

)  
 )  
 ( )  
 (3) (97)  
 Spearman (rs)  
 .(0.05≤P≤0.01) Multiple Linear Regression

Bounded Awareness

/ / / :

)

-

Bounded Knowledge

.(

.(Jones & Hill, 2008,pp:78-81)

.2012/1/10

2010/11/30

.(Bazerman & Chugh, 2006, PP: 88-97)

.(Wick, 2000, PP: 515-529)

- : •
- : •
- : •
- : •

.(Fahey & Randall, 1998, PP: 30-42)

:  
-1

.(Krogh & et al., 2001, PP: 421-424)

Szulanski's, 2001, PP: 318-)

.(Commbs, et al., 1998, P: 13) (320

Perceptual Blinders

Incrementalism

Pfeffer )

.(& Sutton, 2006, PP: 30-37

-3

Hackman, 2009, P: )

.(103

.(Zack, 1999, PP: 181-197)

-2

.(Daft, 2001, P 352)

)

(Convergent Thinking

Baghai, Smit & Viguerie, 2009, PP: 86-)  
(96)

Divergent )  
(Thinking

Huang )  
( & Murray, 2009, PP: 1195-1199  
Hessami )

(Reid, 1998, P:6) . (& Gray, 2002

(Gupta & McDaniel, 2002) Gewirtz, 1996, ) , (McElroy, 2000, PP 34-37)  
(PP: 221-238

( ) -4  
Cognitive Biases

Wheelen & Hunger, ) (2)  
(2008, P: 16

Jones & )  
(Hill,2008

Helfat ) ,(Zook, 2004, PP: 20-30)  
( & Raubitschek, 2000, PP: 961-974

Icarus Paradox (1)

Rastogi, 2000, )  
(PP: 39-48

)  
(  
(Power, 1991, P: 440)

McFarland, )  
(2008, P: 20

) (2)

(1)

=  
Sanilac, 2001, P: ) +  
(149; Thompson & etal, 2007, PP: 368-373

( Jones & Hill ,2008 )

(1 )

Wheelen & Hunger, )

(2008, P: 73

(1)

Post & )

(Anderson, 2003, PP: 370-374

- ) (	15	1984 P: 131	Jemison	.1
	61	1985 P: 103	Newman	.2
) (	220	2003 P: 327- 338	Zhang & Rajagopalan	.3

) Formal Strategy

(  
) Emergent Strategy

(

(Mintzberg, 1997)

:



( ) :  
-1

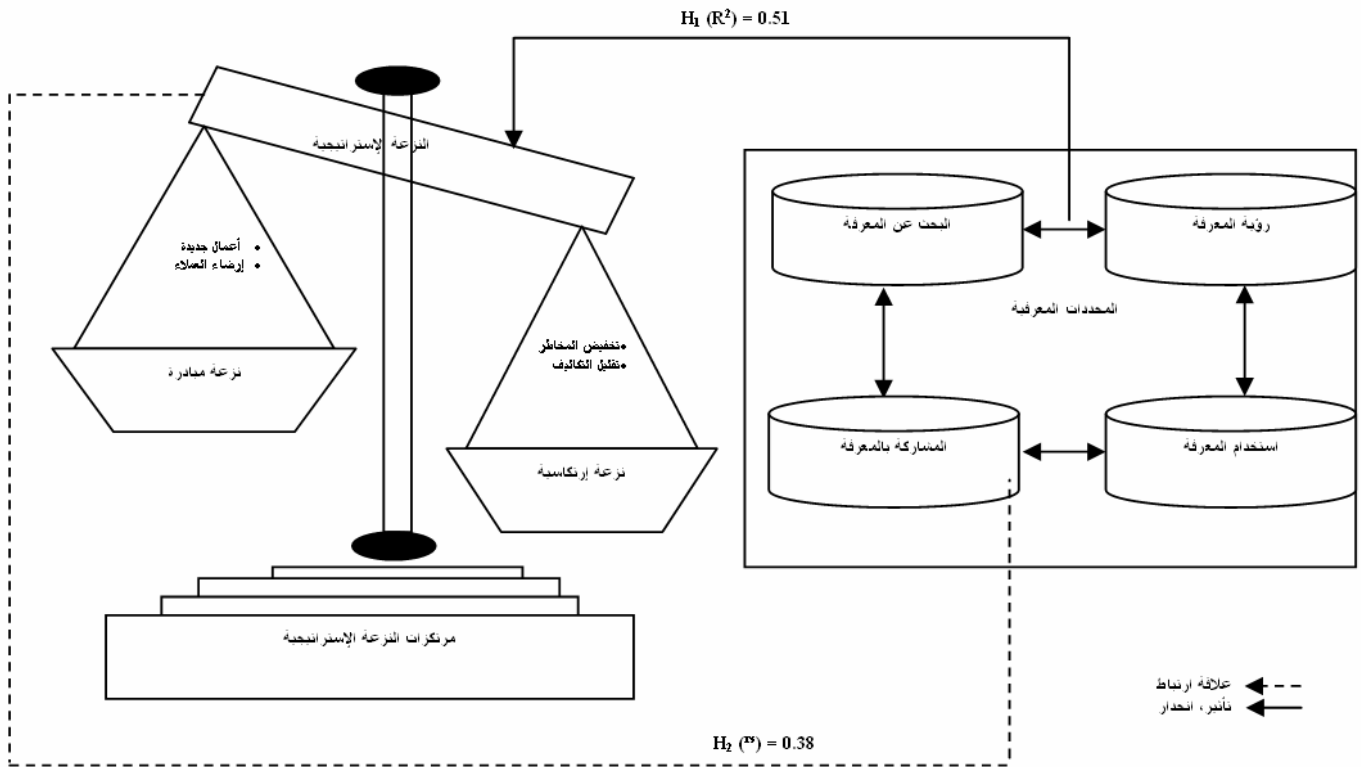
-3  
أ :  
.2010  
ب :  
ج :

( ) :  
-1 - )  
( - ) ( - )

Bazerman & Chugh, )  
(Marchand, Kettinger, Rollins, 2001) ,(2006

( - )  
- )  
.(

.(1)



(1)

-2

:(HA)

:( )

:(H<sub>0</sub>)

.(0.01-0.05= $\alpha$ )

:(HA)

/ /

.(0.01-0.05= $\alpha$ )

-3

(6) (H<sub>0</sub>)

(26) .(HA)

): ( )

:(H<sub>0</sub>)

.(1) .(0.01-0.05= $\alpha$ )

KP  
 Marchand, Kettinger & )  
 (Rollins, 2001  
 (3)

Bazerman & Chugh, )  
 (ESCWA, 2004, P:8) (2006, PP:89-97  
 .( )  
 ) (14)

(1) :

(10) .(

( )

(10)

(10)

.Liker

1	2	3	4	5

$KD = KS + KR + KU + KP$

KS                      KD :

KU                      KR

10	9	8	7	6	5	4	3	2	1	(CDO)		
10	9	8	7	6	5	4	3	2	1	(DC)		
10	9	8	7	6	5	4	3	2	1	(MR)		
10	9	8	7	6	5	4	3	2	1	(RC)		

Initiative (SI)

Strategic Reactive(SR)

(1) CBO+DC = Strategic Initiative (SI)

(2) MR+RC= (SR) Strategic Reactive

(3) [CBO+DC]-[MR+RC]= Pattern Strategic

Tendency (PST)

Pattern of the Strategic

Tendency(PST)

Strategic

(2)

Dess, etal., 2007, P: 129	3	3-1	KS				
(Robbin & Judge, 2007, P: 507-509)	4	7-4	KR				



(De Tienne et al., 2001),(Singh et al., 2006, PP: 110-128),(Cascio, 2010, PP: 234-237)	4	11-8	KU				
(Dess, et al.,2007, P: 144),(Gibson, et al., 2009, PP:427-428),(Porter& Allen 2003, PP: 419-431),(Singh, 2008, PP: 3-15)	3	14-12	KP				
	14						
(Dudley & Knoploch, 1998, PP: 1-3),(Thompson & Strickland, 2001, P: 118),(Herschel, 2000, PP: 37-45),(Kuratko & Welsch, 2001, PP: 123-132)	6	20-15	SI			•	
(Thomke, 2001, PP: 67-75),(Whitley, 2000, PP: 865-872)	6	26-21	SR			•	
	12					•	

Pearson

Reliability`

: (0.71) )

$$0.83 = \frac{(0.71)^2}{(0.71)(1-2) + 1} =$$

Bower man, O'Connell& Drris, 2004, PP: )  
(259-295

Content

Validity

$$\frac{(r) N}{r(N-1)+1} =$$

0.91 = 0.83 √ = معامل الصدق = معامل الثبات √

r

N

Pearson

(4)

%		%		%		
8.25	8	3.09	3	5.16	5	29-20
54.64	53	24.74	24	29.90	29	39-30
29.89	29	10.30	10	19.59	19	49-40
7.21	7	2.06	2	5.15	5	-50
100	97	40.20	39	59.80	58	
81.44	79	27.83	27	53.61	52	
18.56	18	12.37	12	6.19	6	
100	97	40.20	39	59.80	58	
7.21	7	2.06	2	5.15	5	
19.60	19	8.25	8	11.35	11	
53.61	52	24.74	24	28.87	28	
15.37	15	4.12	4	11.35	11	
4.12	4	1.03	1	3.09	3	
100	97	40.20	39	59.80	58	

(3)

	t	t			
$\alpha 0.05 =$	1.69	6.51	0.91	0.83	0.71

Asia Cell, Ather Zain, (6)  
 (3) .Iraqina, Iraq Tel, Korek, Etisalna  
 Iraqina, Ather Zain,  
 Etisalna, Iraq Tel Asia Cell  
 Korek

(120) (3)  
 (109) (40)  
 (12)  
 (%89)  
 : (Bowerman, O'Connell, Drris, 2004)

$$SE = \sqrt{\frac{L \times P}{N}}$$

$$(0.25)^2 = \frac{15 \times 0.5}{N} \quad N = 120$$

%5 ± : SE  
 : L  
 (15)  
 %95 \* :N

(2) .CEO (1) : (3)  
 IT :Directors  
 (3). :Managers  
 .Directors

(%18.56-%51.55)

(5)

-1

(%25.78-%61.86)

(0.82-2.38)

(%47.62-%16.49).

(5)

N=97

		%											KS	
	16.49	46.40	1.06	2.31	0.82	%61.86	%18.56	8	10	19	28	32	KS	
	20.21	54.23	1.47	2.71	1.01	%45.37	%22.69	10	12	31	28	16	KR	
	19.17	48.87	1.29	2.44	0.96	%56.71	%21.65	9	12	21	26	29	KU	
	47.62	69.90	1.53	3.49	2.38	%25.78	%51.55	31	19	22	17	8	KP	
			2.5	2.5-2.99		3.5-3.99		4-4.49			4.5-4			
$\left( \quad \times \quad \right) / \left( \quad \times \quad \right) = \quad (1)$														
$\quad / \left( \quad \times \quad \right) = \quad (2)$														
$\quad + \quad = \quad (3)$														
$\quad + \quad = \quad (4)$														
$\quad / (4 \times \quad) + (5 \times \quad) = \quad (5)$														
$(100) \left( \quad / \quad \right) = \left( \quad \right) \quad (6)$														

-2

(2.85)

(6)

(0.74)

(6)

N= 97

( )								
	0.81	2.43	%24.2	1.22	%69	%27		
	1.15	3.68	%68.4	3.42	%17	%76		
	1.03	3.34	%55	2.75	%34	%61		
	0.74	1.96	%17.2	0.86	%75	%19		
	0.74	2.85						
3	3-3.49	3.5-3.99	4-4.49	4.5-5				
Likert					(1)			
÷					=	(2)		

(10)

)

.(

)

(10) (1)

(

.(7)

.( )

)

(

N = 97		(7)	
10-.....-1		10-.....- 1	
3		5	
7		4	
10 = 7+3 = ( )		9=4+5 = ( )	
1--=10-9 = ( ) - ( ) = Asia Cell			
4		6	
6		7	
10 =6+4 =( )		13=7+6 = ( )	
3 +=10-13 = ( ) - ( ) = Ather Zain			
6		3	
7		4	
13=7+6=( )		7=3+4 = ( )	
6- =13-7 = ( ) - ( ) = Iraqina			
- = [6.67+4.33] - [5+4.67] =			1.33

(4)

### Cluster Analysis

\_\_\_\_\_ (4)

Ward

$$1.33 = [6.67+4.33] - [5+4.67]$$

Harrigan )  
 1985, PP: 55-73; Punj & Stewart, 1983, PP: 134-148;  
 .(Thomas & Ven Katraman, 1988, PP: 537-559

)  
 .(  
 Segars , Grover )  
 Hambricks, ), (&Kettinger,1994  
 .(Miles & Snow, 1978),(Cameron, 1983),(1986

( ) -1

)

ANOVA

(  
 .( - ) . (0.05)  
 (%51) (8) -3

(F)

-i

(3.48) (F) (23.57)  
 .(92.4) (P≤0.01)

**Ather Zain**

Huang & )  
 Marchand & ) (1215-1209Murvay, 2009, PP:  
 .(etal., 2001

-ب

**Asia Cell, Iraqina**

(8)

N= 97

df	Sig	FT		F Ratio	Sig	tT		T value	B		
		0.01	0.05			0.01	0.05				
1.95	S	6.85	3.92	55.50**	S	2.36	1.661	7.45	0.61**		KS
1.95	S	4.79	3.07	39.84**	S			6.31	0.54**		KR
1.95	S	3.95	2.68	53.83**	S			7.34	0.60**		KU
1.95	S	5.48	2.45	32.18**	S			5.87	0.47**		KP

df	Sig	FT		F Ratio	Sig	tT		T value	B		
		0.01	0.05			0.01	0.05				
	SE	df		R <sup>2</sup>		R <sup>2</sup>	Sig	Ft		F-Ratio	
								0.05	0.01		
	0.42	92.4		0.49		0.51	S	2.45	3.48	23.57**	

\*\* P≤0.01; \* P ≤0.05

(0.28-0.29) (8)

(16) (12) (0.61) (0.47) (0.54) (0.60)

(%75) (P≤0.01) (t)

(F) (F)

(2.63) (t) (0.38)

(t) (0.01) (1.95) (P≤0.01)

(2.34) ( ) -2

(.95)

HanSent )

(.& etal., 1999, P: 112 (9)

N=97		Spearman								(9)	
t	r	t	r	t	r	t	r	t	r		
2.41**	0.27	1.45	0.17	2.50**	0.21	2.87**	0.29	3.51**	0.36	KS	
2.35**	0.25	2.09*	0.23	1.01	0.18	3.21**	0.34	3.01**	0.31	KR	
1.69*	0.18	2.36**	0.29	2.72**	0.27	1.62	0.26	2.30*	0.27	KU	
1.93*	0.24	2.65**	0.30	2.13*	0.26	1.96*	0.28	1.23	0.19	KP	
2.63**	0.38	2.71**	0.28	1.52	0.18	1.64	0.25	2.36**	0.29	KD	

t (0.05) = 1.65 \*  
t (0.01) = 2.34 \*\*

(%75)  
)

12  
.( 16

: -3 ) -1  
(

(t,f)

(%51)

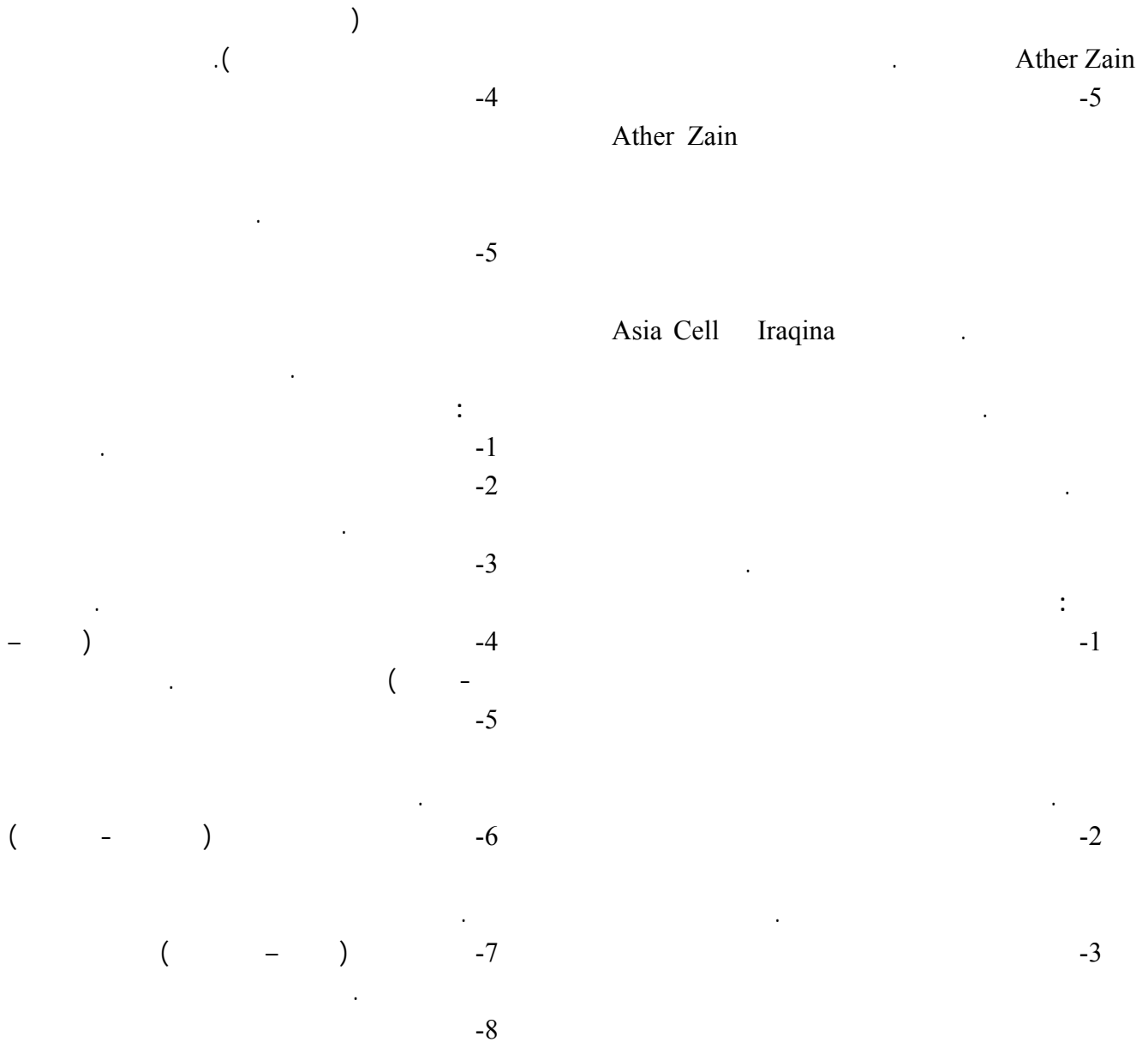
-4

Iraqina

Asia Cell

: -2





Ayoun, Baker & Moreo, Patrick, (2009), "Impact of Time Orientation on the Strategic Behavior of Thai and American Hotel Managers", *Journal of Hospitality Marketing & Management*, 2009, Vol. 18 Issue 7,

p676-691, 16p, 2 Charts.

Baghai, M, Smit, S. & Viguier, P. (2009) "Is Your Strategy Flying Blind", *Harvard Business Review*, May.

Bazerman, M. H. & Chugh, D. (2006), "Decisions With

- Out Blinders", *Harvard Business Review*, January.
- Bowerman, O'Connell, & Orris, (2004), "*Essential of Business Statistics*", McGraw-Hill Companies, U.S.A.
- Cameron, (1983), "Strategic Responses to Conditions of Decline: Higher Education and the Private Sector", *Journal of Higher Education*, 54.
- Cascio Wayne F. (2010), "*Managing Human Resources, Productivity, Quality of Work Life Profits*", Eighth Edition, McGraw-Hall Irwin, Boston, U.S.A.
- Çolak, Gonul & Gunay,(2011)," Strategic waiting in the IPO markets", *Journal of Corporate Finance*; Jun2011, Vol. 17 Issue 3, p555-583, 29p.
- Coombs, R., & Green K., & Richards, A., & Walsh, (1998), "*Technological Change and Organization*", Edition Algar Publishing Limited, U.S.A.
- Daft, Richard, L., (2001), "*Organization Theory and Design*" , 7/ed, South Western College Publishing, U.S.A.
- De Tienne, K. B. & Jackson, Lisa Aun, (2001), "Knowledge Management Theory and Developing Strategy", *Competitiveness Review, Indian*, 11.
- Dess, Gregory G., Lumpkin, G. T., Eisner, Alan B. (2007), "*Strategic Management: Creating Competitive Advantages*", Mc Graw-Hill, Boston, U.S.A.
- Driscoll ,William J., (1988), " Information System Planning the Retail Environment ", *Retail Control* , Vol. 56.
- Dudley & Knoploch, (1998), "*How Do Measure Success*", Forbes: 1-3.
- ESCWA, (2004), "*Methodology in Knowledge Management*", United Nation, New York, U.S.A.
- Fahey, L., & Randall R., (1998), "*Learning From the Future: Competitive Foresight Scen –Grios*", Wiley, U.S.A.
- Gewirtz, David, (1996), "*The Flexible Enterprise: How to Reinvent Your Company, Unlock Your Strengths, and Prosper in a Changing Worlds*", John Wiley & Sons Inc, U.S.A.
- Gibson, J. L., Ivancevich, J. M, Donnelly J.R. Konopaske, R., (2009), "*Organization Behavior: Structure,, Process*", Thirteenth Edition, McGraw-Hill Irwin, Boston, U.S.A .
- Gupta, A., & McDaniel, J., (2002), "Creating Competitive Advantage by Effectively Managing Knowledge: A Frame Work for Knowledge Management", *Journal of Knowledge Management Practice*, October, Available at: <http://www.Hainc.com/artic/39htm>.
- Hackman Richard, J., (2009), "Why Teams Don't Work", *Harvard Business Review*, May.
- Hambrick's, (1983), "Some Test of the Effectiveness and Functional Attributes of Miles and Snow Strategic Type", *Academy of Management Journal* (26).
- Hansen, M. T. & Nohria N., & Tierney, T., (1999), "What's Your Strategy for Managing Knowledge", *Harvard Business Revive* Mar – Apr.
- Harrigan, K. R, (1985), "An Application of Clustering for Strategic Group Analysis", *Strategic Management Journal*, (3).
- Helfat, C. E, & Raubitschek, R., (2000), "Product Sequencing: Co-Evaluation of Knowledge, Capabilities and Products", *Strategic Management Journal*, Vol. 21, Issue, 10-11.
- Herschel, R., T. (2000), "Chief Knowledge Officer: Critical Success Factors of Knowledge Management: Information Strategy", *The Executive Journal*, Vol. 16, Issu 4.
- Hessami & Gray, (2002), "*Creativity, The Final Frontier?*", Proceedings of the Third European Conference of Knowledge Management, Dublin: Trinity College.
- Huang Kenneth, G. & Murvay Fiona E., (2009), "Dose Patent Strategy Shape the Long – Run Supply of Public Knowledge? Evidence From Human Genetic", *The Academy of Management Journal*, Vol. 52, Number 6, December.
- Jemison ,David B.,(1984) ," The Importance of Boundary Spanning Roles in Strategic Decision Making ", *Journal of Management Studies* ,Vol.12, No.2, Apr.
- Jones R. Gareth & Hill W.L Charles ,(2008) , " *Strategic*

- Management : An Integrated Approach** ", Houghton Mifflin , U.S.A.
- Kessuer ,Richard M.,(1989), "Strategic Planning for MIS ", **Bankers Magazine** , Vol.172,Iss.4, Jul –Aug.
- Krogh, G Von & Nonaka, I., and Abem, M. (2001), "Making the Most of Your Company's Knowledge: Strategic Framework", **Long Range Planning**, 34.
- Kumar, A.,& Plavia,P.(2001), "Key Data Management Issues in a Global Executive Information System", **Industrial Management and Data Systems**,101(4).
- Kuratko, Donald, F., & Welsh Harold P., (2001), "**Strategic Entrepreneurial Growth**", Inc, U.S.A,
- Likert, R. (1961), "**New Patterns of Management**", New York, U.S.A.
- Maquadda Paolo (2009),"Processes of Institutionalization and Symbolic Struggles in the Independent Music field in Italy ", **modern Italy** , Aug , Vol.14,Issu 3 ,
- Marchand D.A, & etal ., (2001), "**Information Orientation : The Link to Business Performance** ", Oxford University Press U.K.
- Marchand D.A, Kettinger W.J., & Rollins J.D., (2001), "**Making the Invisible Visible**", John Weily & Sons, Ltd, England.
- Mc Elroy, Mark, W. (2000). "Using Knowledge Management to Sustain Innovation", **Knowledge Management Journal**, Vol. 3, Issue 4.
- McFarland, K., (2008), "**The Breakthrough Company: How Everyday Companies Become Extraordinary Performances**", Crown Business, U.S.A.
- Miles & Snow, (1978), "**Organizational Strategy: Structure and Process**",. New York, McGraw Hill.
- Mintzberg, H, (1997), "**The Nature of Management**", New York, Harper & Row.
- Newman , Michael E., (1985), " Managerial Access to Information Strategies for Prevention ", **Journal of Management Studies** , Vol 22, No.2 , March.
- O'Brien ,A.J.(2003),"**Introduction to Information Systems**", Eleventh Edition ,McGraw -Hill, Irwin.
- Pfeffer, J.& Sutton, R., (2006), "Hard Facts: Dangerous Half-Truths and Total Nonsense's Profiting From Evidence – Based Management", **Harvard Business School** Press, U.S.A.
- Porter, W. Angle, J. L. Allen R. W., (2003), "**Organizational Influence Process** Second Edition, Sharpe Inc U.S.A.
- Post Gerald, V. & Anderson David, L., (2003), "**Management Information Systems**", Third Edition, McGraw-Hill Irwin, Boston, U.S.A.
- Power, Joseph L. (1991), "**the Craft of General Management**" Published by Arrangement with Harvard Business School Press, U.S.A.
- Punj, G & Stewart, DW. (1983), "Cluster Analysis in Marketing Research: Review and Suggestions for Application", **Journal of Marketing Research**, 20 (3).
- Rastogi, P. N., (2000), "Knowledge Management and Intellectual Capital: the New Virtuous Reality of Competitiveness", **Human System Management**, 19.
- Reid, J., (1998), "Intellectual Capital", **Business Quarterly**, 1-6.
- Robbin, Stephen P. Judge Timoth A. (2007), "**Organizational Behavior**", Twelfth Edition, Pearson Prentice Hall, New Jersey, U.S.A.
- Sanyal, RajiB, N, (2001), "**International Management: A Strategic Perspective**", Prentice – Hall, Inc, New Jersey, U.S.A.
- Segars, A. H., Grover, V., & Kettinger, W.,J., (1994), "Strategic Users of Information Technology: Longitudinal Analysis of Organizational Strategy and Performance", **Journal of Strategic Information System**, 3 (4).
- Shin, Jea-Hwa& Cameron, Glen (2005)," Different Sides of the Same Coin: Mixed Views of Public Relations Practitioners and Journalists For Strategic Conflict Management ", **Journalism & Mass Communication Quarterly**;Summer2005, Vol. 82 Issue 2, p318-338, 21p
- Singh, M. Shankar, R. Navain R. & Kumar, A. (2006), "Survey of Knowledge Management Practices in Indian Manufacturing Industries", **Journal of Knowledge**

**Management (6).**

- Singh, S. (2008), "Role of Leadership in Knowledge Management", *Journal of Knowledge Management*, 12 (4).
- Szulanski's G., (2001), "Knowledge Creation: a Source of Value", Book Review in the *Academy of Management Journal Review*, Vol. 26, No.2.
- Thomas H, & Ven Katraman, N, (1988), "Research on Strategic Groups Progress & Prog – Noses", *Journal of Management Studies*, 25 (6).
- Thomke, Stefan, (2001), "Enlightened Experimentation the New Imperative for Innovation", *Harvard Business Review*, February.
- Thompson, J.R.A, & Strickland III A. J. (2001), "**Strategic Management: Concept and Cases**", 2/ed. McGraw-Hill, Irwin, U.S.A.
- Thompson, Jr, Strickland A.J. & Gamble J.E., (2007), "**Crafting and Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases**", McGraw-Hill Irwin, Boston, U.S.A.
- Wheelen, Thomas & Hunger David, (2008), "**Strategic Management and Business Policy**", Eleventh Edition, Pearson International Edition U.S.A.
- Whitley, Richard, (2000), "The Institutional Structuring of Innovation Strategies, Firm Types and Patterns of Technical Change in Difference Market Economies", *Organization Studies*, Vol. 21, No. 5.
- Wick. Corey (2000), "Knowledge Management and Leaderships Opportunities for Technical Communicators", *Technical Communication*, November, Vol. 47, Issue 4,
- Zack, Michael, H., (1999), "**Knowledge and Strategy**", Butterworth – Heinemann, U.S.A.
- Zhang, Yan& Rajagopalan, Nandini,(2003)," Explaining New CEO Origin: Firm Versus Industry Antecedents", *Academy of Management Journal*; Jun2003, Vol. 46 Issue 3, p327-338, 12p, 2 Charts.
- Zook, Chris, (2004), "**Beyond the Core:" Expand your Market Without Abandoning Your Roots**", Harvard Business School Press, U.S.A.

## Knowledge Determinants and their Impact on the Pattern of the Strategic Tendency: A Survey of Managerial Perceptions in the Iraqi Cellular Telecommunications Sector

*Abed Al- Sattar M. Al Sayah\**

### ABSTRACT

The research aimed at determining the nature of the relationship and influence between the Knowledge determinants (knowledge vision, knowledge search, knowledge usage, knowledge sharing) and the pattern of strategic tendency (externally-oriented proactive strategic tendency – internally-oriented reactive strategic tendency). To achieve objectives of the research, a virtual model was designed and two hypotheses were derived. The first one was concerned with impact, the other with relations. Data was collected from (97) managers working in (3) companies selected as an intentional sample. Relations were tested based on spearman's correlation coefficient (rs), the influence of multiple linear regression, and the confidence  $P \leq 0.05$ . Analysis and interpretation of the findings demonstrated that the knowledge determinants are a function of strategic tendency. We have found strong evidence on the extensive presence of knowledge determinants, and the prevailing pattern of the strategic tendency is a reactive one. Finally, we found a different variation in terms of type, magnitude and direction at the level of variables and sample in the pattern of strategic tendency due to differentiation in knowledge determinants.

**KEYWORDS:** Knowledge Determinants, Strategic Tendency, Iraqi Cellular, Telecommunications Sector.

Abed Al- Sattar M. Al Sayah, Balqaa Applied University, Amman, Jordan.