

INTRODUCTION AND EXPLANATION OF THE HAKIM ABOL QASEM FERDOWSI'S DOCTRINE IN KNOWLEDGE MANAGEMENT: THE FOUNDER AND FIRST THEORIST OF KNOWLEDGE MANAGEMENT

***Mohamad Reza Kabaranzad Ghadim¹ and Ahmad Eskandarian²**

¹Department of Management, Central Tehran Branch, Islamic Azad University, Iran.

²Department of Management, Central Tehran Branch, Islamic Azad University, Iran.

**Author for Correspondence*

ABSTRACT

One of the most intellectual poets of the Persian literature is Hakim Abol Qasem Ferdowsi. He wisely and with special precision have been seen the knowledge as the human, organization, and community prominence. In this paper, we introduce Hakim Abol Qasem Ferdowsi as the founder and the first theorist of knowledge management through explaining his invaluable thoughts and ideation. As the human capabilities depend on his knowledge and literacy, and it is the key to communities development and growth; thus, if a community could manage its knowledge and applying contemporary knowledge management, the door to growth and achievement will be open for it. The successful application of knowledge management lead to a higher phase called wisdom and intellectuality. At this stage, rationality is proposed, which Ferdowsi saw it as the era of knowledge and wisdom, praised it and elaborate it as the highest situation.

Keywords: *Knowledge, Knowledge Management, Learning Organization, Wisdom*

• INTRODUCTION

Knowledgeable individuals are capable one

Knowledge transform olds to youth

[Ferdowsi]

(The knowledge is Power)

This verse is an amazing masterpiece which represent the Ferdowsi doctrine about this profound point that human capabilities only depend on his knowledge, and the secret of societies' progress lying on this verse; and it is according to knowledgeably and knowledge seeking that its application and results evident. The purpose of current study is to representing and explaining the ideas and doctrine of Hakim Ferdowsi in the field of knowledge management and rationality, in order to uncover and reveal the high position of the Hakim in the above mentioned spheres appropriately to all.

Along this goal and for the purpose of research, we described the position of Mr. Ferdowsi in current issue through review of literature and evaluation of available evidence and reasons. Hoping that better understanding and introduction of this important lead to heighten the human ideals, and paying tribute to the great sage. But what has been done in this study can be expressed in two cases which are outlined below:

- A. reviewing the history and introducing the doctrine of Ferdowsi as founder of "knowledge management"
- B. Explaining the Ferdowsi's thoughts as the first theorist in the field of "knowledge management" and "rationalization"

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- **Review of literature**

The main concern of the leading organizations has been acquiring the long-term competitive advantage, from past to present. In the 1980s, quality issues was the main trend and considered seriously, 1990s was reengineering decade, and the 2000s was introduced as knowledge management decades.

Nowadays, in most organizations, the issue of managing the corporate based on knowledge management are discussed. In fact, the "knowledge capital" is the basis for core competencies and a strategy for better performance. In achieving sustainable competitive advantage, both considering the available knowledge and effective use of it, and creating a framework and structure for the use of new knowledge is very important (Bergrun, 2008).

Peter Drucker in his post-capitalist society book states: "the most important economic resource, the instruments of production are not natural capital and labor but it is the knowledge that compose the main economic resources and it would be" (Drucker, 1993). If we want to examine the concept of knowledge clearly, we must first define data, information, metadata, knowledge, and understanding:

Data: numeric or property quantities that have been obtained from inspection, experiment, or calculation (Bergrun, 2008).

Information: A collection of data, explanations, and meaningful interpretations about a topic, event or special process (Bergrun, 2008).

Metadata: Data Transfer, the information about the context in which the information is used (Bergrun, 2008).

Knowledge: organized, analyzed, and summarized information to increase understanding, awareness, and identification (Bergrun, 2008).

Effective (Instrumental) understanding: clear and complete presumption about the nature, importance or explanation of something (Bergrun, 2008).

Any discussion about knowledge and especially knowledge management has always led to question about the relation between information and knowledge. If the information contain semantics, is not that the same as knowledge?

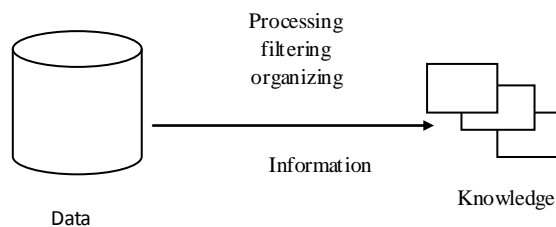


Figure 1: The relationships between information and knowledge

Carl Sveiby stated that information cannot be converted to knowledge unless its value is raised through interpreting, organizing, filtering, selection or Engineering (Reading, 2010). In Reading (1998) work, he referred to John Naisbitt book, "the Megatrends" which was stated: "because knowledge and information in the modern systems distributed in the volumes beyond what can be absorbed, produced and distribute, they appeared in a vague way". It can be found in the 'The Third Wave' by Alvin Toffler too (Toffler,

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1995). However, some definitions are proposed by some experts, and as an example we mention the most important one.

Davenport and Prusak (2000) describe the knowledge management as concept for explaining processes through which the organization develop, organize and share knowledge in an attempt to achieve competitive advantages (Davenport, 2000)

In another definition, knowledge management is considered as necessary process to create, acquire, document, and distribute knowledge throughout the organization to achieve competitive advantage (Akhavan & Bagheri, 2010).

- **Contemporary organization, reliability, dynamics, and knowledge management positions**

Almost always all organizations are intentionally or unintentionally strive to survive from the time they are formed until probably end of their career. Depending on the type, nature, and other factors in an organization; they are all trying to reach the organizational objectives including survival. In this regard, plans and programs of organizations will be divided in two main categories of sustainability (reliability) programs and dynamics programs. The sustainability programs trying to conserve the organization's survival and the dynamics programs aimed optimization, expansion of business transactions and transforming to a leading firm in their corresponding field. It is worth noting that these two programs are overlapping.

Meanwhile, some ideas have been put forward and are generally fit this category, including the idea of a learning organization. This concept of the learning organization is often associated with knowledge topics. This concept view organizations as entities that with adoption of knowledge and learning through new and fast methods, can achieve high levels of commercial success. Today it is well known that learning is a crucial element in the continuing development of innovation for organizations (Reading, 2010).

Accordingly, many organizations employ it in an unsuccessful manner and transformed it to results such as innovative products and services; as matter of fact, many procedures in the current organizations are against learning environment in the organization. In Akhavan book (2010) quoted from David Garvin, it was pointed out that the main reason of organizational failure of firms which relying on continues improvement and could not implement it successfully is their employees must learn first then try to improve (Akhavan & Bagheri, 2010). In contrast, the learning organization will first create the required knowledge and then applied it in their work; and then, they use their new experience for correction of learning materials in order to adapt it with their changing situation; so, the opportunity for creation and application of new knowledge for continue improvement and learning in an infinitive cycle will be emerged. Any organization which wouldn't expand its learning capacity, as matter fact, fight with change. At all, organization can achieve and conserve their competitive advantages through acceptance of change responsibility.

- **Knowledge management and learning in organization**

Now, we explain the importance and necessities of knowledge and learning in the organization, and for better understanding, we move a step forward and investigate knowledge management in an organization.

But, before that, we will define the organizational learning:

And the purpose of learning ability in a learning organization is strengthening the capacity of employees to learn in order to perform tasks that they couldn't previously; this is obtained through independent performance, experiencing, trial and errors (Daft, 2002).

Despite the stated definitions of knowledge management and despite shortcomings, the concept with conveyed and again, numerous questions posed, where the knowledge comes from? Where knowledge leads to? And so on.

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In response to ambiguity about knowledge management, theories and knowledge management stakeholders refer to the knowledge pyramid and depict the world of knowledge as a pyramid.



Fig 2. Knowledge Pyramid

We are not aimed to describing the knowledge pyramids, the routes that data travel in order to reach the top level of pyramid, which is wisdom, is very important in the context of current study.

The first two phases are called metadata, and the next pair is meta-information and the next pairs are of meta-knowledge. But finally, at the top of the pyramid of knowledge is wisdom; for theorists who pursue the knowledge pyramid until this point, wisdom is the most abstracted and timeless knowledge (Reading, 2010). In fact, the peak of information maturity in any organization or institution is wisdom and rationality.

It is clear that acquiring data, information and even knowledge and take them to higher levels is only a part of the process knowledge management. Perhaps the most challenging endeavors in knowledge management are the application of information or knowledge. If an organization implement this cycle correctly, transform data to knowledge and meta-knowledge, but cannot use it for their own improvement, this is unfruitful action; because the outcome of this endeavor is application of acquired information and knowledge which is justify the task. In other word; someone who have great deal of knowledge and information about something, but cannot use it, is invalid. Meanwhile, wisdom or rationality depend on correct and appropriate application of available knowledge, or it means performing assigned task with higher effectiveness and efficiency.

So, we can conclude that contrary to gold and other wealth, knowledge is worthless alone; and the value of knowledge manifested in its usage in order to expanding and completing the organization vision and perspective. It's required a time-based knowledge (Bergrun, 2008).

Sustainable competitive advantage through innovation is the way in which organizations can be successful in the long term. Only through continuous innovation and a new approach to reduce cost and price, new ways to serve customers, or the development of new technical achievements, an organization can be successful in the long term (Hubbard, 1998).

In summary and according to above mentioned materials, it can be concluded that if an organization could act knowledgeably and attain its maturity which is wisdom, without doubt, it is a leading organization and can win the competition from their competitors and determine the market and organizational environment policies.

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- **Ferdowsi, the first theorist of knowledge management**

Some scholars trace the roots of knowledge management in Greek philosophy and in some of the ideas of Heraclius, Socrates, and etc. (Akhavan & Bagheri, 2010). But his group acknowledged the importance of the fact that they have considered the importance of knowledge with abstraction, not based on the relationships of knowledge and abilities. Perhaps the oldest reference to the relationship between knowledge and power in the West is the famous sentence (Knowledge is power) attributed to Sir Francis Bacon whom explicitly said: knowledge is power. It is clear that knowledge is power in the today's world; because most of theorists believed that knowledge itself cannot be power, and its power derived from its application, when it's an incentive for moving toward meta-knowledge and ultimately wisdom (Reading, 2010). But is it Bacon who truly states this sentence for the first time? Was it Sir Francis Bacon who studied the relationship between knowledge and power explicitly and for the first time?

We answer these questions with some initial explanation.

If you take a look at Shahnameh, also Ferdowsi has understand the importance of knowledge, and proposed the outcome of knowledge seeking; also he take a step further and introduce wisdom and rationality as its end results.

Generally Hakim of Toos structured and organized the knowledge management literally. In the next sections, we will explain this system in the Hakim Toos point of view. We begin discussion of this claim with an evidence of his genius:

*Knowledge is equal with power
Knowledge bring youth for the elders*

Nowadays, It's well known that knowledge is not power and knowledge alone is not valuable essentially, and in the best situation, it's have little value (Reading, 2010).

What really adds value to knowledge and make it precious is its proper application; and if it's applied properly and correctly, the outcome will be wisdom or rationality, which is full sage and wisdom. The wise of Toos has noted this and stated that while knowledge is power and while the knowledge is rule, capability has govern all the elements.

In addition, there is very important point in the second hemistich. Where he said: knowledge brings youth to the elders. In this hemistich, he had pointed to one of the most important case of management, "the elder heart become capable", which means continuous improvement, permanent eminence, continuous recovery (in Japannies, Kaizen). This concept hide in the main term of knowledge and denote that if someone or some organization acquired knowledge, it bring about eminence and continuous improvement. This suggest that the capabilities resulted from knowledge is valid and persistent if applied along continuous improvement (the elder heart become capable).

However, it is not the only verse of Ferdowsi about this topic that happen randomly, there are many more instances of these verses (Page 66, verse 38641) (Reading, 2010):

*Wise King is modest and humbled
His knowledge is his power and ability*

No we can answer the question raised from Bacon statement, and the answer is no. because based on the historical evidence, Bacon was born in 1561 AD in England and died in 1626 in London [10]. However, Ferdowsi was born in the year 940 AD and died in 1020 AD [11]. Given this information, it is clear that Bacon was born 606 years after the death of Ferdowsi; thus, Ferdowsi has been a leader in providing this idea. Ferdowsi could be regarded as the first thinker who studied the relationship between knowledge and power, reviewed, organized, and ultimately forecast an end for it and analyzed the data.

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- **Explanation of Ferdowsi ideas about knowledge management**

According to the purpose of current study, anywhere that speak about someone wise, foolish, rationale, wise ... it can be considered organization virtually. For example, we can use wise organization instead of wise individual, or when Ferdowsi refer to learning or mastery over man, this would have implications for the organization. For example the master verse of the Hakim would be as follows:

*Knowledge is equal with power for organizations
Knowledge bring youth for the organizations*

Although it may be invalid in literary perspective, but from the perspective of management science it is a correct, valid, and even helpful verbal comment. Indeed, this kind of approach to the idea of a Great theorist like Hakim Ferdowsi is unlikely? Or may be wrong? No doubt any sane person will support these claims that the epic of its kind is unique and full of wisdom. In the view of Ferdowsi, Shahnam`eh is full of secret, as he states:

*Don't consider it as lie and story
It is not the same all the times (Page 4, verse 120)
Some looked according to wisdom
And others are encoded (Page 4, verse 121) (Ferdowsi, 2003)*

We can update the ideas of a great sage like Ferdowsi based on the current time and generalized its lean concepts correctly. If we can deal with the issue accordingly, the concepts such as “the Wise organization” or “learning organization” and ... which are new concepts could be seen in the ideas of Toos Hakim and reflect on them.

In the process of reviewing Ferdowsi’s attitude toward Knowledge and explaining his ideas on knowledge management, it is better that this section be reviewed in a few steps.

- **Step One: the place of knowledge and scholarship in the Ferdowsi’s doctrine**

Knowledge has a prominent place in the Ferdowsi’s doctrine. So basically the value of a person (organization) depends on the extent of his knowledge. And man (organization) without knowledge is ignorance who is no different with soil (Of course, here is the lack of value), this kind of attitude is due to the importance of the knowledge in his opinion:

*Furnish your heart with knowledge
The knowledge made you strong (Page 891, verse 32339) (Reading, 2010).
The ignorant is equal with soil
Living is enough for them (Page 1140, verse 41374) (Ferdowsi, 2003)
The foolish body is less than mud
He is not deserve any good (Page 933, verse 86953) (Ferdowsi, 2003)*

Ferdowsi view the presence of ignorant (illiterate) destructive and harmful to society that distressed everyone and cause resentment in the human community. This is evident in the organization when distorted understanding and illiteracy filled the decision-making and decision-surround organization. When the organization is suffering from this kind of pain, a vicious cycle is formed which threaten the interests of all stakeholders, and ultimately led to the demise of the organization. Of course the wise sage states it in the following forms:

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Don't expect much from the ignorant

Be careful; don't go near them (Page 897, verse 74523) [7]

The worst man is he who is ignorant

All of his life is in prison (Page 1145, verse 72514) [7]

On the other hand, the great sage paying a great deal of interest to the prestige and value of knowledge, and considering its value superior to the other from of reasons and backed it up with the following poem:

Wise peoples control their life

All their dreams come true (Page 1106, verse 82104) (Ferdowsi, 2003)

I illiteracy has not any benefit for you You cannot distinguish good from bad (Page 1228, verse 32284) (Ferdowsi, 2003)

The milestone of Mr. Ferdowsi consideration to the role of knowledge and necessity of knowledge management is in the verse where he said: knowledge is superior to the treasure. If you think about this important matter, it will be easy to understand that, such a valuable treasure must be managed to the best possible, and more exciting, sage Hakim sees the necessity of knowledge management in the view that: knowledge management could push the organization forward in efforts to become the best organization in the area of relationships and become globally competitive. He has stated this fine point in the below form:

He answered: knowledge is the best

Knowledgeable is superior to all (Page 1153, verse 94814) (Ferdowsi, 2003)

There are many verses of the Hakim that frequently suggest his persistence on the superior level of the knowledge and wisdom, next steps are all indicates how the Hakim view the important matter of the knowledge .

- **Step two: the reasons of the importance of knowledge, scholarship and eventually wisdom in the Ferdowsi's doctrine**

First of all, we ask this question: why have Ferdowsi insisted so much on the knowledge? Can we assume that a scholar like Ferdowsi with so much high level of rationality composed some verse about knowledge and knowledge seeking without any reason and only for the concept of beauty of his extraordinary manuscript? Without doubt, any literal person could answer no these questions. But, the Hakim itself, indicate his high interest in the knowledge with following verses:

Knowledge is my guide in the dark

Wisdom keep me from loss and bad (Page 809, verse 29398) (Ferdowsi, 2003)

Knowledge will empower you.

Knowledge will raise you up (Page 989, verse 35844) (Ferdowsi, 2003)

An intellect said

All wishes will come true (Page 1102, verse 39973) (Ferdowsi, 2003)

These lines indicate the explicit and tacit relationship between knowledge and a healthy body and spirit. As he have regarded knowledge as a guarded for a man, and his wealth as an outcome of knowledge.

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Here we can refer to the review of literature section and explain that Ferdowsi saw the organizational dynamics as a product of organizational knowledge. Especially the part where he says that "knowledge will make rich" is suggests that using knowledge and managing it could transform a decrepit organizational into an agile organization. Today, the experts are well known the fact that an agile and dynamic enterprise is an able, strong, decisive, and a leader among the competitors.

Anyone who have knowledgeable mind

There are hard covers of science on his body (Page 1212, verse 43995) (Ferdowsi, 2003)

These verses indicate the Hakim Toos intention about the role of knowledge management as preventive shield for the organization which keeps the organization safe against the odds and the environmental pressures on the organization as impenetrable fortress, yet with maximum flexibility. This idea is explained for the first time and could solve many problems, because survival of any organization depend on the competition, thus, there must be enough defensive power and acceptable dynamics that surpass all the competitors. On the other hand, it can be argued that, Hakim basically saw the competence and readiness of competing in the governance of knowledge on the organization or person life.

Wisdom, knowledge acquisition, knowledge seeking all has great impact on the person, organization or even the society. There are many advantages other than above mentioned, including comfort, security, and mental safety.

If knowledge guard your body

All your life will be in peace (Page 1102, verse 39962) (Ferdowsi, 2003)

Because of this security

All the evils will be avoided (Page 1153, verse 41850) (Ferdowsi, 2003)

If an organization managed its knowledge or even changed to a learning organization, then the organizational atmosphere will filled with comfort and relaxation; and when the peace and security shade the organizational atmosphere, all the stress, nervousness and tension gone away. If these three negative factors are not exist in the learning organizational; creativity and innovation flourish and providing the excellence. This cycle of continuous improvement is the dream of any manager or employee of any organization.

According to the above mentioned information and verses and also a closer look at the Hakim's doctrine, we can observe the presence of terms and description of what is called contemporary management science. But because they present this complex and huge material in the easy to understand way, we couldn't notice its importance until now. Thus, it can be an explanation for why Ferdowsi presume so much big rule and place for knowledge.

These are only a bite of these important cues and a drop form an ocean, but it is contained in the volume of current study, no much.

Step Three: Continuity and greed in the knowledge seeking and Knowledge- based doctrine of Ferdowsi

Until now, we describe all the persistence and attention of Ferdowsi to knowledge seeking, but another important point is his persistence on continuity of learning. One of the interesting part of the Shahnameh is this much insisting on the learning continuity and the following verse are some reasons for this claim:

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Do not overlook a moment of learning

Never doubt about learning necessity (Page 1078, verse 39091) (Ferdowsi, 2003) Hear the word of any field of knowledge

Someday it will enrich you (Page 2, verse 33) (Ferdowsi, 2003)

One of the keys to success in knowledge management is persistence and insistence on its implementation in the organization. We can expect it unless it started from the organization's top management (macro) to staff, the base of the pyramid, and all of them take responsibility of its proper implementation. It is obvious that the acceptance and implementation of such change should be organized, starts from the top management and continually monitored, so that improve any negative item in the emergence of it signals (Reading, 2010). This is also true in creating a learning organization.

We can observe the profound thought and ideation of the great Ferdowsi based on the above facts, as he point another important issue out with special consideration, and it is the continuous flow of learning, the learning process must never stopped and if this happen, the organization will go toward destruction. As the Toos Hakim view the inhibition of learning equal with start of organizational downfall.

Anyone that lose the way to learning

Make himself vulnerable for injuries (Page 129, verse 4595) (Ferdowsi, 2003)

Never give up the learning and study

Otherwise, you'll soon facing difficulty (Page 1070, verse 38813) (Ferdowsi, 2003)

As can be seen, the Ferdowsi rationality and wisdom is on top, so that experts in the knowledge management and learning organization speak about new ways that Hakim of Toos known about it from thousands of years ago, and guide today's people life as he lived just now with us.

- **Step Four: rationality or wisdom as the results of knowledge seeking in the Ferdowsi thoughts**

As mentioned in the discussion of knowledge management, it is a stepwise procedure for the organizations until reaching the wisdom. Wisdom is the outrance of the meta-knowledge. Although knowledge management process is a cycle of input data flow that led to output data of knowledge and meta-knowledge, but the end results is the governance of wisdom on the organization, which Ferdowsi the great commented:

The royal crown remains powerful

When the king appreciates the wise (Page 1072, verse 38866) (Ferdowsi, 2003)

But Ferdowsi explained the relationship between knowledge and intelligence (wisdom) in the manner that if somehow he is intended on explaining the hierarchy of knowledge management and deployment process exactly as it is. As he states:

Wisdom is water and knowledge is the earth

None are independent from other (Page 896, verse 32518) (Ferdowsi, 2003)

The unrivaled metaphor of comparing the wisdom to water and knowledge to earth suggesting the root of wisdom in the knowledge, or in other word, these are the contents and containers. But the interesting aspect of this comparison is the fact that wisdom developed in the substrate of knowledge. It is not end here, because Hakim insists on knowledge as a way for reaching wisdom through knowledge seeking.

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The knowledge and wisdom has special place in the Hakim Ferdowsi point of view. As he has started his great masterpiece with peak brilliance and sagacity in the name of knowledge:

In the name of the God of soul and knowledge

No one could surpass his thoughts (Page 1, verse 1) (Ferdowsi, 2003)

The importance of this verse form old letters of Ferdowsi needs a lot of thought and consideration, because the Toos Hakim interrelated the life and knowledge, and he correlated as need and necessity, sagely. There are many comments and interpretation about the spirit of words, and addressing the importance of spirit of words is stating the obvious, but the point that needs to be addressed in this paper is the placement of life and knowledge. Nothing is more necessary for continuation of life than soul and spirit, in fact, we could argue that nothing is most vital and valuable for humans than this concept, and for prevention of remaining in the biotic and animalistic life, nothing is more critical than knowledge. If soul isn't equipped with knowledge, it is not a human soul, and it's an animalistic soul which its endeavor in the essence has not led to any epic or history.

In another sense, if we want to state the interrelation of wisdom and life in the management parlance expression, we can say that Ferdowsi view productive survival in intellectuality.

In other words, the most important and certainly the most fundamental purpose of an organization is survival. Because the viability and sustainability of the organization depends on its survival, and possibly step towards the organization's dynamics. Undoubtedly, the survival of organization is important as the human's life; and the great Hakim of Toos, considered it as a product of wisdom and consequently knowledge management:

One who is armed with knowledge

It keeps him safe in the world (Page 428, verse 15495) (Ferdowsi, 2003)

As it is clear from the above verse, Ferdowsi stressed the role of knowledge in the persistence and dynamics of the human, organizations, and community. Of course, as it is stated in the review of literature section, reliability and dynamic of organizations are not only separable, but also even overlapping. So that, reliability strategies will lead to organizational dynamics. But the poet Hakim declares the gist of the subject wisely as:

Famous people who had not knowledge

Have not a large standing seat (Page 1016, verse 36825) (Ferdowsi, 2003)

The above verse emphasized that, organizations in which the knowledge management have no place and consequently does not consider wisdom cannot move toward the reliability, sustainability and dynamics; in addition they will not experiencing development and growth but move toward breakage and doomed. But it's interesting that the sage Hakim contemplate the reliability as a product of knowledge. As Bergrun (2003) quoted from the great scholars of management science, Peter Drucker that, the key to organizational success is knowledge management in the twenty-first century. As a result, the need for much consideration and contemplation about the Hakim comments is made clear; the Hakim who have been told this matter about two thousand years ago. Clearly, what was talked about rational thinking and intellectuality in the Ferdowsi point of view would emanate in accordance of knowledge, knowledge seeking and knowledge management.

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DISCUSSION AND CONCLUSION

There are some question that is remained for some people and one of them is: How a book full of fantasy and fiction could actually make a world of rationality and wisdom? In an arena where phoenix and dragon governed, and dreams, divination, and magic can influence the flow of events, which sign of wisdom could be found? Ferdowsi, theToos Hakim mentioned in the beginning of his works that he have been ineluctable for telling such a wonderful and amazing events in these forms, although they are not consistent with wisdom and normality; you must search for its encoded and underlying meanings.

Don't consider it as lie and story

It is not the same all the times (Page 4, verse 120) (Ferdowsi, 2003)

Some looked according to wisdom

And others are encoded (Page 4, verse 121) (Ferdowsi, 2003)

In the other hand, we should not compare the Ferdowsi era with current time, because many concepts and themes are meaningful and significant based on the context of the time and place. Thus, such doubts about a great and huge manuscript and legacy of Ferdowsi are not only a great mistake, but also deprive humanity from invaluable source of wisdom.

This study was explored that Ferdowsi was the first scholar who pointed out the relationship between systematic knowledge and power, and also presumed its results which are intelligence or wisdom of organization. In this respect and based on the evidence, we can consider Ferdowsi as the founder and first theorist of knowledge management.

Another part of the research was explanation of Toos Hakim's thoughts on knowledge management, and his thoughts in this field were investigated. But in the meantime, it seems to be important in explaining the thoughts of the wise is his persistence on continuing learning and knowledge management as an endless process.

Surprisingly, two of the thoughts and idea of wisdom of Ferdowsi could be considered in the field of knowledge management and management science for the first time:

1. In the Ferdowsi opinion, establishment of Knowledge Management and organizational wisdom and intelligence as its consequences could act as a preventive shield against adversities for the organization.

2 - From the Ferdowsi point of view, the establishment and continuation of knowledge management is not only a competitive advantage for organizations, but also inevitable necessity for organization survival. Therefore, organizations and their top managers should consider application of knowledge management and creating a learning organization as organizational sustainability strategies and not dynamic strategies.

In summary, the above mentioned two cases have been extracted from the Hakim Abol Qasem Ferdowsi's Shahnameh by the researchers, in an attempt to contribute with the management science development. It is hoped that this study will be a small step on the way to the promotion of human ideals and is a tribute to the Ferdowsi the great.

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