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.(brain gain approach)

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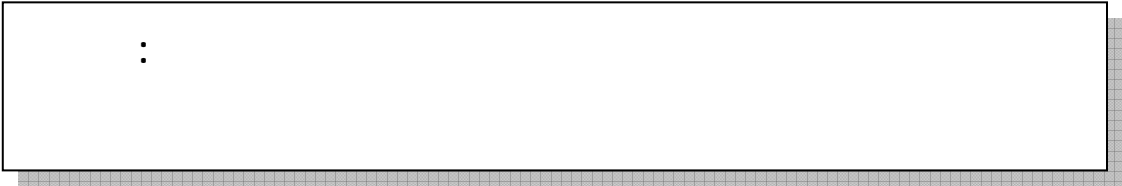
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.(Information societies) : 1

.(Learning) : 2

.(Sustainability) : 3

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(Knowledge-producing companies) : 5

(Reinventing the wheel) : 6

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(Freeman) (Patel) (North) : 9

(Freeman, 1987) : 10

(Bontis, 2004) << (Intellectual Capital) : 11

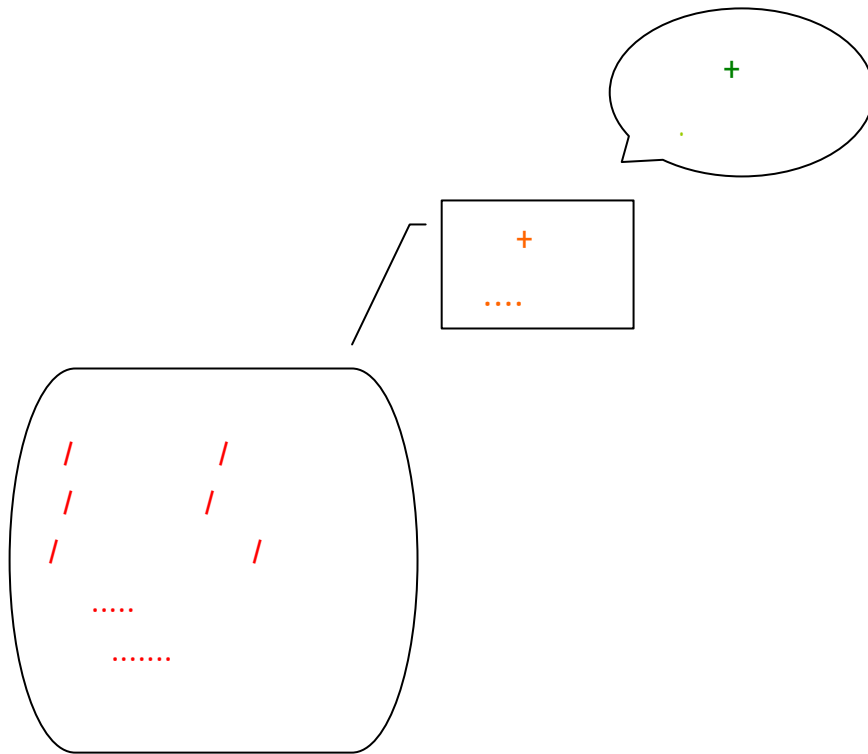
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.(Virtual university)

(E-learning)

(Christopher Freeman) :

(Oukil, 1996) :<sup>13</sup>

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.(Stewart, 1977) : 17

.(Freeman, 1987) : 18

.(2002) : 19

: 20

.(Stewart, 1977) : 21

(Learning) : 22

(Freeman, 1987) : 23

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.2004 – : ) : :  
:(Bontis, 2004) : 26  
:(stress) : 27  
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:(Diversity) : 30

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" " (Virtual) : 31  
 (Information and Communication Technologies) : 32  
 : 33

.1978 : (UNITAR) (UNESCO) : 34  
 (ALESCO) : 35

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.1994<sup>36</sup>

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(CERIST : Data Base)	. 37
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(TOKTEN)	. 42



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%50 43

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.<sup>45</sup>2001-1995

%22.6

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(CALDAS NETWORK) : <sup>43</sup>

(2003 / ) %10 : <sup>44</sup>

(2003) : <sup>45</sup>

:(2002) . . .

:(2003)

"( ) " . 8-6 /

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**COMPETENCIES AND KNOWLEDGE MANAGEMENT  
IN DEVELOPING AND ARAB COUNTRIES:  
THE BRAIN-GAIN APPROACH**

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*Innovative efforts, in terms of Human Resources Management (HRM) and Management of Competencies have given birth to a very much interesting approach called "Brain-Gain".*

*For Developing and Arab countries, which have so long been suffering from the brain-drain phenomenon, recourse to such a formula, should allow a certain mobilization of their competencies living abroad and could therefore overcome, at least partially, the shortage of knowledge needed for growth and development. That is if only public authorities in those countries gain conscience and take concrete and immediate actions, without delaying to reinforcing infrastructures, including the development of cultural industries.*

*In his present paper, the author envisages to examine practical implications and limits of the "brain-gain" solution for those developing countries, and argue for urgent hard thinking to reduce information and knowledge gaps in the present new or globalization era.*

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Key words

HRM / Management of Competencies / Knowledge management / Knowledge economy / Knowledge workers / Brain-Drain / Brain-Gain / Intellectual Capital Organizational innovation / Innovation / Research and Development / Science and Technology / Competitive advantages / "Problem-solving" approach / Learning / Cultural industries.

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