

FOREWORD

Dear Colleagues!

The attached CD contains versions of all contributions presented by participants of the 8th International Workshop on Knowledge Management held on 18th and 19th of October 2013 in Bratislava, Slovakia. The event is organized annually by Vysoká škola manažmentu in Trenčín (School of Management / City University of Seattle).

The series of the workshops started in 2006. The main aim of its organizers is to shape a network of researchers, to give them room for presenting their newest research results, and to inspire them to develop their knowledge by exchanging their ideas and thoughts. For that reason, our workshop offers various opportunities for discussions and informal talks enriching mutual contacts and future collaboration. They should lead to cooperation between scholars and practitioners in order to apply the newest result into the practice of knowledge management.

We would like to express our gratitude to Andrea Stropková, M.B.A. for her editorial work on the workshop proceedings as well as to the Bratislava staff of Vysoká škola manažmentu for their active work on the workshop implementation.

Bratislava, October 2013

Jozef Hvorecký, Jozef Kelemen

8th International Workshop on Knowledge Management

Vysoká škola manažmentu / City University of Seattle

Panónska cesta 17, 851 04 Bratislava, Slovakia

PROGRAM: Friday, October 18, 2013

12:30 Registration

13:00 Opening

13:15 **Keynote speech. T. Räsänen:** Investigating Aggregation and Diversity for Wisdom of Crowds Approach

14:00 **Keynote speech. J. Hvorecký:** Impact of knowledge management to online education: a database course

14:45 *Coffee break*

15:00 **M. Bohumelová:** CEDVU (Central Records of Fine Art Works) as a Tool of Knowledge Management for Galleries in Slovakia

15:20 **D. Griffin:** Shifting focus: The changing nature of education in Slovakia and the role of ICTs in driving that change

15:40 **D. Kmeťová:** The role of knowledge management in customer retention – how smart companies use it to create value

16:00 **D. Kokavcová:** Enabling Conditions for Knowledge Use and Knowledge Sharing in Organisation

16:20 *Coffee break*

16:40 **P. Kročtý:** Knowledge Portal: A Tool to Support Scholastic Honesty Program

17:00 **M. Miller:** Behavioral Economics – Feelings or Needs. What decides about our choice?

17:20 **M. Pružinský, B. Mihalčová:** Tourism Product and Knowledge Product Strategy of Tatralandia Joint Stock Company Liptovský Mikuláš

17:40 **M. Olejárová:** Growing potential and role of creative industries in Europe and Slovakia

18:00 **P. Mora, I. Rozenberg:** Benefits of knowledge management from the perspective of human resources used in the management of enterprises

18:30 *Dinner*

PROGRAM: Saturday, October 19, 2013

- 9:00** **Keynote speech. I. Mikkonen et al.:** Analysing two team working scenarios in the context of SECI, Ba and the transference of knowledge
- 9:45** **Keynote speech. S. Ferencíková et al.:** Knowledge-era generation in the labor market: what can we learn from HR policies of FDI-invested companies?
- 10:30** **Coffee break**
- 10:50** **F. Rácz:** System Dynamic Tools
- 11:10** **E. Rakovská:** New aspects of Expert systems in Business management
- 11:30** **N. Rovenská:** Can be reflexion and Newtonian mechanics related? If so, what is the relation?
- 11:50** **I. Rozenberg, A. Stropková:** The investment into information and communication technologies within perspective of organizational sustainability
- 12:10** **P. Stropko:** Adoption of electronic health records, use and acceptance factors
- 12:30** **P. Wawrosz, J. Mihola:** Are US innovative companies really process innovative?
- 13:00** **Closing**

CEDVU (Central Records of Fine Art Works) as a Tool of Knowledge Management for Galleries in Slovakia

MGR. MÁRIA BOHUMELOVÁ, MBA

Slovak National Gallery, Bratislava, Slovakia

Vysoká škola manažmentu / City University of Seattle, Bratislava, Slovakia

Abstract: The presentation partly comes from the dissertation thesis where the research is focused on a documentation of fine art works through its digitizing and the way it may enhance knowledge society. The article introduces information tool called CEDVU (Slovak abbreviation for Central Records of Fine Art Works) as a complex system and the example of knowledge management with national, and as expectantly in the near future with also international, scope. The end of the presentation demonstrates options how to link CEDVU to other open source applications like JIRA and Confluence, which facilitate advanced functions involving external users and thus optimizes several internal processes within institutions. The system CEDVU offers working online; the access is possible through the internet and program support of JAVA. CEDVU was developed by EEA Communication Solutions under the impulse of Slovak National Gallery (SNG) several years ago. Since that SNG is the guarantee. CEDVU primary works as a complex registration of collections from membership galleries in Slovakia, which can but also are obliged to use it if they are registered under the Law No. 206/2009. The presentation will furthermore display samples of various modules (acquisition, catalogue, restorer, and presentation), which as the unit capture the story, life cycle and movement of every collection item. As the technology goes also CEDVU is a great tool but would be useless without human input and knowledge. On the other hand its constant development gives to cultural institutions with very limited budgets an opportunity to join the world of digital age.

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Knowledge-era generation in the labor market: what can we learn from HR policies of FDI-invested companies?

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Abstract. The authors study the comprehension of the different generations on the labor market, eventually requesting different HR policies by the management of the foreign-invested companies in Slovakia. They investigate how the companies view the generations X and Y, what kind of differences among them they identified, and if they have found them appealing enough for the corresponding reactions in their HR policies. The study was conducted on the sample of randomly chosen 250 FDI-invested companies investing more than 1 mil. Slovak crown (330,000 EUR). The authors interviewed the members of the top and middle management, and concluded that even though the majority of the surveyed participants see significant differences among generation, only less than two thirds of them are adjusting their HR policies to the changed conditions on the labor market. The authors assume that this fact can create a potential danger for their business success in the future.

Shifting focus: The changing nature of education in Slovakia and the role of ICTs in driving that change

DAVID GRIFFIN

Vysoká škola manažmentu, Trenčín, Slovakia

Abstract. Due to fundamental changes in the world markets and the needs of multinational companies in the context of an economic crisis that refuses to go away, attitudes and approaches towards higher education are shifting dramatically. This paper looks at some of the current educational trends and the role of universities moving forward. Specifically, the shift towards students no longer buying into a long, expensive period of post-secondary education and increasingly turning to alternative means such as MOOCs to acquire foundational knowledge and fostering critical-thinking and problem-solving skills, combined with a labour market where companies are increasingly taking on training and education roles themselves, may make traditional approaches and the role of universities obsolete. This paper looks at where Slovakia stands in this context.

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The Impact of Knowledge Management to Online Education: A Database Course

JOZEF HVORECKY

Vysoká škola manažmentu / City University of Seattle, Bratislava, Slovakia

Abstract. Designing a Database Management course for Information Systems Management students requires understanding its future graduates' specific position between Management and Information Science. They should become database-literate "interpreters" – individuals effectively acting as "glue" and enhancing customer-developer collaboration during business application development. The managers as the future users have sufficient tacit knowledge about the functions to be executed by the planned application but are unaware of the accuracy of their description requested by programmers to make perfect procedures and user-friendly environments. The programmers have explicit knowledge necessary for programming the applications but lack a picture of their business logic.

Using Knowledge Management principles, the author developed a Database course introducing a balance between explicit knowledge (preferred by programmers) and tacit knowledge (favored by managers). The paper describes its philosophy and articulates the course's features supporting online education.

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The role of knowledge management in customer retention – how smart companies use it to create value

DANIELA KMEŤOVÁ

Vysoká škola manažmentu / City University of Seattle, Bratislava, Slovakia

Abstract. The relationship between Knowledge Management and Customer Resource Management is discussed with a focus around the knowledge utilization in the area of customer satisfaction and retention. The theoretical background from literature research is enriched by numerous examples from daily operations as well as strategic policy implications in diverse multinationals. The article discusses two non-traditional but still widely used customer satisfaction survey techniques, the Net Promoter Score and the Advocacy Index. The advocacy impact on corporation's growth, the knowledge base as well as key advocacy tools are presented to demonstrate value creation opportunities that origin in the utilisation process of knowledge from the customers in particular.

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Enabling Conditions for Knowledge Use and Knowledge Sharing in Organisation

DAGMAR KOKAVCOVA

Matej Bel University

Abstract: The ability to create knowledge and diffuse it throughout an organization is today recognized as a major strategic capability for gaining competitive advantage. Both, academics and managers accept the fact that the knowledge is the main prerequisite of innovations. The article explores the nature of concept of knowledge enabling and also elaborates the reasons and the practical ways to support the knowledge creation so that the company can create and share organizational knowledge consistently and systematically. Then the topic how to release the tacit knowledge and to develop actionable tools for knowledge transfer is discussed; and concludes with implications for managers using the tools. This article develops a knowledge management initiative which facilitates knowledge creation and sharing, based on exploratory research at Slovak companies.

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Knowledge Portal: A Tool to Support Scholastic Honesty Program

PETER KROČITÝ

Vysoká škola manažmentu v Trenčíne, Trenčín, Slovakia

Abstract: Complexity and fast growing amount of information that organizations have to deal with, creates a need for Knowledge Management Systems. Knowledge portals represent effective applications of knowledge management thanks to their versatility, functionalities and ease of use. These portals should be dynamic, providing each individual user with their own view of the information resources that is current. Scholastic Honesty program at Vysoka Skola Manazmentu/City university has been dealing with issues of effective information dissemination and knowledge sharing in this specific area since its introduction as a part school's efforts to ensure academic integrity. This short paper provides an overview of advantages of a knowledge portal as a supportive tool in this effort. It discusses the main componets and functionalities of knowledge portal that provides knowledge transfer, storage,

creation, integration and application by providing access to knowledge artifacts. The challenges of deployment of such portal with proposals to their solutions are also discussed.

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Analysing two team working scenarios in the context of SECI, Ba and the transference of knowledge

**ILKKA MIKKONEN, CHRISTINA IMRAN, ALEX WAMUNYU NGUGI, ANH NGOC VUONG
AND FANNY VAINIONPÄÄ**

School of Business and Information Management, Oulu University of Applied Sciences
Oulu, Finland

Abstract. In this paper we will describe through SECI and Ba the concepts brought forth by Nonaka and Toyama. We also explore the aspects from Sveiby's transfer of knowledge view. The purpose is to interpret the different dynamics of knowledge creation and transfer between and among working groups. We have chosen two distinctly different group working modes for this article, because it allows the possibility to show variety and extent of knowledge transfer that is possible. We also attempt to delineate the differences between cases 1 and 2.

Case 1: during the Green Thinking course of the Oulu University of Applied Sciences the Finnish and international student groups were mixed in several classrooms, after which smaller groups were made for team working. Those groups were supposed to have people from many nationalities, and people who did not know each other. The task was to find solutions for commissioner companies for being greener, so it demanded discussion and team work. For the start companies informed students how they worked at the time and what they had already done.

Case 2: is chosen from professional working group; peer-learning in the nursing profession. This was selected for its uniqueness and learning value. Registered nurses working in Intensive Care Unit at the Oulu University Hospital are the focus group. The nurses have different levels of working experience and backgrounds. The purpose of the quality teams is to build on knowledge and transfer knowledge and skills so that all involved in patient care will have a sturdier foundation of knowledge and skills competencies to practice nursing in the intensive care setting.

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What's love got to do with it ? Behavioral economics

MARTIN MILLER

Vysoká škola manažmentu / City University of Seattle, Bratislava, Slovakia

Abstract: Behavioral economics is about bringing reality into economic analysis. It borrows from psychology, sociology, politics, and institutional economics (which focuses on the rules of the economic game) to describe and explain human behavior and economic phenomena. Behavioral economics builds upon conventional economics, offering more tools for understanding why people behave the way they do when it comes to income, wealth, ethics, and fairness. It uses prospect theory to describe the choices that the typical person makes. Let's try to find out what decides about our choice. We are living in exciting, overturning times. We take for granted search engines, e-commerce, blogging, wikipedia, broadband internet, social networks, apps, iphone, ipad... When people say "I like my iPhone, or I hate my Nokia" what makes them say that, what makes them to make a choice. Is it a feeling or

need? Is it the Love or Hate? I believe this is hard to say and this is worth to study. There is no consistency between consumers, furthermore there is no consistency even the same consumer chooses differently on different occasions. What always prevails? We should also discuss what Prefrontal Cortex – part of the brain responsible for executive functions choice – good / bad, right wrong, better-best, etc. makes with our brain when choosing between brands or/and marketing offers and try to find out answers what decides...

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Benefits of knowledge management from the perspective of human resources used in the management of enterprises

PETR MORA

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IGOR ROZENBERG

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Abstract: Knowledge are of practical importance only when it leads to a very specific action. The chosen topic explains the benefits of implementing knowledge management in firms with active and targeted delivery of knowledge into business processes through human resources, which are heavily dependent on knowledge (knowledge-intensive processes) based on the implementation of applied knowledge management.

Knowledge management deals with the management of knowledge, ie identifying the knowledge already existed, or the creation of new, subsequent formalization, storing, disseminating, sharing, selection, processing, exploitation, development and evaluation of their effectiveness through feedback. The knowledge management is also promoting mutual communication, cooperation, creating a friendly non-competitive environment for the dissemination of knowledge, removing barriers, motivation, development of learning cycles, engage people in collective networks, etc. From this it is clear that knowledge management pervades all managerial activities and activities in business. If they will discuss in more detail, we find that it is not entirely new discipline. Includes area reengineering processes, human resources management, project management, change management, creating the right organizational structure, motivation, etc. The aim of knowledge management is to have the right knowledge at the right time for those who need them.

The following are the most common barriers to knowledge management. Basic category TOP obstacles, or barriers to technological, organizational and human (Technology, Organisation, People). In this paper we deal with organizational barriers. Knowledge management, organizational structure, work organization and communication.

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Growing potential and role of creative industries in Europe and Slovakia

MÁRIA OLEJÁROVÁ

Vysoká škola manažmentu, Panónska cesta 17, 851 04 Bratislava

Abstract: Since the end of the 1990s, in several European countries there has been conducted a focused mapping process related to the creative industries. Thanks to this effort, not only their aesthetic and cultural levels have been evaluated, but also their contribution to economic indicators of the countries. However, the collected data highly exceeded expectations and thus, besides technologies, industry and services, creative industries have been

considered the fourth pillar of the knowledge society. Their importance has become European countries concern not only due to their significant GDP contribution, but also the increasing capacity of employment rate as well as revitalization of regions and cities. Moreover, creative industries deserve a special attention in terms of their innovations, creativity and a vast growing capacity. The goal of this paper is to present several successful projects of creative regions and cities in Europe, as inspiration for Slovakia, in which creative industries in relatively short time period contributed to the obvious social and economic revitalization.

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Tourism Product and Knowledge Product Strategy of Tatralandia Joint Stock Company Liptovský Mikuláš

MICHAL PRUŽINSKÝ

University of Economics in Bratislava

BOHUSLAVA MIHALČOVÁ

University of Economics in Bratislava

Abstract. The marketing mix has become a significant factor in product strategy. The market is saturated with many competing products. The company must find ways to apply its products [1]. The service providers focus to customer needs and opportunities. Product development and product range in this field have to be constantly adapting. Water parks are dynamic tourism industry. They provide year out new offers of water fun and relaxation. The aim is to attract and satisfy amenities facilities, attractions, different water temperature as well as sea water and waves. In the paper we describe aspects of development and product development Water Park and in terms of implementing knowledge management in product strategy largest water entertainment complex in Slovakia.

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System Dynamic Tools

FRIDRICH RÁCZ

Vysoká škola manažmentu, Panónska cesta 17, 851 04 Bratislava, Slovakia

Abstract: The problems and challenges facing organisational leaders relate to the speed and complexity of change required today. System Dynamics is an approach to understanding the behaviour of complex systems over time. System Dynamics (SD) is a methodology and mathematical modelling technique for framing, understanding, and discussing complex issues and problems. Tools used for System Dynamics modelling are mostly software – e.g. Stella, Vensim, PowerSim etc. The aim of this work is to summarise widely used system dynamic tools and models. Further to this end this paper would discuss a possible enhancement of existing models or tools.

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Investigating Aggregation and Diversity for Wisdom of Crowds Approach

TEPPO RÄISÄNEN

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Oulu, Finland

Abstract: This paper investigates some of the characteristics of Wisdom of Crowds approach. According to the theory a smart group needs diversity of opinions, decentralization, independence and aggregation to produce smart decisions. We conducted two small experiments to examine whether diversity is crucial factor for smart group and what would be the most useful aggregation mechanism. In the first experiment we found out that there is no significant differences in using mean, median or consensus as aggregation mechanism. If calculating mean or median is suitable then they are preferred over consensus. The reason is that the process of reaching consensus is more time consuming than the other two. In the second experiment it was found that diversity is less important than the theory suggests. As a future research especially independence should be studied.

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New aspects of Expert systems in Business management

EVA RAKOVSKÁ

Faculty of Business informatics, University of Economics in Bratislava, Slovakia

Abstract. A traditional aspects of usage of Expert Systems are often considered as history or often are the Expert systems shown as a part of Information systems in business, which are able to control the Business rules (as a Business rule engines). But here are many new tasks in the Business management, which could be processed with Expert systems. Many managerial decisions need swift “rules of thumbs” or smart and fast classification of customers or products etc. This article presents the new possibility how to use the Expert systems in new perception of Business management. The article includes some examples of managerial activities, where we could see the “knowledge gaps” by making decisions in business.

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Can be reflexion and Newtonian mechanics related? If so, what is the relation?

NATAŠA ROVENSKÁ

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Abstract. The article is focused on the explanation of reflexion in its traditional philosophical and psychological understanding as well as in its complete understanding. In this article, a reflexive system is explained as a social and psychological phenomenon on the example of falling pencil those trajectory is reflected in mirrors arranged in the room. As the article tries to answer a question whether reflexion and Newtonian mechanics, being poles apart, are related, complete understanding of reflexion and reflexive system as a social and psychological phenomenon is explained by applying principles of Newtonian mechanics in this article. In conclusion, the article analyses the economic system as a reflexive system by applying principles of Newtonian mechanics.

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The investment into information and communication technologies within perspective of organizational sustainability

ANDREA STROPKOVÁ

Vysoká škola manažmentu / City University of Seattle, Bratislava, Slovakia

IGOR ROZENBERG

Vysoká škola manažmentu / City University of Seattle, Bratislava, Slovakia

Abstract: The economic crisis has been considered as both the main cause and the consequence of current business environment. We aspire to bring principles of national and international level closer to the level of knowledge management, as that is what business units should do in order to secure own entrepreneurship sustainability and thus, contribute to overall development of national economies. For the organizational management we try to emphasize the importance of both internal and external information. Within the sustainability perspective, we believe in important role of investments into ICT, especially in problem solving processes. This paper defines sustainability on the level of knowledge management, introduces managerial expectations of ICT tools, specifies functions of ICT within management processes and identifies seven basic organizational resources. The final chapter brings to readers attention function of knowledge, unfortunately, frequently overlooked in problem solving.

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Adoption of electronic health records, use and acceptance factors

PETER STROPKO

Vysoká škola manažmentu / City University of Seattle, Bratislava, Slovakia

Abstract: Electronic health records (EHR) may represent potential beneficence from different aspects, because they are alleged to increase access to health care, improve the quality of care and health, and decrease costs. User adoption is essential in order to realize the benefits of an EHR. While EHR integration nationwide by physicians and other healthcare providers is critical for continuity of patient care, the literature provides evidence of failed clinical system implementations, due to lack of adoption by users (Lorenzi & Riley, 1995; Lorenzi, Riley, Ball, & Douglas, 1995). As the key coordinator and provider of patient care, physician acceptance of an EHR application will determine the overall success of a product's implementation (Anderson, 1997; Lorenzi & Riley, 1995; Lorenzi, Riley, Blyth, Southon, & Dixon, 1997). However, prior research indicates that physicians will not use a product that interferes with their workflow, changes the way they care for patients or places limitations on the way they practice medicine (Anderson, 1997). Predicting the reasons why physicians accept or reject a new information system will allow an organization or government to proactively take corrective action to increase acceptability.

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Are US innovative companies really process innovative?

PETR WAWROSZ

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JIŘÍ MIHOLA

University of Finance and Administration, Prague, Czech Republic

Abstract. The result of knowledge management should be the permanent innovational process and implementation of intensive development factors. It is thus useful to dispose of sufficiently universal, practicable, and well-interpretable quality analysis how successful an innovation is. The paper suggests the methodology for evaluating process and organizational innovation that does not require great amount of information and as the output gives the value of dynamic intensity and extensity parameter. The proposed methodology has been applied to the development analysis of the company Nike and comparison of 7 prominent companies of the United States that are seen as innovative ones. Our analysis however shows that development most of them are based on the extensive factors.

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Editors © Jozef Hvorecký, Andrea Stropková a Jozef Kelemen, 2013

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