introduction

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This CD contains the electronic version of the contributions presented at the International Workshop on Knowledge Management organized by Vysoká škola manažmentu (School of Management) in Bratislava on 19 and 20 October 2012. The series started in 2006. Its main aim is to support building 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 thought. For these reasons, our workshop offers various opportunities for discussions and informal talks to enrich their mutual contacts and future collaboration. They should lead to cooperation between scholars and practitioners in order to apply their newest results into the practice of knowledge management in firm and organizations.

Seventeen contributions from four countries (Czech Republic, Finland, Poland, and Slovakia) are presented. They demonstrate a variety of view to knowledge management and prove that knowledge management touches practically all fields of human activity. A large portion is devoted to introducing the concepts of knowledge management into applications starting from company merges to education in order to develop tools and methods that would contribute to the proper preparation of future managers with key habits important for building Knowledge Society.

Petr Berka's paper describes his experience gained during the organization and evaluation the data mining challenges during European Conferences on Data Mining and Machine Learning. It specifies the challenge settings, describes the used data and the solved tasks and summarizes the lessons learned.

For the first time in the seven years of history, there is a paper done by two family members with the identical names **Sonia Ferenčíková – mother and daughter**. They study HR issues in FDI-companies in Slovakia: leadership style used in parent companies, leadership style used in the subsidiary in Slovakia, female managers and their appointments in the leadership position, generation Y and its impact on HR policies and tools in the companies. They address a sample of 50 biggest FDI-invested companies and use interview as the main research method. Their research findings can help the companies and the decision-making bodies in the improvement of their policies in knowledge and diversity management.

David Griffin's study aims to apply them to key elements of irrationality to the post-secondary educational system. Starting from the idea that "managing [the] irrationality can be a rather rational process", he finds the ways how it can be taught or more likely fostered or "coached." The ideas relate to Hvorecký's *et al* paper and are partially specified in the following paper.

Jozef Hvorecký analyses learning in its broad meaning of "knowledge gaining" and shows that the SECI learning model by Nonaka and Takeuchi and Bloom's taxonomy can serve as benchmarks for measuring knowledge gained by a learner. The aim of his paper is to show

methods of development of tacit knowledge. It exemplifies the project by showing how student group projects can serve as a tool forming collaboration skills and enhance tacit knowledge necessary for becoming valuable members of Learning Organizations.

The contribution of **Renata Janošcová and Erika Jurišová** is the only one presented in Slovak. Authors describe their experience with the training program of Oracle academy and opportunities and challenges of its implementation in the curriculum of private universities.

Erik Kubička studies the dynamics of the information and knowledge management. The emergence of knowledge-based economies is moving these challenges far beyond the boundaries of academic programs and universities focused on technologies. His paper deals with the matter of continuous learning of IT teachers. It also addresses the most important pertinent issues such as the systematic approach to the problem, balance between the core and IT courses, financial limitations, and motivation specific for business universities in Central and Eastern Europe region providing concrete implications based on current professional experience of the author.

Valéria Medárová's research focuses on potential ways of teaching and learning foreign languages in the online environment, while considering their limitations in particular in keeping a balance between tacit and explicit knowledge gained by the students. She underlines that online language courses should be designed in a specific way and more sensitively towards the balance than it is typical for traditional classroom courses.

The emphasis of this paper of **Ilkka Mikkonen and Matti Honkala** is placed on improving the invoicing process in a Finnish SME company. The process consists of transferring the working hours of a measuring engineer to the final invoice which is then being sent to the client. The information about the current invoicing process is gathered by interviewing the functional area representatives of the company for pinpointing the possible problem areas and an improved invoicing process model is then developed.

Barbara Piontek discusses demand as a tool for economic and social management. She stresses the abundance of slogans. Keywords as "civic society", "small country", "information society" and others, become a part of public reality and the question is: What they show? How to understand them and in what relation they are to each other? When these categories aren't based on of economic independence, all are meaningless.

Michal Pružinský and Anna Diačiková study the concept of social responsibility. They stress that its value consists in increasing the quality of life without direct relationship to economic profit. The authors point out the need to learn from the periodic historical economic events and call for an urgent appeal to return to moral and ethical values.

Ivan Polášek proposes selected methods as the OCL Query, extension to Similarity of Scoring Algorithm, the Bit-vector Algorithm, and the rule based approach originally used for design patterns detection. His paper summarizes approaches, important differences between design patterns and anti-patterns structures, modifications and extensions of algorithms and their application to detect selected anti-patterns.

Lenka Rábeková's paper discusses how to develop and verify a methodology of Language Education on the principles of Knowledge Management. Its aim would be considering the particularity of educated person and enhance his/her tacit and explicit knowledge. The explicit knowledge in the field of languages includes a formalized structure in form of the specified grammar, vocabulary etc. Pursuant to the tacit knowledge, she suggests to identify their links that can be efficiently used by the managers in their daily working routine. To achieve it, she recommends to analyze their knowledge needs, their work

habits and processes as well as typical forms of interpersonal communication and to capture them by using the Mind Maps, Analyzing of Mental Processes and other KM approaches.

Teppo Räisänen's analysis limits in knowledge transfer using an interesting case study. Two Korean teachers who did not speak English visited Finland. They taught a group of Finnish students about how to play a game named Go. Based on the interview of the students, the author draws some conclusions on how the lack of common language affected knowledge transfer. It would seem that the more shared knowledge there was between the teacher and the student the less the knowledge transfer was hampered. Also the less shared knowledge that the teacher and the students possessed the more the students benefited for group lessons. Also facial expressions helped a lot in reaching mutual understanding.

Implementation of electronic governmental services is one of the top priorities of European Union. **Rudolf Rössel** discusses the reasons for implementation of eGovernment and underlines the fact that they are are associated with higher efficiency and quality of managing internal processes (managing governmental resources) and external processes, delivering public services to citizens and businesses. Deployment of electronic services is very complex due to many different factors playing significant roles: technology infrastructure, socio – cultural environment, legal environment, economic conditions and so on. In his paper, he consider concepts and models of Knowledge Management and apply them to the development and implementation process of eGovernment. Such an approach may have positive impact on deployment of electronic services and on the speed of their implementation.

In their paper, **Monika Šestáková and Mario Hegedűs** address the theory of innovation. It appeared prior to the concept of knowledge-based society and knowledge management. Today, all concepts often support each other and sometimes are even interchanged. Their paper analyzes the interrelations between the two management disciplines. Particularly, the paper concentrates on following issues: 1. The concepts of knowledge and innovation – differences, similarities, evolution of their interrelations over time. 2. The „open innovation" model and its challenges to knowledge management, especially on bridging the two approaches. 3. The so-called patent paradox: Is the number of patents the best way to measure the intensity of innovation activity? In the conclusion, the paper tries to show how innovation management tools can help to improve the efficiency of knowledge management approaches in increasing the competitiveness of organizations and, on the other hand, how knowledge management theory and practice can be helpful to the innovation process management.

Mária Tajtáková asks: What is the role for the arts and culture in the knowledge society and knowledge-based economy? On one hand, there is a criticism of the techno-economic orientation of current knowledge economy, which is seen as an impediment for the humanities and creative arts. On the other hand, some authors point out the unprecedented intersections between culture & the arts, the science & research and information technologies in the knowledge economy resulting into a new space – so called cyberculture. Hence, the evolution of new technologies and the emergence of cyberspace have a huge impact on the field of the arts and culture. She stresses that two areas should be highlighted in order to carry out new scientific results: the way how the arts are created and the way how the arts are delivered to their audiences.

Alena Vícenová views as her major challenge and ambition in finding relationships between knowledge management (KM) and cross-border mergers and acquisitions (M&As). Her paper seeks to demonstrate that KM is an instrument of change that facilitates pursued of intelligent knowledge economies. In trying to achieve her conclusions, the author departs from a number of theoretical and pragmatic assumptions, such as that the world is flat, in Friedman`s sense of the word; M&As are mostly carried out for achieving a better control of

the market, and KM approach has become rather a must than a choice in the current economic circumstance. The main thrust of the project is on KM application with the purpose of boosting a company growth. The deep-going analysis allows the author to conclude that in the area of her enquiry, there tends to be a lot of improvisation and imperfection due to the neglect of KM beliefs and values. One of the ideas of the project is to recognize and put together a helpful package of KM tools and suggestions applicable primarily in Slovakia. Metaphorically speaking, the author refers to M&As restructuring processes in terms of "pouring new wine in the old bottles". The metaphor points to a well of opportunity typically opening up in M&As thanks to new combinations of people, products, company cultures, and all sort of synergies. On the whole, this evaluative analysis has as its aim to demonstrate the benefits of a KM approach within M&As over the outdated "zombie" beliefs that, for example, buying cheap and selling expensive are the smartest possible strategies. Rather, the author suggests that the motto of the day seems to go: merge and take over intelligently, with reliance on KM philosophy and its system of values.

As the workshop chairmen, we would like to express our gratitude to all authors for their efforts in preparing their contributions. Our special thanks go to Peter Kazimir for his efficient and effective work on collecting and editing the papers, as well as to all members of Program Committee and of Organizing Committee for successful run of the event.