



UČNI NAČRT / COURSE SYLLABUS

Študijsko leto 2020/2021

Predmet / Course	Managementa znanja - koncepti in teorije / Knowledge management - concepts and theories
Šifra predmeta / Course Code	MZ-KT-DR
Nosilec predmeta / Course Coordinator	izr. prof. dr. Valerij Dermol doc. dr. Srečko Natek
Vrsta predmeta / Type of the course	Obvezni predmet / compulsory course
Jezik / Language - Vaje / Tutorials - Predavanja / Lecture	slovenski / Slovenian in/ali angleški / English
Študijski program / Programme	Management znanja (3. stopnja) / Knowledge management (3rd Cycle)
Letnik / Year	1
Primarno študijsko področje / Primary Study Field	Klasius 0413 Poslovanje in upravljanje, management
Pogoji za vključitev / Requirements	/

Predavanja Lectures	Vaje Tutorials	Druge oblike študija Other Type of Study	Samostojno delo Individual work	Ure dela Work hours	ECTS
20	20	0	0	335	15

Vsebina / Content:

<p>Temelji managementa znanja</p> <ul style="list-style-type: none">• sistematični procesi pridobivanja, organiziranja, prenosa in uporabe znanja,• kontingenčni pogled na management znanja. <p>Na znanju temelječa teorija o organizaciji in inovacijah</p> <ul style="list-style-type: none">• organizacija, ki ustvarja znanje,• absorpcijska kapaciteta podjetja. <p>Strategije managementa znanja</p> <ul style="list-style-type: none">• znanje kot vir trajne konkurenčne prednosti, intelektualni kapital in njegovo merjenje,• model verige znanja, primarne in sekundarne aktivnosti managementa znanja,• management človeškega kapitala. <p>Organizacijsko učenje</p> <ul style="list-style-type: none">• sistemi ustvarjanja in diseminacije informacij, organizacija kot „kognitivno podjetje“,• učenje kot participacija, učenje kot prenos in dodajanje vsebin posameznikovim strukturam znanja, organizacijsko znanje,• razmerje med organizacijskim učenjem in managementom znanja. <p>Tehnologije managementa znanja</p> <ul style="list-style-type: none">• Informacijske tehnologije za podporo in omogočanje managementa znanja in njegovih strategij,• tehnologije v podporo sodelovanju, zajemanju, shranjevanju, priklicu, prenosu in uporabi informaci in znanja,	<p>Essentials of knowledge management</p> <ul style="list-style-type: none">• a systematic process of acquiring, organizing, transferring, and usage of knowledge,• contingency view on knowledge management. <p>Knowledge based theory on organisation and innovation</p> <ul style="list-style-type: none">• knowledge-creating organisation,• absorptive capability of firms. <p>Knowledge management strategy</p> <ul style="list-style-type: none">• knowledge as a source of sustainable competitive advantage, intellectual capital and its measurement,• knowledge chain model, primary and secondary knowledge management activities,• management of human capital. <p>Organisational learning</p> <ul style="list-style-type: none">• information creation and dissemination systems, organization as a "cognitive enterprise",• learning as participation, learning as transfer and addition of substance to individual knowledge structures, organisational knowledge,• relationship between organisational learning and knowledge management. <p>Knowledge management technologies</p> <ul style="list-style-type: none">• information technology to support and facilitate knowledge management and its strategies,• technology to support cooperation, capturing, storing, retrieving, transmitting and using information and knowledge,
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<ul style="list-style-type: none"> • orodja managementa znanja, sistemi managementa znanja. 	<ul style="list-style-type: none"> • knowledge management tools, knowledge management systems.
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Splošne kompetence / General Competencies:

<p><i>Student bo pridobil znanje in spretnosti na naslednjih splošnih vsebinskih področjih:</i></p> <ul style="list-style-type: none"> • izkazovali poglobljeno razumevanje teoretskih in metodoloških konceptov, vezanih na področja študija, • usposobljeni za samostojno razvijanje novega znanja in reševanje najzahtevnejših strokovnih in znanstvenih problemov s preizkušanjem in izboljševanjem znanih rešitev ter odkrivanjem novih, • zmožni kritične presoje, analize, ovrednotenja in sinteze novih kompleksnih idej, • iskanja in izbiranja ustrezne literature s področja študija, • zmožni vzpostavljanja stikov in komunikacije z znanstveniki in širšo znanstveno skupnostjo na področju managementa in managementa znanja ter tudi s stroko oziroma strokovnjaki, državljani in družbo v najširšem smislu. 	<p><i>Student will acquire knowledge and skills in the following general areas:</i></p> <ul style="list-style-type: none"> • demonstrate a thorough understanding of theoretical and methodological concepts related to the fields of study, • trained to independently develop new knowledge and solve the most demanding professional and scientific problems by testing and improving known solutions and discovering new ones, • capable of critical judgment, analysis, evaluation and synthesis of new complex ideas, • finding and selecting relevant literature from the field of study • capable of establishing contacts and communication with scientists and the broader scientific community in the field of management and knowledge management, as well as with the profession or experts, citizens and society in the broadest sense.
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Predmetno specifične kompetence / Course Specific Competencies:

<p><i>Student bo pridobil znanje in spretnosti na naslednjih specifičnih vsebinskih področjih:</i></p> <ul style="list-style-type: none"> • temeljito poznavanje in razumevanje utemeljitev managementa znanja, povezanih znanstvenih disciplin ter zgodovinskega pogleda na razvoj managementa znanja kot samostojne znanstvene discipline, • razumevanje filozofije raziskovalnega dela na področju managementa znanja • podrobno poznavanje sodobnih raziskovalnih dosežkov in smeri nadaljnjega razvoja na znanstvenem področju managementa znanja, • sposobnost prepoznanja relevantnih problemov s področja managementa znanja ter izvirnega načina njihovega reševanja, • poznavanje raziskovalnih pristopov, strategij in opredelitev raziskav s področja managementa znanja, • poznavanje etičnih načel in njihovo dosledno upoštevanje v raziskovanju. 	<p><i>Student will acquire knowledge and skills in the following specific areas:</i></p> <ul style="list-style-type: none"> • thorough knowledge and understanding of justification of knowledge management, related disciplines and historical perspective on the development of knowledge management as an independent scientific discipline, • understanding of the philosophy of the research work in the field of knowledge management, • detailed knowledge of contemporary research results and directions for further development in the scientific field of knowledge management, • ability to identify relevant problems in the field of knowledge management and original ways of solving them, • knowledge of research approaches, strategies and definitions of research in the field of knowledge management. • knowledge of ethical principles and their consistent application in research.
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Predvideni študijski izidi / Intended Learning Outcomes:

<p><i>Študent bo dosegel naslednje študijske izide:</i></p> <ul style="list-style-type: none"> • poznavanje ključnih vsebinskih področij managementa znanja v podjetjih, 	<p><i>Student will achieve the following learning outcomes:</i></p> <ul style="list-style-type: none"> • familiarity with the key areas of knowledge management in organisations,
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<ul style="list-style-type: none"> • kritično presojanje in poglobljeno abstraktno razmišljanje in sinteza novih in kompleksnih idej na vsebinskih področjih predmeta, • odločanje o uporabi različnih možnih rešitev managementa znanja, • izvajanje raziskovalnega in strokovnega dela na področju managementa znanja. 	<ul style="list-style-type: none"> • critical reflection, in-depth abstract thinking, and synthesis of new and complex ideas in course-related fields, • taking decisions regarding the use of different knowledge management solutions, • implementation of research and professional work in the field of knowledge management.
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Oblike in metode poučevanja in učenja / Types and Methods of Teaching and Learning

Oblike dela	<ul style="list-style-type: none"> • Frontalna oblika poučevanja • Delo v manjših skupinah oz. v dvojicah • Samostojno delo študentov • e-učenje
Types of Teaching and Learning	<ul style="list-style-type: none"> • Frontal teaching • Work in smaller groups or pair work • Independent students work • e-learning
Metode dela	<ul style="list-style-type: none"> • Razlaga • Razgovor/ diskusija/debata • Proučevanje primera • Reševanje nalog • Študijski obiski podjetij ipd.) • Vključevanje gostov iz prakse
Teaching and Learning Methods	<ul style="list-style-type: none"> • Explanation • Conversation/discussion/debate • Case studies • Solving exercises • Field work (e.g. company visits) • Inviting guests from companies

Načini ocenjevanja v % / Types of Student Assessment

Sprotno ustno ocenjevanje / Oral Assessment	20
Sprotno pisno ocenjevanje / Written Assessment / Daljši pisni izdelek /Longer written casework ¹	80
Javni nastop s predstavitvijo rezultatov / Presentations ²	
Končni pisni izpit / Final written examination/ Končni ustni izpit / Final oral examination	
Udeležba in sodelovanje / Participation and cooperation	
Lestvica ocenjevanja / Grading scale	
odlično (10), prav dobro (9), prav dobro (8), dobro (7), zadostno (6), nezadostno (1-5)	excellent (10), very good (9), very good (8), good (7), sufficient (6), insufficient (1-5)

Temeljna literatura / Literature:

Znanstveni članki / Scientific articles:
1. Nonaka, I., Toyama, R., & Konno, N. (2000). SECI, Ba and Leadership: A Unified Model of Dynamic Knowledge Creation. <i>LongRange Planning</i> , Oxford, 33(1), str. 5-33.
2. Basten, D., & Haamann, T. (2018). Approaches for Organizational Learning: A Literature Review. SAGE Open. https://doi.org/10.1177/2158244018794224 .

¹ Seminarska ali projektna naloga, raziskovalna naloga ipd.

² Plakat, naloga, prispevek

3. Cerchione, R., Esposito, E. & Spadaro, M. A literature review on knowledge management in SMEs. *Knowl Manage Res Pract*, 14, 169–177 (2016). <https://doi.org/10.1057/kmrp.2015.12>
4. Wright, P. M., & McMahan, G. C. (2011). Exploring human capital: Putting »human« back into strategic human resource management. *Human Resource Management Journal*, 21(2), str 93-104.
5. Dermol, V. (2013). Relationship between learning, knowledge creation and organisational performance. *Analele științifice ale Universității "Al.I. Cuza" din Iași. Științe economice*, 60(1), 67-82.
6. Dermol, V., Trunk Širca, N., Babnik, K. & Breznik, K. (2013). Connecting research, higher education and business: implication for innovation. *International journal of Euro-Mediterranean studies*, 6(1), 65-80.

Knjige in učbeniki / Books and textbooks:

1. Jashapara, A. (2011). *Knowledge management: an integrated approach* Harlow: Pearson Education.
2. Liebowitz, J. (ed.) (2012). *Knowledge Management Handbook: Collaboration and Social Networking*, 2nd ed., CRC Press.
3. Liebowitz, J. (2012). *Beyond Knowledge Management: What Every Leader Should Know*, Taylor & Francis.
4. Liebowitz, J. (ed) (2013). *Big Data and Business Analytics*, Taylor & Francis.
5. Nonaka, I. in Takeuchi, H. (2008). *Knowledge-creating company*. Boston: Harvard Business Press.

Priporočena / Recommended:

Knjige in učbeniki / Books and textbooks

1. Lagemaat, R. (2015). *Theory of knowledge for the IB Diploma*. Cambridge, UK: University Printing House.

Reference nosilca / Lecturer's references:

Dr. Srečko Natek

1.01 Izvirni znanstveni članek

1. NATEK, Srečko, ZWILLING, Moti. Student data mining solution - knowledge management system related to higher education institutions. *Expert systems with applications*. [Print ed.]. 15 Oct. 2014, vol. 41, iss. 14, str. 6400-6407, ilustr. ISSN 0957-4174. DOI: [10.1016/j.eswa.2014.04.024](https://doi.org/10.1016/j.eswa.2014.04.024). [COBISS.SI-ID [12870561](#)], [JCR, SNIP, WoS do 12. 1. 2020: št. citatov (TC): 59, čistih citatov (CI): 59, Scopus do 27. 1. 2020: št. citatov (TC): 85, čistih citatov (CI): 85]
2. NATEK, Srečko, LESJAK, Dušan. Improving knowledge management by integrating HEI process and data models. *Journal of computer information systems*. summer 2013, vol. 53, no. 4, str. 81-86, ilustr. ISSN 0887-4417. [COBISS.SI-ID [12043681](#)], [JCR, SNIP, Scopus do 26. 2. 2020: št. citatov (TC): 6, čistih citatov (CI): 5]
3. NATEK, Srečko, LESJAK, Dušan. The process architecture of information systems - higher education institution's managerial tool. *Issues in information systems*. 2010, no. 1, vol. 11, str. 29-34. ISSN 1529-7314. [COBISS.SI-ID [15193397](#)]
4. NATEK, Srečko. The design and the implementation of an health care statistics data warehouse. *Issues in information systems*. 2001, vol. 2, str. 330-336. ISSN 1529-7314. [COBISS.SI-ID [5999132](#)]
5. NATEK, Srečko. The design of an outpatient healthcare statistics data warehouse. *Database and network journal : an international journal od database and network practice*. 1999, vol. 29, no. 6, str. 3-5. ISSN 0265-4490. [COBISS.SI-ID [4880924](#)]

1.08 Objavljeni znanstveni prispevek na konferenci

1. ZWILLING, Moti, LESJAK, Dušan, NATEK, Srečko, PHUSAVAT, Kongkiti, ANUSSORNITISARN, Pornthep. How to deal with the awareness of cyber hazards and security in (higher) education?. V: DERMOL, Valerij (ur.). *Thriving on future education, industry, business and society : proceedings of the MakeLearn and TIIM International Conference, 15-17 May 2019, Piran, Slovenia*. Bangkok; Celje; Lublin: ToKnowPress, 2019. Str. 433-439. MakeLearn. ISBN 978-961-6914-25-3. ISSN 2232-3309. <http://www.toknowpress.net/ISBN/978-961-6914-25-3/papers/ML19-130.pdf>. [COBISS.SI-ID [40072197](#)]
2. NIKOLIĆ, Domagoj, NATEK, Srečko. Reassessing tacit knowledge in the experience economy. V: DERMOL, Valerij (ur.). *Integrated economy and society: diversity, creativity and technology : proceedings of the MakeLearn and TIIM International Conference, 16-18 May 2018, Naples, Italy*. Bangkok; Celje; Lublin: ToKnowPress, 2018. Str. 495-503. MakeLearn. ISBN 978-961-6914-23-9. ISSN 2232-3309. <http://www.toknowpress.net/ISBN/978-961-6914-23-9/papers/ML2018-125.pdf>. [COBISS.SI-ID [39519237](#)]

3. NATEK, Srečko, ZWILLING, Moti. Knowledge codification : the knowledge management systems perspective. V: DERMOL, Valerij (ur.), SMRKOLJ, Marko (ur.). *Management challenges in a network economy : proceedings of the MakeLearn and TIIM International Conference, 17-19 May 2017, Lublin, Poland*. Bangkok; Celje; Lublin: ToKnowPress, 2017. Str. 413-425, ilustr. MakeLearn. ISBN 978-961-6914-21-5. ISSN 2232-3309. <http://www.toknowpress.net/ISBN/978-961-6914-21-5/papers/ML17-084.pdf>. [COBISS.SI-ID [39059205](#)]
4. NATEK, Srečko, ZWILLING, Moti. Knowledge management systems support Seci model of knowledge-creating process. V: DERMOL, Valerij (ur.), TRUNK, Aleš (ur.), SMRKOLJ, Marko (ur.). *Managing innovation and diversity in knowledge society through turbulent time : proceedings of the MakeLearn and TIIM Joint International Conference, 25-27 May 2016, Timisoara, Romania*. Bangkok; Celje; Lublin: ToKnowPress, 2016. Str. 1123-1131, graf. prikazi, tabele. MakeLearn. ISBN 978-961-6914-16-1. ISSN 2232-3309. <http://www.toknowpress.net/ISBN/978-961-6914-16-1/papers/ML16-251.pdf>. [COBISS.SI-ID [14511777](#)]
5. ZWILLING, Moti, NATEK, Srečko. Matching self presentaion in internet dating sites to consumer preferences : an innovative matching algorithm. V: DERMOL, Valerij (ur.), SMRKOLJ, Marko (ur.), ĐAKOVIĆ, Goran (ur.). *Human capital without borders : knowledge and learning for quality of life : proceedings of the Management, Knowledge and Learning International Conference 2014, 25-27 June 2014, Portorož, Slovenia*. Management, Knowledge and Learning International Conference 2014, 25-27 June 2014, Portorož, Slovenia. Bangkok; Celje; Lublin: ToKnowPress, 2014. Str. 1175-1182, ilustr. MakeLearn. ISBN 978-961-6914-09-3. ISSN 2232-3309. <http://www.toknowpress.net/ISBN/978-961-6914-09-3/papers/ML14-713.pdf>. [COBISS.SI-ID [12940705](#)]
6. NATEK, Srečko, ZWILLING, Moti. Data mining for small students data set: knowledge management system for higher education teachers. V: DERMOL, Valerij (ur.), TRUNK ŠIRCA, Nada (ur.), ĐAKOVIĆ, Goran (ur.). *Active citizenship by knowledge management & innovation : proceedings of the Management, Knowledge and Learning International Conference 2013, 19-21 June 2013, Zadar, Croatia*. Bangkok; Celje; Lublin: ToKnowPress, 2013. Str. 1379-1389. MakeLearn. ISBN 978-961-6914-01-7, ISBN 978-961-6914-02-4. ISSN 2232-3309. <http://www.toknowpress.net/ISBN/978-961-6914-02-4/papers/ML13-466.pdf>. [COBISS.SI-ID [11962529](#)]

Članstvo v raziskovalnih programih:

- 1 Članstvo v ARRS raziskovalnem programu: Management izobraževanja in zaposlovanja v družbi znanja (P5-0049, 1.1.2019 – 31.12.2024, vodja prof. dr. Dušan Lesjak).

Dr. Valerij Dermol

1.01 Izvirni znanstveni članek

1. DERMOL, Valerij. Relationship between human capital and national culture. *Management*. fall 2019, vol. 14, iss. 3, str. 173-184, 249, ilustr. ISSN 1854-4231. <http://www.fm-kp.si/zalozba/ISSN/1854-4231.htm>, DOI: 10.26493/1854-4231.14.173-184. [COBISS.SI-ID [1541979332](#)]
2. KARASEK, Aneta, DERMOL, Valerij. The creative class in Poland and its impact on innovation in Polish Regions. *Management*. winter 2015, vol. 10, iss. 4, str. 299-314, ilustr. ISSN 1854-4231. http://www.fm-kp.si/zalozba/ISSN/1854-4231/10_299-314.pdf. [COBISS.SI-ID [1538097092](#)]
3. BABNIK, Katarina, TRUNK ŠIRCA, Nada, DERMOL, Valerij. Individuals learning in work teams : support to knowledge management initiatives and an important source of organizational learning. V: ABRUDAN, Ioan (ur.). *Challenges and innovations in management and leadership*. New York: Elsevier, 2014. Str. 178-185, ilustr. *Procedia - social and behavioral sciences*, vol. 124. ISSN 1877-0428. <http://www.sciencedirect.com/science/article/pii/S1877042814020230>, DOI: 10.1016/j.sbspro.2014.02.475. [COBISS.SI-ID [12614561](#)]
4. DERMOL, Valerij. Relationship between learning, knowledge creation and organisational performance. *Analele științifice ale Universității "Al.I. Cuza" din Iași. Științe economice*. [Online ed.]. 2013, [vol.] 60, [no.] 1, str. 67-82. ISSN 2068-8717. http://saaic.feaa.uaic.ro/index.php/saaic/article/view/T06/pdf_24, DOI: 10.24778/v10316-012-0034-5. [COBISS.SI-ID [11998625](#)]
5. DERMOL, Valerij, TRUNK ŠIRCA, Nada, BABNIK, Katarina, BREZNIK, Kristijan. Connecting research, higher education and business : implication for innovation. *International journal of Euro-Mediterranean*

studies. [Print ed.]. 2013, vol. 6, no. 1, str. 65-80, 101, 104-105, ilustr. ISSN 1855-3362. [COBISS.SI-ID 12406689]

6. DERMOL, Valerij, ČATER, Tomaž. The influence of training and training transfer factors on organisational learning and performance. *Personnel review*. 2013, vol. 42, iss. 3, str. 324-348. ISSN 0048-3486. [COBISS.SI-ID 11762593]

1.16 Samostojni znanstveni sestavek ali poglavje v monografski publikaciji

1. DERMOL, Valerij, BABNIK, Katarina, TRUNK ŠIRCA, Nada. Intergenerational programming : An imperative for today's workplace. V: RAKOWSKA, Anna (ur.), BABNIK, Katarina (ur.). *Human resources management challenges : Learning & development*. Electronic ed. Bangkok; Celje; Lublin: ToKnowPress, 2015. Str. 155-176. ISBN 978-83-65020-02-4, ISBN 978-83-65020-03-1. <http://www.toknowpress.net/ISBN/97883-65020-02-4.pdf>, <http://www.toknowpress.net/ISBN/978-83-65020-03-1/flipbook.html>. [COBISS.SI-ID 13297825]
2. BABNIK, Katarina, DERMOL, Valerij. *Prakse managementa človeških virov kot dejavnik uspešnosti organizacije*. V: DERMOL, Valerij (ur.). *Sodobni izzivi managementa človeških virov*. Celje: Mednarodna fakulteta za družbene in poslovne študije, 2013. Str. 55-72, ilustr. Znanstvene monografije MFDPŠ. ISBN 978-961-6813-23-5. ISSN 2232-2116. [COBISS.SI-ID 1536149700]
3. DERMOL, Valerij, BABNIK, Katarina. *Razmerja med usposabljanjem, dejavniki prenosa usposabljanj, izidi usposabljanj na ravni podjetja ter uspešnostjo podjetja*. V: DERMOL, Valerij (ur.). *Sodobni izzivi managementa človeških virov*. Celje: Mednarodna fakulteta za družbene in poslovne študije, 2013. Str. 85-108, graf. prikazi. Znanstvene monografije MFDPŠ. ISBN 978-961-6813-23-5. ISSN 2232-2116. [COBISS.SI-ID 1536150212]

2.01 Znanstvena monografija

1. DERMOL, Valerij. *Ravnanje z znanjem*. Harlow [etc.]: Pearson, cop. 2020. VII, 152 str., ilustr. ISBN 978-1-83961-166-7. [COBISS.SI-ID 40421893]
2. DERMOL, Valerij. *Učenje in ustvarjanje znanja v podjetju*. Celje: Mednarodna fakulteta za družbene in poslovne študije, 2013. 68 str., ilustr. Znanstvene monografije MFDPŠ. ISBN 978-961-6813-16-7, ISBN 978-961-6813-21-1. ISSN 2232-2116. <http://www.issbs.si/press/ISBN/978-961-6813-21-1/flipbook.html>, <http://www.issbs.si/press/ISBN/978-961-6813-16-7.pdf>. [COBISS.SI-ID 265538304]
3. DERMOL, Valerij. *Vplivi usposabljanj na učenje v podjetju in na njegovo uspešnost*. Celje: Mednarodna fakulteta za družbene in poslovne študije, 2010. 175 str., ilustr. Znanstvene monografije MFDPŠ. ISBN 978-961-6813-01-3. ISSN 2232-2116. <http://www.mfdps.si/si/strani/853>. [COBISS.SI-ID 253415680]

Članstvo v raziskovalnih programih:

Članstvo v ARRS raziskovalnem programu: Management izobraževanja in zaposlovanja v družbi znanja (P5-0049, 1.1.2019 – 31.12.2024, vodja prof. dr. Dušan Lesjak).