

Knowledge as Business Opportunity

Proceedings of the Management, Knowledge and Learning International Conference 2011

22–24 June 2011
Celje · Slovenia

- Post-Conference Programme
- PhD Students' Workshop, 24–25 June 2011
- Summer School, 27 June–8 July 2011

The logo consists of a dark blue square with the words "make" and "learn" stacked vertically in white lowercase letters. To the left of the square is a stylized graphic of four light blue arrows pointing towards the center, forming a cross-like shape.

Management,
Knowledge and Learning
International Conference 2011

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MakeLearn 2011: Knowledge as Business Opportunity

Proceedings of the Management, Knowledge and Learning
International Conference 2011; 22–24 June 2011, Celje, Slovenia

Organized by

International School for Social and Business Studies, Slovenia

Co-organizers

Maria Curie-Skłodowska University, Poland
International Institute of Business Analysis, Slovenia Chapter

Co-financed by

Slovenian Research Agency

Edited by

Valerij Dermol, Nada Trunk Širca, Goran Đaković and Urška Lindav

Published by

International School for Social and Business Studies
Mariborska cesta 7, 3000 Celje, Slovenia

June 2011 • 200 copies

The author is responsible for the linguistic
correctness of his or her paper.

CIP – Kataložni zapis o publikaciji
Narodna in univerzitetna knjižnica, Ljubljana
005:001.101(082)(0.034.2)

MANAGEMENT, Knowledge and Learning International Conference (2011 ; Celje)
Knowledge as business opportunity [Elektronski vir] : proceedings of the Management,
Knowledge and Learning International Conference 2011, 22–24 June 2011, Celje, Slovenia /
organized by International School for Social and Business Studies ; edited by Valerij Dermol ...
[et al.]. – El. zbornik. – Celje : International School for Social and Business Studies, 2011. –
(Makelearn, ISSN 2232-3309)

ISBN 978-961-92486-3-8
COBISS.SI-ID 256433152

Welcome Address

It is a great honour and pleasure to welcome you to the Management, Knowledge and Learning – MakeLearn international conference 2011. The conference is a great opportunity to make your contribution to and share the most recent developments in the field of knowledge management with Slovenian and foreign experts.

International School for Social and Business Studies (ISSBS) is organising MakeLearn 2011 in cooperation with foreign partners, i.e. Maria Curie-Skłodowska University from Poland and International Institute of Business Analysis, Slovenia Chapter. The conference deals with the management of knowledge and learning in businesses and other organisations, particularly with issues brought forward by the current financial and economic crisis. We believe that knowledge drives innovation and economic recovery, hence the focus of the conference on knowledge as a business opportunity.

In recent years, knowledge management has been given a lot of attention in businesses and other organisations as well as in rapidly increasing numbers of scientific and expert publications. There are conferences worldwide that at least partly cover the content of MakeLearn but in Slovenia this is the first event dealing with these issues. Furthermore, by including individuals from major regional businesses in the Business Excellence Forum, MakeLearn also encourages discussion and the exchange of knowledge between the academia and the economy.

We welcome all conference participants and authors of the papers. We would especially like to welcome our keynote speakers: Dr. Rune Ellemose Gulev (Fachhochschule Kiel, Germany), Dr. Mitja I. Tavčar (International School for Social and Business Studies, Slovenia) and Dr. Karim Moustaghfir (School of Humanities and Social Sciences, Al Akhawayn University in Ifrane, Morocco).

We would also like to thank everyone who helped organise MakeLearn 2011, and wish you all a successful conference and a pleasant stay in Celje.

Dr. Srečko Natek, Dean of the ISSBS

with co-organisers

Maria Curie-Skłodowska University
IIBA, Slovenia Chapter



Mednarodna fakulteta
za družbene in poslovne študije
International School
for Social and Business Studies
Celje · Slovenija



Conference Boards

Conference Board

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Head of Organising Board

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Maja Lobnik, International School for Social and Business Studies, Slovenia,
Coordinator

Conference Aims

International scientific conference MakeLearn 2011 encourages the sharing of most recent findings in the field of management of knowledge and learning in businesses and other organisations (e.g. public institutions, non-profit organisations). In particular, this year's conference focuses on the issues brought to our attention by the current crisis situation in the economy and society in general, which is reflected in the subtitle of the conference 'Knowledge as Business Opportunity'

In recent years, knowledge management has been given a lot of attention. Businesses and other organisations have increased the number of activities related to the transfer of knowledge, innovation, training, etc., and their products and services are increasingly based on the development and application of knowledge.

The importance of knowledge and learning is also reflected in rapidly increasing numbers of scientific and expert publications (papers, books, etc.) on knowledge, learning, organisational learning, knowledge management, etc. worldwide.

Furthermore, there are important conferences worldwide that at least partly cover the content of MakeLearn – mainly conferences on organisational learning and management of knowledge and information. Most of them focus on 'hard elements' of learning and knowledge processes, i.e. the management of information, use of information technology, etc., and less on the 'softer' areas of learning and the transfer of (tacit) knowledge. However, in Slovenia no such event has taken place although there are many researchers dealing with these issues. The organisation of a conference in this field therefore to a large extent fills the content and supply gap in the region, Slovenia and beyond.



Knowledge Dynamics, Organizational Capabilities and Competitive Advantage: What Is the Link?



Dr. Karim Moustaghfir

School of Humanities and Social Sciences,
Al Akhawayn University in Ifrane, Morocco

Thursday, 23 June 2011 • 10.00–11.00

Dr. Karim Moustaghfir is an assistant professor and programme coordinator of Human Resource Development at Al Akhawayn University in Ifrane, Morocco. He is also coordinator of the Mediterranean School of e-Business Management (Italian-Moroccan Partnership), and a visiting fellow at the Centre for Business Performance (Cranfield School of Management, UK). After completing his

Master's and Ph.D. degrees, he worked as a post-doctoral researcher at the Scuola Superiore ISUFI – Università del Salento, Italy. Currently, his research is focused on the topics of knowledge assets, dynamic capabilities, performance management, entrepreneurial learning and management in education. He has published several international papers and articles. He also serves on editorial boards of distinguished international journals, and is a member of several professional associations in Morocco and abroad. Prior to his academic career, he held management positions in banking and management consulting.

Are Good Ideas Enough for Success?



Dr. Mitja I. Tavčar

International School for Social
and Business Studies, Celje, Slovenia

Thursday, 23 June 2011 • 15.15–16.15

Mitja I. Tavčar has obtained his Ph.D. from the Faculty of Economics and Business, University of Maribor, a Master's degree from the Faculty of Economics, University of Ljubljana, and graduated from the Faculty of Electrical Engineering, University of Ljubljana. In his career he has worked in senior positions in one of the largest Slovenian corporations. He has participated in a series of

management consulting projects of large Slovenian companies. At various universities in Slovenia he is a professor of strategic and general management, management of non-profit organisations, knowledge management, ethics management and organisational cultures, marketing between organisations and management consulting. He has authored more than 20 books and monographs, and participated in numerous international conferences.



International Knowledge Sharing: How Can We Agree on Knowledge Sharing When Cultures Disagree?



Dr. Rune Ellemose Gulev

Fachhochschule Kiel, Germany

Friday, 24 June 2011 • 9.30–10.30

Dr. Rune Ellemose Gulev is a teacher of inter-cultural management and international business in undergraduate and postgraduate study programmes. His current research aims to link national variances in culture together, thereby bridging communication gaps and improving the conditions under which European businesses operate. Being from Denmark but having lived, worked and studied mostly abroad, he is a firm

believer in a unified Europe and a strong supporter of professional and academic initiatives that transcend national borders and celebrate cultural diversity. He is also Editor-in-Chief of *Adaptive Options*, a Change Management Journal. He is currently a professor at the Fachhochschule Kiel, Germany. Dr. Gulev also provides seminars for companies and higher learning institutions on how to improve the effectiveness of employees operating in multicultural workplaces. This can range from how to structure work teams to specific motivation techniques that work best in certain situations.

The Importance of Knowledge to Overcome the Economic Crisis

Forum Chair: Rado Pezdir

International School for Social and Business Studies, Slovenia

Friday, 24 June 2011 • 11.00–12.30

Speakers:

Mr. Peter Tiling, Board Member of Kovintrade, d.d.

Mr. Matjaž Omladič, Head Plant of Novem Car Interior Design, d.o.o.

Mr. Drago Polak, director of Regional Chamber of Commerce Celje

Mr. Aleš Štampihar, President of IIBA Slovenia Chapter

Mrs. Alenka Brod, director of Racio razvoj, d.o.o.

Mrs. Mojca Straus Istenič, Addendum Training & Consulting, d.o.o.



Conference Programme

Wednesday, 22 June

- 19.00–20.00 Programme board meeting (members only) • Conference room
 18.30–20.30 Registration • 2nd floor lobby
 20.00–21.30 Welcome address and reception • Room A
Dr. Srečko Natek, Dean of International School for Social and Business Studies, Slovenia
Dr. Zbigniew Pastuszek, Maria Curie-Skłodowska University, Poland, Co-organiser
Aleš Štampihar, President of IIBA Slovenia Chapter, Slovenia, Co-organiser

Thursday, 23 June

- 9.30–10.00 Conference opening • Room A
Dr. Valerij Dermol, Programme Chair
Mr. Bojan Šrot, Mayor of Celje
 10.00–10.45 Keynote speaker 1 • Room A
Dr. Karim Moustaghfir, School of Humanities and Social Sciences, Al Akhawayn University in Ifrane, Morocco
 Discussion
 10.45–11.15 Coffee break • 2nd floor lobby
 11.15–12.30 Concurrent sessions A1, B1, C1, E1, E3 – see timetable
 12.30–14.00 Lunch • Hotel Štorman
 14.00–14.45 Keynote speaker 2 • Room G
Dr. Mitja I. Tavčar, International School for Social and Business Studies, Slovenia
 Discussion
 14.45–15.15 Coffee break • 2nd floor lobby
 15.15–16.30 Concurrent session A2, A3, C2, D2 – see timetable
 16.30–16.45 Break
 16.45–18.00 Concurrent sessions A4, B2, D1, E2 – see timetable
 18.00–20.00 Networking, bilateral meetings • Conference room, 2nd floor lobby
 20.00 Dinner and social event • Hotel Štorman

Friday, 24 June

- 9.00–14.00 Exhibition of journals • 2nd floor lobby
 9.30–10.15 Keynote speaker 3 • Room A
Dr. Rune Ellemtose Gulev, Fachhochschule Kiel, Germany
 Discussion

- 10.15–11.00 Coffee break and networking for publishing opportunities
• 2nd floor lobby
- 11.00–12.30 Business Excellence Forum: The Importance of Knowledge to Overcome the Economic Crisis • Room G
Rado Pezdir, International School for Social and Business Studies, Slovenia, Forum Chair
Mr. Peter Tiling, Board Member of Kovintrade, d.d.
Mr. Matjaž Omladič, Head Plant of Novem Car Interior Design, d.o.o.
Mr. Drago Polak, director of Regional Chamber of Commerce Celje
Mr. Aleš Štempihar, President of IIBA Slovenia Chapter
Mrs. Alenka Brod, director of Racio razvoj, d.o.o.
Mrs. Mojca Straus Istenič, Addendum Training & Consulting, d.o.o.
- 12.30–12.45 Closing of the conference • Room G
- 13.00–14.00 Programme board meeting (members only) • Conference room
- 15.00–20.00 Guided Tour of Celje and Škalce Wine Cellar • Meeting point at the ground floor lobby of the ISSBS

Sessions Timetable

		Room C	Room D	Room E	Room F	Room G
Thursday, 23 June	11.15–12.30	A1	B1	C1	E1	E3
	15.15–16.30	A2	A3	C2	D2	
	16.45–18.00	A4	B2	D1	E2	

The distribution of papers by session is of informative nature and is subject to change. The final information will be available on-site.

Post-Conference Programme

- PhD Students' Workshop 2011 – Writing Scientific Articles for International Journals, 24–25 June 2011 (see p. 26)
- Summer School 2011 – Learn to Innovate in Global Business, 27 June–8 July 2011



A1 Knowledge Management Solutions

Thursday, 23 June 2011 • 11.15–12.30 • Room C

Session Chair: Danijela Jelenić

The Importance of Knowledge Management in Organizations – with Emphasis on the Balanced Scorecard Learning and Growth Perspective

Danijela Jelenić, Faculty of Economics, University of Niš, Serbia

Keywords: organizational knowledge management, Balanced Scorecard (BSC) system, BSC learning and growth perspective

[Full Text](#)

Knowledge Hoarding or Sharing

Dana Mesner Andolšek, Faculty of Social Sciences, University of Ljubljana, Slovenia

Keywords: knowledge sharing and hoarding, social exchange, economic exchange

[Full Text](#)

Knowledge Sharing as a Part of Internal Communication within Internationalized Companies

Gorazd Justinek, International School for Social and Business Studies, Slovenia

Tanja Sedej, International School for Social and Business Studies, Slovenia

Keywords: corporate knowledge, knowledge sharing, internal communication, information and communication technology, globalization, internationalization

[Full Text](#)

Innovation Networking

Kristijan Breznik, International School for Social and Business Studies, Slovenia

Valerij Dermol, International School for Social and Business Studies, Slovenia

Keywords: networking, innovation clusters, social network analysis, innovation

[Full Text](#)

Intellectual Capital as Value Adding Element in Knowledge Management

Ján Papula, Faculty of Management, Comenius University in Bratislava, Slovakia

Jana Volná, Faculty of Management, Comenius University in Bratislava, Slovakia

Keywords: knowledge management, intellectual capital, measuring knowledge management

[Full Text](#)

A2 Knowledge for Performance

Thursday, 23 June 2011 • 15.15–16.30 • Room C

Session Chair: Aleksander Janeš

Transfer of Knowledge in the Scope of Life Insurance after Global Economy Crises

Aleksandar Grujić, International University in Novi Pazar, Serbia

Ozren Uzelac, University of Novi Sad, Serbia

Keywords: life insurance, knowledge transfer, information provision

[Full Text](#)

Studying the Key Knowledge and Competitiveness of Some Bulgarian Companies

Snezhanka Ovcharova, Varna Free University, Bulgaria

Keywords: knowledge, competitiveness, strategy, intangible assets, management

[Full Text](#)

Role of Knowledge Sourcing in Albanian Small- and Medium-Sized Enterprises

Narasimha Rao Vajjhala, University of New York Tirana, Albania

Gezim Rojba, University of New York Tirana, Albania

Keywords: knowledge, sourcing, Albania, SMEs

[Full Text](#)

Knowledge for the Right Strategy: Leading Role in the Cluster of Supply Companies

Aleksander Janeš, University of Primorska, Faculty of Management Koper, Slovenia

Keywords: knowledge, strategy, supply, causal relations, performance indicators

[Full Text](#)

Additional Knowledge Needed in Crisis Management

Drago Dubrovski, International School for Social and Business Studies, Slovenia

Keywords: crisis, crisis management, competences, style

[Full Text](#)



A3 Knowledge Management Practices 1

Thursday, 23 June 2011 • 15.15–16.30 • Room D

Session Chair: Karim Moustaghfir

Knowledge-Based Value Creation Dynamics in the IT Sector

Karim Moustaghfir, Al Akhawayn University in Ifrane, Morocco

Keywords: knowledge asset dynamics, organizational routines, firm performance, value creation, sense and respond capability

[Full Text](#)

The Knowledge Management Wheel

Mitja Terče, University of Primorska, Faculty of Management Koper, Slovenia

Keywords: knowledge management, knowledge manipulation, management, knowledge

[Full Text](#)

Knowing But Not Doing? The Institutionalization of Financial Know-How in China

Jakob Arnoldi, Department of Business Administration, Business and Social Sciences, Aarhus University, Denmark

Keywords: knowledge transfer, China, organizational behavior, institutionalization, structured finance

[Full Text](#)

Turning the Informal Communication Network of an Organization into a Knowledge Tool through Communities of Practice

Evangelos Ergen, CITY College, International Faculty of the University of Sheffield, Greece

Keywords: communication, knowledge, workplace communication, Communities of Practice (CoPs)

[Full Text](#)

A Case Study of Management by Profile

Yllka Mullai, Faculty of Education and Social Sciences, Department of Education and Teaching Methodology, University of Gjirokastra, Albania

Keywords: management, learners, teachers

[Full Text](#)

A4 Knowledge Management Practices 2

Thursday, 23 June 2011 • 16.45–18.00 • Room C

Session Chair: Valerij Dermol

Incentives for Knowledge Management and Organisational Performance

Valerij Dermol, International School for Social and Business Studies, Slovenia

Keywords: knowledge management, organisational incentives, organisational performance

[Full Text](#)

Organizational Maturity (Maturity Matrix Dentistry – MMD) as a Factor of Productivity of Dental Practices in Slovenia

Rok Škrbinc, Faculty of Economics, University of Ljubljana, Slovenia

Keywords: scientific study, dentistry, productivity, organizational maturity

[Full Text](#)

The Impact of the Economic Crisis on the Motivation for Education in the Case of Dental Tourism

Elena Marulc, The Tourism and Marketing Institute, Slovenia

Keywords: education, motivation, dental tourism, effects of the economic crisis

[Full Text](#)

Business Analysts in the Name of Competitiveness

Aleš Štempihar, IIBA Slovenia Chapter, Slovenia

Franc Bračun, IIBA Slovenia Chapter, Slovenia

Keywords: competitiveness, highly competitive organization, model of distinguishing competencies, business analysis, business analysts

[Full Text](#)



B1 Technology and Methodology 1

Thursday, 23 June 2011 • 11.15–12.30 • Room D

Session Chair: Łukasz Wiechetek

Using e-Learning tools to Support Cooperation between Science and Business: Case of Synergy Project

Łukasz Wiechetek, Maria Curie-Skłodowska University, Poland

Keywords: business and science cooperation, synergy, virtual platform for cooperation, e-learning tools, Moodle, WordPress

[Full Text](#)

Business Process Management Certifications Overview and Transfer of Innovation

Tomislav Rozman, Bicero, d.o.o., Slovenia

Romana Vajde-Horvat, ProHuman, d.o.o., Slovenia

Anca Draghici, Politehnica University of Timisoara, Romania

Keywords: business process management, certification, transfer of innovation

[Full Text](#)

Multiagent Systems as Self-managed Architectures in Software Applications

Eva Cipi, Department of Informatics Engineering, University of Vlora, Albania

Betim Cico, Department of Informatics Engineering, Polytechnic University of Tirana, Albania

Keywords: multiagent system, market place environment, robotic agent, self-management

[Full Text](#)

WCM Systems as Support to Intellectual Capital Management

Jelica Trninić, Faculty of Economics Subotica, University of Novi Sad, Serbia

Vuk Vuković, Faculty of Economics Subotica, University of Novi Sad, Serbia

Marton Sakal, Faculty of Economics Subotica, University of Novi Sad, Serbia

Keywords: knowledge management, web content management systems

[Full Text](#)

B2 Technology and Methodology 2

Thursday, 23 June 2011 • 16.45–18.00 • Room D

Session Chair: Olivera Grljević

Knowledge Management in Expert Systems Development

Olivera Grljević, University of Novi Sad, Faculty of Economics, Serbia

Bosnjak Zita, University of Novi Sad, Faculty of Economics, Serbia

Keywords: business efficiency expert system, knowledge management

[Full Text](#)

Publicly Available Lecture Webcasts – e-Learning or Promotion Tool? Case Study

Bruno Schivinski, Maria Curie-Skłodowska University in Lublin, Poland

Radosław Mącik, Maria Curie-Skłodowska University in Lublin, Poland

Keywords: webcasts, e-learning, case study

[Full Text](#)

Can We Use the Statistical Causality with Sufficient Reliability?

Aleksander Janeš, University of Primorska, Faculty of Management Koper, Slovenia

Slavko Dolinšek, Institute for Innovation and Development, University of Ljubljana,

Slovenia, Faculty of Mechanical Engineering, University of Ljubljana, Slovenia, and

Faculty of Management Koper, University of Primorska, Slovenia

Keywords: business processes, balanced scorecard, causality, learning, sustainability

[Full Text](#)

Financial Risk Evaluation by the ‘Tree of Probability Decisions’ Method

Mariya Bruseva, Varna Free University, Bulgaria

Keywords: ‘Tree of Probability Decisions’ method, risk assessment, net present value, internal rate of return, MS Excel

[Full Text](#)



C1 Knowledge Society 1

Thursday, 23 June 2011 • 11.15–12.30 • Room E

Session Chair: Piotr Kułyk

Public Goods in the Model of the Agricultural Development: The Theoretical Approach

Andrzej Czyżewski, Faculty of Economics, Poznań University of Economics, Poland
Piotr Kułyk, Faculty of Economics and Management, University of Zielona Góra,
Poland

Keywords: agricultural policy, multifunctionality agriculture, public goods

[Full Text](#)

Second Pension Pillar – Opportunity for Employees

Mojca Gornjak, Mojja naložba pokojninska družba d.d. - Skupina Nove KBM, Slovenia

Keywords: second pension pillar, demographic changes, annuity insurance

[Full Text](#)

Public Goals Administration and Strength Local Leadership in Albania

Alba Dumi, Graduate School 'Ismail Qemali' Vlora University, Albania,
and Faculty of Economy, University of Tirana, Albania

Mimoza Shoto, Kristal University, Albania

Amalia Cipi, Vlora University, Albania, and Kristal University, Albania

Keywords: community and public areas, drinking water, social leadership, economic
development, privatization reform, reform of health care system

[Full Text](#)

ECQA Support for Business Process Manager Training and Certification

Anca Draghici, Politehnica University of Timisoara, Romania

George Draghici, Politehnica University of Timisoara, Romania

Tomislav Rozman, Bicero d.o.o., Slovenia

Romana Vajde-Horvat, ProHuman d.o.o., Slovenia

Keywords: business process management, European certification and qualification
association, skill card, e-learning platform, training, certification

[Full Text](#)

C2 Knowledge Society 2

Thursday, 23 June 2011 • 15.15–16.30 • Room E
Session Chair: Jolanta Urbańska

Alternative Fuel as an Eco-product

Jolanta Urbańska, Częstochowa University of Technology, Poland

Keywords: LPG, traditional fuels, ecology

[Full Text](#)

Financial (il)Literacy and Stability of the Financial System

Novo Plakalović, University of East Sarajevo, Bosnia and Herzegovina

Keywords: financial literacy, financial culture, bank client's financial behaviour, nonperforming loans, financial system stability

[Full Text](#)

Effective Teaching Methods for Knowledge Transfer Improvement

Ana Lakatos, Faculty of Management Novi Sad, Serbia

Andrea Sorsos, Faculty of Management Novi Sad, Serbia

Keywords: learning methods, e-learning, educational process

[Full Text](#)

Lifelong Learning Programme as Mechanism of Change at National Level: Case of Slovenia

Klemen Širok, Faculty of Management Koper, University of Primorska, Slovenia

Katarina Košmrlj, Faculty of Management Koper, University of Primorska, Slovenia

Keywords: social change, EC programmes, impact, evaluation, education

[Full Text](#)



D1 Management Practices

Thursday, 23 June 2011 • 16.45–18.00 • Room E

Session Chair: Marko Slavković

Soft and Hard Skills Development: A Current Situation in Serbian Companies

Verica Babić, University of Kragujevac, Serbia

Marko Slavković, University of Kragujevac, Serbia

Keywords: soft skills, hard skills, human resource management, knowledge-based economy

[Full Text](#)

Crises in the Cluster Life-cycle

Lilla Knop, Silesian University of Technology, Poland

Sławomir Olko, Silesian University of Technology, Poland

Keywords: industrial clusters, Poland

[Full Text](#)

EU Project Management Knowledge Transfer – Case Study UNIRI (Croatia)

Marko Perić, Faculty of Tourism and Hospitality Management, Croatia

Keywords: project management, European Union, knowledge transfer, Croatia

[Full Text](#)

Some Aspects of Networking of Lifelong Learning

Suzana Košir, International School for Social and Business Studies, Slovenia

Kristijan Breznik, International School for Social and Business Studies, Slovenia

Keywords: lifelong learning, networking, clustering, education

[Full Text](#)

Endogenous Knowledge and Innovation

Stilianos Alexiadis, Department of Agricultural Policy and Documentation, Ministry of Rural Development and Foods, Greece

Nikolaos Hasanagas, Department of Forestry and Natural Environment, Aristotle University of Thessaloniki, Greece

Ladias Christos, Department of Regional Economic Development, University of Central Greece, Greece

Keywords: transfer of knowledge, regional growth, European regions

[Full Text](#)

D2 Innovation and Management

Thursday, 23 June 2011 • 15.15–16.30 • Room F

Session Chair: Urszula Skurzynska-Sikora

Reducing Competence Gap and the Enterprise's Effectiveness

Urszula Skurzynska-Sikora, Maria Curie-Skłodowska University, Poland

Keywords: organizational competencies, competence gap, enterprise's effectiveness, reducing competence gap

[Full Text](#)

Dynamics of the Innovative Activities and the Long-term Intangible Assets of Micro, Small and Medium-sized Enterprises in Bulgaria

Hristo Krachunov, Technical University of Varna, Bulgaria

Snezhanka Ovcharova, Varna Free University, Bulgaria

Keywords: innovative activities, types of innovations, structural analysis, long-term intangible assets

[Full Text](#)

The Role of Societal and Organisational Culture in Employees' Satisfaction and Organisational Commitment

Katarina Babnik, College of Health Care Izola, University of Primorska, Slovenia

Keywords: organisational culture, organisational commitment, healthcare

[Full Text](#)

Responsibility Centres' System Establishment for a Better Performance: The Bulgarian Banks Case

Liliya Rangelova, University of National and World Economy – Sofia, Bulgaria

Keywords: bank management, commercial banks, responsibility centre, performance measurement

[Full Text](#)

An Analysis and Application of Knowledge Management Practices in Multinational R&D Activity

Sundeeep Satyanarayan, Lancashire Business School, University of Central Lancashire, United Kingdom

Gideon Azumah, Lancashire Business School, University of Central Lancashire, United Kingdom

Keywords: knowledge transfer and sharing, tacit and explicit knowledge, knowledge management and organizational culture

[Full Text](#)



E1 Management in Education

Thursday, 23 June 2011 • 11.15–12.30 • Room F

Session Chair: Sanja Gradišnik

Teachers' Roles in Self-evaluation in Education

Mateja Brejc, National School for Leadership in Education, Slovenia

Sanja Gradišnik, National School for Leadership in Education, Slovenia

Andrej Koren, National School for Leadership in Education, Slovenia

Keywords: quality, self-evaluation, teacher's role

[Full Text](#)

Ongoing Analyses of Student Assessment Data as a Management Tool in Education

Darko Zupanc, National Examinations Centre, Slovenia

Keywords: student assessment, effectiveness, ongoing analyses, educational management, autonomy, equity

[Full Text](#)

Transferring Internal Control Knowledge from Legislation to School Management: The Case of Slovenia

Tatjana Horvat, International School for Social and Business Studies, Slovenia

Keywords: internal control, risk management, school management, annual report, financial plan

[Full Text](#)

Obstacles in Operations Management Knowledge Transfer in Secondary Schools: Case of Serbia

Aleksandar Jankulović, University Metropolitan, Serbia

Vladimir Škorić, University Metropolitan, Serbia

Bisera Andrić Gušavac, University of Belgrade, Serbia

Mimoza Jovanovska Bogdanoska, 'St. Kliment Ohridski' University, FYROM

Keywords: knowledge transfer, operations management, secondary schools

[Full Text](#)

E2 Educational Practices 1

Thursday, 23 June 2011 • 16.45–18.00 • Room F
Session Chair: Ginta Kronberga

An Analysis of the Efficiency of Education Spending in Central and Eastern Europe

Aleksander Aristovnik, Faculty of Administration, University of Ljubljana, Slovenia
Keywords: public spending, education, technical efficiency, DEA analysis, CEE, EU, OECD

[Full Text](#)

Latvia University of Agriculture as Knowledge Agent in Zemgale Region: Expectations and Reality

Ginta Kronberga, University of Latvia, Latvia
Līga Paula, Latvia University of Agriculture, Latvia
Dina Bite, University of Latvia, Latvia
Keywords: university, cooperation, regional needs

[Full Text](#)

The Competences of the Students of Business Regarding the Process of Creating Human Resources

Agnieszka Sitko-Lutek, Maria Curie-Skłodowska University, Poland
Monika Jakubiak, Maria Curie-Skłodowska University, Poland
Keywords: competences, business students, meaning of competences at work, the level of competences gained during studies

[Full Text](#)

The Role of Schools in Encouraging Young People's Innovativeness and Entrepreneurship

Franc Cankar, The National Education Institute, Slovenia
Marina Trampuš, Secondary School of Economics Ljubljana, Slovenia
Tomi Deutsch, The National Education Institute, Slovenia
Keywords: young people, innovativeness, blind, tourist offer

[Full Text](#)

Doctoral Degree – An Opportunity for the Economy or the Academy? The Case of Slovenia

Valentina Jošt, International School for Social and Business Studies, Slovenia
Nada Trunk Širca, International School for Social and Business Studies, Slovenia, and Faculty of Management Koper, University of Primorska, Slovenia
Keywords: higher education, knowledge society, doctors of philosophy (PhD), employability, labour market

[Full Text](#)



E3 Educational Practices 2

Thursday, 23 June 2011 • 11.15–12.30 • Room G

Session Chair: Vilma Alina Šoba

Some Aspects of the Role of Education in Rebuilding Society, Family Life and Living Conditions in Contemporary Slovene Society

Jana Goriup, Faculty of Arts, University of Maribor, Slovenia

Vilma Alina Šoba, International School for Social and Business Studies, Slovenia

Keywords: post-modern Slovene society, educational system, transition, globalization

[Full Text](#)

Responsible Education and Innovative CSR

Štefka Gorenak, Faculty of Commercial and Business Sciences, Slovenia

Keywords: business ethics, corporate social responsibility, curriculum, total responsibility management, strategy

[Full Text](#)

Innovativeness of Slovenian Regions and Pupils' Knowledge

Amalija Žakelj, The National Education Institute, Slovenia

Franc Cankar, The National Education Institute, Slovenia

Stanka Setnikar Cankar, Faculty of Administration, University of Ljubljana, Slovenia

Keywords: regional development, regional creativity, social environment, external examinations, academic results of primary school pupils

[Full Text](#)

Funding of Postgraduate Studies in Slovenia

Vesna Skrbinjek, International School for Social and Business Studies, Slovenia

Dušan Lesjak, International School for Social and Business Studies, Slovenia, and Faculty of Management Koper, University of Primorska, Slovenia

Keywords: financing postgraduate studies, doctoral studies, human capital, economic growth

[Full Text](#)

Beyond Literary Theft – Selected Aspects of the Contemporary Debate on Academic Plagiarism in Slovenia

Katarina Krapež, Faculty of Management Koper, University of Primorska, Slovenia

Keywords: academic plagiarism, authors' rights, information society, management of learning

[Full Text](#)

Exhibition of Journals

Friday, 24 June • 9.00–14.00

Industrial Management & Data Systems (IMDS)
ISSN 0263-5577

International Journal of Modelling in Operations Management (IJMOM)
ISSN (Online) 2042-4108
ISSN (Print) 2042-4094

International Journal of Services and Standards (IJSS)
ISSN (Online) 1740-8857
ISSN (Print) 1740-8849

International Journal of Sustainable Economy (IJSE)
ISSN (Online) 1756-5812
ISSN (Print) 1756-5804

International Journal Of Synergy And Research (IJSR)
ISSN 2083-0025

International Journal of Innovation and Learning (IJIL)
ISSN (Online) 1741-8089
ISSN (Print) 1471-8197

International Journal of Management in Education (IJMIE)
ISSN (Online) 1750-3868
ISSN (Print) 1750-385X

International Journal of Euro-Mediterranean Studies (IJEMS)
ISSN 1855-3362

Vodenje v vzgoji in izobraževanju (Leadership in Education)
ISSN 1581-8225



Writing Scientific Articles for International Journals

Doctoral Students' Workshop 2011 • 24–25 June 2011

dr. Binshan Lin

College of Business Administration, Louisiana State University, USA

The workshop provides an opportunity for doctoral students, young researchers and postdocs to gain new knowledge and skills on publishing academic journals. Workshop is implemented by internationally recognized scholar, prof. dr. Binshan Lin. It consists of presentation of strategies for research topics and publications, techniques and key considerations for publishing academic journals from the perspective of editors in chief, ten common mistakes academics make when submitting research articles, one-to-one coaching, answering participants' questions and more.

Programme

Friday, 24 June

- 14.00–14.15 Registration • 2nd floor lobby
- 14.15–14.30 Welcoming remarks by ISSBS' dean dr. Srečko Natek • Room B
- 14.30–16.00 Strategies for research topics and publications by dr. Binshan Lin
• Room B
- 16.00–16.30 Coffee break • 2nd floor lobby
- 16.30–18.00 Techniques and key consideration for publishing academic journals from the perspective of editors in chief by dr. Binshan Lin • Room B
- 18.00–19.00 Analysis of 'case' papers and discussion • Room B
- 20.00 Dinner • Hotel Štorman

Saturday, 25 June

- 9.00–11.00 Ten common mistakes academics make when they submit research articles by dr. Binshan Lin • Room B
- 11.00–11.30 Coffee break • 2nd floor lobby
- 11.30–13.00 Analysis of 'case' papers and discussion - Room B
- 13.00–13.30 Closing remarks by dr. Binshan Lin • Room B
- 15.00–20.00 Guided tour of Olimje Chocolatier and Monastery and the Old Castle Celje • Meeting point at the ground floor lobby of the ISSBS

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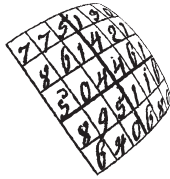
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SLOVENIAN RESEARCH AGENCY

Knowledge and Learning: The Empowerment of Life

Management, Knowledge and Learning
International Conference 2012
20–22 June 2012

Celje · Slovenia

- Post-Conference Programme
- PhD Students' Workshop, 22–23 June 2012
- Summer School, 25 June–6 July 2012



make
learn

Management,
Knowledge and Learning
International Conference 2012

The International Scientific Conference on Management of Knowledge and Learning (MakeLearn) is organised by the International School for Social and Business Studies (ISSBS) in cooperation with foreign partner universities, international institutes and organisations chosen in accordance with its annual theme. The conference takes place every June in Celje, Slovenia; its participation is international. The official language of the conference is English.

Through MakeLearn, the ISSBS encourages the sharing of most recent developments in the field of knowledge management between Slovene and foreign experts, as well as promotes itself and higher education in the Savinja region. By including individuals from major regional businesses, MakeLearn also encourages discussion and the exchange of knowledge between the academia and the economy. Although the general theme of the conference, i.e. management of knowledge and learning in businesses and other organisations, remains the same, each year the focus of the conference is adapted to regional and global findings, occurrences and needs of the time.



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