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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 Dakovič and Urška Lindav

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MANAGEMENT, Knowledge and Learning International Conference (2011 ; Celje)  

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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
Conference Boards

Conference Board
Dr. Srečko Natek, International School for Social and Business Studies, Slovenia, General Chair
Dr. Dušan Lesjak, International School for Social and Business Studies, Slovenia, Conference Chair
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Aleš Štampihar, IIBA Slovenia Chapter, Slovenia, Co-organiser

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Dr. Nada Trunk Širca, International School for Social and Business Studies, Slovenia, and Faculty of Management, University of Primorska, Slovenia

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Goran Đaković, International School for Social and Business Studies, Slovenia, Coordinator
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 intercultural 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 Tilinger, 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.
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 Pastuszak, Maria Curie-Skłodowska University, Poland, Co-organiser
   Aleš Štempihar, 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 Moustaghfiri, 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 Ellemose 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 Tilinger, 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.  
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**

<table>
<thead>
<tr>
<th>Time</th>
<th>Room C</th>
<th>Room D</th>
<th>Room E</th>
<th>Room F</th>
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<td>Thursday, 23 June</td>
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<td>11.15–12.30</td>
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<td>16.45–18.00</td>
<td>A4</td>
<td>B2</td>
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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**

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, IIBASlovenia Chapter, Slovenia
Franc Bračun, IIBASlovenia Chapter, Slovenia
Keywords: competitiveness, highly competitive organization, model of distinguishing competencies, business analysis, business analysts
Full Text
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
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 (ii)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
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

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
Sundeep 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
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

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

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

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

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
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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Knowledge and Learning: The Empowerment of Life

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

Celje · Slovenia
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.