

## MASTERING THE ART OF KNOWLEDGE MANAGEMENT: NAVIGATING ORGANIZATIONAL SUCCESS AND PERSONAL GROWTH

Bachelor course (ECTS: 6)

### Course leader:

#### **DIMOVSKI Vlado**, University of Ljubljana, School of Economics and Business

*Vlado Dimovski, PhD, is a full professor of management and organizational theory at the Management and organization unit at the University of Ljubljana, School of Economics and Business, Slovenia. He received his B.A. degree in Economics at the University of Ljubljana, the B.A. degree in Philosophy at the University of Ljubljana, the M.A. degree in Economics at University of Ljubljana, and the Ph.D. degree in Management and Finance at Cleveland State University. His primary areas of expertise are organizational learning, knowledge management and leadership. Professor Dimovski has taught and researched at the various universities and institutions, and has published numerous articles in recognized journals. More information: <http://www.ef.uni-lj.si/person/Vlado-Dimovski>*

#### **COLNAR Simon**, University of Ljubljana, School of Economics and Business

*Simon Colnar, PhD, is a Researcher and Assistant Professor at the School of Economics and Business, University of Ljubljana. Simon teaches Organization and Management, Learning and Knowledge Management and Advanced Management. He graduated and received his Master's and PhD degree in Business from the School of Economics and Business, University of Ljubljana. His main research interests are Knowledge Management, Social Work and Public Administration. His other research interests include Age Management, Long-term Care and Leadership.*

### Aims of the course:

*"Embrace the power of knowledge and you will discover its limitless potential to illuminate the path to organizational success and personal growth."*

This course delves into the influence of the knowledge-driven landscape on the management process in organizations, exploring its essential functions within the context of modern business environment dynamics. In the contemporary business environment, organizations grapple with transformative waves such as the internet revolution, introduction of AI and machine learning that provide novel conceptual demands especially for top-tier management. In the era of the knowledge-based economy, the facets of management are undergoing profound transformations across all dimensions. Thriving learning organizations

cultivate sustainable competitive edges grounded in their knowledge and intellectual capital. Moreover, this course builds upon cutting-edge knowledge, equipping individuals with indispensable insights for effectively navigating the realms of organizational management and personal development.

The **purpose** of the course is:

- Familiarize the students with the fundamental principles and concepts associated with an introduction to knowledge management and organizational learning.
- Provide a comprehensive overview of the historical evolution of knowledge management and organizational learning.
- Equip students with knowledge about the European framework of knowledge management and organizational learning, illustrating how this concept is implemented across various sectors.
- Introduce students to contemporary concepts such as knowledge management and AI, speed reading, speed memory, and methods for enhancing individual productivity levels.

### Prerequisites:

Foundational understanding of management and organizational fields, coupled with knowledge management and organizational learning and paired with a keen interest in participating in contemporary teaching approaches and productive interactive discussions.

### Course content:

DATE	DAILY TOPIC/SESSION (detailed description)
Monday, 8 July	Course introduction and syllabus (1h) <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Course overview</li> <li>• Learning outcomes</li> <li>• Course structure</li> <li>• Grading and assessment</li> <li>• Course materials</li> <li>• Attendance and participation</li> <li>• Distribution of topics for seminar works</li> <li>• Q&amp;A</li> <li>• Conclusion</li> </ul>
Tuesday, 9 July	Knowledge management and organizational learning overview (3h) <ul style="list-style-type: none"> <li>• Introduction to knowledge management</li> <li>• Historical context of knowledge management</li> <li>• Knowledge management process</li> <li>• Types of knowledge</li> <li>• Knowledge management benefits</li> <li>• Knowledge management challenges</li> <li>• Future trends in knowledge management</li> </ul>

	<ul style="list-style-type: none"> <li>• Introduction to organizational learning</li> <li>• Historical perspective of organizational learning</li> <li>• Foundations of organizational learning</li> <li>• Types of organizational learning</li> <li>• Organizational learning process</li> <li>• Benefits of organizational learning</li> <li>• Barriers of organizational learning</li> <li>• Interactive discussion</li> </ul>
Wednesday, 10 July	<p>Knowledge management process and learning organization (3h)</p> <ul style="list-style-type: none"> <li>• Knowledge creation</li> <li>• Knowledge storage</li> <li>• Knowledge transfer</li> <li>• Knowledge implementation</li> <li>• What is a learning organization?</li> <li>• Examples of learning organizations from practice</li> <li>• Interactive discussion</li> </ul>
Thursday, 11 July	<p>Knowledge management in the era of AI (3h)</p> <ul style="list-style-type: none"> <li>• Automated knowledge discovery</li> <li>• Cognitive computing and natural language processing</li> <li>• Personalized knowledge delivery</li> <li>• Chatbots and virtual assistants</li> <li>• Facilitating collaboration</li> <li>• Human-AI interaction</li> <li>• Ethical considerations, security challenges and bias</li> <li>• Interactive discussion</li> </ul>
Friday, 12 July	<p>Achieving personal growth and consultations (3h)</p> <ul style="list-style-type: none"> <li>• Guidelines for self-management</li> <li>• Improving personal productivity</li> <li>• Interactive discussion</li> <li>• Consultations for preparation of seminar works</li> <li>• Case study on an episode from Because You Need to Know Podcast – individual work</li> </ul>
Monday, 15 July	<p>Knowledge management in an European framework (3h)</p> <ul style="list-style-type: none"> <li>• Guest lecture on the topic transforming public institutions into learning organizations</li> <li>• Case study: Building a European knowledge center: Multidisciplinary Research and Development Center for Social Innovations for Active and Healthy Ageing</li> <li>• Consultations for mid-term exam</li> <li>• Interactive discussion</li> </ul>
Tuesday, 16 July	<p>Mid-term exam and debate (3h)</p> <ul style="list-style-type: none"> <li>• Open book</li> <li>• In-class exam</li> </ul>

	<ul style="list-style-type: none"> <li>• Debate pro et contra on selected knowledge management topic</li> </ul>
Wednesday, 17 July	Work on case studies (3h) <ul style="list-style-type: none"> <li>• Case study World Bank</li> <li>• Case study Honda</li> <li>• Case study Toyota</li> <li>• Case study interplay of knowledge management and sustainable development</li> <li>• Interactive discussion</li> </ul>
Thursday, 18 July	Interplay between knowledge management and age management and focus on personal growth (3h) <ul style="list-style-type: none"> <li>• Green paper on ageing</li> <li>• Interplay between knowledge management and age management</li> <li>• Knowledge management in the context of age management practices</li> <li>• Benefits of knowledge of older workers</li> <li>• Challenges of knowledge management in the context of an ageing workforce</li> <li>• Speed reading</li> <li>• Speed memory</li> <li>• Tips and tricks for delivering effective oral presentations</li> <li>• Consultations for preparation of seminar works</li> <li>• Interactive discussion</li> </ul>
Friday, 19 July	<i>No lectures (day off)</i>
Monday, 22 July	Presentation of seminar works – Part I (3h)
Tuesday, 23 July	Presentation of seminar works – Part II (3h)
Wednesday, 24 July	Grade reporting and course wrap-up

## Course materials / List of readings:

### Core readings:

1. Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education.
2. Hislop, D., Bosua, R., & Helms, R. (2018). Knowledge management in organizations: A critical introduction (Fourth ed.). Oxford: Oxford University Press.
3. North, K., & Kumta, G. (2018). Knowledge management: Value creation through organizational learning (Second ed.). Cham: Springer.
4. Dimovski V., et al. (2022). Towards an integrated theory of aging: an organizational perspective. Harlow (Essex): Pearson Education.
5. Dimovski, V., et al. (2016). Advanced Management and Leadership Practice, Harlow (Essex): Pearson Education.

### Additional readings:

1. Božič, K., & Dimovski, V. (2019). Business intelligence and analytics for value creation: The role of absorptive capacity. *International Journal of Information Management*, 46, 93-103.
2. Colnar, S., Radević, I., Martinović, N., Lojpur, A. & Dimovski, V. (2022). The role of information communication technologies as a moderator of knowledge creation and knowledge sharing in improving the quality of healthcare services. *PLoS one*, 17, 1-24.
3. Colnar, S. & Dimovski, V. (2020). Knowledge management in social work: management support, incentives, knowledge implementation, and employee empowerment. *Economic and Business Review*, 22(3), 383-414.
4. Grah, B., Dimovski, V., Snow, C. C., & Peterlin, J. (2016). Expanding The Model of Organizational Learning: Scope, Contingencies, And Dynamics. *Economic & Business Review*, 18(2), 183-212.
5. Janežič, M., Dimovski, V., & Hodošček, M. (2018). Modeling a learning organization using a molecular network framework. *Computers & Education*, 118, 56-69.
6. Kejžar, A., Dimovski, V. & Colnar, S. (2023). The impact of knowledge management on the quality of services in nursing homes. *Frontiers in psychology*, 13.
7. Radević, I., Dimovski, V., Lojpur, A. & Colnar, S. (2021). Quality of healthcare services in focus: the role of knowledge transfer, hierarchical organizational structure and trust. *Knowledge Management Research & Practice*.

### Teaching and examination methods:

- Lectures
- Teamwork: case studies and seminar work
- Active participation in class and interactive discussions
- Mid-term open-book in-class exam
  
- Mid-term open-book in-class exam 40%
- Teamwork project 1: case studies 20%
- Teamwork project 2: seminar work 30% (written part 20%, presentation 10%)
- In-class participation 10%

**Total: 100%**

### Grading scale:

DEFINITION	%	LOCAL SCALE	ECTS SCALE	Grade (USA)
exceptional knowledge without or with negligible faults	92-100	10	A	A+, A, A-
very good knowledge with some minor faults	85-91	9	B	B+, B
good knowledge with certain faults	77-84	8	C	B
solid knowledge but with several faults	68-76	7	D	C+, C, C-
knowledge only meets minimal criteria	60-67	6	E	D+, D
knowledge does not meet minimal criteria	<60	5	F	