

## CONTENTS

INTRODUCTION .....	5
1 CONTEXT OF SOCIAL CHANGES AND MANAGEMENT .....	7
1.1 The development of management and its connections in human resources management .....	8
1.2 From industrial to knowledge society .....	13
2 KNOWLEDGE MANAGEMENT AS A CHALLENGE OF THE THIRD MILLENIUM .....	15
2.1 How and when knowledge management originated .....	15
2.2 Knowledge and the levels of work with it .....	16
2.2.1 Knowledge society .....	17
2.2.2 Knowledge economy .....	19
2.2.3 Knowledge management and managing knowledge .....	24
3 INTELLECTUAL CAPITAL AND KNOWLEDGE MANAGEMENT IN THE CONTEXT OF KNOWLEDGE CULTURE .....	25
3.1 Intellectual capital as a starting point for knowledge management .....	26
3.2 Investment in human capital and its development .....	31
3.2.1 Systematic professional education in a company .....	33
3.2.2 Through a learning organization to knowledge management .....	36
3.3 Evaluation of return on investment in intellectual capital .....	41
3.3.1 Approaches to measurement and evaluation of human capital .....	42
3.3.2 Methods of intellectual capital evaluation .....	44
3.4 Intellectual capital and knowledge management in knowledge culture .....	47
4 APPLICATION OF KNOWLEDGE MANAGEMENT IN PRACTICE .....	49
4.1 Methodology of knowledge management implementation in practice .....	50
4.1.1 Knowledge Management Toolkit – A TIWANA .....	51
4.1.2 Building blocks – K WIIG .....	61
4.1.3 P <sup>2</sup> – KSP (Knowledge Strategy Planning) – Y. G. KIM .....	52
4.1.4 APQC – Road Map .....	52
4.1.5 Standardized KM Implementation .....	53
4.1.6 IBERMATICA Methodology .....	54
4.2 How to proceed when implementing knowledge management .....	54
4.2.1 Sequence of steps when implementing knowledge management in practice .....	55
4.2.2 Responsibility for knowledge management in a company .....	58
4.3 A knowledge company in a knowledge society .....	61
5 RESEARCH OF KNOWLEDGE MANAGEMENT IN PRACTICE IN BUSINESS SUBJECTS OF SLOVAKIA .....	63
5.1 Methodology of research and process of results evaluation .....	63
5.1.1 Methods of data collection .....	64
5.1.2 Formulation of assumptions and process of their evaluation .....	65
5.1.3 Choice of research sample and structure of respondents .....	65
5.1.4 Method of obtained data elaboration .....	69
5.2 Evaluation of research results about knowledge management position in practice of chosen business subjects in Slovakia .....	70
5.3 Other researches about knowledge management .....	82
5.3.1 Research study in USA (Alavi and Leidner, 2001) .....	82
5.3.2 Research study in Czech republic (Mládková, 2004) .....	82
5.3.3 Research study in Slovakia (Mesároš, Čarnický, 2006) .....	83
CONCLUSION .....	84
REFERENCES .....	86