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**Novi Sad, Serbia**

**REFEREED PROCEEDINGS: ABSTRACTS**



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СТРУКОВНИХ СТУДИЈА  
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**ADOPTION PATTERNS OF A MOBILE JURIDICAL KNOWLEDGE BASE**

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**ABSTRACT**

*The juridical field is a knowledge-based profession. This study examines adoption patterns of a mobile Website that provided subscribers with access to a well-established juridical knowledge base. Either the existing stationary Website or the new mobile one could be used simultaneously. Data analytics was used for analyzing objective actual use data of the stationary and mobile Websites, as recorded by Google Analytics. The findings indicated slow adoption of the mobile channel and suggested complementarily of the stationary and mobile channels, along with trends of growing usage of the mobile channel before and after conventional work hours, and during the weekend. The main finding of this study demonstrates the importance of providing the users with their personal content via the mobile channel. More than 26% of the visits to the mobile Website ended almost instantly, as subscribers used the link provided on the application and moved to the stationary Website (via the mobile device), in order to access their personal knowledge base within the juridical knowledge base, which was available only on the stationary Website.*

**CONCEPTUALIZING KNOWLEDGE CULTURE**

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**ABSTRACT**

*The purpose of this article is to explore a concept of knowledge culture. The discussion addresses theoretical foundations of this concept: concepts of theoretical and practitioner knowledge, knowledge management processes, knowledge technologies and systems, different organizational cultures and their corresponding kinds of knowledge, and brief evidence of exemplary knowledge management. A definition of knowledge culture is introduced and a case study of a Canadian company presented to illustrate knowledge culture.*

**INCREASING THE AVAILABILITY OF INFORMATION USING MODERN TECHNOLOGIES  
OF THE OPEN WEB TO BUILD USER INTERFACES FOR MOBILE DEVICES**

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**ABSTRACT**

*The availability of information at any given time and from any place is critical to almost every modern institution, whether it is a service company, production company, educational institution, or health care provider. In this paper, we investigate the potential use of advanced Web technologies for building user interfaces that will enable access to information regardless of the type of the device or architecture. The information system of The Higher Education Technical School of Professional Studies in Serbia was used for this research study. The school finished two years of planning and development, which allowed the information system to be actively used by approximately 1000 enrolled students and 60 staff members including teachers. Although the information system was in the exploitation phase, its development was still in progress at the time of this research study. As a result, an opportunity emerged from the new user interface upgrade to address the increasing demand for access to information via smartphones. The main hypothesis that this research attempted to investigate was that modern Web technologies such as HTML5, CSS3, and JavaScript could be used to build user interfaces, to increase the information availability generated by several types of devices. The application created as a result of this research study was given to a select group of students to assess. Monitoring and analysis of the student usage along with their satisfaction with the new application has shown that HTML5, CSS3, and JavaScript are technologies that can be used to address the need for access to information at any time, from any place, and from any device.*

**FORESIGHT AS AN EFFECTIVE AND PERSPECTIVE TOOL OF KNOWLEDGE  
MANAGEMENT**

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**ABSTRACT**

*The presentation outlined a list and description of the main factors of foresight process, which can be considered as key elements of the effective knowledge management. The presentation includes: 1) analysis of national and international foresight projects; 2) analysis of the key factors for successful knowledge management; 3) mapping the elements and factors of Foresight projects that influence the effectiveness of knowledge management; and 4) a list and description of the methods of Foresight which are necessary for effective knowledge management.*

**OUTSOURCING OF ACCOUNTING: SELECTED ASPECTS OF KNOWLEDGE  
MANAGEMENT**

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**ABSTRACT**

*This paper aims to demonstrate the complexity of activities and processes involved in the transfer and transformation of knowledge in outsourcing projects related to the area of accounting. It attempts to identify key subjects in outsourcing relations, their respective roles in “knowledge processes”, as well as the course of selected processes related to identification, transfer, creation and protection of knowledge in outsourcing undertakings. The notion of knowledge management in this paper will be used in the context of: intellectual capital management, information management and information access, as well as managing the knowledge of processes involved in accounting outsourcing.*

**ORGANIZATIONAL TRUST AS A FOUNDATION FOR KNOWLEDGE SHARING AND ITS  
INFLUENCE ON ORGANIZATIONAL PERFORMANCE**

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**ABSTRACT**

*This study sought to investigate whether there is a positive relationship between organizational trust and organizational performance in various enterprises from the Province of Mazovia in Poland. The review of literature consists of explanation of organizational trust as it influences the organizational performance. Methodology, results, discussion, and implication for future research complete the paper.*

**PREPARING FOR A BYOD ENVIRONMENT IN HEALTHCARE ORGANIZATIONAL SETTINGS: CHALLENGES, OPPORTUNITIES AND SOLUTIONS**

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**ABSTRACT**

*The sharp increase in the number of portable wireless devices, e.g., smartphones, tablets, and laptop computers allowed on the corporate networks changes the way CIOs and IT directors manage the company's network and security. Bring Your Own Device (BYOD) is a policy governing the growing entrance of personal wireless devices to the corporate settings. Responding to a rising demand, a number of technology firms, including Cisco Systems and Trend Micro, have developed their BYOD solutions. This presentation will revealed a number of stimulating results concerning the BYOD environment that can be applicable across different industries. First, advanced IT users are instrumental in pushing the transformation toward a greater acceptance of the use of personal wireless devices in the corporate settings.*

**EMPLOYEES RELATIONS IN CONTEMPORARY ORGANIZATIONS FACED WITH  
TODAY'S GENERATION GAP, ILLUSTRATED WITH THE EXAMPLE OF POLAND**

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**ABSTRACT**

*Today's management of employees representing various generations begins to increasingly bring attention to the new generation entering the labor market. It is commonly labeled Generation Y, the Net Generation or the Millennial. The focus on this issue stems from specific features and differences observed between generation Y and older generations of employees. To understand these differences enables the management staff to align the personnel policy of the company with employee needs, thereby making it possible to retain those producing benefits for the company and forging a rapport to reinforce effective communication and increased work performance. The overarching objective of this study is to investigate the traits of generation Y and differences between younger and older employees in contemporary enterprises. The primary research tool was an anonymous survey questionnaire. Pilot surveys were conducted among personnel of the enterprise located in the territory of Siedlce, a city in the east of Poland.*

**KEYNOTE: SOCIAL KNOWLEDGE: ARE YOU READY FOR THE FUTURE?**

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**ABSTRACT**

*For the past two decades, public and private sector executives have struggled to develop effective ways of sharing what their organizations know. Driven by concerns such as the impending retirement of baby boomers, the troubling economy, and a host of other challenges, many leaders have sought ways to share knowledge with stakeholders. Despite the best efforts of many innovative leaders, few have achieved the desired level of knowledge sharing. Today, ample resources exist for the leaders who wish to manage their organizational intellectual property. But, what about the future? Will today's baby-boomer based practices pass the test of time? Are our current processes the most relevant ones for the next generation of organizational leaders? We are seeing some very promising results from third-generation knowledge projects, which focus on connecting people and facilitating collaboration. Many organizations are now reaping the benefits of using social media. These emerging tools and techniques provide flexible, agile, and intuitive solutions for connecting people with people and facilitating coordination, communication, and collaboration. In this talk, John will focus on what we should be doing now to ensure the next generation of organizational leaders knows what we knew. In other words, are we creating organizational memories today, which will be useful to the leaders who follow us?*

**KEYNOTE: DATA ANALYTICS FOR KNOWLEDGE DISCOVERY, IMPROVING, AND  
SUSTAINING QUALITY**

*Yair Levy, Nova Southeast University, USA, leveyy@nova.edu*

In this keynote, Dr. Levy will provide an overview of data analytics as a knowledge discovery technique. He will discuss the benefits of using data analytics for improving and sustaining knowledge, while demonstrating examples using Google® Motion Chart data visualizations and other tools. Examples from corporates and research will also be discussed.

**PANEL DISCUSSION: RESEARCH METHODS AS A CORNERSTONE FOR SCIENTIFIC EXPLORATION**

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*Yair Levy, Nova Southeastern University, USA, levyy@nova.edu*  
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*Heinz V. Dreher, Professor of Informatics (retired, Curtin University, Australia)*

*The role of sound research, as the key for advancement and exploration in knowledge discovery, is well documented in the literature. The fields of medicine, engineering, business, computer and information sciences, psychology, education, and others have broken new ground in the past few decades as a result of well-conceived, well-designed, and properly conducted research and evaluation. Failure to conduct research in a valid manner may cause critics to point to methodology flaws, thereby noting limitations to generalizability or outright rejection of the results. As an example, a few researchers at Stanford University were recently criticized for incorrect results from a study of human nutrition because of basic methodological flaws. Other studies, across disciplines, have been questioned due similar issues or concerns with problems such as poor statistical analysis and interpretation of hypotheses.*

*This discussion panel will include four full-professors with a combined total experience of over 100 years in higher-education. These professors have authored hundreds of academic articles, served in numerous editorial roles, and written several well-received book chapters, references, and textbooks.*

*The discussion panel will begin with an overview of the role of research methods in scientific exploration. It will then continue with each panelist giving his own perspective on designing and conducting scientific exploration from perspectives such as “the problem is the problem,” “giving birth to a research study,” “sustaining consistency throughout the research,” and “this is the research method. But what is the problem?” discourses.*

*The panelists will provide their personal viewpoints and experiences on selecting a given research problem, the appropriate research methodology, along with the challenges and knowledge foundation needed for each approach. The panelists will also highlight perspectives on selecting appropriate instrumentation and technology to include a discussion of advantages and disadvantages of emerging trends. The panel will conclude with an open discussion, question-and-answer session that will allow for collaborative discussion with the panelists and attendees.*

**PANEL DISCUSSION: A SOAR MODEL FOR THE ORGANIZATION OF SUBSTANTIAL RESEARCH PROGRAMS IN DESIGN SCIENCES**

*V. Jovanovic, Georgia Southern University*

*Organizing substantial research programs is clearly a knowledge management issue and there are some obvious problems with organizing large scale longer term research. One is the funding, where agencies (such as NSF) first decide on a worthy area of mostly basic research and then using an ever more involved (slow process) provide funds for only a small percentage of competitive proposals received. This has a few problematic consequences: a) fitting individual's research into what is currently fundable, b) not encouraging broader coalitions interested in working on more open problems, c) frequently focusing small groups of researchers on short and medium term research and most importantly d) leaving out majority of the potential contributors by disproportionately disadvantaging those working at smaller and less prominent schools (regardless of "compensating" mechanisms to increase participation)- this particular output is inevitable with limited funding. On the other hand universities via tenure and promotion processes encourage individual faculty to maintain sustained research efforts (individual research programs) in areas of their interest and competency by measuring their output (publishing of contributions i.e. research results). Interestingly enough, more and more universities are now emphasizing funded research as the most important measure of research productivity and every fair minded person can realize a contradiction here. Again, lack of a critical mass of researchers working in the same general area at smaller and non-doctoral universities places their faculty at a disadvantage. New internet technologies only partially alleviated this problem by providing tools facilitating collaboration in virtual spaces.*

*The panel will provide a forum to elaborate on organization of large research programs, and will also introduce a simple model of informal networking that can be best characterize a **self-organized applied research (SOAR)**. The SOAR model is conceived particularly to help smaller universities, in developing research cadre, fostering international cooperation in research and publications, while at the same time not being dependent on external funding sources. Typical size of one SOAR Research Program is over 20 participants/researchers (doctoral, master and possibly advanced undergraduate students, as well as instructors and tenure track faculty). SOAR model is envisioned with minimum of 3-5 autonomous centers of competence, each with at least one established researcher, a person that can serve as a mentor (to doctoral/master students and to junior faculty. Such programs should select a motivating i.e. important purpose and be conceived as broad and open enough to last over five or six years with expected publication output of over 50 papers (plus a number of theses and dissertations). The form of organization is a network with a formal initiator. Each host institution will have a coordinator, possibly several mentors and a number of participants involving students. The SOAR Research Program model is aimed primarily at advancing research in design science, shared by IS, IT and CS and a recent paper by Gregor and Hevner "Positioning and Presenting Design Science Research for Maximum Impact" will also be addressed. Several ideas for new SOAR programs will be brainstormed live and an example the DW 21 Research Program on the next generation of DW, or more broadly secure data & knowledge systems design and management technology will be presented in some details including how to join.*

**WHY KNOWLEDGE MANAGEMENT?**

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**ABSTRACT**

*This paper discusses some of the reasons for the implementation of knowledge management (KM). Increasingly, rapid technology changes impact the way people work and live and result in new ways they utilize knowledge in organizations, working practices, and overall activities. This paper provides an explanation of general business operations as it used to be during the industrial revolution. Moreover the advantages and disadvantages at the point when the world entered the industrial revolution are discussed, as well as how these same advantages and disadvantages are viewed today. In this paper, it is argued that the industrial way of conducting business operations is not feasible nowadays, and discuss what changes have occurred during the transition to the knowledge economy. Furthermore, this paper discusses what knowledge management is and the reasons why KM must be realized in organizations. The concept of a company's intangible assets is also discussed, as well as its relation with the KM issues discussed. The paper concludes with the observation that KM is the only concept that promotes progress in society while providing organizations with the key to survival and development in today's highly competitive marketplace.*

**THE MARKET VALUE OF INFORMATION SYSTEM (IS) SECURITY FOR E-BANKING**

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**ABSTRACT**

*Understanding the financial value resulting from IS security investments is critically important to organizations focused on protecting service confidentiality, integrity, and availability in order to preserve firm revenues and reputations. Quantifying the financial effect from IS security investments is difficult to derive. This study investigated the relationship between e-banking investments in IS security and their market value impacts. Using an event study approach, the author captured e-banking firm specific data and isolated the IS security effect through the measured change in market values. Study findings indicated statistically significant market reactions for e-banking firms making IS security investment announcements and suggested that investors rewarded IS security technology investments more highly than e-banking firms making IS security people-focused investment announcements.*

**KNOWLEDGE CONSTRUCTION THROUGH ACTIVE LEARNING IN E-LEARNING: AN  
EMPIRICAL STUDY**

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**ABSTRACT**

*This purpose of this study was to measure students' perception toward active learning in e-learning environment with regards to their age, gender, increased proficiency with course management system, and status. Collected data were analyzed by conducting four separate ANOVA. Where applicable, post hoc tests were conducted to find out where specific differences among groups are placed. Results indicated no significant differences for the variables of age, gender, and increased proficiency with course management system. Status was found to be a significant factor. The findings are discussed and recommendations for future studies are made.*

**THE DEVELOPMENT OF MOBILE INTERNET TECHNOLOGY AND UBIQUITOUS  
COMMUNICATION IN A KNOWLEDGE-BASED ORGANIZATION**

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**ABSTRACT**

*The paper presents the trends of the Internet to manage knowledge-based organization and participation in the development of mobile Internet technology. The author analyzes the stages of development of the Internet, based on the characteristics of Internet technologies in the area of Web 1.0, Web 2.0 and Web 3.0, and shows the share of mobile technology and increased sales of devices using mobile technologies in the development of the Internet. The author describes the development of information systems combined with mobile Internet technology and ubiquitous communication in a knowledge-based economy, explaining the current situation and the future trends of information system evolution, such a mobile ERP II system.*

**ON-PAGE SEARCH ENGINE OPTIMIZATION ANALYSIS**

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**ABSTRACT**

*Posting a Website on the Internet is not sufficient to promote business successfully. It is well-known that users mainly enter Websites only if they are listed among the first two search engine result pages. Search engine optimization is a set of steps to be performed in order to be well ranked by search engines. This is a continuous process and consists of two main groups of steps called on-page optimization and off-page optimization. This paper deals with several aspects of on-page optimization of Websites in practice. A survey is conducted on a sample of approximately 500 top 5 Google ranked Websites for relevant Keywords from different categories and countries.*

**NEW PERSPECTIVES ON INFORMATION SOCIETY: THE MATURITY OF RESEARCH ON  
A SUSTAINABLE INFORMATION SOCIETY**

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*Rafał Żelazny, University of Economics in Katowice, rafal.zelazny@ue.katowice.pl*

**ABSTRACT**

*In recent years, the vision of an information society has been undergoing intensive effectuation, also in the context of sustainable development. The concept of sustainable information society has been developed and refined for more than ten years. The aim of this paper is to explore the research on the sustainable information society. Firstly, the essence of the sustainable information society in the context of the information society concept is presented. Secondly, the status of research on the sustainable information society using a bibliometric and general qualitative literature analysis is diagnosed. The paper concludes with some academic recommendation about the road that lies ahead for the sustainable information society researchers.*

**CONTEMPORARY MANAGEMENT IN A HIGHER EDUCATION INSTITUTION IN SERBIA**

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**ABSTRACT**

*Over the past several decades, important changes in the Serbian society have affected the management system of all companies, as well as higher education institutions. These changes are mostly related to the attitudes of managerial staff that further influenced the employees in order to have an old hierarchical system replaced with the system of knowledge management. This paper provides several examples that illustrate how that has been applied in practice. The selected examples are crucial for adopting a completely new and different management approach in a state higher education institution where inherited patterns of management, work and professional conduct are present.*

**ADAPTIVITY IN E-LEARNING**

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**ABSTRACT**

*Materials for e-learning often have a linear pattern where all participants are compelled to one-sided teaching which is contrary to interaction which appears in face to face learning. Thus, it will be ideal that electronic materials for learning are non-linear and interactive. Electronic materials for learning should be in compliance with content and should consist of active elements of learning. Also, they should be adapted to different learning levels and styles.*

**TOWARDS A DEVELOPMENT OF AN INDEX TO MEASURE PHARMACEUTICAL  
COMPANIES' ONLINE PRIVACY PRACTICES**

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**ABSTRACT**

*Consumers have begun to take a more proactive approach to their healthcare by accessing pharmaceutical companies Websites to obtain health and drug information, support groups, rebates, coupons, as well as free drug trials. In exchange for these benefits, companies require consumers to voluntarily disclose information. However, research has shown that consumers continue to be concerned about how their information is managed, used, and distributed by companies, especially if accessed via the Web. To date, there has been limited empirical research to examine the actual online practices of companies, especially those of pharmaceutical companies. This work-in-progress research study will outline a research plan to develop a benchmarking instrument to examine the documented and actual online practices of 100 Websites of pharmaceutical companies. In this paper, we will provide empirical evidence regarding the magnitude of voluntary adherence to the Fair Information Practices by pharmaceutical companies. Second, we will propose the development of an index to measure the personal information privacy violations of pharmaceutical companies. We anticipate that our results can provide consumers with empirical evidence of how their information is managed and used by pharmaceutical companies. A high magnitude of personal information privacy violations could negatively impact consumers' trust, concerns, and interactions with the Websites which could continue to constrain the growth of e-commerce.*

**BLASST: UNCOVERING KNOWLEDGE ON HOW BOREDOM, LONELINESS, SOCIAL ANXIETY, SOCIAL GRATIFICATION, AND SOCIAL RELATIONSHIPS FUEL A DRIVER'S NEED TO TEXT**

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**ABSTRACT**

*Texting while driving is a growing problem, which has serious, and sometimes fatal, consequences. Despite laws being enacted to curb this behavior, the problem is not going away, but growing instead. Uncovering the knowledge about the factors that can reduce such risky behavior can provide significant contributions to research as well as saving lives and reduce property damage. This work-in-progress research seeks to develop a model to explore the motivations that cause a driver to type or read text messages. The proposed model evaluates the relationship that boredom, loneliness, social anxiety, social relationships, social gratification, and texting while driving (BLASST) have upon a driver's frequency of reading and typing text messages. In addition, perceived severity of consequences and the presence of a passenger will also be evaluated for any moderating effects on a driver's texting. Finally, a close family member will be questioned regarding the frequency of a driver's texting. This data will be compared to the driver's self-reported texting frequency. Additionally, knowledge visualization techniques are proposed as part of the data analysis in order to emphasize the significance of the findings. In this work-in-progress study we're also outlining a set of hypotheses to be tested and conclude with discussions about the anticipated results and study limitations.*

**COMPLEX PASSWORDS: HOW FAR IS TOO FAR? THE ROLE OF COGNITIVE LOAD ON  
EMPLOYEE PRODUCTIVITY**

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**ABSTRACT**

*The proliferation of information systems (IS) over the past decade has increased the demand for system authentication. While the majority of system authentications are password-based, it is well documented that passwords have significant limitations. To address this issue, companies and system developers have been placing increased requirements on the user to ensure their passwords are more complex and consequently stronger. In addition to meeting a certain complexity threshold, the password must also be changed on a regular basis. In corporate environments, such increased demand can make a significant impact on employees' productivity. As the cognitive load increases on the employees using complex passwords and changing them, they may have difficulty recalling their passwords. This may hinder employees' productivity as they spend more time contacting the Help Desk to reset their passwords. As such, the focus of our study is to determine the effects of raising the cognitive load of the authentication strength for users upon accessing a system. In this work-in-progress study, we seek to provide a blueprint for a research study that will uncover the point at which raising the authentication strength for passwords becomes counterproductive. A quasi-experiment is proposed including detailed experimental procedure and data analyses. The paper ends with conclusions and implications.*

**EFFECTIVE COLLABORATION AND KNOWLEDGE SHARING IN SHORT VS. LONG  
TERM SD PROJECTS**

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**ABSTRACT**

*Sharing knowledge has become a critical part of inter-enterprise collaboration. Knowledge sharing appears particularly in short-term System Development (SD) projects. Most SD projects entail changes to hardware and software. With the growth in such complex SD projects, and demand for unique technical know-how, there is a greater need to explore the dilemma of effective knowledge sharing among SD project individuals, their technical knowledge, perceptions, and social interaction that shape the outcomes of the projects. Effective collaboration is imperative for business success, however, it remains challenging as ad-hoc teams work across time, geographical, language, and technical boundaries. Often times, one team is dependent upon the work, feedback, or criticism of another team in order to progress in the SD, while lack of trust between and within teams appears to hinder the effectiveness of the collaborations as well as the progress of the SD project. Subsequently only some tacit and explicit knowledge is shared among team members. Our goal is to investigate workers' familiarity with the organization information privacy policy, and their trust on effective collaboration in short and long term projects. In this work-in-progress, we propose a theoretical model for the impact of trust, tacit and explicit knowledge sharing, and familiarity with information privacy policy on the projects' effective collaborations. We then pose four hypotheses and a proposed agenda for addressing the hypotheses. Some preliminary data analysis is expected to be included in revisions of this draft. We end with a brief discussion and conclusions section.*

**EVALUATION OF KNOWLEDGE-BASED HIGH-GROWTH ENTERPRISES IN SERBIA'S  
ECONOMIC DEVELOPMENT**

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**ABSTRACT**

*This paper will address issues within the thematic component of knowledge-based dynamic entrepreneurship. Many governments pay particular attention to the current and potential needs of their fastest growing workforce segment consisting of knowledge-based SMEs operating in the internationally traded goods and services sectors (i.e. enterprises that produce products and services that can be exported, and operate specific programs of support including access to business financial and non-financial support, international trade, innovation and other sector and non-sector-specific measures). The justification for this focus is the potential and disproportionately significant contribution that knowledge-based enterprises can make to overall economic development through, for example; exports, innovation, employment and sub-contracting facilities for foreign direct investment (FDI). This research looks at the specific situation regarding high-growth knowledge-based SMEs (HGSMEs) in Serbia and sets out proposals to encourage and facilitate their further development. In the first part of the discussion several definitions of high growth knowledge-based enterprises are considered while in the second part the role of government is discussed. The third part of the discussion provides a summary of empirical research results on dynamic entrepreneurship in Serbia. The fourth and fifth sections of the paper criticize the local environment and offer recommendations for improvements in a country context. Finally, key issues are also highlighted for further discussion.*

**INFORMATION SYSTEM DUE DILIGENCE DATA AS AN INPUT FOR KNOWLEDGE  
MANAGEMENT**

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**ABSTRACT**

*This paper presents a study on how to use a specific information system due diligence framework (ISDDF) to facilitate information system knowledge management. More specifically, the study demonstrates how to collect relevant and important data on the current state of the organization's information system in an efficient way, and how these data can be useful in the initial phase of the information system knowledge management life cycle. General information system due diligence can be seen as an explanatory theory that helps the stakeholders to obtain detailed information on what, how, why, when, and where, all concerning the matters of their information system. In contrast, the initial information system due diligence only acts as a prediction theory that helps the stakeholders to get a high-level picture on the current and desired state of the information system. The article outlines definitions of due diligence, various information system due diligence types and briefly presents the ISDDF, which was founded in Slovenia several years ago for conducting information system due diligences in financial industry. With this framework information system due diligence can be conducted in a very short time frame in a small or large-sized organization. The paper presents the hypothesis that the ISDDF can be applied as a knowledge collection tool in knowledge management life cycle. In order to prove this hypothesis, general information system due diligence activities were carried out in two organizations. Moreover, the paper describes a case study of information system due diligence in the selected organization. Finally, the results of this case study are presented and they confirm the hypothesis that the Framework is also suitable for knowledge collection in different organizations.*

**A PRACTICAL PERSPECTIVE ON THE DEVELOPING INFORMATION SOCIETY – CASE STUDIES**

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**ABSTRACT**

*The aim of this paper is to identify the projects implemented in Poland, which exemplify the “best practices” for the information society development in other regions and countries. Firstly, a definition of the information society is proposed, the key links and strategic objectives are identified. Secondly, the information society projects implemented in Silesia, Poland are presented. The first project concerns information and communication technologies’ infrastructure, the second one – digital content and services. This paper concludes with some discussion concerning the projects for the information society development.*

**LEGAL AND ETHICAL ISSUES OF EMPLOYEE MONITORING**

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**ABSTRACT**

*Many questions about employee workplace monitoring produce complex answers. For example, what is employee monitoring, who is doing it, and why are employers doing it? This paper will explain what employee monitoring is, how organizations can learn what types of activities users need, and why there is a need for the monitoring. This paper will also discuss one or two types of employee monitoring. This paper addresses the legal and ethical issues involved when observing someone in a work environment. The paper will give employers strategies and practices for monitoring employees for improved organizational performance.*

**ASSOCIATION RULES FOR IMPROVING WEBSITE EFFECTIVENESS: CASE ANALYSIS**

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**ABSTRACT**

*Association rule mining of the web usage log files can be used to extract patterns of a website visitors' behavior. This knowledge can then be utilized to enhance web marketing strategies or improve the web browsing experience. In this paper we apply association rule mining on the web usage log file of an educational institution. We use confidence and lift as the association rule interestingness measures and compare their values in two different time periods. We show how this comparison brings additional information about association rules discovered and helps a webmaster make more informed decisions about the website enhancements.*

**LEADERSHIP STYLES AND CREATIVITY**

*Delia Bosiok, Novi Sad, Serbia, delia87\_ns@hotmail.com*

**ABSTRACT**

*The main objective of this study was to elucidate the nature of two psychological constructs – leadership style and creativity. For this purpose, we administered the ECCI-i and LSQ scales to 140 leaders of both genders from different business organizations. Reliability of the ECCI-i and LSQ scales, as measured by Cronbach's alpha coefficient was 0.971, and 0.887 respectively. In addition, ECCI-i demonstrated a meaningful latent structure as demonstrated by the extraction of the four factors of Capturing ideas, Search for challenges, Broadening knowledge and Surrounding that explained over 57% of the total variance. However, the latent structure of the LSQ scale failed to reach the standard psychometric criteria, so for the ensuing statistical analysis we relied on a key found in the literature. Our data indicated a significant correlation between the latent dimensions of the creativity construct and those of autocratic, democratic and liberal leadership styles. Gender had no effect on expressing leadership styles and creativity. Therefore, we concluded that creativity was an important construct, necessary to conduct research in this field, considering that the diversity of ideas, if properly analyzed, can have a major positive impact on the development of business organizations.*

**APPLICATION OF INFORMATION TECHNOLOGIES IN FIRE PROTECTION EDUCATION**

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*Tanja Krunic, Higher Education Technical School of Professional Studies Novi Sad, krunic@vtsns.edu.rs*

**ABSTRACT**

*Proper fire hazard education saves lives and helps avoid many other consequences of fires. The survey conducted on the student population and the platform created for this investigation obtain and process data necessary to design a set of lectures accompanied with a training in fire protection.*

**KNOWLEDGE CREATION AND MANAGEMENT BY THE USE OF AN ONTOLOGY AND  
FOLKSONOMIES IN SOFTWARE PROCESS IMPROVEMENT**

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**ABSTRACT**

*This work aims to capture the knowledge of different enterprises (parties) by means of folksonomies in order to improve software process development. The folksonomy is based on the methodology for a gradual and continuous software process improvement focusing on minimizing change resistance (MIGME RRC). The use of this technology improves the manner of extraction of the day by day knowledge implicit in the enterprise processes. This party knowledge is identified, checked and standardized by the use of the Ontology Process Project, which is an ontology that captures the basic elements which describe a process. It allows managing the parties' knowledge in order to standardize and improve their process.*

**HOW KNOWLEDGE CAN BE MANAGED IN PROJECTS**

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**ABSTRACT**

*Project management is now a necessity rather than a luxury, and permeates all aspects of business. The importance of managing knowledge in projects for competitive advantage has received a phenomenal amount of attention in recent years. PMO (project management office) serves as a centre of stored knowledge and enhances knowledge management in projects. When there is no PMO established, project managers take over this role. In this paper is presented the correlation between importance which organisation attach to project managers and success of the projects.*

**CRITICAL SUCCESS FACTORS IN SOUTH AFRICAN BUSINESS INTELLIGENCE  
PROJECTS IN THE INSURANCE INDUSTRY**

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**ABSTRACT**

*Critical Success Factors (CSFs) are those factors which need to be addressed effectively in order to improve a new project's chances of success. This research looks at which CSFs were deemed the most important in three BI projects within a tier 1 South African insurance organisation. A Delphi technique was used to achieve consensus among the 26 respondents. The most important CSFs categories were found to be 'Committed Management Support & Champion', 'Business Vision', 'User Involvement' and 'Data Quality'. The results also correlate partially with those uncovered in a European study.*

**KNOWLEDGE MANAGEMENT NECESSARY FOR OCCUPATIONS**

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**ABSTRACT**

*Rapid developments of techniques and technologies have driven the needs for the application of new knowledge in workplaces. It would be optimal if this new knowledge should be brought through formal education system, but there are two obstacles to the achievement of such goal. They are 1) majority of educational institutions do not have the human and material resources required to apply the results of the rapid development of technology to a teaching process; and 2) education for the emerging occupations requires a long period for preparation and implementation of curricula. These are the main reasons why educational institutions can't meet the demands of the contemporary economy. This paper presents a quantitative analysis, indicating a discrepancy in the number of educational profiles in Serbia and the number of occupations. The research shows that there is a significant delay and lagging of the educational system behind the rapid technological progress. Non-formal education, wherein the Internet takes an increasingly important role, is foreseen as promising solution to this problem.*

**BUSINESS INTELLIGENCE 2.0 AS A SUPPORT TECHNOLOGY FOR DECISION-MAKING  
PROCESS IN A MODERN ENTERPRISE**

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**ABSTRACT**

*The paper has been devoted to Business Intelligence 2.0 treated as a new possibility in supporting a manager during the decision making process. It consists of five parts. After brief introduction to the issue, we present traditional Business Intelligence called also BI 1.0. The next part has been devoted to Business Intelligence 2.0. Part four presents the process data warehouse as a key element of any BI 2.0 system. Short summary ends the paper.*

**OPTIMIZING READING OPERATIONS FOR RAVENDB**

*Milorad P. Stević, The Higher Education Technical School of Professional Studies, Novi Sad, Serbia,  
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**ABSTRACT**

*RavenDB NoSQL database is in use in The Higher Education Technical School of Professional Studies, Novi Sad for several months now and we are using it for managing unstructured data and for manipulating all kind of files. The information system we designed is service oriented and adding RavenDB on the database side of the system beside existing Microsoft SQL Server made hybrid architecture of this data layer. By design, RavenDB has reading optimization techniques that are based on client's awareness of database server locations. These are very important for good overall throughput of the system. However, in service-oriented architecture clients are not directly connected to database servers, but rather through service layer. This paper shows that there are ways to optimize reading operations for RavenDB within service-oriented architecture.*

**CONSUMERS' INFORMATION ON GENETICALLY MODIFIED FOOD**

*Petra Tanovic and Aleksandra Miricki*

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**ABSTRACT**

*Genetic engineering represents the essential method of contemporary biotechnology. A genetically modified organism (GMO) is the one whose genome is changed in such a way that it could not be achieved naturally. That change usually relates to implementation of genes of one species into the genome of another. The advocates of biotechnology state that there are no proofs that genetically modified organisms have adverse effects on food safety, human health and the environment, however, the opinions are mixed. The right of consumers to use non genetically modified food is accepted, but also the right of the producers to produce it. Consumers are not sufficiently informed about the characteristics of genetically modified food and consequences that may occur when such food is used. This results out of the research conducted in the form of a written questionnaire. The consumers answered to previously prepared questions on the basis of which it was possible to evaluate their knowledge of genetically modified food. It is necessary to further educate people, for only with the knowledge of GMO they will be able to decide on their own whether to use such food or not.*

**PHOTOGRAPHY AS AN ELEMENT OF TOURIST PROPAGANDA IN THE DIGITAL ERA**

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*Ivana Mišković, TIMS - Faculty of Sport and Tourism, Educons University, Novi Sad, Serbia,  
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**ABSTRACT**

*In historical context, tourism and photography have been developing almost parallelly, continually interlacing over the time. Photography is a powerful means of tourist propaganda and one of the most stimulating motives for travelling. The aim of this paper is to investigate the effect of tourist photography to formation the desire for travelling, as well as to analyse the conditions necessary for the creation of quality documentary photography in the service of tourist propaganda means of the 21<sup>st</sup> century.*

**POSSIBILITIES OF VOJVODINIAN PUBLIC MEDIA BROADCASTING SERVICE IN TIMES  
OF PERSONALIZED TELEVISIONS**

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**ABSTRACT**

*The paper discusses the current trends in the so-called personalized televisions, by using the examples of Apple TV and Google TV, which are parallelly and with an oscillating success developing an integrated model of communicating with every single user, by merging movies, TV shows, music and Internet into one system and one offer, thereby enabling the full availability of diverse content on TV sets, tablet computers and smart phones. The question raised in the text is whether the Radio Television of Vojvodina can adapt to the current moment and bring itself closer to new audience and reposition its place in the media scene of Serbia, by developing Android applications as tools.*

**APPLICATION OF QUALITY STANDARDS IN KNOWLEDGE MANAGEMENT**

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**ABSTRACT**

*Knowledge, continual employee training in new ways of working, new technologies, new organizational structures, in other words, new approach to management, are all required for a successful implementation of changes. Education has always had a particular importance in all aspects of society. This paper presents the results of the research in the field of health and safety at work in the relevant selected sample of 86 companies. The aim of this paper is to prove the hypothesis that a proactive approach achieved by implementing quality standards contributes to better education on all levels, from schools and universities to workplaces and more.*

**MULTIPLE DISCOURSES: FRAMING THE MAGICAL WORDS OF KNOWLEDGE  
MANAGEMENT**

*Robert Joseph Skovira, Robert Morris University, skovira@rmu.edu*

**ABSTRACT**

*The paper presents the argument that when we use the words “knowledge,” “tacit knowledge,” and “explicit knowledge”, we are usually speaking or writing from within a frame of reference, or ontology which shapes the sense of these terms. This paper begins to uncover these ontologies and also presents three short taxonomies of the ontological frames.*

**COMPUTER ANIMATION - THE IMPACT OF CONTINUING EDUCATION ON  
ERGONOMICS COMPUTER**

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**ABSTRACT**

*Based on a completed research it was determined that several hours working on computers can cause a range of health problems. As a sample of the study there were selected groups of young people professionally-oriented to working on computers, and as a basis we used data from the questionnaire for safe work on the computer that the participants in this study completed. For some of the negative consequences of long-term work on computers, which are linked to long-lasting improper body posture while working on computer, it is planned an impact of animation to constant education and health care. This paper presents the results of the impact of education that has been performed classically so far, as well as the proposal for the constant influence of modern computer animation..*

**THE ANALYSIS OF PROPERTIES OF BRICKS FROM OLD SERBIAN MONASTERIES  
BASED ON THE THEORY OF PATTERN RECOGNITION**

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**ABSTRACT**

Pattern recognition is a process that involves mathematical methods for decision making on whether a certain pattern belongs to a particular class. In the case of bricks in old Serbian monasteries, it is interesting to classify them by location and time of their origin on the basis of their chemical and rational composition to determine the impact on their sintered properties. This paper presents results of chemical properties of the bricks from Serbian monasteries, which cover the period from the 10th to the 15th century, as well as sintered properties related to brick porosity. By using the pattern recognition method based on the pattern distribution in two-dimensional space, classes of samples were formed related to particular sintered properties and locations.

**WEB 2.0 APPLICATIONS AND KNOWLEDGE MANAGEMENT**

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**ABSTRACT**

*This paper discusses the use of Web 2.0 applications as tools for knowledge management for organisations. The exponential growth of this technology changes the way knowledge is shared but has yet to fully align itself with traditional knowledge management processes. In order for such an alignment to take place it is essential to grasp the full potential of developing Web 2.0 applications for knowledge management. There is a desire to develop effective knowledge sharing and a culture of collaboration amongst staff, however, it is only with the use of Web 2.0 applications can this be achieved. The impact of Web 2.0 on the way we communicate has created new possibilities for sharing knowledge, therefore, embracing this concept can greatly benefit existing knowledge management processes. The power of Web 2.0, and social media, can have a tremendously positive effect on interactions between organisations and the public. By using a common model, this study aims to display to what extent Web 2.0 can be applied. It also includes examples of successfully implemented Web 2.0 applications. By providing a look into how these applications improved knowledge management in organisations, this paper gives a clearer idea of how to implement new ideas.*

**KNOWLEDGE MANAGEMENT PROCESS**

*Julija Avakumovic, PhD, email: julija09@yahoo.com*  
*Jelena Avakumovic, M.A., email: jelenalav@yahoo.com*

**ABSTRACT**

*At the beginning of the twenty-first century, knowledge management has become a specific area of management through knowledge, skills and abilities, and wisdom in business production systems. Knowledge management has its roots in a wide variety of disciplines such as philosophy, business management, anthropology, information sciences and psychology. This paper discusses the process of knowledge management as a very complex process that consists of numerous, interconnected and conditioned activity.*

**TEACHING BUSINESS INTELLIGENCE IN AN UNDERGRADUATE LIBERAL ARTS  
INSTITUTION**

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**ABSTRACT**

*Liberal arts model of education is well known and highly spread in USA, but not in Europe. Advantages and disadvantages of liberal arts education in offering professional majors are presented to explain the way of adopting ACM/IEEE Information Systems curriculum recommendations and positioning of BI course. Offering professional majors in liberal arts institutions is always a challenge. This is especially true for courses required a mixture of prerequisite knowledge on at least intermediate level with extensive real live experience. Sharing experience of offering a course related to Business Intelligence to a students' body with diverse background and expectations is the objectives of this paper. In conclusion, one approach to resolve the problems is presented to provoke discussion and sharing opinions.*

**INFORMATION SYSTEMS FOR SMALL BUSINESS**

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*Valerija Večei-Funda, Osnovna škola Ante Starčevića, Lepoglava, Croatia, valerijave58@gmail.com*

**ABSTRACT**

*In modern business conditions timely and reliable information is a prerequisite for successful business, and their availability is the measures of business efficiency. Managers need information in order to make effective decisions, to control the organization's activities and to coordinate organizational activities. There are three basic groups of information systems: transaction processing systems - operating systems to perform business processes, decision support systems - information and analytic systems for business management systems, systems for communication, collaboration and individual work - office systems. In office operations of small businesses is possible to notice the application of business concepts that aim to improve and increase the efficiency of everyday processes. These are D-office, M-office, V-office, E-office.*

**A WEBSITE EVALUATION FOR A COLLEGE OF BUSINESS – A CASE STUDY**

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**ABSTRACT**

*There is a need to organize and design educational websites so users can quickly and intuitively access the data or information they are looking for. A group of students enrolled in an undergraduate Systems Analysis and Design (SAD) course at a small to mid-sized public university made a decision to update their universities outdated and convoluted College of Business (CoB) website as their comprehensive team project for the course. This presentation discusses the processes these students took to achieve a structured, usable, and accessible web site.*

**DESIGN MATTERS OF TEACHING TECHNOLOGIES IN THE VOCATIONAL EDUCATION  
SYSTEM**

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*Dmitry M. Umanets, Saint-Petersburg University of State Fire Service of EMERCOM of Russia,  
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**ABSTRACT**

*Design of educational technology should be considered as a process of systematically informed technology choice motivation, learning management and components of learning activities: content, methods, organizational forms, teaching resources, teaching methods of instruction.*

**DAILY DEALS WEBSITES: MOSTLY BUT NOT ALL ABOUT LOCATION**

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*Nitza Geri, Department of Management and Economics, The Open University of Israel,  
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*Yoav Aziz, School of Economics and Management, The Academic College of Tel Aviv-Yaffo,  
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**ABSTRACT**

*This study examined the main factors that affect purchasing of coupons on daily deals Websites. The study included a survey of attitudes toward pictures, trust in suppliers, and trust in the intermediary, and also examined exposure to coupons, as recalled by visitors of the Website. A/B testing analyzed 34 offered deals, and compared the actual purchased coupons when the offer was positioned relatively high, and when it was located lower. The findings suggested authentic pictures of the deal are the most important. A negative correlation between perceived trust in suppliers and trust in the intermediary indicated that intermediary good reputation is valuable and may enable deals with unknown suppliers. Offers located among the first 10 deals received the highest exposure, and when the offer was displayed higher, significantly more coupons were purchased.*

**MANAGING DOCUMENTS WITH NOSQL IN SERVICE ORIENTED ARCHITECTURE**

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**ABSTRACT**

*The need for including ever more information and business processes in current information systems brought the necessity of introducing large-scale document handling in relationally organized systems. This leads into thinking what kind of architecture would satisfy the need for stability and consistency from one hand and high data throughput and effective document management from the other, without the change in already developed client interfaces for various platforms. Another concern was the need for efficient backup procedures for considerable amount of documents. This paper shows that it is possible to implement architecture that satisfy these needs - it is a merge of relational database system, service oriented architecture and appropriate NoSQL database system, with several client interface applications communicating with databases through services oblivious of the fact that they stopped using documents stored in relational database, but rather in NoSQL database. Adding NoSQL to service-oriented architecture gave the system stability and consistency using relational engine for structured data types, effective document management and full text search using RavenDB for unstructured data types and services for achieving uniform data delivery to heterogeneous client applications.*

**GROWING UP IN A PARTICIPATORY MEDIA CULTURE**

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**ABSTRACT**

*UNESCO report entitled Towards a Knowledge Society pointed out the discrepancy between the enormous information and educational potentials of the Internet and new media, and the failure of schools to take advantage of these creative potentials. Also, the main limiting factors for knowledge management suggest a lack of knowledge sharing. The question that we want deal with in this paper concerns of how the motivation and creativity culture of Open Source can be used in teaching or other purposes. Media theorist Henry Jenkins (2006, 2008) discusses the importance of participation, participatory culture and participatory media. His knowledge associated with the phenomenological sociology of knowledge (Schütz, Luckmann, 2003), discourse theory of Habermas theory of communicative action (1981) and praxeological approach to using social software (Schmidt, 2006), may also include explore the phenomena of the mentioned research question. Knowledge management assumes that knowledge are commonly created, expanded, processed, organized, evaluated, expanded into different types of knowledge, which implies the need for further strengthening of unity, team spirit, trust, work-euphoric mood, overcoming individualism and egocentrism. In this paper we analyze the basic media competencies (Jenkins, 2006), for which we assume to represent a major precondition for successful participation in media participatory processes and overcoming of possible barriers related to knowledge sharing.*

**ELEMENTS OF IMPACT FACTORS WITHIN INFORMATION SYSTEMS JOURNALS**

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**ABSTRACT**

*The purpose of this presentation is to discuss the Journal Impact Factor - a measure of the frequency with which the average article has been cited in a particular year. A short history of the ISI Journal Citation Reports (JCR), Science Citation Index (SCI), Social Science Citation Index (SSCI) will be provided. The focus will then shift on the following:*

- *the calculation and use/impact of journal impact factors*
- *journal citation and impact factors in information systems journals*
- *the impact of self-citations*
- *selection of articles for publication*
- *issues that may affect a journal's impact factor*
- *likelihood of an article being cited*

*The presentation will conclude with pros and cons of Journal Impact Factor.*