

Bridge: ICT for Connecting Knowledge and Knowing

Dr. Viktor Dörfler, *University of Strathclyde Business School Glasgow | UK*

This presentation has two roots, in both of which I have substantial experience in: educating and coaching business executives. On the one hand, there are typically two types of programs offered to business executives who want to increase their knowledge: post-experiential education and corporate trainings. However, business executives are reluctant coming back to business schools as they are not interested in case studies that are detached from reality and they feel that they do not get much more than repeating the same material they have already acquired during their previous studies. They are also reluctant to take part in corporate trainings, as only skills can be trained and the only skill that they need is in the area of communication and group dynamics – and this is what they are practice on daily basis, if they were not good at it, they would have never become executives in the first place. In spite of this reluctance, business executives are often eager to learn; they are only looking for appropriate ways to increase their knowledge. On the other hand, coaching is also often missing the point, since it became a popular buzzword, as many who offer coaching do not understand that the role of the coach is to help business executives updating their knowledge with fresh concepts, applying their knowledge in new contexts, rearranging their few thousand ‘rules’ and making their thinking transparent. Based on these two experiences, we have started the conceptual design of the ‘Hybrid Learning Platform’; a next generation (i.e. post-MOOC) system based in the cloud, which includes many of today’s solutions as components, as well as other components that are not yet available. There will be an e-coach, an e-mentor and an e-facilitator; all three of these are partly based on machine learning algorithms of artificial intelli-

gence and partly performed by people who possess the relevant knowledge.



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Viktor Dörfler is a Senior Lecturer in Information and Knowledge Management at the Management Science Department of the Strathclyde Business School and the director of the Management Development Programme. He gained masters degrees in Mathematical Engineering, International Business Relations, Engineering Education and an MBA from Hungarian universities and holds a PhD from the Strathclyde University. Before joining the Management Science Department, he worked as a university lecturer in Budapest, Hungary. In parallel he continues working as an independent software development consultant with Doctus. His research is focused on two interrelated areas: modelling of personal knowledge and knowing in organizational context, and knowledge-based expert systems and related intelligent applications. His most recent research includes modelling levels of personal knowledge and the design of ‘f-learning’, a new approach to teaching and learning marked by freedom in the post-e-era. Viktor has written a book, three book chapters, a dozen journal papers, and over fifty conference papers in these areas. He is currently designing the first MOOC of the Strathclyde Business School titled “Commercial Awareness for Tomorrow” (scheduled for first run in March).

The Economics of Communication Communication in Business Cycles

Web and Internet technologies initiated the fourth industrial revolution in less than 20 years since their entry into mainstream communication scenarios, significantly changing economics and society. Digitization and mobile technologies speed up communication and provide the tools to control value chains of ever increasing complexity, that have long crossed the limits of single organizations or countries.

How can information and communication technologies help to establish fair and sustainable models of global and local economies and overcome serious disadvantages of current market forces?

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