

This doctoral thesis proposes to specify a relatively new managerial discipline - Knowledge Management (KM) in a different way than it is done in an accessible literature.

Nowadays, KM represents a wide and intensively discussed topic with many critics as well as advocates. Above all, it is a practical discipline that came out of practice and it is inseparably connected with it. Intangible (knowledge) assets are its main essence.

KM is a complex process that must be supported by a strong foundation of enablers. The enablers for KM are corporate strategy and culture, team work, informal networking, measurement, and technology. Each of these must be designed and managed together with the others and supported by organizational process. The process usually involves several of the following stages or sub-processes in the use of knowledge: to create, identify, formalize, organize, disseminate, share, adapt, use and evaluate it.

Effective implementation of KM brings the right knowledge to the right associates on time and in the right form to the organization.

The thesis consists of four chapters. The first and second part are focused on the theoretical definitions of KM bases and terminology, explicitly "organization", "management", "manager" and "knowledge", i. e. from different point of view together with an intellectual capital and a talent management issues.

Third chapter is addressed to the KM concept. At first to its basic characteristic and reciprocal disciplines, further to the KM pillars that are framed by processes, technological infrastructure and people – knowledge owners. Therefore KM is an important field of Human Resource Management because it is concerned with training and development of associates in an organization.

The final part is fully empiric and contains many practical pieces of knowledge and remarks. It is based on the outputs of my qualitative survey and on the best practices of organizations that implement KM.