

## THESES OF THE DISSERTATION

János Tomka: The contribution of Communities of Practices to the development of organizational collaboration

Thesis 1: Communities of Practice as those responsible for knowledge cultivating processes can contribute to the systematic development of the organization's knowledge mobilizing ability through the double attachment of their members.

Thesis 2: Communities of Practice with different strategic purposes (helping, best practice, knowledge-stewarding, innovation) can ensure the harmony of knowledge cultivating procedures (sharing, communicating, distributing, learning) and so the growth of organizational knowledge.

Thesis 3: In knowledge-oriented organizations the culture of compliance, the traditional culture of the organization collides with the knowledge-sharing culture. Communities of Practice as formal teams and as representatives of knowledge cultivating culture help the dissolving of contradictions of organizational culture. Its condition is that Communities of Practice have to have the same level of influence as formal teams.

Thesis 4: The participation of leaders of knowledge-oriented organizations in Communities of Practice significantly helps the acceptance of new leadership forms and the implementation of semiformal control which ensures the freedom and success of Communities of Practice. They can develop their knowledge leadership competencies in this new business school as well.