OPEN ACCESS

Saudi Journal of Business and Management Studies
Abbreviated Key Title: Saudi J Bus Manag Stud
ISSN 2415-6663 (Print) |ISSN 2415-6671 (Online)
Scholars Middle East Publishers, Dubai, United Arab Emirates
Journal homepage: https://saudijournals.com

Original Research Article

Artificial Knowledge: Emergence of a New Paradigm

Constantin Bratianu[1], Dan Paiuc[2*]
[1]UNESCO Department for Business Administration, Bucharest University of Economic Studies, Bucharest, Romania
[2]Center for Research in Management (CRM) within the Faculty of Management from the National University of Political Studies and Public Administration, Bucharest, Romania

DOI: https://doi.org/10.36348/sjbms.2025.v10i03.003 | **Received:** 16.02.2025 | **Accepted:** 25.03.2025 | **Published:** 26.03.2025

***Corresponding author:** Dan Paiuc
Center for Research in Management (CRM) within the Faculty of Management from the National University of Political Studies and Public Administration, Bucharest, Romania

Abstract

The purpose of this paper is to analyze the emergence process or a new paradigm in the theory and practice of knowledge management. It is the paradigm of *artificial knowledge*. This new paradigm changes the semantic spectrum of the concept of knowledge as it has been used so far in knowledge management systems. Artificial knowledge is completely differentiated from human knowledge and can no longer be considered a justified true belief. Artificial knowledge is a product of artificial intelligence technology. The paper performs a semantic analysis of the new concept and its features by comparison with human knowledge. Also, the paper presents a bibliometric analysis of the most significant publications discussing artificial knowledge and artificial intelligence. The bibliometric analysis is done using VOS viewer, a specialized software program for such research. The present paper shows that researchers in knowledge management face the emergence of a new paradigm.

Keywords: Human knowledge, artificial knowledge, knowledge dynamics, artificial intelligence, knowledge management systems.

INTRODUCTION

Knowledge has evolved through distinct phases as a fundamental aspect of human civilization, each marked by important and effective intellectual, technological, and cultural developments. From ancient oral traditions to the digital revolution, the conceptualization, storage, and dissemination of knowledge have transformed how societies function and progress (Plato, 2024; Russell, 1972, 2009). Early civilizations primarily transmitted knowledge orally and preserved it through myths, storytelling, and religious traditions (Ong & Hartley, 2012). The development of writing systems in Mesopotamia (cuneiform) and Egypt (hieroglyphs) around 3000 BCE marked an essential turning point, allowing knowledge to be recorded and preserved beyond generational memory (Goody, 2000). In parallel, early knowledge traditions in Asia emerged through Vedic texts in ancient India (circa 1500 BCE), which combined spiritual, mathematical, and medical insights, and through Chinese classical texts, such as the I Ching and Confucian Analects, which structured philosophical, intellectual, moral and ethical knowledge (Needham, 1962). With the rise of classical antiquity, Greek philosophers such as Plato and Aristotle laid the foundations of epistemology, differentiating between empirical observation and rational deduction (Aristotle, 2020; Gutas, 2012; Plato, 2024).

The Middle Ages witnessed knowledge concentrated in ecclesiastical and religious institutions, particularly within monastic scriptoria and Islamic learning hubs such as the Abbasid-era public academy and intellectual center House of Wisdom in Baghdad (Gutas, 2012). Johannes Gutenberg's invention of the printing press in 1440, with its first working prototype in 1450, revolutionized knowledge dissemination and dynamics, facilitating the rapid spread of ideas during the Renaissance and Enlightenment and facilitating and nurturing scientific methods and empirical reasonings (Eisenstein, 2005; Lamal *et al*., 2021).

The Industrial Revolution (18th-19th century) contributed to the rise of formalized educational systems and institutionalized research, intensifying and reinforcing the production and organization of knowledge (Burke, 2015). The 20th and 21st centuries have witnessed an unprecedented and unparalleled transformation with the digital revolution, where knowledge is increasingly produced, stored, and accessed through the internet, artificial intelligence, and big data (Harari, 2024). Today, the rise of knowledge-based economies highlights the role of information as a critical resource for innovation and global evolution (Bolisani & Bratianu, 2018; Stehr, 2022).

The disruptive development of artificial intelligence (AI) in the last few years, especially of generative artificial intelligence (GenAI), reveals the emergence of a new paradigm for understanding knowledge (Lee & Qiufan, 2024; Russell & Norvig, 2022). That is the paradigm of artificial knowledge (AK) and is a result of the machine-learning process. Artificial knowledge is completely different from human knowledge and constitutes an important argument for research on its creation, structure, and the possibility of its integration into knowledge management systems (KMS). Due to its emergence, there is a lack of research and knowledge concerning AK. Therefore, we formulated the following research questions:

RQ1: What is artificial knowledge, and how does it influence knowledge management systems?
RQ2: How is artificial knowledge reflected in the literature?

The present paper aims to answer these questions. It performs semantic research on artificial knowledge, its similarities and dissimilarities with human knowledge, and its impact on knowledge management systems. The semantic analysis is then complemented with a bibliometric analysis using VOSviewer.

LITERATURE REVIEW

In the framework of knowledge management, knowledge constitutes a strategic resource (Bolisani & Bratianu, 2018; Bratianu, 2022; Nonaka & Takeuchi, 2019). Knowledge is considered a *justified true belief* (Audi, 2011; Nonaka & Takeuchi, 1995). Unlike the philosophical perspective, where *justification* is done using rational thinking, the knowledge management perspective shows a contextual approach to this process. Therefore, knowledge is understood using metaphorical thinking (Andriessen, 2008; Lakoff & Johnson, 1999).

One of the most used metaphors in knowledge management is *knowledge as a flow* or *knowledge as stocks-and-flows* (Bratianu & Bejinaru, 2019, 2023; Nissen, 2006). Knowledge is imagined as a fluid flow within an organization. This metaphor is simple and intuitive and that explains its easy acceptance and use. However, the metaphor somehow transfers the features of tangibility and linearity, although knowledge is intangible and nonlinear. To overcome these limitations, Bratianu and Bejinaru (2019, 2023) developed the metaphor of *knowledge as energy*. The main ideas introduced by this new metaphor are the following: a) knowledge is a field that is intangible and nonlinear; b) knowledge manifests in different forms, like energy (mechanical energy, thermal energy, electrical energy); c) each form of knowledge can be transformed into any other form of knowledge, creating a continuous dynamics.

The theory of knowledge fields (Bratianu & Bejinaru, 2019) defines three basic knowledge fields: rational, emotional, and spiritual. *Rational knowledge* is a result of rational thinking, and from a practical point of view, it is represented by explicit knowledge (i.e. knowledge that is expressed using natural or symbolic languages). It is the knowledge people acquire through education, and that is used in organizational communication. Science and technology are based on rational knowledge because it is objective, as underlined by many philosophers (Russell, 1972). *Emotional knowledge* represents the expression of our body's emotional states. It is a wordless knowledge that results from experiential learning (Kolb, 2015). Cognitive scientists demonstrated that emotional knowledge plays an important role in decision-making (Damasio, 2012; Kahneman, 2011). *Spiritual knowledge* represents the value system people acquire during their education and then as a result of their professional lives (Bratianu, 2024; Kaiser, 2024). Rational, emotional, and spiritual knowledge fields are dynamic, and they change continuously from one another during our activities and decision-making processes (Bratianu, Paiuc & Brancu, 2025; Paiuc, Iliescu & Bejinaru, 2024).

Artificial knowledge is an emergent construct, especially due to the disruptive force of GenAI and its applications like ChatGPT, Microsoft Copilot, and Google Gemini (Baker, 2023, 2025; Lee & Qiufan, 2024; Russell & Norvig, 2022). Artificial knowledge is a result of the machine learning process, and it is created on a different basis than human knowledge. "Artificial knowledge is created through a recursive process that extracts, organizes, and aggregates tacit and explicit knowledge in order to articulate, automate, and amplify them" (Harfouche *et al*., 2017, p. 1). Therefore, artificial knowledge can be found in all the domains of life and technology where AI is used to improve organizational performance (Di Vaio *et al*., 2024; Saviano, Del Prete & Caputo, 2023; Stoll, Wilms & Ziegele, 2023).

Human knowledge creation is a result of experiential learning and a series of knowledge transformations from tacit to explicit forms, as demonstrated by Nonaka and Takeuchi (1995) in their SECI (Socialization, Externalization, Combination, and Internalization) model. Tacit knowledge is an embodied form of knowledge that is acquired directly from doing

things. It is a non-verbal knowledge that contains also people's intuitions and values. Tacit knowledge can be transformed into explicit knowledge using natural or symbolic languages. Tacit knowledge can be split into emotional knowledge and spiritual knowledge, in concordance with the theory of knowledge fields (Bratianu & Bejinaru, 2019, 2023). Unlike human knowledge, artificial knowledge is exclusively rational and based on syntactic rules (Baker, 2023, 2025; Russell & Norvig, 2022). It is a paradox the fact that artificial knowledge creation does not use a semantic framework, but only a syntactic one incorporated into the algorithm. From a practical point of view, artificial knowledge is obtained based on predictions that match the text context. It has nothing to do with reality or the condition of being a justified true belief. Also, artificial knowledge can be completely wrong due to some potential hallucinations of the algorithm. AK impacts all knowledge management processes and changes the structure of the knowledge management systems. Considering the SECI model developed by Nonaka and Takeuchi (1995, 2019), socialization, externalization, and internalization are processes involving tacit knowledge. Since tacit knowledge is personal and not expressed in words, AK cannot influence them. However, AK may have an important role in reshaping the combination process due to its capability of simulating a humanlike dialogue using natural language.

The spectrum of rational, emotional, and spiritual knowledge mirrors the multifaceted nature of human cognition. A holistic approach that integrates all three knowledge types is essential for adaptive learning, innovation, and sustainable leadership in today's complex world (Nonaka & Takeuchi, 2019; Paiuc, 2024a). In a strategic AI-driven era (Paiuc, Săniuță, *et al*., 2024), future leaders must integrate AK into decision-making, harmonizing human intuition with AI insights. This balance ensures ethically grounded, emotional and cultural intelligence, and strategic innovation, as critical for navigating complexity and driving sustainable progress (Bratianu & Paiuc, 2025; Paiuc, 2024b). However, with the rapid and non-regressive progress of artificial intelligence (Paiuc, 2024c), these knowledge domains must evolve to incorporate AI-driven artificial knowledge in the most agile and effective manner. Organizations and individuals must strategically integrate AI to enhance decision-making, optimize learning processes, and drive innovation while ensuring that AI remains aligned with human values, ethics, and long-term sustainability. Successfully balancing human intelligence and artificial knowledge will be key to leveraging AI's capacities and capabilities (Gentile *et al*., 2023), while maintaining the depth and adaptability of human cognition.

While confronting *artificial knowledge* versus *human knowledge*, the last one is deeply rooted in context, emotions, and lived experiences, often shaped by cultural and philosophical interpretations. In contrast, artificial knowledge is synthetic and mainly derived from algorithmic learning, producing outcomes that could be considered objective yet devoid of human consciousness or empathy. This raises profound questions about AK authenticity, trust, and ethical concerns. With regard to the implications for organizations and society, AK is transforming business intelligence, decision-making, and organizational learning. Enterprises are integrating complex AI-driven knowledge management systems to enhance strategic foresight, innovation, and operational efficiency (Majumder & Dey, 2022). However, challenges remain, particularly in areas like bias, the ethical implications of relying on non-human intelligence, and explainability (Floridi, 2023; Gutmann *et al*., 2023). As AI advances, organizations must explore how artificial knowledge can complement human expertise rather than replace it.

MATERIALS AND METHODS

We used a bibliometric analysis methodology powered by VOSviewer, version 1.6.20 to support this study. VOSviewer is a powerful tool for constructing and visualizing bibliometric networks, allowing the analysis of co-authorship, co-citation, and, most importantly, keyword co-occurrence patterns in academic research (Arruda *et al*., 2022; van Eck & Waltman, 2023). By leveraging this approach, we can demonstrate the absolute novelty of our research by identifying gaps in existing literature, picturing if and how our concept of AK connects to established knowledge theories, and highlighting emerging interdisciplinary trends. Furthermore, VOSviewer enabled us to map the intellectual structure of this evolving field, showcasing the main connected and related themes that shape the future discourse and trends on AI-driven knowledge transformation.

As a first step, we searched our main concepts related to AK and AI on Scopus on 27.02.25 via an advanced search model to extract the data for the Vosviwer bibliometric analysis. The retrieval time span was the standard one: from the beginning of the Scopus recording timeline to the present 27.02.2025.

Table 1: Main concepts frequencies on Scopus

Searched Expressions	Search fields	Returned results	First year of public mention recorded by Scopus	Returned results 2024 - 2025*(till 27.02.25)	Top subject area	Top document type
"Artificial knowledge"	Source Title	0				
"Artificial knowledge"	Article Title	6	1995	1 (16,7%)	Computer Sciences (50%)	Article (50%)
"Artificial knowledge"	Keywords	11	1993	2 (18.2%)	Computer Sciences (73%)	Article (46%)
"Artificial knowledge"	Article Title, abstract, Keywords	74	1975	8 (11%)	Computer Sciences (59.5%)	Conference paper (44.6%)
"Artificial knowledge"	All fields	228	1975	87 (38.2%)	Computer Sciences (46%)	Article (45.5%)
"Artificial intelligence"	All fields	4377947	n/a	n/a	n/a	n/a
"Artificial intelligence"	Article title	89557	n/a	n/a	n/a	n/a
"Artificial intelligence"	Article title - 2025* - limited to Social Sciences, Business, Management and Accounting	811	n/a	n/a	n/a	n/a

Source: Author's own elaboration

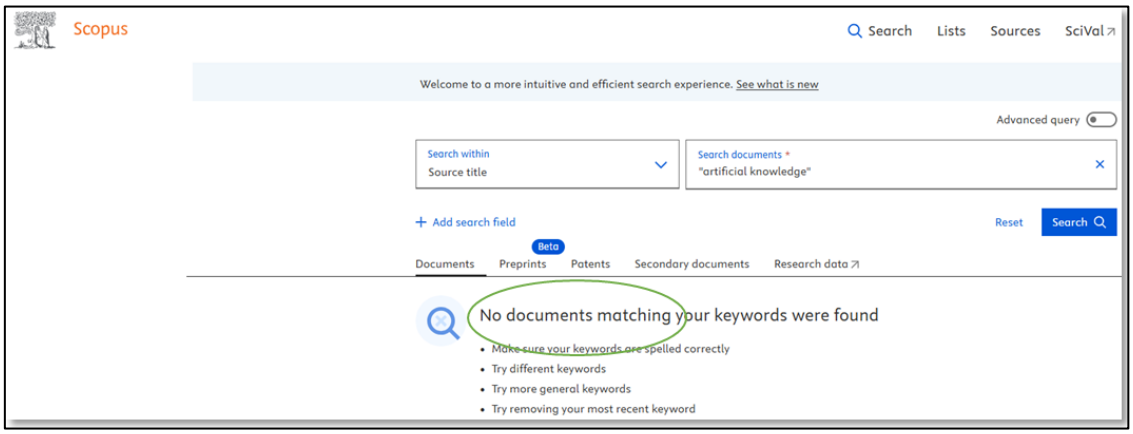
All the relevant results were exported from Scopus as *CSV* files, along with *citations*, *bibliographies*, *abstracts*, *keywords*, *funding*, and *other* information.

As ante-mentioned, Vosviwer was next utilized to process the systematic literature review and analyze and visualize the co-occurrence of *all keywords* by generating maps embedded in the mentioned bibliographic data, grounded on a *full counting methodology*.

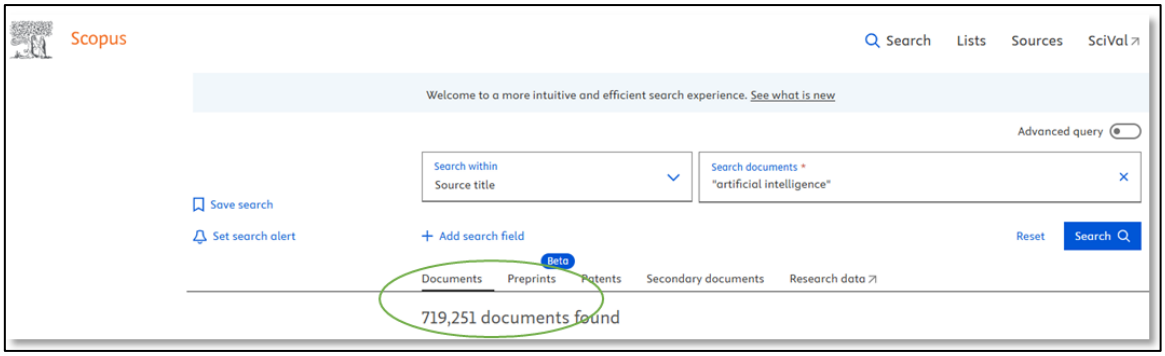
In Vosviewer's network representations, the dimensions of the nodes and the words on the chart represent their weight. The grander the node and the word frequency, the more considerable the weight. The colours represent how closely two keywords are related, and the nodes with the same colours are regrouped into a cluster. The distance between 2 nodes mirrors the strength of their connection. The length of the line describes the connection between two words, and the thickness of the line highlights their co-occurrence grade.

RESULTS AND DISCUSSIONS

As reflected in Table 1 – line 1, the first searched expression on Scopus was "artificial knowledge" with searched fields "source title" and all the rest of the parameters keeping the data SCOPUS predefined settings. This search returned no results, as portrayed in Figure 1.a, proving the novelty of this concept. This is even more important compared to the "artificial intelligence" search in the same source titles, Figure 1.b, which returned us 719251 results.



1.a



1.b

Figure 1: AK and AI: Results of the search based on source titles. 1.a: 0 results for AK at 27.02.25. 1.b. 719251 results for AI at 27.02.25

Source: Authors' own elaboration

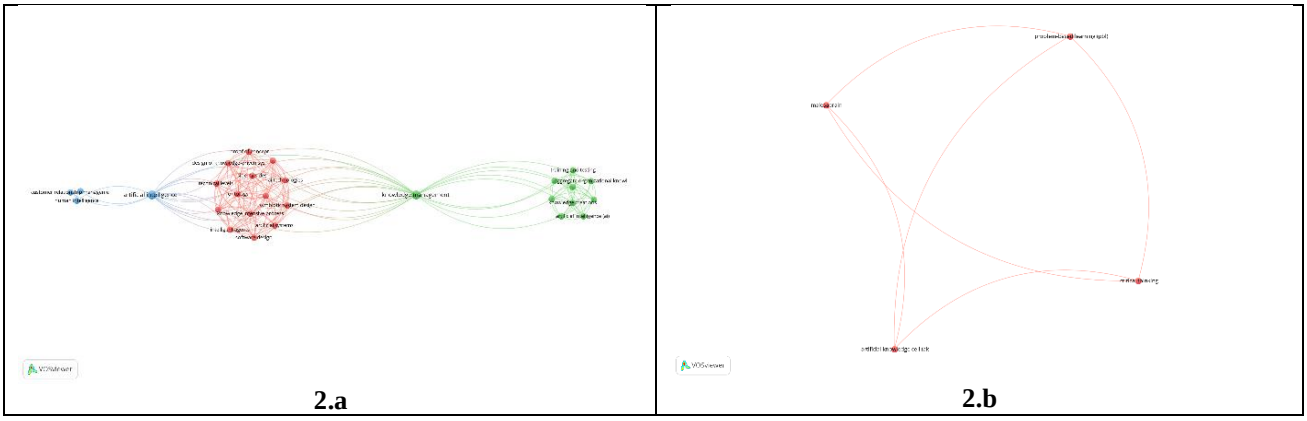
Table 2, below presents the number of keywords meeting the threshold of 5 (as a standard), of 2 and of 1 - for our searched expressions AK and AI as reflected by Vosviwer. For the first 3 AK searches due to the scarcity of results, we were forced to analyze thresholds of 1 respectively 2, but for the rest of the searches, we have focused on the standard of 5.

Table 2: Number of keywords meeting the threshold of 5, 2, and 1 as per Vosviewer

Searched Expressions	Search fields	Returned results	Total number of keywords	Number of keywords meeting the threshold of 5	Number of keywords meeting the threshold of 2	Number of keywords meeting the threshold of 1	The largest set of connected items consists of:
"Artificial knowledge"	Source Title	0	n/a	n/a	n/a	n/a	n/a
"Artificial knowledge"	Article Title	6	49	0	0	49	28 - for threshold of 1
"Artificial knowledge"	Keywords	11	115	0	8	115	4 - for threshold of 2
"Artificial knowledge"	Article Title, Abstract, Keywords	74	680	6	77	680	6 - for the threshold of 5
"Artificial knowledge"	All fields	228	1706	28	252	1706	28 for the threshold of 5
"Artificial intelligence"	All fields	4377947	n/a	n/a	n/a	n/a	n/a
"Artificial intelligence"	Article title	89557	n/a	n/a	n/a	n/a	n/a
"Artificial intelligence"	Article title - 2025* - limited to Social Sciences, Business, Management and Accounting	822	3655	113	634	3655	113 for the threshold of 5

Source: Author's own elaboration

Our second search, presented in Table 1 – line 2, for "artificial knowledge" but this time with search fields focused on "article title" returned only 6 results, with the first mention 1995 and written between 2024 and 2024 (till 27.02.25) only 1 article. We then, in the third step, looked for "artificial knowledge" in the search field "keywords" and this returned no more than 11 answers. This enhances the unique approach of our study showing the emergence of the new paradigm. Below, in Figure 2 we present the AK keyword's co-occurrence network for our second and third searches:



2.a **2.b**

Figure 2: AK: Keyword's co-occurrence network-related publications - by VOSviewer. 2.a - AK in titles: 49 *items meeting threshold of 1 occurrence/s of keywords- 28 connected items. (as no items meeting the threshold of 2)* 2.b – *AK in keywords: 8 items meeting threshold of 2 occurrences of keywords - 4 connected items*

Source: Authors' own elaboration

Figure 3 reflects AK co-occurrence with only six items meeting the threshold of 5, searched in article title, abstracts, and keywords. "*artificial intelligence*" has the biggest link strength (11) and the biggest number of occurrences (17), enhancing the direct connection of AI and AK.

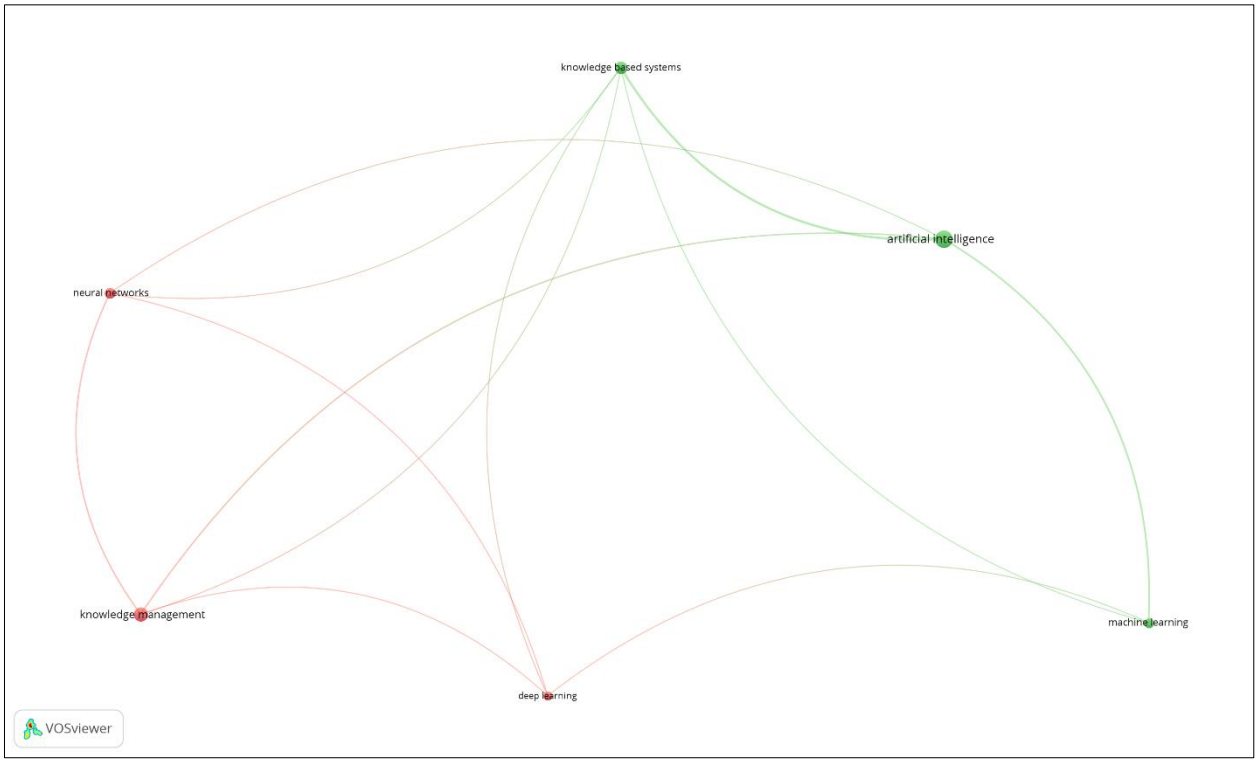


Figure 3*: AK- in title/abstract/keywords: Keyword's co-occurrence network-related publications - by VOSviewer - 6 items meeting threshold of 5 occurrences of keywords*

Source: Authors' own elaboration

In Figure 4 we are representing the map of AK rooted in all fields search.

Once again "artificial intelligence" is the main individual connection of AK with 55 occurrences and a total link strength of 67 (representing 29.6% of the total link strengths of the map which are leveled at 226) and reconfirm our answers for RQ1.

Sustainability represented by "sustainability" (17 occurrences and 28 total link strength) and "sustainable development" (14 occurrences and 25 total link strength) is the second biggest link to artificial knowledge – with a 23.5% share of the total link strengths of the AK map.

While trying to approach the analysis from the "artificial intelligence" side – the first search of AI in all

fields and article titles returned 4377947 and respectively 89557 results that, due to the high numbers, were not possible to be processed by Vosviewer. We were therefore forced to narrow the search to the top actuality meaning the selection of only the year 2025 till the 27.02.25 and limited it only to *Social Sciences* and *Business, Management and Accounting* areas. In Figure 5 we present the bibliographic map result.

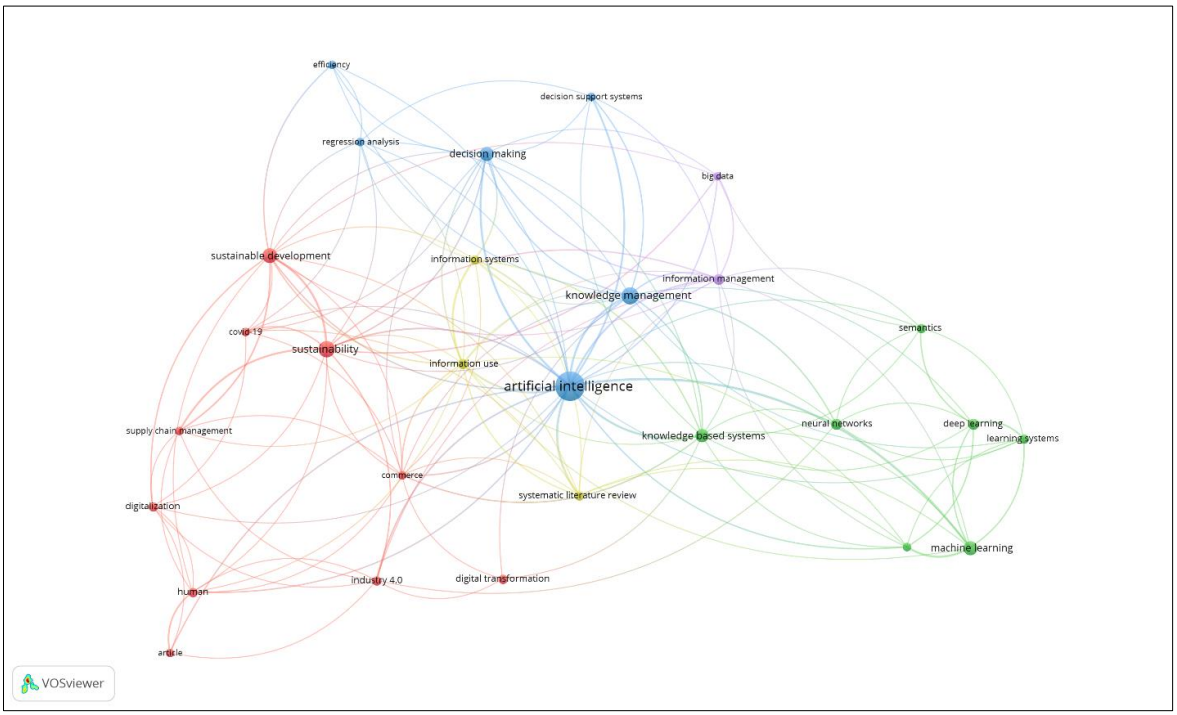


Figure 4: AK – all fields: Keyword's co-occurrence network-related publications - by VOSviewer - *28 items meeting threshold of 5 occurrences of keywords*
Source: Authors' Elaboration

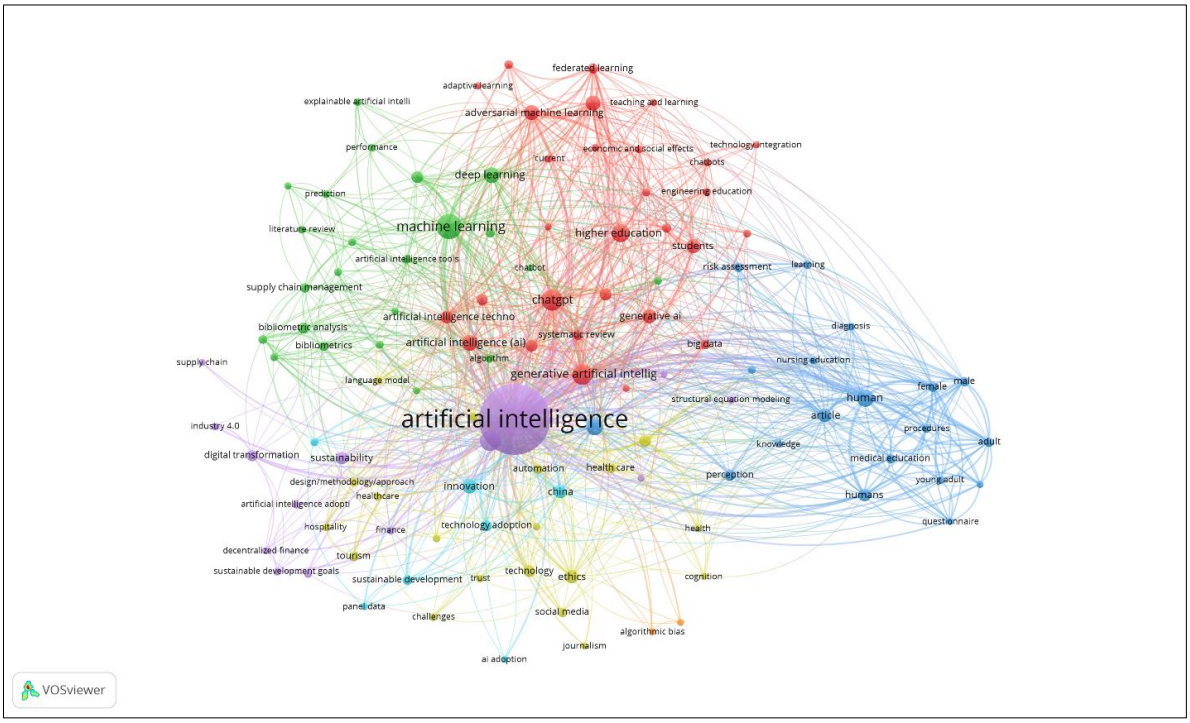


Figure 5: AI – title/2025/ limited to Social Sciences, Business, Management, and Accounting – all fields: Keyword's co-occurrence network-related publications - by VOSviewer - *113 items meeting threshold of 5 occurrences of keywords*
Source: Authors' elaboration

The first outcome is that the expression of *artificial knowledge* does not appear in the keywords and is not present on the AI map. Once again, that illustrates the lack of papers dealing with the new paradigm. Also, as per Figure 6 which represents a zoom in Figure 5, we can see that *knowledge* is present in the AI map, a necessary link to the new concept of AK.

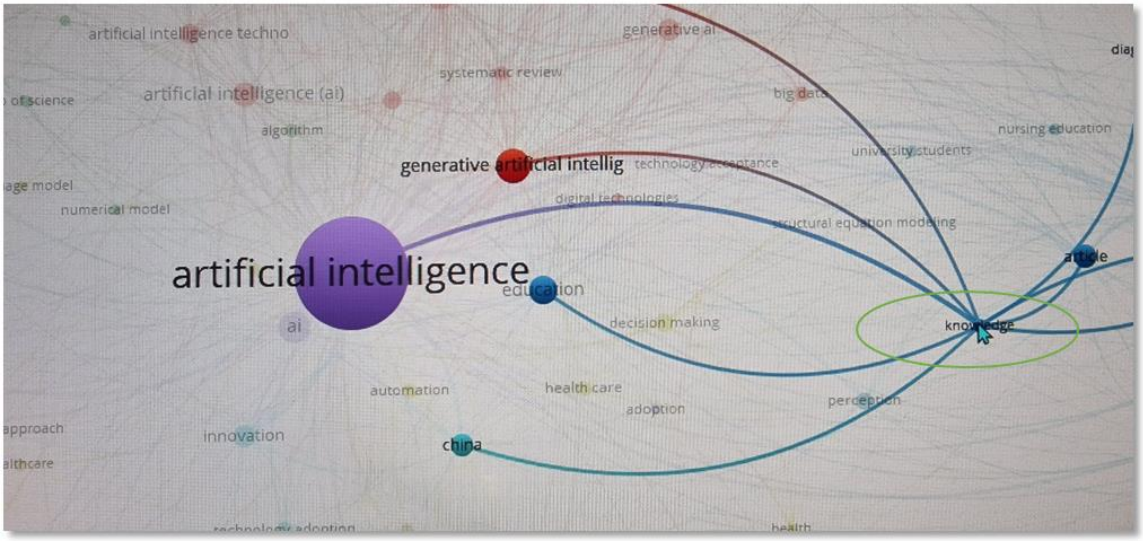


Figure 6*: Zoom on* AI – title/2025/ limited to Social Sciences, Business, Management and Accounting – all fields: Keyword's co-occurrence network-related publications - by VOSviewer - *113 items meeting threshold of 5 occurrences of keywords*
Source: Authors' elaboration

Sustainability via "*sustainability*" (total link strength 46), "*sustainable development goals*" (20+12) and "sustainable development" (31) cover only 4% of the total AI map strengths of 2473. Backing our answer for RQ1 and RQ2 and comparing with the *sustainability* presence in AK of 23.5% - this share is small but well reflects on the mutual AI and AK sustainability concerns.

CONCLUSION

This study aims to analyze the emergence of *artificial knowledge* as a new epistemological paradigm, fundamentally distinct from human knowledge. This emergence is powered by the disruptive development in the last few years of AI technologies, especially of GenAI which is capable of simulating a humanlike dialogue using natural language. AK is exclusively rational and is generated based on syntactic rules, without any immersion in the content semantics. AK has no relationship with the truth or reality like human knowledge. It is only a product of a machine-learning process using large language models. AK may be totally wrong, yet consistent with the algorithm. It is the case of so-called AI hallucinations.

Through systematic bibliometric research rooted in VOSviewer, we have confirmed the novelty of AK and its emerging process. Further, our findings demonstrate that AK is a direct outcome of artificial intelligence, answering our second research question (RQ2). The keyword co-occurrence analysis in academic literature underlines the strong interrelation between AI and AK, reinforcing that artificial knowledge emerges, evolves, and expands from AI-driven processes. However, our results also indicate that AK does not simply function as a byproduct of AI but represents an autonomous, scalable, and self-improving knowledge structure capable of independent processing and decision-making.

The bibliometric mapping highlights that sustainability, ethical considerations, and long-term applicability are key themes linked to AK. Compared to artificial intelligence, where sustainability considerations remain secondary, AK demonstrates a more prominent connection to sustainable development, reinforcing the need for ethical AI governance and responsible and trustworthy integration of artificial knowledge in organizational and societal contexts. In conclusion, AK marks a substantial shift in knowledge management and epistemology, requiring further interdisciplinary exploration. Future studies and investigations should expand on the implications of AK in decision-making, ethics, and human intelligence–artificial intelligence collaboration, ensuring its responsible implementation across various industries. We can harness AI's potential by bridging artificial and human knowledge while preserving human values, ethical integrity, and sustainable progress.

REFERENCES

- Andriessen, D. (2008). Stuff or love? How metaphors direct our efforts to manage knowledge in organizations. *Knowledge Management Research & Practice*, 6(1), 5-12.

- Aristotle. (2020). *The Nicomachean ethics*. Penguin Publishing Group, New York.
- Arruda, H., Pereira da Silva, É. R., Lessa, M., Jr, D., & Bartholo, R. (2022). VOSviewer and Bibliometrix. *Journal of the Medical Library Association*, *110*, 392–395. https://doi.org/10.5195/jmla.2022.1434
- Audi, R. (2011). *Epistemology: A contemporary introduction to the theory of knowledge*. Third Edition. Routledge, New York.
- Baker, P. (2023). *ChatGPT for dummies*. John Wiley & Sons, Hoboken.
- Baker, P. (2025). *Generative AI for dummies*. John Wiley & Sons, Hoboken.
- Bolisani, E., & Bratianu, C. (2018). *Emergent knowledge strategies: Strategic thinking in knowledge management*. Springer International, Cham.
- Bratianu, C. (2022). *Knowledge strategies*. Cambridge University Press, Cambridge.
- Bratianu, C. (2024). How the theory of knowledge fields and knowledge dynamics is shaping spiritual knowledge and wisdom. In: Rocha, R.G., Pinheiro, P., d'Angelo, M., & Bratianu, C. (Eds.). *Spirituality and knowledge dynamics: New perspectives for knowledge management and knowledge strategies*, pp. 7-26. De Gruyter, Berlin.
- Bratianu, C., & Bejinaru, R. (2019). The theory of knowledge fields: A thermodynamics approach. *Systems*, 7(2), 20, 1-12. https://doi.org/10.3390/systems7020020.
- Bratianu, C., & Bejinaru, R. (2023). From knowledge to wisdom: Looking beyond the knowledge hierarchy. *Knowledge*, 3(2), 196-214. https://doi.org/10.3390/knowledge/3020014.
- Bratianu, C., & Paiuc, D. (2025). Emotional and Cultural Intelligence Impact on Multicultural Leadership. In M. Valeri (Ed.), *Emotional Intelligence and Networking Competencies: Implications for Effective Leadership* (pp. 15–34). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-77543-7_2.
- Bratianu, C., Paiuc, D., & Brancu, L. (2025). Exploring the connections between DNA, cultural intelligence and knowledge dynamics in multicultural business environments. *Business Process Management Journal*, *ahead-of-print*(ahead-of-print). https://doi.org/10.1108/BPMJ-10-2024-0959.
- Burke, P. (2015). *What is the history of knowledge?* Polity Press. https://books.google.ro/books?id=ETtcCwAAQBAJ.
- Damasio, A. (2012). *Self comes to mind: Constructing the conscious brain*. Vintage Books, New York.
- Di Vaio, A., Latif, B., Gunarathue, N., Gupta, M., & D'Adamo, I. (2024). Digitalization and artificial knowledge for accountability in SCM: A systematic literature review. *Journal of Enterprise Information Management*, 37(2), 606-672. https://10.1108/JEIM-08-2022-0275.
- Eisenstein, E. L. (2005). *The printing revolution in early modern Europe*. Cambridge University Press, Cambridge.
- Floridi, L. (2023). *The ethics of artificial intelligence: Principles, challenges, and opportunities*. Oxford University Press, Oxford.
- Gentile, M., Città, G., Marfisi-Schottman, I., Dignum, F., & Allegra, M. (2023). Editorial: Artificial intelligence for education. *Frontiers in Education*, *8*. https://doi.org/10.3389/feduc.2023.1276546.
- Goody, J. (2000). *Power of written tradition*. Smithsonian, Washington D.C.
- Gutas, D. (2012). *Greek Thought, Arabic Culture: The Graeco-Arabic Translation Movement in Baghdad and Early 'Abbasaid Society (2nd-4th/5th-10th c.)*. Taylor & Francis. https://books.google.ro/books?id=39wqBgAAQBAJ.
- Gutmann, T., Chochoiek, C., & Chesbrough, H. (2023). Extending Open Innovation: Orchestrating Knowledge Flows from Corporate Venture Capital Investments. *California Management Review*, *65*(2), 45–70. https://doi.org/10.1177/00081256221147342.
- Harari, Y. N. (2024). *Nexus: A brief history of information networks from the stone age to AI*. Diversified Publishing. https://books.google.ro/books?id=OcwbEQAAQBAJ.
- Harfouche, A., Quinio, B., Skandrani, S.R., & Marciniak, R. (2017). A framework for artificial knowledge in organization. ICIS 2017, December 2017, Seoul, South Korea.
- Kahneman, D. (2011). *Thinking, fast and slow*. Strauss, Giroux and Farrar, New York.
- Kaiser, A. (2024). Spiritual knowledge management: Managing the learning process towards the best version of the self. In: Rocha, R.G., Pinheiro, P., d'Angelo, M., & Bratianu, C. (Eds.). *Spirituality and knowledge dynamics: New perspectives for knowledge management and knowledge strategies*, pp. 27-48. De Gruyter, Berlin.
- Kolb, D. A. (2015). *Experiential learning: Experience as the source of learning and development*. Second Edition. Pearson Education, Upper Saddle River.
- Lakoff, G., & Johnson, M. (1999). *Philosophy in the flesh: The embodied mind and its challenges to the Western thought.* Basic Books, New York.
- Lamal, N., Cumby, J., & Helmers, H. J. (2021). *Print and power in early modern Europe (1500–1800)*. Brill. https://books.google.ro/books?id=-PP7EAAAQBAJ.

- Lee, K. F., & Qiufan, C. (2024). *AI 2041: Ten visions for our future*. Penguin Random House, New York.
- Majumder, S., & Dey, N. (2022). A Bibliometric Analysis of Artificial Intelligence in Knowledge Management. In *AI-empowered Knowledge Management* (pp. 105–111). Springer Singapore. https://doi.org/10.1007/978-981-19-0316-8_7.
- Needham, J. (1962). *Science and civilisation in China*. Cambridge University Press, Cambridge.
- Nissen, M. E. (2006). *Harnessing knowledge dynamics: Principled organizational knowing & learning*. IRM Press, Hershey.
- Nonaka, I., & Takeuchi, H. (1995). *The knowledge creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press, Oxford.
- Nonaka, I., & Takeuchi, H. (2019). *The wise company: How companies create continuous innovation*. Oxford University Press, Oxford.
- Ong, W. J., & Hartley, J. (2012). *Orality and literacy: The technologizing of the word*. Routledge, London.
- Paiuc, D. (2024a). *Developing Multicultural Leadership using Knowledge Dynamics and Cultural Intelligence*. Emerald Publishing Limited.
- Paiuc, D. (2024b). Exploring the Connections Between Cultural Intelligence, Knowledge Dynamics, Disrupted Organisational Context and Multicultural Leadership. In E. M. Vătămănescu & G. Dominici (Eds.), *Great Reset—Opportunity or Threat? BSLAB 2024.: Vol. Springer Proceedings in Business and Economics* (pp. 111–134). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-76406-6_6.
- Paiuc, D. (2024c). Technology and AI's role in multicultural and digital leadership. *Networked Learning Conference, 14(1)*. https://journals.aau.dk/index.php/nlc/article/view/8011
- Paiuc, D., Iliescu, A. N., & Bejinaru, R. (2024). Cultural intelligence: A core competence of knowmads in multicultural business environment. *Management Research and Practice (MRP), 16*(1), 5–25.
- Paiuc, D., Săniuță, A., & Teacu Parincu, A. (2024). Strategic Intelligence: A Semantic Leadership Perspective. *Encyclopedia*, *4*(2), 785–798. https://doi.org/10.3390/encyclopedia4020050.
- Plato. (2024). *Plato: The complete works: Exploring the depths of philosophy and truth through timeless dialogues*. Good Press, New York.
- Russell, B. (1972). *A history of the Western philosophy*. Simon and Schuster, New York.
- Russell, B. (2009). *Human knowledge: Its scope and limits*. Routledge, London.
- Russell, S., & Norvig, P. (2022). *Artificial intelligence: A modern approach*. Fourth Edition. Pearson, Upper Saddle River.
- Saviano, M., Del Prete, M., & Caputo, F. (2023). The challenging meet between human and artificial knowledge: A systems-based view of its influences on firms-customers interaction. *Journal of Knowledge Management*, 27(11), 101-111. https://doi.org/JKM-12- 2022-0940.
- Stehr, N. (2022). *Knowledge capitalism*. Taylor & Francis, New York.
- Stoll, A., Wilms, L., & Ziegele, M. (2023). Developing an incivility dictionary for German online discussions – a semi-automated approach combining human and artificial knowledge. *Communication Methods and Measures*, 17(2), 131-149. https://doi.org/10.1080/19312458.2023.2166028.
- van Eck, N. J., & Waltman, L. (2023). *Manual for VOSviewer version 1 .6.19*. https://www.vosviewer.com/documentation/Manual_VOSviewer_1.6.19.pdf