

The production of new knowledge

Definition of Knowledge Management

Many have tried to define the term "knowledge management". Actually, if you ask a hundred different experts define the term, most likely you get a hundred different definitions.

Much involved in the claim that knowledge management is not managing the people and the administration in general. Some prefer the terms:

Sharing knowledge (knowledge-sharing), **information systems** (information systems), **Organizational learning** (organizational learning), **managing intellectual property** (intellectual asset management), **Care execution** (performance enhancement or gardening).

These concepts relate to different aspects of knowledge and its applications in different contexts.

Wealth management terms related knowledge points to the many areas that incorporates:

Knowledge Management - reflects the business world

Knowledge Management is like a pair of binoculars through which you look at the business world.

Organization can examine and analyze it through binoculars and financial analysis - all flows, returns, sales, expenses, and investment organization. Organization can examine and analyze it through all the numbers, the written data and information collected from accumulating as a result of corporate activities.

Objective: Learn to make data, information and knowledge. Then, turn the knowledge into action Impact.

Pyramid of data - information - knowledge

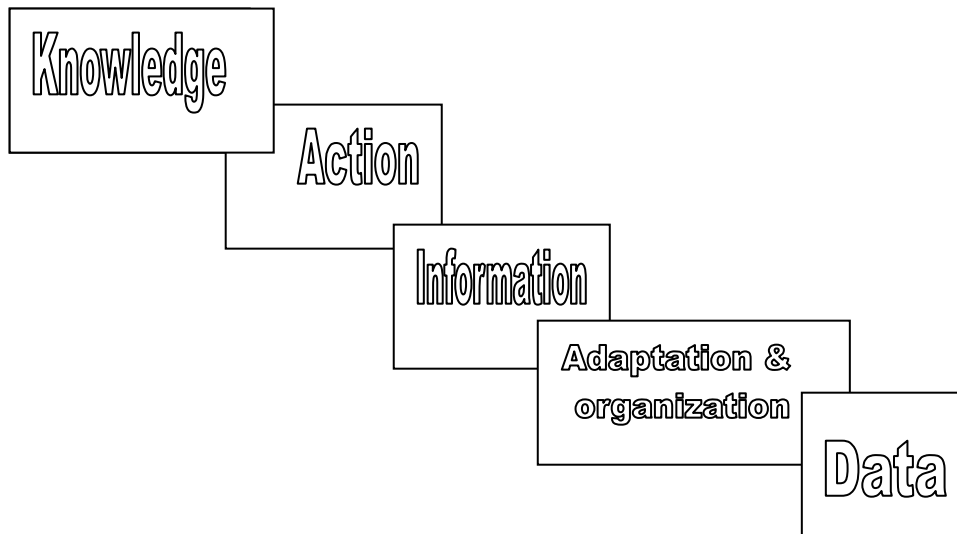
Information - data that have meaning and use in a particular context.

The problem today is not how to get information but how to get targeted information, filter, evaluate, and adjust cross-check the information for our needs so that we could benefit the specific knowledge

Knowledge - is information processing adaptation process - understanding, analysis and evaluation.

Knowledge is not the same as information, and information is not similar to the data. However, it is clear that management knowledge includes manipulation of the three. Usually see a hierarchy that looks like this: data

becomes information if they are organized, information becomes knowledge when it is placed within the context of action.



This manipulation of information makes knowledge management possible, allowing to filter the relevant knowledge from huge amounts of data, find trends, find connections and patterns, draw conclusions and therefore take decisions.

Therefore important to perform all these actions, namely to help process information and knowledge processing

How to make hidden knowledge → become - visible knowledge → Rescue

Still ... a definition of knowledge management:

If you still want to define the term, you can use the definition:

Knowledge management is the practice of maximum utilization of human capital and sources of information organization, efficiency, innovation and speed effective decision-making, in order to achieve competitive advantage in the market and customer commitment to the organization

"Knowledge management is the practice of Harnessing and Exploiting intellectual capital to gain competitive advantage and customer commitment through efficiency, innovation and faster and more effective decision-making."

Human capital organization is hidden knowledge (Tacit knowledge), because it is in the heads of people: education of people, experiences, skills, insights, intuition and trust they have invested and won by the relations

within and outside the organization. This knowledge is very difficult to appreciate, share and distribute.

Almost ninety percent of the important knowledge in organizations important is hidden.

Objective: to extract the knowledge that is in the heads of the people, to interpret it, finally understand to distribute.

(Explicit knowledge): documents and data: All data transactions for all processes, projects, customers and suppliers. In addition, all research processes, patents, rights, marketing and business plans, competitive insights accumulated by each employee a daily basis, via the Internet and other information sources that contributed to aggregate knowledge. Moreover, knowledge accumulated e-mail, documents, reports and faxes

. Knowledge management is on two principles:

One - streamlining the organization and exploitation of existing information (it should be systematically organized to be exploited)

and two - application faculties, talents, thoughts and imagination of people.

In other words - the hidden knowledge gained by people working within the organization, for the organization. INTRODUCTION

Open knowledge organization can work on information systems, encode or record, archive and protect it. Hidden knowledge is difficult to pass. Hmkdshin debate and say that when tacit knowledge becomes explicit it would not longer be knowledge it will be information - this information will be known again, just when it is stored at the top of the form of understanding.

"The important thing really - invisible" from Little Prince, antoine de saint

On what do we work in knowledge management?

explicit==> explicit	explicit ==>tacit
tacit ==> explicit	tacit ==> tacit

What do knowledge management practice

Initiate and organize and maintain the organization focus on:

1. Collection Integration
2. Catalog placement
3. Distribution and retrieval
4. Sharing the existing knowledge organization
5. And by all those creating new knowledge

In order to.

- * Allow to organize to exploit the internal resources efficiently
- * Create and identify opportunities quickly
- * Solve problems quickly
- * Streamline the organization's ability to cope with the environment

Technology

Technology itself is not under any circumstances knowledge management. The main barriers facing knowledge management technology can not make great sophistication today almost all conceivable legal framework stands. In many places where technology-based system enabled databases, Internet, software, etc. without assimilating knowledge management - investment in technology proved as worthwhile organization. Management is still a human task aided by technological means. Mutation staff external environmental changes affect the organization activities, early retirement of workers, various budget cuts, and political influences have an impact on the organization. Knowledge is one of the medium-class organizations. If you do not preserve the organization will lose the ability to evolve past pay a heavy price to acquire. For example - older workers took out a pension without the knowledge and preservation of knowledge accumulated leave large spaces have a considerable investment.

Knowledge management components of a government organization.

Planning Projects

Every project failed reason is poor design and project management, and planning and failed to manage customer expectations... One of the most common tools to customer expectations is a document which defined the area - the goals, time frame, functionality, guardians and schedule. In addition, trying to make the customer's hidden expectations explicit which give the manager control even when changes are made.

Is knowledge management a fad?

Managers often ask us this question. Sometimes even accuse the Academy of Management consultants, we invent new fashions, so we'll have to make a living than this ... although legitimate, since innovation is needed for everyone, may also be renewed in the administration, I will try to convince you, knowledge management is not a passing fad.

Knowledge management is not a new invention

Organizations conducted in the past knew. Documentation and training, professional training and coaching, research overlap - all within knowledge management, and organizations engaged in dosage or another in the past.

The novelty is the systematic management of knowledge and Overall. Until the early 90 - were not known managers in organizations; was no overall strategy for managing knowledge; there was no awareness of the great loss of wasted knowledge islands in an organization ; There was reference to the process production of knowledge as "an invisible assembly line", to look for how to optimize it; was not understanding, you have to manage knowledge workers other than manual workers; was not daring enough to demand payment on the sale of knowledge not only about products and services; patience was not sufficient protect knowledge rather tedious process of patent registration, etc.; there was a systematic attempt to measure the knowledge assets of the organization or, what is called today, "intellectual capital". In short, there is no new invention, but there is great innovation.

Big breakthrough

As the industrial age only after long understood, factories must be conducted systematically and includes not only the raw material transport processes, but also "something" else, that has to be managed when it exists and when it doesn't exist - money – that's how we discover the importance of management systematic. And just as financial management is not a passing fad, so knowledge management. Knowledge is the most strategic asset of the organization, is a source of future growth, it gives him the comparative advantage against competitors. Organizations, knowing what they know, will be more successful and richer. Fostering knowledge will be considered as an investment, not expenditure, is expected to see the return quickly. Long patience, we have to invest in developing knowledge of our children, we will also develop knowledge and investment in research and development organizations will be considered investments in any matter, at least as investments in equipment...

Knowledge revolution in the 90 - Quality Revolutions in the 80 --

Eighties revealed the importance of organizations including the quality management organization. It was not a passing fad. The importance of quality has become an integral part of the culture of organizations, a necessary condition for success. Quality principles: customer center, the

importance of the partnership provider - a customer, not costs - a big waste of quality that minimize - these organizations remained. Certain methods to implement quality management were more successful than others, but the very point there is a muscle. This will, in our opinion, the knowledge management organization. Not all methods and tools will survive over time, but seems more and more organizations that engage in systematic, more and more managers know more and more organizations are under the direction of the organization, many diverse methods of reward for sharing knowledge, increasing variety of software utilities for managing knowledge, knowledge management and short become, in our assessment, course component organizations

Do not worry: you should join the knowledge management revolution. This is not a passing fad! (Dr. Edna Fisher)

Knowledge management organization also relies on knowledge about the hidden and overt knowledge.

To manage the knowledge you should also use **technological processes** and **cultural processes** that enable knowledge creation, knowledge gathering, sharing, integration and effective use of knowledge.

We said that human capital property right to organize his knowledge. If so, then knowledge management is making the assets of the organization real. In the same way people start a factory manager, purchasing machines and maintains them, producing products, selling them and finally depositing the money in the bank, so you need to manage the asset of knowledge, to get the maximum return for investment

Why knowledge management now <then knowledge management is capturing the company's expertise collective wherever it is found - in databases on the papers or dissemination of people's heads wherever it may help to generate a large profit

Personal Knowledge Management

"Organizations learn only through learning people. Learning of people does not guarantee learning of the organization, but without it - even the organization does not learn" Peter M.. Sengy

Everyone knows that one brilliant idea can be worth millions..

Personal knowledge management (PKM-Personal Knowledge Management) begins with understanding a great many workers today are acts of "knowledge workers". Professor Tom Davenport, theorist, researcher and consultant knowledge management, defines knowledge as a textile worker with a high degree of education, expertise or experience that the work highly associated with creativity, distribution or application of knowledge

"(Davenport, 2005). His latest book, "Thinking for a living," Davenport reports that in recent years, studies show that employee could spend 30% or more of his time to search for information and knowledge, in many cases is not even able to correct for the desired knowledge. Moreover, in many cases, failures of knowledge workers are not linked to what they know but what they do not know (but would need to know).

Concept of PKM focuses on ways that you can help employees be more effective in carrying out his work, both individual level and functioning part of a team and as part of a large organization. However, unlike more traditional perceptions of knowledge management, tend to focus on the capabilities of the entire organization operate more effectively.

The assumption is that function working knowledge workers in the 21st Century, should (and want to) take responsibility for development and learning they receive their jobs. They need processes and tools can help assess what they know in a certain situation, what they still need to know how they can complete these gaps. By a set of tools and capabilities in the field of knowledge and information, the training - PKM allows the employee to improve his ability to identify problems, analyze them solve them. Often tend to identify your - PKM with training in computer technology, but this is not the whole picture. Although PKM relates to knowledge level technology (IT), as increasing efficiency and effectiveness, but works can be excellent in managing personal knowledge without special technological tools.

Seven skills of PKM

According to the currently accepted concept, the PKM concept refers to seven major skills knowledge and cultivate them have to focus on:

Collecting information (Retrieving) - refers to a variety of methods and tools for which the employee uses to collect information from personal and basic skills such as asking questions and listening, to more complex skills related to search capabilities of materials on the Internet or computerized databases. Search capabilities relate not only to understanding and knowledge of databases, but also as the expansion of cognitive abilities and reducing the search, using search practices iterated (circular) and the like.

Evaluating Information (Evaluating) - refers to the employee's ability to evaluate the quality and reliability of the information in his hands, as well as the ability to determine the relevance of this knowledge with questions and problems he faced. This capability, which is based on technology skills is critical especially in light of "knowledge era "we live, characterized by a load of information, when the real challenge focuses on sorting, sifting and locating of relevant information that help us do our task.

Organization Information (Organizing) - refers to the employee's ability to organize information from a coherent, logical retrieval able. The intention

is to level the physical arrangement of information in folders, drawers, and other means of organization. Level computer, the intention is to arrange the information according to PC folders, subjects, areas and so on. Although information on the organization face a basic ability to sound trivial, it is not at all, because in an organization affects the information below on the employee's ability to make connections between various private information to be included into a broad and comprehensive picture.

Information Analysis (Analyzing) - refers to the ability to derive meaning from information. Basic capability in this area related to construction and development models express the relationship between different elements of information we have, when the intention is to analyze quantitative information numbers, but also systemic flow charts and models.

Display information (Presenting) - refers to the ability to build the information showing how the audience focusing on the listener. Displaying information, whether using Power Point, Web-Pages or text should be structured manner that allows the audience to understand, remember and create the connections between pieces of information forwarded to him.

Security (Securing) - refers to maintaining strict confidentiality of information, the quality and reliability of information transmitted. This category includes tools such as personal slogans, backup procedures (Back-Up) personal materials and the like.

Collaboration around information (Collaboration) - Although PKM focuses individual employee's capabilities, but there is no question that you could make contacts, exchange information with others, find sources for consultation joint brainstorming - all critical capabilities for information workers today. The new hit in this area is, of course, the vast online world of possibilities it opens to users. Latest tools in the field are personal blogs (Blogs). Blog is a private website that everyone can open, and open to visitors interested are invited to volunteer information, ask questions or just to comment. Beyond that, there are sites that hold collective blogs, defined as newsgroups, which are heated discussions of professional issues (or just on Domo of the world). Blogs that deal with professional visitors often experts, professionals and just plain curious participants, and great places to learn from the experience of others and develop professional relationships.

Why PKM? - My company and personal career

Many organizations invest tremendous resources in purchasing and developing sophisticated computerized systems, knowledge management systems developed at enterprise, holding agenda carefully worded declared that "We, the human resource center. But, few organizations invest in developing employee capabilities and tools of learning, efficiency of these vast resources, the candidates available. In this PKM is a concept of "Both" - also donated works better and better and stronger organization. In this respect,

PKM solve the old problem known as knowledge management culture in organizations: (I am what I got).

Moreover, investment in developing the capabilities of the employee becomes the employee's demand for the organization, as part of his personal career track. If the organization was previously working for life tenant undertakes to take care of the employee's income to his relief over the years, it is now, century - 21, when the stability of employment disappeared, **and workers begin to understand that they should worry about the task lying in their own development progress. As part of this process, quality work perfectly expect from the organization where they work to contribute to their learning process by the possibilities of growth, the development of professionalism in office, and options are a core component of learning as a weighty decision where to work and when you should stay in the organization. Therefore, the development investment - PKM's employees contributing employee satisfaction and reduces turnover of employees, which contributes to reducing the enormous costs of recruitment, classification and training new employees.**

Abundance of information load

Big amount of existing abundance of knowledge and information, the vast possibilities of choice that were not previously durability, manufacture of new phenomena and patterns of behavior of individuals and organizations. Article recently published in the journal (1) SCIENTIFIC AMERICAN entitled "tyranny of choice" refers to this phenomenon by focusing, in particular, he makes decisions and choices and consequences of the many choices on feelings and behavior.

Probably not easy to choose when there is an abundance of products, services and knowledge. Contrary abundance election may be a paralyzing and enslave. Not necessarily more choices and options yield better results. Paradoxically: less may be more: more happiness, more effective and may be smarter and has more quality. And no, this is not about fools' choice who paint the world pink. (2) ... You may argue that there is new under the sun, but the era of knowledge economy and access to allow forcing organizations to learn about high-tech and information. These conditions require many decisions and choices than ever before in human history. Conditions have changed and expectations have changed so the rules of the game.

There is nothing new under the sun paradox of "less is more"

Efforts and resources devoted to managing corporate information in order to "control" than the process of transferring information and knowledge between different parts of the organization, to allow access to new information, innovation, conservation knowledge and management knowledge as a basis for optimal decision-making processes. Knowledge management processes

and manufactures more and more information. So, paradoxically organization that deals with knowledge management processes must be created over time more and more knowledge and information available to employees.

Abundance this dynamic charges third parties have negative problematic symptoms known as flooding information. Flooding creates a need for order and construction. As the load increases, the ability to cope with a wealth of information and together with her growing need for structured organizational solutions, solid, with the order, processes, measurable results and measure ROI. Even organizations that advocate pluralism innovation, a multitude of different items of information may overwhelm and paralyze. Innovation is not necessarily a function of multiplicity for an open world, but sometimes just a constraint. However, the approach of "less is more" rational organizational concepts look on her face almost impossible for a waiver is the organization's assets. So what do we do?

Today the magic word abundance or flooding issue is the "employee's desktop" Enterprise Portal adapted to the needs of the knowledge worker. Through the employee will receive knowledge and information requires work processes in which he deals. This kind of solution "rational" seeks to bring the right knowledge and right employee in the right place. "He carries quite a few problems of matching the individual level of knowledge and information. Premise that stands behind this solution is that we must find a suit of knowledge worker. "

Another way of dealing with a wealth of knowledge and information is represented by an attitude of self-management. Machine: managing your personal information PKM (PERSONAL KNOWLEDGE MANAGEMENT). This approach teaches employees to manage their knowledge systematically through technological tools at their disposal. For example e-mail management, storage and electronic communications, the ability to retrieve, index, etc. according to the order of importance.

The idea is to filter, distill, organize, prioritize, and using technological tools in less investment and effort. This approach allows the creation of order and construction alternatives mission at hand, but it does not reduce the amount of knowledge and information options available to the individual but to organize them. Perhaps the organization makes it easy, maybe it increases the tyranny of choice?

But the very existence of this trend indicates a need to deal with the abundance or flooding in daily life of the employee

We may lose some data for various reasons such as changes in personal computer, a user changes role or viruses mistake... Therefore we need security for personal information with miles and maintaining contact information

Avni (2000) sees two strategies for managing organizational knowledge:
Codification strategy: a computerized knowledge - this method of information storage systems rely on knowledge retrieval as needed. This method is suitable for the type of knowledge "explicit".

Personalization strategy: an intellectual knowledge - human - knowledge is transferred to people or customer profile according to their interest or expertise. This method, the information should be filtered optimally adapted to the absorptive capacity of the employee or client in their processing capabilities.

Both are important corporate information management process.

The goal of these processes allow the organization to exploit the internal resources efficiently, create, identify opportunities, solve problems, streamline the organization's ability to cope and become a learning system that serves all its customers. (Senge, P., 1997).

Knowledge management related to two types of tasks (Geva, 2000; 1998, GARVIN)

1. Those who are supposed to record personal knowledge which is called "Hidden (implicit) knowledge".
2. These steps allow the exchange of knowledge and sharing performance is characterized by
Formal knowledge with clear codes is called "explicit knowledge".

Knowledge management is a process built in stages:
Making organizational knowledge and personal knowledge
Locating missing knowledge
Acquisition of new knowledge in organizing and implementing
Open habits for organizational learning and knowledge creation

We must create a climate where there are profits to share other information to increase motivation to share, including the exposure of failures that are an important learning process.

There are important processes that support real collaborative thinking and evaluation.

In order to success we must supervise the copyright.

It is important that all components of the organization in turn will participate in similar processes, including management of the organization. (Avni, 2000).

Knowledge organization based on three types of capital: intellectual capital, customer capital and capital livni (St. - ong oadoweinson, 1994 in Stewart, 1999)

Changing implicit knowledge to explicit knowledge.

Knowledge in an organization is built on risks at work, safe work processes, different response to emergencies, and behavioral characteristics of safety of workers. Much of this information may be hidden knowledge that is not encoded and expressed procedures or work instructions exist. One of the major steps in adopting knowledge management approach to safety is the construction of this knowledge, turning it into explicit knowledge, encoded and available to all. Conventional and most convenient way to do this is to choose a topic, a risk factor or activity that has risks, and establish a team such as "quality team" or "improvement team" (the terminology of knowledge management called it "learning group", consisting of interest from experts optimize his organization. not a big number of long meetings, assisted by knowledge obtained from interviews with various experienced, you can encode the hidden knowledge or risk factor associated with the selected activity, when production crew can be expressed in several ways such as recommendations on changing practices, content creation more appropriate training, change, or writing work procedures, safety instructions etc... In this way, knowledge and organization that existed in secret became full disclosure that can register using various types of documents. (Knowledge management systems and safety in employment, chapter 25)

(From the locate of yigal flint: travel, mass exchange - a view of organizations, knowledge management) **the most important knowledge is most critical for organizing unstructured information, knowledge based on experience, learning and creating new knowledge.** As a result, there is no future in an attempt to capture knowledge; except for hidden knowledge from the minds of workers and turn it into explicit knowledge. Many organizations invest efforts fruitless attempts to reach the non-structured knowledge for organizations to use such tools and mechanisms built. Who knows knows that he knows he'll also be happy to share his knowledge. Without sharing his knowledge there is no value. So we should allow him a place or opportunity to show his knowledge.

Organizations usually stick to the existing knowledge, knowledge is not always obvious or distributed in the right way, not accessible and therefore difficult to recreate. Questions like: "Where I recorded / filed the name of the supplier that ...? Or: Where the folder with the data on ...? Or: Where the procedure relating to the question of this client? Does he not changed in the last week? All these reflect symptoms of full disclosure it is difficult to retrieve. This usually happens because a lot of information that exists in the organization and implemented various projects not documented, transferred, managed or filed, then really it becomes a hidden knowledge, difficult to run organization routines and constantly try to create new knowledge.

Knowledge in the organization but is usually hidden because many employees claim that knowledge is power this could stop the success of knowledge transfer processes. Employees who hold knowledge in their heads may worry about harming the unique status by virtue of sharing knowledge that other private inheritance. In our opinion, if some organizations had regularly sharing knowledge, which

was documented, and managed transferred procedures, the likelihood that an organization had to create new knowledge, is low.

How can an organization maintain full disclosure - that exists? To begin the process successfully, you have to connect to an organization already existing action, only to walk one more extra mile:

- The organization should map the areas of core knowledge of his occupation (such that the organization sees them worthy of investment and contribute directly to the business)
- The organization needs to find experts in every field core such (at least one expert. usually has one, sometimes there is more than one, but it 'troubles of the rich, the challenge is to find the first).
- The organization should assign' environment 'for an individual that (in fact - to expand' environment, it's also 'virtual working environment ') which will be - knowledge in the specific field.

How to integrate technology?

Those smart tools and technologies can easily resolve some of the problems that organizations are dealing with today:

1. **Dynamic markets** - an organization must adapt to changes quickly in order to meet the changing needs of customers.
2. **Complex organizations** - organizations today are complex and will be even more in the future. Over the years, evolutionary changes are made to slow the organization's structure, the basic units known structures based on flexible work teams and projects management (flexible).
3. **Quality of decision-making** - every day all the time decisions are made. Organization's performance depends on these decisions. Difficulties faced by decision makers:

- A.. Need to make decisions in less time
- B. Although only one person receives the decision ultimately, quality depends on his ability to get the information from multiple experts.
- C. Any decision taken into account political considerations
- D.. There are decisions related to strategic planning - the ability to set goals for future planning and decisions related to operational / tactical - which is necessary to rely on facts and focus on important.
- E.The Decentralization decisions - decisions become more and more often only part of the market (eg Department of Marketing and Sales, Customer Service). Become more central role to provide strategic leadership, as a common framework to enable communication, knowledge management and business processes.

It is worth noting two important concepts that squad in the context of technological knowledge management:

- A.. The first term related to making and using knowledge and information to knowledge to action: business insight Business Intelligence - BI
- At. The other is in the sharing and dissemination of knowledge organization: Enterprise Portal Enterprise Portal

A.. Business insight (Business Intelligence) is a business **strategy** that includes tools and methods for collecting, integration, and analysis of operational data and information on various factors and business processes.

Factors can be customers, employees, competitors and more. Processes can be development, production, operation, marketing, delivery and more. That is, link (integration) of all systems and processes to organize one.

The - BI helps meet the needs listed above and especially decision-making processes, while the organization of information about customers, employees and products stored in different systems.

We must remember that a combination of knowledge management technologies are making information management element spreading knowledge, but knowledge management can not rely on that alone.

Knowledge management is a strategy and not technology.

Therefore, the technology should also be business people that they know to interpret the information in the removable through technology and understand the significance and rationale of his business, just as they understand the rationale of Technology.

Enterprise Portal is a tool that makes it easy for employees and customers to know and act in an organization which offers: Organization of content in accessible and convenient, fast search retrieval of information, new content distribution (sharing knowledge), update existing content, making different actions.

What is the value of knowledge?

The value of knowledge decreases with time. However, an employee who has knowledge of property value is just rising over time. For example, a patent, he knew, but he quickly loses its value if no product was produced or recorded a patent.

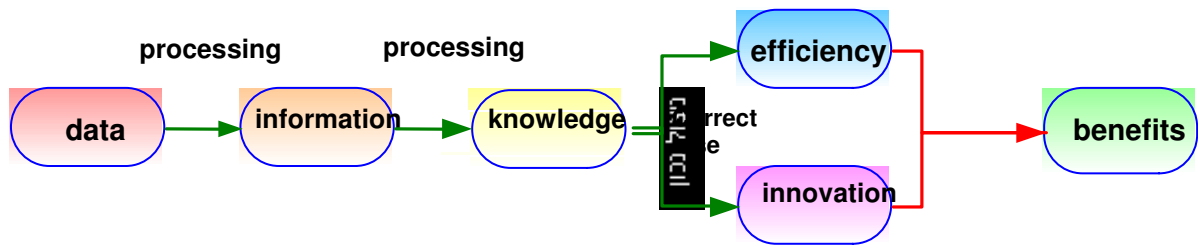
Precisely due to the fact that organizations recognize the importance of a knowledge worker, occasionally rising issue of ownership of knowledge: knowledge is manifest property of the organization: data or products. But since he knew could not be hidden is encoded, it stays at the top of the employee. .

Knowledge Management organization in two important aspects:

Efficiency - doing what the organization can do, but faster, better, more efficient, more true. Financial and business terms, organization, if he did that produce more, produce faster, sell more, sell more quickly – etc...: increase the capital. If the organization will have the knowledge manager learning organization is to work more efficiently and increase their own capital.

Effective - do what the organization did not think he knows and can do: which means innovation. Well-connected here invention and innovation. Organization that will be a learning organization and manage information is the production of new knowledge, it will be an innovator, he will renew his clients due to new values, new business values, is new and production value.

Hence the goal is knowledge management



Bibliography

1. http://mop.ort.org.il/km/scripts/inner_1.asp?pc=813586205
2. <http://www.pasher.co.il/articleDetails.asp?id=51>
3. <http://office.microsoft.com/he-il/sharepointserver/HA101735291037.aspx>
4. <http://www.pasher.co.il/articleDetails.asp?id=51>
5. <http://www.pasher.co.il/print.asp?id=134> Dr. Edna Fisher
6. .SCIENTIFIC AMERICAN, APRIL 2004
7. THE PARADOX OF CHOICE: WHY MORE IS LESS. BARRY SCHWARTZ. ECCO / HARPERCOLLINS PUBLISHERS, 2004.
8. <http://www.computer-and-i.co.il/dynamic.asp?cid=8877> orna geva
9. [Http://nihulyeda.a.wiki.co.il/index](http://nihulyeda.a.wiki.co.il/index)

. Presentation "knowledge management to business success" of Knowledge were - hidden knowledge - knowledge visible. knowledge enterprise for the 21 Century.van Nostrand, john wiley & sons. Sivan, A., Livni, N.. (2004) The quiet revolution of knowledge infrastructure

10. www.atarnet.net/nodewebimages/25049/Files/ presentation 20% knew 2.ppt Rina Saturn

11. [Portal.macam.ac.il / DbImage.aspx? image = file & id = 1351](http://Portal.macam.ac.il/DbImage.aspx?image=file&id=1351) blocks in 2000