

Knowledge Trivia Quiz Results

Answers – generally considered correct – to Knowledge Trivia Quiz at <http://www.skyrme.com/resource/ktrivia.htm>

1. Peter Drucker, born Vienna November 1909, therefore aged 90 in April 2000. *Management Challenges for the 21st Century* was published in April 1999 by HarperBusiness, an imprint of HarperCollins.
2. Windows NT = New Technology (at least it was in 1991!). Nonaka and Takeuchi.
3. At the time, the most prominent ones were:
Knowledge Management, published by Learned Information, then Bizmedia, reformatted as KMNews in Feb 2003 and now part of *e.learning*.
Knowledge Management, CurtCo Freedom Press. Ceased hard-copy publication in Oct 2001. Now the e-zine *DestinationKM* (<http://www.destinationkm.com>)
Knowledge Management Review, Melcrom Publishing, still going strong.
Knowledge Management Magazine, Ark Group, still going strong
Journal of Knowledge Management, initially published by IFS International, now by Emerald Press (MCB)
4. 50x. At the time, GlaxoWellcome's physical assets were around \$1bn, and the market value \$50bn of which \$10bn was goodwill. Today, after yet another merger, the ratio is closer to 20x. In its 2003 results, GlaxoSmithKline's balance sheet showed tangible assets of \$6.4bn, of which less than \$1bn is goodwill. Its market value is around \$125bn.
5. Human capital, structural capital and customer capital, although the latter is now more commonly referred to as relationship capital. Skandia published external IC supplements from 1994-1998.
6. Because Burger King was acquired by Grand Metropolitan (now Diageo), its brand value showed up as Goodwill on its balance sheet. McDonald's, by contrast, could not under accounting rules show its brand value as a balance sheet asset. *Business Week* in association with Interbrand publishes brand values annually. Its 2002 listing shows McDonald's 8th with \$25bn brand value while Burger King 90th at only \$2bn.
7. Priceline.com. About two stores. Of course, with the collapse of the dot.com bubble, things are not the same. Priceline is finally profitable after a roller coaster journey and significant investment. Launched at \$16 per share, the price rose to \$160 and is now around \$20. EToys, once valued at over \$10bn filed for bankruptcy in 2001 and its assets (website, software, brand name etc.) sold to KB Toys for a mere \$3 million.
8. Normally patents are awarded for inventions, which must show novelty, "involve an inventive step" and "have industrial application". But today business methods, at least in the US, are patentable. Hence Amazon's patent for 1-Click ordering. However, there are concerns that some aspects of naturally occurring genes and indigenous herbal remedies used for hundreds of years are patentable (see <http://www.genewatch.org/Patenting/home.htm>). In March 1998, the patent for a 'terminator seed' was awarded to Delta and Pine Land Co, a company acquired by Monsanto in May 1998.
9. Dow. Under the management of Gordon Petrash, its initial focus of its IAM programme was its portfolio of over 25,000 patents, all of which had maintenance costs. Those which had no obvious strategic use were sold, licenced or abandoned.
10. "One free fab plant", since through sharing best practices amongst its existing 12 plants, it did not need to build a 13th plant, saving an outlay of over \$500 million.

11. KnowledgeView – Price Waterhouse; Knowledge Online – Booz, Allen & Hamilton; IKE – Cooper's and Lybrand; Global Best Practices – Arthur Andersen (though now owned by PWC). Ernst & Young, whilst still having a management consultancy business, offered ERNIE.
12. Although his brain was donated to Princeton Medial Centre, it was removed by Dr Thomas Harvey who is reported to have kept it at his home in Wichita, Kansas. He cut it into pieces and gave them to various scientists during his travels. In 1995, what was left was given to Princeton Hospital. "Bizarre", "mystery", "odyssey" are some of the terms writers ascribe to the history of Einstein's brain after his death.
13. John Seeley Brown – formerly Chief Scientist at Xerox Palo Alto Labs. Has had several articles on Communities of Practice (e.g. with Paul Duguid), but is most noted for the HBR Classic 'Research That Reinvents the Corporation', Jan-Feb 1991.

Sir John Browne, CEO of BP. Interviewed by Steven E. Prokesch for an article 'Unleashing the Power of Learning', Sept-Oct 1997.
14. Etienne Wenger. Using ethnography (a branch of social anthropology).
15. Four processes described by Nonaka and Takeuchi: Socialisation (tacit-to-tacit), Externalisation (tacit-to-explicit); Internalisation (explicit-to-tacit); Combination (explicit-to-explicit).
16. These were Elizabeth Lank (formerly ICL/Fujitsu) and Victoria Ward (NatWest Markets). Both are now independent consultants. Elizabeth Lank specialises in collaborative working (<http://www.think.plus.com>); Victoria Ward on storytelling and space (<http://www.sparknow.net>)
17. The start of the modern KM movement is usually attributed to the *Knowledge Imperative Symposium*, a joint effort of APQC and Arthur Andersen, held in Houston, September 1995, and attracting over 450 delegates.
18. APQC 'American Productivity and Quality Center', in association with Arthur Andersen, developed KMAT (Knowledge Management Assessment Tool), that measured 24 practices in four enabling categories – leadership, culture, technology, and measurement/process – and kept a database of results. Today it offers the KM Roadmap. (See <http://www.apqc.org>).
19. Francis Bacon (1561-1626) "Ipsa Scientia Potestas Est", literally "knowledge itself is power", published in *Meditationes Sacrae de Haeresibus* c.1597 – 'Religious Mediations, Of Heresies'. The Greek philosopher was Hippolytus.
20. Classic chicken and egg situation. Although knowledge was probably around before mankind learnt how to manage it, you could argue that management "control of things or persons in conduct of an operation" was a prelude to our understanding of situations that resulted in knowledge.

You've heard the one about "Why did the chicken cross the road". The knowledgeable answer (in Albert Einstein think): "Did the chicken really cross the road or did the road move beneath the chicken". Other answers at <http://www.chickenjoke.com/>

So why did knowledge cross with management? Because management got cross it couldn't manage knowledge.

Hmmm – perhaps we need a new and up to date quiz?