

Multiple-choice questions (50 questions, two points each)

Please read the article and then answer the subsequent 15 questions (i.e., 1-15) accordingly. GOOGLE: ANDROID HAS NO BUILT-IN BUSINESS MODEL By Terrence Russell, November 06, 2007

After Google's announcement yesterday, everyone had the same question -- what is the company getting out of releasing its open-sourced mobile phone OS (Android)? When we reached out to the search giant for answers about its fiscal plans for the freely-distributed OS, we were a little surprised by the response we received from Richard Miner, one of Android's key technical staff.

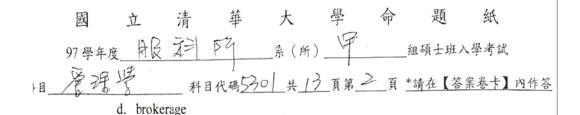
"For Android, there is no built-in business model," Miner stated flatly during our phone conversation. "The answer might not make sense, but basically, this is all going to be open-sourced. For us, strategically, it's key to have strong support in the mobile world." He continued, "As far as monetizing it -- we're more focused on delighting users before we figure out how to throw ads in front of them."

For Google, "delighting users" and getting them hooked on its apps are essentially the same thing. According to Miner, the real draw for getting Android up and running was securing a large and fundamental footprint in the mobile space. Trading the boon of an open and easily adoptable OS was just one of the first steps to opening up the industry.

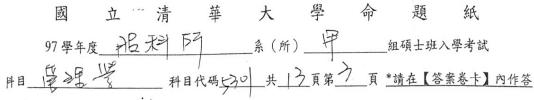
"If you know anything about the mobile space, it's been painful when it comes establishing a common platform," Miner lamented. "We've seen success with applications like mobile mapping, but effectively we've been asking 'how can you be really successful at building apps in the mobile space?" So, to some extent that's what has driven Google's investment and development of Android."

Developers and mobile phone users could definitely benefit from an open platform, but we're curious to see how Google plays its hand. Even though service providers will most likely spin off Android, Google is betting that better web access on handsets will equal more web traffic (and ad revenue) in the end. With the possibility of the company sharing its mobile ad revenue with service providers, it's looking like Android might not have a business model per se -- but it certainly has a lot of earning potential.

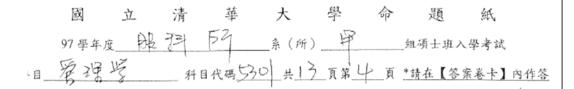
- 1. As a search engine company, Google is based its business model primarily on
 - a. subscription
 - b. infomediary
 - c. advertising



- 2. The way Google is delivering service to its users is following the principle of
 - a. simplicity
 - b. network effects
 - c. learning by using
 - d. standardization
- 3. Google, eBay, and Amazon as the best companies that exploit "the power of many". Which of the following is NOT considered "the power of many"?
 - a. more users
 - b. more advertisers
 - c. more competitors
 - d. more partners/alliances
- 4. The way Google provides its service is sometimes called "progressive disclosure". By disclosing information progressively, it reveals only the essentials and helps the user manage the complexity of applications. What are design principles of "progressive disclosure"?
 - a. stick to the sacred principle of simplicity
 - b. satisfy novice and advanced users simultaneously
 - c. split between initial and secondary features
 - d. navigation is hierarchical between layers
- 5. "Progressive disclosure" is sometimes confused with "staged disclosure" like wizards. What is the primary difference between these two?
 - a. the former is more powerful in searching
 - b. the latter is useful when you can divide a task into distinct steps
 - c. the former allows novice users to focus only on key features
 - d. the latter is problematic when the steps are interdependent
- 6. The competitive environment of OS (operation system) in the mobile space right now is best called?
 - a. monopoly
 - b. oligopoly



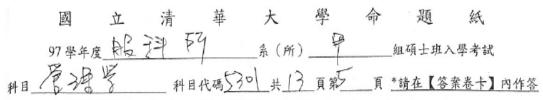
- c. proprietary
- d. open
- 7. What does Google's Android mean to the mobile space?
 - a. another Microsoft's Windows
 - b. surveillance
 - c. interoperability
 - d. security
- 8. How will Google's Android benefit the industry in the mobile space?
 - a. promote ecommerce applications
 - b. generate more revenue for network operators and service providers
 - c. build up an open, free platform
 - d. attract more users
- What business model does Google's Android propose to the mobile space? One is based on
 - a. voice transmission fees
 - b. data transmission fees
 - c. advertising
 - d. value-added services
- 10. Mobile network operators from China Mobile (the largest) to the Verizon (the close-ist) make their money from subscribers through contracts and, increasingly, value-added services. They might see Google's Android as a
 - a. sustaining innovation
 - b. disruptive innovation
 - c. radical innovation
 - d. dominant design
- 11. How will Google's Android challenge the incumbents in the mobile space?
 - a. give more power to users
 - b. intensify competition
 - c. take control away from network operators
 - d. lower down subscription fees



- 12. What does Android mean to Google?
 - a. expanding its area of participation in the value chain
 - b. exploiting the power of many in the mobile space
 - c. offering more service bundles to its users
 - d. trigger the competition of searching engine in the mobile space
- 13. If you were Google's CEO, how will you extend its business model into the mobile space?
 - a. deverticalize the value chain in the mobile space
 - b. side with service providers against network operators
 - c. collaborate with major stakeholders in the value chain
 - d. take advantage of network effects
- 14. Except for offering Android for free, Google also decided to share its advertising revenue with operators. What is the motivation behind Google's move?
 - a. preempt its competitors (eg. Yahoo) in the mobile space
 - b. occupy the strategic position of OS in the mobile space
 - c. facilitate the adoption of Android among operators
 - d. transfer its user base into the mobile space
- 15. In US, Google managed to win the 700 MHz spectrum that the FCC plans to put up for auction. What is Google's motivation?
 - a. increase Google's bargaining power vis-à-vis operators
 - b. convert Android into a profitable business model
 - c. facilitate change in the mobile space
 - d. transform Google into a mobile company

Please read the article and then answer the subsequent 10 questions (i.e., 16-25) accordingly. IN CALIFORNIA, WINE MAKERS TAP INTO HIGH TECHNOLOGY By Andrew Pollack, April 3, 1985

At first glance, the Charles Krug Winery might pass for a small refinery. Gleaming stainless-steel towers pierce the sky. Pipes run hither and yon. Wires and a thin optical fiber relay data from the tanks to a central computer, which each morning prints out graphs showing the temperature changes in each tank.



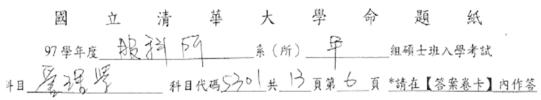
This is high technology, Napa Valley style. Slowly, wine making is turning from an ancient art into a modern science. Computers, sophisticated laboratory instruments and assembly-line automation are making their way into wineries that once operated with wooden tanks and human toil.

Wine makers say modern technology can result in more consistently good wine through better control of the production process. Computers and chemical analysis can also provide more information about what goes into a good wine, leading to improvements later on. "It's leading to better judgment and better wines down the run," said Dr. Roger B. Boulton, associate professor of enology, the science of wine making, at the University of California at Davis.

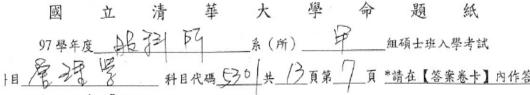
Reducing costs is another reason for the move to automation, although this applies much more to large bulk- wine producers than to the smaller wineries that produce a premium product.

The next frontier might be to apply genetic engineering to produce better grapes. Dr. Carole Meredith, an assistant professor in the viticulture department at the university at Davis, is experimenting with manipulation of genes to create new properties in grapes. Once the desired genes are implanted in a single cell, an entire plant must then be grown from that cell - and that technique will take years to perfect. There is another problem besides: scientists are not yet sure which ingredients in a grape make it the best candidate for wine.

- 16. "Wine making is turning from an ancient art into a modern science" means
 - a. change from manual to automatic works
 - b. change from low tech to high tech
 - c. change from tacit to codified knowledge
 - d. make use of information technology
- 17. Such process can be also called
 - a. computerization
 - b. standardization
 - c. automation
 - d. codification
- 18. Which of the following can be possibly automated?
 - a. selecting good grapes



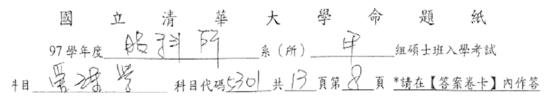
- b. crushing grapes
- c. controlling fermentation temperature
- d. determining when fermentation should be stopped
- The role/s of UC Davis played in the development of California wine industry might include
 - a. marketing
 - b. R&D
 - c. training
 - d. technical consultancy
- However, smaller wineries have been reluctant to adopt non-traditional measures. The possible reason/s might be
 - a. lack of capital
 - b. lack of scale economies
 - c. commercial secrets
 - d. all of the above
- 21. Besides making use of science and technologies, Robert Mondavi, the founder of the Mondavi Winery, also initiated wine campaigns and auctions in France. Why?
 - a. promoting Mondavi's exports to Europe
 - b. growing his own brand in US
 - c. creating a market for California wine
 - d. changing the public image of California wine
- 22. Napa Valley is the most famous among California wine clusters, which is composed of
 - a. wineries
 - b. universities and research institutes
 - c. state and local governments
 - d. wine associations
- 23. California wine is under the threat of Australian wine. For example, Yellow Tail, which is now the number one wine import in US: "has enough surplus wine to buy a glass for every man, woman, and child on earth". The key to the success of Yellow Tail might lie at
 - a. R&D



- b. finance
- c. marketing
- d. quality
- 24. By maintaining thorough crop insurance, seeking fixed-priced irrigation, using plastic corks, and pre-arranging U.S. and Australian currency exchanges to hedge against market fluctuations, Yellow Tail is able to provide wine for \$7 to \$8 per bottle retail. This marketing strategy is primarily based on
 - cost leadership
 - b. niche market
 - c. low-end market
 - d. risk minimalist
- 25. Premier food, like wine, has been transforming from a stand-alone producer to an integrated service provider. If you were a modern wine maker, how will you see the whole business as a/n
 - a. value chain flowed from customers to producers
 - integration of front-stage and back-stage activities
 - c. fashion tailored to a wide spectrum of customers' needs
 - d. system of emerging properties generated by all stakeholders

Please read the article and then answer the subsequent 14 questions (i.e., 26-39) accordingly. In the morning of early December, 2007, Mark Rogers, general manager of Apple Inc.'s UK division, was browsing the Wall Street Journal in his office in Apple's London headquarter while preparing for a later meeting of market review. Apple just introduced its iPhone (i.e., a phone with a multi-touch screen and iPod's features) in Europe on Nov. 9 by the mobile phone operator, O2. The iPhone's introduction in US was quite remarkable. In June, 2007, during the initial 36 hours of debut in US, 125 units were sold per minute. Even though Apple took a firm stand in its first step in the mobile phone market, it didn't necessarily mean Apple was able to do as well in its next step. In Europe, it was expected that Apple would encounter more intensive competition. For example, since 3G (i.e., a network facilitating faster internet surfing and audio-video synchronized transmission on mobile phones) was not prevalent in US yet, iPhone, unlike its major rivals, lacked of 3G support. Without higher-speed internet access via 3G, iPhone's many internet relevant functions might disappoint Europe users.

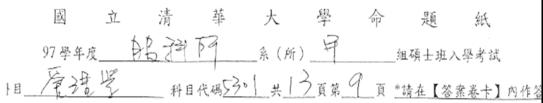
Besides, in UK, iPhone was sold, mainly due to the tariff and specifically designed wireless



service for the Europe market, at a premium GBP 269 with an additional monthly service plan starting at GBP 35. On the contrary, Nokia's (i.e., leader in Europe and worldwide market dominating almost double market share of its closest competitor by the end of 2007) high-end music phones were free of charge for customers paying similar monthly service.

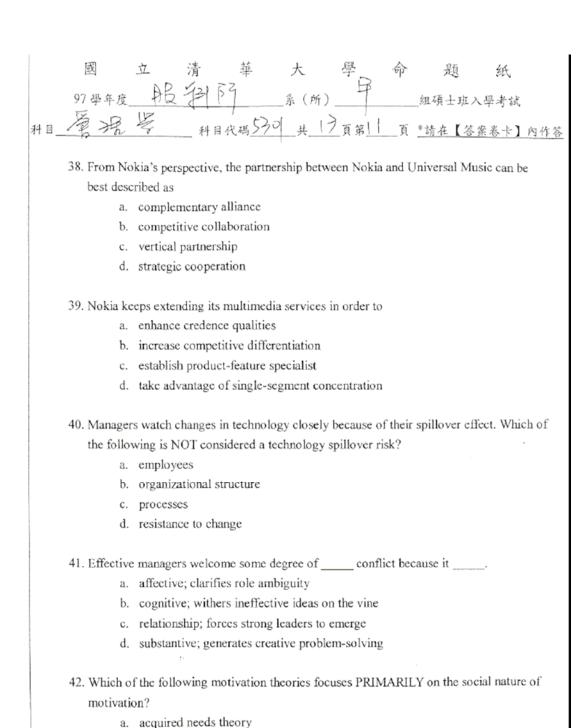
A report on the WSJ regarding iPhone's top competitor, Nokia, caught Rogers's attention. It reported that Nokia partnering with Universal Music (i.e., the largest music company in the world) introduced a service called "Comes with Music" in December, 2007. Through this service, customers were able to buy and download music via Nokia's handsets. This service would make iPhone's function of music download less unique. Nokia was looking for partnerships with other large music companies such that its music catalogs could be enlarged. In addition to music access, Nokia kept exploring the new multimedia services, such as games and GPS (global positioning system), for its mobile devices. It seemed to Rogers that Nokia intended to defeat Apple's invasion face to face. In November 2007, Nokia opened a flagship store which was very close to Apple's own London store exhibiting and selling iPhones. Nokia even employed the same architectural firm that had worked on Apple's stores. Nokia hoped that its stylish store design and many similar features would further compete with iPhone's stores. Nokia's new phones featuring scrolling wheel also looked much like Apple's iPod. Rogers worried about what Apple should do to respond to Nokia's moves.

- 26. Which of the following can best explain Nokia's moves in the last quarter of 2007 and in the near future?
 - a. Strengthen one's own current position
 - b. Grab an unoccupied position
 - c. De-position or re-position
 - d. Employ exclusive club or product ladders
- 27. iPhone's pricing in Europe is primarily based on the consideration of
 - a. cost
 - b. competition
 - c. customers' perceived value
 - d. target demand
- 28. The way Nokia is doing to defend its Europe market is best called:
 - a. contraction defense
 - b. counteroffensive defense



- c. preemptive defense
- d. flank defense
- 29. iPhone's intrusion in Europe can be characterized by which of the following specific attack strategy?
 - a. product proliferation
 - b. encirclement attack
 - c. market concentration
 - d. product innovation
- 30. 3G phone users who are fascinated with the video telephony are pursuing which of the following needs?
 - a. physiological need
 - b. safety need
 - c. social need
 - d. esteem need
- 31. Motorola is the 2nd largest mobile phone supplier globally. According to the above article, what is Motorola's relative market share in global mobile phone market?
 - Between 20% and 29%
 - Between 10% and 19%
 - c. about 1/2
 - d. about 1/3
- 32. Let all mobile phone suppliers in global market be entries of a BCG matrix. Nokia has been the leader and Motorola has been 2nd player in 2006 and 2007. Let circle size represent the sales volume. Assume that from 2006 to 2007, Nokia moves vertically upward with enlarging circle on the BCG matrix. Which of the following is the best description of Motorola from 2006 to 2007 on the BCG matrix?
 - a. Motorola's sales volume is increased
 - b. Motorola's market share is increased
 - c. Motorola may move vertically upward or vertically downward on BCG
 - Motorola may move horizontally left or horizontally right on BCG

- 33. As Rogers's senior vice president in strategy who studies The Art of War by Sun Tzu very well, you point out that Nokia's strategy can be best described as:
 - a. 故知兵者,動而不迷,舉而不窮。故曰:知己知彼,勝乃不殆;知天知地, 勝乃可全。
 - b. 夫地形者, 兵之助也。料敵制勝, 計險厄遠近, 上將之道也。知此而用戰者必勝; 不知此而用戰者必敗。
 - c. 尺戰者,以正合,以奇勝。故善出奇者,無窮如天地,不竭如江河。
 - d. 故用兵之法,十則圍之,五則攻之,倍則分之。
- 34. In addition to disclosing Nokia's strategy, you are asked to propose iPhone's competitive strategy in Europe. Which of the following is the best applicable strategy to iPhone?
 - a. 故明君賢將,所以動而勝人,成功出于眾者,先知也。
 - b. 故善用兵者,譬如率然。率然者,常山之蛇也。擊其首則尾至,擊其尾則 首至,擊其中則首尾俱至。
 - c. 出其所不趨,趨其所不意;行千里而不勞者,行于無人之地也。
 - d. 用兵之法,無恃其不來, 特吾有以待也; 無恃其不攻, 特吾有所不 可攻也。
- 35. Consistent with the above answer, in order to identify iPhone's target market, Rogers is supposed to consider the following information EXCEPT:
 - a. the market potential of mobile phones or smartphones
 - b. the underlying demands of potential mobile phone users
 - c. Motorola's core competences
 - d. Nokia's core competences
- 36. What is the best advertising strategy for iPhone in Europe?
 - a. informative advertising
 - b. persuasive advertising
 - c. reminder advertising
 - d. reinforcement advertising
- 37. The distribution channel of iPhone in UK is called
 - a. indirect channel
 - b. direct channel
 - c. multiple channel
 - d. hybrid channel



b. equity theoryc. expectancy theoryd. two-factor theory

	120	- ·+	4.5	1	612	Α.	97.	1.8				
	<u> </u>	工 消	平	大	字,	ज्या । जि	旭	紙				
	97 學年度	好建	69	_系(所))	P	1項士班入	學考試				
41 F	爱姆·	立清 投門 平	1 D 7 F () C	14.	今百分	12= *	结五 【癸二	安兴上】內佐人				
打出_	43. The norm	native decision-n	naking mod	el implies	that the n	nost impo	rtant quest	ion managers				
								-				
	can ask when deciding how much subordinate participation to encourage is a. do subordinates have sufficient information to make high-quality decisions?											
		b. how important is the subordinate commitment to the decision?										
	c.	c. how important is the quality of the decision?										
	d.	d. is the problem well structured?										
	AA A missio	n statement artic	ulates the fi	ındamantı	l purpose	of the ore	vanization	and often				
			diates die 10	mament	n purpose	of the org	gamzation ,	and often				
		a. a value proposition										
	b. a company identity or self-concept											
		primary activiti	-	,								
		all of the above										
	45 7 1 1											
		ining industry	stinting offi	mta ana Cas		andres and		a basis of				
	a.	 a. product differentiation efforts are focused on product refinement as a basis of product differentiation b. firms that are first movers can gain product differentiation advantages based on perceived technological leadership c. highly differentiated firms may be able to gain product differentiation advantages by preempting strategically valuable assets 										
	h											
	0.											
	c.											
	d.						ble market	niche that				
		will enable ther										
	46 One of th	ne special feature	s of service	e managa	mant is th	a providar	aliant inte	eraction This				
		d as when the cli				_		raction. This				
		prominent	- 15 diso _		as the serv	vice is pro	ducca.					
		the product										
		present										
,		the process										
	47 Th		C			15.		L of the				
		e three steps serv			increase q	uality con	troi. Which	n of the				
	•	reduce custome										
	a.	reduce custome	r contact po	HILLS								

b. monitor customer satisfaction

	國	立	清	華	大	學	命	題	紙	
	97 學年度	AB	3	53	系(所)	7		碩士班)	八學考試	
科目	意祖	3	科目	代碼53	0 共1	三頁第二	<u> </u>	责在【答	案卷卡】內	作答
 standardize the service-performance process 										
d. invest in good training procedures										
48. To match demand and supply, service managers can utilize a number of strategies on the demand side. Which of the following is NOT one of these strategies?										
a. complementary										
b. nonpeak demand										
	c. differential pricing									
	d.	shared s	services							
	49. Accordi	ng to Para	asuramar	, Zeitham	d, and Berr	v, the fifth	n "gap" in	their serv	ice-quality	

model is the gap between _____.

a. communicate value

b. manage the evidence

d. create high quality-high price

c. deliver fast speed

a. perceived service and expected service

b. service delivery and external communications

c. service-quality specifications and service delivery

d. management perception and service-quality specification

50. Services cannot be seen, tasted, felt, or heard before they are bought. To reduce

uncertainty, buyers will look for evidence of quality. They will draw inference about

quality from place, people, and price they see. Therefore, the service provider's task is to