

國立清華大學命題紙

97學年度 報科FY 系(所) 甲 組碩士班入學考試

科目 管理學 科目代碼 5301 共 13 頁第 1 頁 *請在【答案卷卡】內作答

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

國立清華大學命題紙

97學年度 服科研 系(所) 甲 組碩士班入學考試

科目 管理學 科目代碼 5301 共 13 頁第 2 頁 *請在【答案卷卡】內作答

d. brokerage

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

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科目 管理學 科目代碼 530 共 13 頁第 7 頁 *請在【答案卷卡】內作答

- 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

9. 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

國立清華大學命題紙

97學年度 醫科 59 系(所) 甲 組碩士班入學考試

科目 管理學 科目代碼 530 共 13 頁第 4 頁 *請在【答案卷卡】內作答

12. What does Android mean to Google?
- expanding its area of participation in the value chain
 - exploiting the power of many in the mobile space
 - offering more service bundles to its users
 - 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?
- deverticalize the value chain in the mobile space
 - side with service providers against network operators
 - collaborate with major stakeholders in the value chain
 - 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?
- preempt its competitors (eg. Yahoo) in the mobile space
 - occupy the strategic position of OS in the mobile space
 - facilitate the adoption of Android among operators
 - 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?
- increase Google's bargaining power vis-à-vis operators
 - convert Android into a profitable business model
 - facilitate change in the mobile space
 - 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.

國立清華大學 命題紙

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科目 管理學 科目代碼 5301 共 13 頁第 5 頁 *請在【答案卷卡】內作答

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

國立清華大學命題紙

97學年度 農科所 系(所) 甲 組碩士班入學考試

科目 管理學 科目代碼 5301 共 13 頁第 6 頁 *請在【答案卷卡】內作答

- b. crushing grapes
- c. controlling fermentation temperature
- d. determining when fermentation should be stopped

19. 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

20. 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

國立清華大學 命題紙

97 學年度 EMBA 系(所) EMBA 組碩士班入學考試

科目 管理學 科目代碼 530 共 13 頁第 7 頁 *請在【答案卷卡】內作答

- 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
- a. 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
 - b. 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

國立清華大學命題紙

97 學年度 管理學院 系(所) 甲 組碩士班入學考試

科目 管理學 科目代碼 5301 共 13 頁第 8 頁 *請在【答案卷卡】內作答

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?
- Strengthen one's own current position
 - Grab an unoccupied position
 - De-position or re-position
 - Employ exclusive club or product ladders
27. iPhone's pricing in Europe is primarily based on the consideration of
- cost
 - competition
 - customers' perceived value
 - target demand
28. The way Nokia is doing to defend its Europe market is best called:
- contraction defense
 - counteroffensive defense

國立清華大學命題紙

97學年度 船科所 系(所) 甲 組碩士班入學考試

科目 管理學 科目代碼 5301 共 13 頁第 9 頁 *請在【答案卷卡】內作答

- 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?
- a. Between 20% and 29%
 - b. 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
 - d. Motorola may move horizontally left or horizontally right on BCG

國立清華大學命題紙

97學年度 眼科研 系(所) 甲 組碩士班入學考試

科目 管理學 科目代碼 73d 共 13 頁第 10 頁 *請在【答案卷卡】內作答

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:

- 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。
- 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。
- 凡戰者，以正合，以奇勝。故善出奇者，無窮如天地，不竭如江河。
- 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?

- 故明君賢將，所以動而勝人，成功出于眾者，先知也。
- 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。
- 出其所不趨，趨其所不意；行千里而不勞者，行于無人之地也。
- 用兵之法，無恃其不來，恃吾有以待也；無恃其不攻，恃吾有所不可攻也。

35. Consistent with the above answer, in order to identify iPhone's target market, Rogers is supposed to consider the following information EXCEPT:

- the market potential of mobile phones or smartphones
- the underlying demands of potential mobile phone users
- Motorola's core competences
- Nokia's core competences

36. What is the best advertising strategy for iPhone in Europe?

- informative advertising
- persuasive advertising
- reminder advertising
- reinforcement advertising

37. The distribution channel of iPhone in UK is called

- indirect channel
- direct channel
- multiple channel
- hybrid channel

國立清華大學命題紙

97學年度 服科研 系(所) 甲 組碩士班入學考試

科目 管理學 科目代碼 5301 共 17 頁第 11 頁 *請在【答案卷卡】內作答

38. From Nokia's perspective, the partnership between Nokia and Universal Music can be best described as
- complementary alliance
 - competitive collaboration
 - vertical partnership
 - strategic cooperation
39. Nokia keeps extending its multimedia services in order to
- enhance credence qualities
 - increase competitive differentiation
 - establish product-feature specialist
 - take advantage of single-segment concentration
40. Managers watch changes in technology closely because of their spillover effect. Which of the following is NOT considered a technology spillover risk?
- employees
 - organizational structure
 - processes
 - resistance to change
41. Effective managers welcome some degree of _____ conflict because it _____.
- affective; clarifies role ambiguity
 - cognitive; withers ineffective ideas on the vine
 - relationship; forces strong leaders to emerge
 - substantive; generates creative problem-solving
42. Which of the following motivation theories focuses PRIMARILY on the social nature of motivation?
- acquired needs theory
 - equity theory
 - expectancy theory
 - two-factor theory

國立清華大學命題紙

97學年度 醫科研 系(所) 研 組碩士班入學考試

科目 管理學 科目代碼 570 共 13 頁第 12 頁 *請在【答案卷卡】內作答

43. The normative decision-making model implies that the most important question managers can ask when deciding how much subordinate participation to encourage is ____.
- do subordinates have sufficient information to make high-quality decisions?
 - how important is the subordinate commitment to the decision?
 - how important is the quality of the decision?
 - is the problem well structured?
44. A mission statement articulates the fundamental purpose of the organization and often contains ____.
- a value proposition
 - a company identity or self-concept
 - primary activities
 - all of the above
45. In a declining industry
- product differentiation efforts are focused on product refinement as a basis of product differentiation
 - firms that are first movers can gain product differentiation advantages based on perceived technological leadership
 - highly differentiated firms may be able to gain product differentiation advantages by preempting strategically valuable assets
 - highly differentiated firms may be able to discover a viable market niche that will enable them to survive despite the overall decline in the market
46. One of the special features of services management is the provider-client interaction. This is defined as when the client is also _____ as the service is produced.
- prominent
 - the product
 - present
 - the process
47. There are three steps service firms can take to increase quality control. Which of the following is NOT one of these steps?
- reduce customer contact points
 - monitor customer satisfaction

國立清華大學命題紙

97學年度 服科所 系(所) 甲 組碩士班入學考試

科目 管理學 科目代碼 5301 共 13 頁第 3 頁 *請在【答案卷卡】內作答

- c. 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 services
49. According to Parasuraman, Zeithaml, and Berry, the fifth “gap” in their service-quality model is the gap between _____.
- 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 “_____.”
- a. communicate value
 - b. manage the evidence
 - c. deliver fast speed
 - d. create high quality-high price