

# 100 學年度國立勤益科技大學碩士在職專班招生入學考試

## 研發科技與資訊管理研究所 B 組

### 【案例評述/B 卷：資訊管理】 試題

准考證號碼(請考生自填)：□□□□□□□□

注意事項	考試時間 100 分鐘
------	-------------

#### 案例一、 歐晉德承認：票務系統沒有完整測試，導致搶票大亂！

中廣新聞／彭群弼

針對高鐵出現重複售票的烏龍事件，高鐵執行長歐晉德表示：票務系統承包商，沒有同時啟動所有的售票據點，進行全系統的完整測試，導致不同的售票據點，搶到同一個座位，導致座位重複銷售，經過緊急修改之後，已經大幅減少。不過，還需要進一步觀察改善的情形，才能確認是否完全解決。

大眾運輸工具最怕重複賣票，客人沒座位一定會抓狂，號稱最高科技，最先進的台灣高鐵，就發生了重複賣票的大烏龍，部分列車甚至超賣了兩百多張車票，導致高鐵必須開加班車來輸運旅客！高鐵執行長歐晉德坦承：系統承包商神通所設計的售票系統有嚴重的漏洞，當其中一部終端設備指定某個座位之後，在交易未完成前，竟然可以開放第二個售票點將同一個座位交易，導致重複售票！問題就出在承包商在正式營運前，並沒有進行 151 個售票據點：(人工及自動售票機)同時開機，同時搶票的測試。

歐晉德說：第一天發現超賣之後，第二天系統經過修改，中午過後，超賣現象已經大幅減少七成，預估還要觀察幾天，確認是否已經全部解決。售票系統設計上的嚴重缺失，讓高鐵還沒開張營運，就出現超賣的危機，在沒有完全解決之前，高鐵何時開放網路，或其他管道的訂票系統，恐怕還有得等。

**問題：閱讀上述的案例後，請回答下列問題**

- (1) 請以系統測試方法分析臺灣高鐵售票系統忽略了資訊系統測試的哪些方法？(20%)
- (2) 請說明臺灣高鐵在資訊系統委外過程中，在與承包商簽訂合約時最需要注意的委外準則為何？(30%)

#### 案例二、Verizon and AT&T (50%)

Verizon and AT&T are the two largest telecommunication companies in the United States. They use their networks to watch high-definition (HD) TV; surf the Internet; send e-mail, text, and video messages; share photos; watch videos online; and conduct videoconferences around the globe. All of these products and services are digital. Both companies are trying to outflank one another by refining their wireless, landline, and high-speed Internet networks and expanding the range of products, applications and services offered to customers. But there are differences. AT&T is staking its growth on the wireless market by aggressively marketing leading-edge high-end devices such as the iPhones. Verizon is betting on its premium television service to homeowners.

For a number of years, Verizon has tried to blunt competition by boasting that its wireless network is the largest and most reliable in the United States. Now, however, it is also focusing on expanding its FiOS TV and high-speed Internet services. FiOS is a bundled communications (Internet, telephone, and TV) service, operating over a fiber-optic network that extends all the way to individual homes. It delivers Internet service at speeds five times faster than cable competitors, along with over 100 high-definition television channels, over 500 digital channels, and over 2500 videos on demand. Verizon's management believes the company "can't roll out FiOS fast enough." Despite prices that average well over \$130 for a bundle of Internet, TV and voice services, 20 percent of the homes where FiOS is available sign up for the service.

Verizon's FiOS move is more risky financially than AT&T's, because up-front costs are high and it will take time to generate healthy profit margins on this line of business. Building the fiber system (including extending fiber-optic cabling to individual homes) costs about \$4,000 per customer.

AT&T's strategy is more conservative. Why spend so much money on new wires when cell phones are becoming ubiquitous and profitable? Why not partner with other companies to capitalize on their technology innovations? That was the rationale for AT&T contracting with Apple Computer to be the exclusive network for its iPhone. Even though AT&T subsidizes some of the iPhone's cost to consumers, the iPhone's streamlined design, touch screen, exclusive access to the iTunes music service, and 65,000 or so downloadable applications have made it an instant hit. AT&T has been almost neck-and-neck with Verizon in the wireless business. Moreover, AT&T profit margins from the iPhone grow over time because iPhone subscribers are required to sign a two-year contract for a higher-price wireless service plan.

In the long term, however, Verizon's ability to offer TV as part of a bundle of phone, Internet, and television services may give it the competitive edge. Even without an iconic device such as the iPhone. Verizon's wireless business has prospered by relying on network quality and customer service. And Verizon is hedging its bets. In April 2009, Verizon Wireless started talking with Apple, about selling a version of the iPhone that would work on Verizon's network. AT&T's exclusive U.S. rights to the iPhone expire in 2010. If Verizon contracts with Apple to sell the iPhone, the competitive balance will shift again.

- Questions: (1) Identify the business challenges they are facing, how they solve the problem, what are the benefits, what did they do to solve the problem in terms of people, organization, and technology? (30%)
- (2) Which company will gain more competitive advantages in the long run? And why? (20%)