

國立勤益科技大學 102 學年度研究所碩士班招生筆試試題卷

所別：研發科技與資訊管理研究所 組別：資訊管理組

科目：資訊管理

准考證號碼：□□□□□□□□ (考生自填)

考生注意事項：

一、考試時間 80 分鐘。

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試題一：何謂梅特卡夫定律(Metcalfe's Law)? 請說明梅特卡夫定律如何促進現今的網路經濟。(20%)

試題二：何謂 Web2.0? 何謂 Web2.0? 請舉出目前使用在 Web2.0 的五種應用服務。(20%)

試題三：請說明何謂 Business Value Chain Model 及 Porter's Competitive Forces Model? 並舉例說明之。(25%)

試題四：請閱讀個案，並回答下列問題。(35 分)

(1)請說明 iPad 成為顛覆性科技(disruptive technology)的理由?在此情境下，何者為贏家?何者為輸家?為什麼?(20%) (2)請說明 iPad 對 Apple 企業經營模式、內容創造者、及經銷商的衝擊(15%)?

Tablet computers have come and gone several times before, but the iPad looks like it will be different. It has a gorgeous 10-inch color display, a persistent Wi-Fi Internet connection, potential use of high-speed cellular networks, functionality from over 250,000 applications available on Apple's App Store, and the ability to deliver video, music, text, social networking applications, and video games. Its entry-level price is just US\$499. The challenge for Apple is to convince potential users that they need a new, expensive gadget with the functionality that the iPad provides. This is the same challenge faced by the iPhone when it was first announced. As it turned out, the iPhone was a smashing success that decimated the sales of traditional cell phones throughout the world. Will the iPad likewise as a disruptive technology for the media and content industries? It looks like it is on its way.

The iPad has same appeal to mobile business users, but most experts believe it will not supplant laptops or netbooks. It is in the publishing and media industries where its disruptive impact will first be felt.

The iPad and similar devices (including the Kindle reader) will force many existing media businesses to change their business models significantly. These companies may need to stop investing in their traditional delivery platforms (like newsprint) and increase their investments in the new digital platform. The iPad will spur people to watch TV on the go, rather than their television set at home, and to read their books, newspapers, and magazines online rather than in print.

Publishers are increasingly interested in e-books as a way to revitalize stagnant sales and attract new readers. The success of Amazon's Kindle has spurred growth in e-book sales to over \$91 million wholesale in the first quarter of 2010. Eventually, e-books could account for 25 to 50 percent of all books sold. Amazon, the technology platform provider and the largest

distributor of books in the world, has exercised its new power by forcing publishers to sell e-books at \$9.95, a price too low for publishers to profit. Publishers are now refusing to supply new books to Amazon unless it raises prices, and Amazon is starting to comply.

The iPad enters this marketplace ready to compete with Amazon over e-book pricing and distribution. Amazon has committed itself to offering the lowest possible prices, but Apple has appealed publishers by announcing its intention to offer a tiered pricing system, giving publishers the opportunity to participate more actively in the pricing of their books. Apple has agreed with publishers to charge \$12 to \$14 for e-books, and to act as an agent selling books (with a 30% fee on all e-book sales) rather than a book distributor. Publishers like this arrangement, but worry about long-term pricing expectations, hoping to avoid a scenario where readers come to expect \$9.99 e-books as the standard.

Textbook publishers are also eager to establish themselves on the iPad. Many of the largest textbook publishers have struck deals with software firms like ScrollMotion, Inc. to adapt their books for e-book readers. In fact, Apple CEO Steve Jobs designed the iPad with use in schools in mind, and interest on the part of schools in technology like the iPad has been strong. ScrollMotion already has experience using the Apple application platform for the iPhone, so the company is uniquely qualified to convert existing files provided by publishers into a format readable by the iPad and to add additional features, like a dictionary, glossary, quizzes, page numbers, a search function, and high-quality images.

Newspapers are also excited about the iPad, which represents a way for them to continue charging for all of the content that they have been forced to make available online. If the iPad becomes as popular as other hit products from Apple, consumers are more likely to pay for content using that device. The successes of the App Store on the iPhone and of the iTunes music store attest to this. But the experience of the music industry with iTunes also gives all print media reason to worry. The iTunes music store changed the consumer perception of albums and music bundles. Music labels used to make more money selling 12 songs on an album than they did selling popular singles. Now consumers have drastically reduced their consumption of albums, preferring to purchase and download one song at a time. A similar fate may await print newspapers, which are bundles of news articles, many of which are unread.

Apple has also approached TV networks and movie studios about offering access to some of their top shows and movies for a monthly fee, but as of yet the bigger media companies have not responded to Apple's overture. Of course, if the iPad becomes sufficiently popular, that will change, but currently media networks would prefer not to endanger their strong and lucrative partnerships with cable and satellite TV providers.

And what is Apple's own business model? Apple previously believed content was less important than the popularity of its devices. Now, Apple understands that it needs high-quality content from all the types of media it offers on its devices to be truly successful. The company's new goal is to make deals with each media industry to distribute the content that users want to watch at a price agreed to by the content owners and the platform owners (Apple). The old attitudes of Apple ("Rip, burn, distribute"), which were designed to sell devices are a thing of the past. In this case of disruptive technology, even the disruptors have been forced to change their behaviors.