

國立台灣大學商學研究所博士班入學考試試卷（98 學年度）

科目 科技管理 （考試時間 2 小時） 第 1 頁 / 共 2 頁

（請注意雙面列印）

I. Short Answers (35%, 7 points each)

1. Software as a service (SaaS) has been considered as the next wave of software business model, please give one example to explain this new development.
2. In recent years, Google has been praised as the one to invent “management innovation”, please elaborate on this comment
3. In the paid-advertisement market, will Google enjoy “winner take all” and result in a single-homing platform?
4. “There is at least one point in the history of any company when you have to change dramatically to rise to the next performance level. Miss the moment and you start to decline.” ~~ Andy Grove, former Chairman of Intel. To its answer, the concept of “ambidextrous organization(懷有二心的組織)” has been proposed as the way to manage evolutionary and revolutionary change. Please elaborate on this argument.
5. In his well-received article, “What is strategy?” Michael Porter stated “Although external changes can be the problem, the greater threat to strategy often comes from within.” He then argued that “A sound strategy is undermined by a misguided view of competition (a firm needs to excel in all aspects), by organizational failures (a race for operational efficiency, then no trade-off need to be made) , and especially by the desire to grow.” Please use one example to explain why companies tend to avoid strategic choice.

II. Platform as the innovative Business Model. (15%)

Open innovation, platform, component-based solution architecture (by IBM), etc. are all hot topics appeared in all kinds of management magazines and journals. Please apply the following theoretical ideas to argue when it is appropriate to use the open business model (open platform) as the way business needs to be done.

- (a) Component innovation and architectural innovation (especially the concept of architecture interdependence, and modular architectural design)
- (b) Appropriability of the returns from innovation (David Teece 1986)
- (c) Ctach-22 problem (chicken and egg problem)
- (d) Winner take all

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- III. Outline the main features of a service (financial or logistics), and how these may be manipulated in innovation? Please pick one(financial or logistics) in answering this question. (20%)
- IV. To what degree do you think the creativity of the firm is a function of the creativity of individuals, versus structure, routines, incentives, and culture of the firm? Provide an example of a firm that does a particularly good job at nurturing and leveraging the creativity of its individuals. (15%)
- V. Pick a product that you know well what intermediaries do you think are used in bringing this product to market? What valuable services do you think these intermediaries provide? (15%)

試題請隨卷繳回