Student name:	
Student number:	

EXAM e-Business Innovation. December 18, 2009 – 15:15 18:00

Instructions (please read carefully):

- *This is a closed book exam – it is not allowed to consult any material – physical or electronic. Be sure to switch mobile phones off and store them in a closed bag.*
- ***Use this exam to write the answers on questions. Use the available boxes after each question for your answer. Do not write outside the boxes. We will only correct text written inside the boxes.***
- ***Be sure to indicate name and student number on each sheet of paper.***
- *Concise yet complete answers are better than long-winded answers.*
- *You may answer in English or in Dutch.*
- *Grade for this exam is Round (Sumof Points / 10).*
- *Grade for the eBusiness Innovation course is 0.5* this exam + 0.5 * group assignments. You will be reported the final grade for the eBusiness Innovation course. We will report the grade for the group assignment to the communicator of each group by email.*

Success!

Group assignment

Before starting with the exam, please indicate below whether you did your group assignments.

Yes/No	I did my assignment
	in year (2007) (tick if appropriate)
	in year (2008) (tick if appropriate)
	in year (2009) (tick if appropriate)

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Question 1 (5 points)

What is the difference between an "**innovation**" and an "**invention**"?

Answer

Question 2 (5 points)

Various creativity techniques exist to generate innovative (eBusiness) ideas. Explain what the goal is for "**combinatorial**" creativity techniques.

Answer

Question 3 (9 points)

Give at least **three** characteristics of "**business models**".

Answer

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Question 4 (6 points)

Give at least **three barriers** for e-business/e-commerce.

Answer

Question 5 (10 points)

Give at least **four** reasons why it is **beneficial** to make *e³value* models during the development of innovative e-business ideas.

Answer

Question 6 (10 points)

Value Webs and **Value Chains** are different kinds of business models. In recent decades organizations have shifted from "value chain"-business models to "value web"-business models (eg. Cisco, Apple). **Explain why** (give at least **three** arguments).

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Answer

Question 7 (10 points)

Porter and Ticoll disagree about the positive/negative effects of the Internet and related technologies on the business world.

Question 7a (5 points): Explain why Porter believes that **partnering** is **nonsense** (give at least 2 proper arguments). If you like, you can use examples.

Question 7b (5 points): Explain why Ticoll believes that **partnering** is **beneficial** for organizations (give at least 2 proper arguments). If you like, you can use examples.

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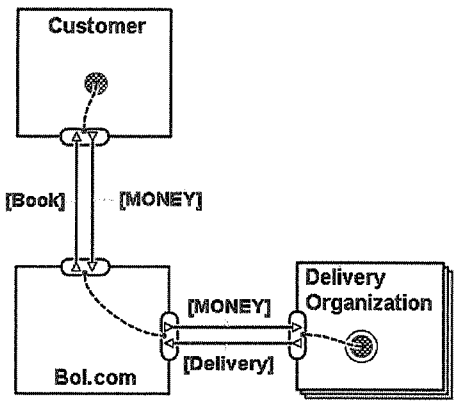
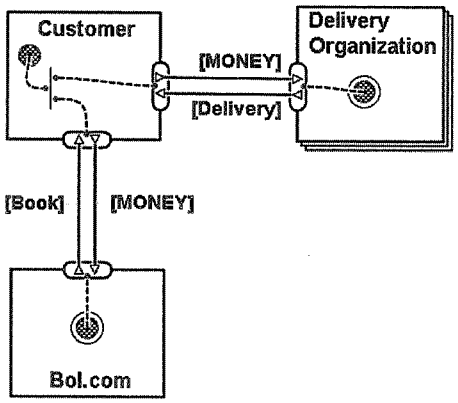
Question 8 (10 points)

Consider the following value models. **Explain** the key **difference** between the model on the left (a) and the model on the right (b).





Answer

Question 9 (15 points)

Consider the following text and *e³value* model.

Text: There are various listeners (literally thousands of them) who want to listen to the radio. Such listeners have two choices: they listen to an ethereal radio (just broadcasting using ether frequencies), or they listen to Internet radio stations (broadcasting via the Internet). Obviously, in both cases the listener can choose from many radio stations. In case of an ethereal station, the listener obtains a music stream (the radio program) and in return gives his audience. This audience is used by the radio station to attract advertisers: a station sells an ad to an advertiser, and the advertiser pays a fee in return. The radio station pays two rights societies (SENA and BUMA) for using music tracks: the right to make public as it is called (you are not allowed to broadcast music without paying the right owners of the content you broadcast). The station has to pay per listener, per track, and not per stream. Note that a stream a listener listens to consists of more than one track.

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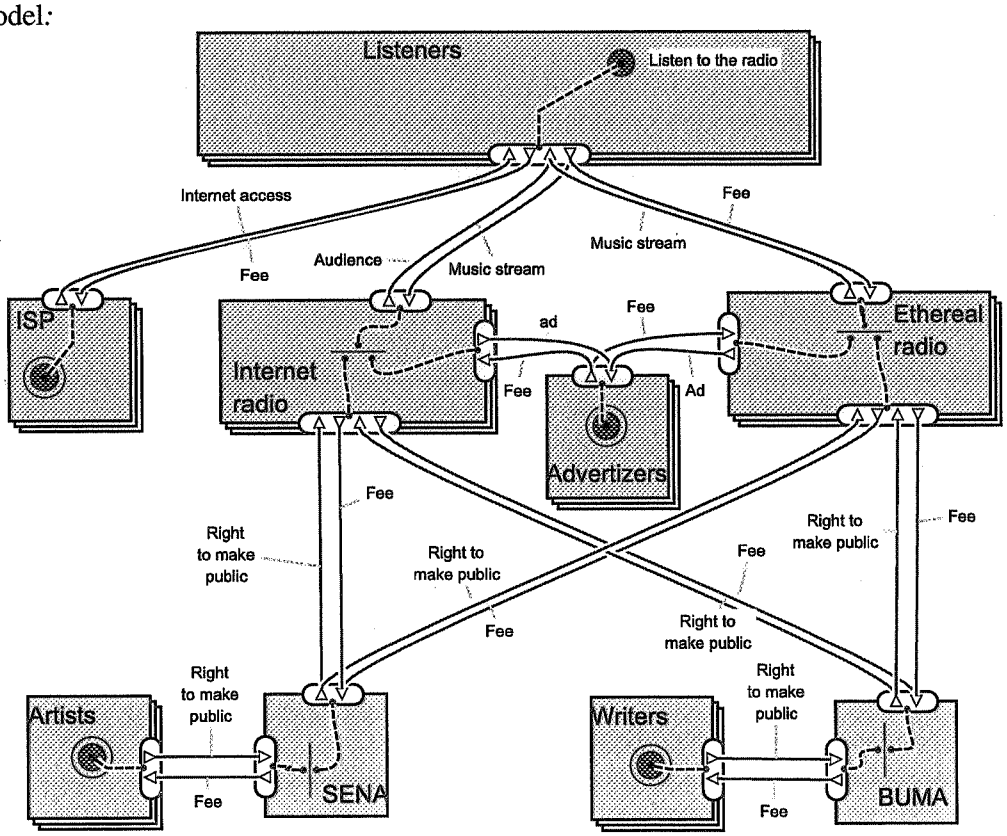
These right societies pay in turn their respective right owners. The SENA pays per track per listener a fee to artists (typically, a track has more than one artist), and the BUMA does the same but then for writers of tracks (typically, a track has more than one writer). The Internet radio station works more or less the same as the ethereal radio station; only now the listener needs to have Internet access from an ISP, and the listener pays the ISP a fee for this. Also, the Internet radio station itself needs Internet access for broadcasting purposes, and pays for this.

Note: You can see from the model that the SENA pays more than one artist for one track as follows: the SENA has an AND construct inside, modeling that one *outgoing right to make public (for a track) is 'exploded' into a* number *of incoming rights of individual artists. The same construct has been applied for the BUMA to model that for one outgoing right on a track, more than one writer should be paid. You can assume that this 'explosion' of a single outgoing right to make public (for a track) into a number of ingoing rights to make public (for artists/writers) is modeled correctly.*

Model:



Which mistakes are in the diagram, given the corresponding text (give at least five mistakes)?

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Question 10 (10 points)

Question 10a (4 points): Give **four characteristics** of the changed role of Information Systems due to the grown importance of e-business applications.

Question 10b (3 points): What is the goal of an **e-procurement** system?

Question 10c (3 points): Which **characteristics** of an electronic hub are crucial for optimizing the procurement of office supplies? (For a list of characteristics to choose from, see below.) **Explain** each choice briefly.

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e-Hub functionalities to select from are:

1 Public (open for anyone) or
2 Private (closed, pre-negotiated contracts)

3 Vertical (industry specific) or
4 Horizontal (industry independent)

5 Auction (price to bid) or
6 Marketplace (price set no RFQ)

7 Anonymous participation or
8 Known participation

9 Integration for automated payment or
10 Integration for automated ordering or
11 Integration for automated ordering and payment

Question 11 (10 points)

Question 11a (5 points):
Find the number of **traces** in the e^3*value* model on the next page. If there is more than one trace, **explain** how the traces differ from each other.

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Question 11b (5 points):

An *e³value* model can be used to count the number of valu
interfaces. To that end, the number of occurrences, stated
propagated throughout the model. Consider the model
occurrences for each question mark (?)

e³value model for question 11a & 11b: