

BSc Unternehmerisches Denken und Handeln

Winter Term 2015/2016

Mock Exam

The following mock exam is composed of tasks from the final exams in “Unternehmerisches Denken und Handeln” in the winter term 2015/16. The questions cover different topics of the lectures, guest lectures and case studies of type A. The level of difficulty displayed in the mock exam is not necessarily representative for upcoming exams, i.e., questions can be easier or more difficult and cover different topics. Moreover, the case studies of type A in the current winter term may differ from those in the mock exam. **There are no solutions available!** Further we won't discuss your individual solutions.

Exemplary Cover Page

Name: _____

Student ID number: _____

Signature: _____

- You have **60 minutes** to answer the following questions. You may receive up to **60 points**, i.e. on average you should spend about 1 minute per point.
- Please check whether the exam contains **8 numbered pages** (including this cover page).
- Write down your name and student ID number on this cover page and on all answer sheets.
- The exam is composed of **2 parts**:
 - The first part consists of 3 exam tasks. Please answer **all** questions from this part.
 - The second part consists of 4 exam tasks, one for every case study of type A. Please choose **one** of the tasks from this part and answer the corresponding questions. If you work on more than one task, only the first solution on your answer sheet will be graded.
- You may use a pocket calculator that has no option to put text in the memory.
- Calculate within four digits after the decimal point. This also holds for intermediate results.
- Write on the answer sheets only. **Answers on the question sheets will not be graded.** Use a **new** answer sheet for every part. If you comply with this, you will get **1 bonus point**.
- Please hand in **all question and answer sheets** after the exam. If only parts of the question sheets are submitted, this will be interpreted as an attempt of deception.
- **You are not allowed to carry cellphones, smartphones or other mobile devices with you during the exam; any device that you carry with you (no matter if switched on or off) will be counted as an attempt of deception.**

Good luck!

Exam Tasks – Part 1

Exam Task 1.1: Conjoint Analysis

10 Points

a) One common business application of Conjoint Analyses is to acquire information in the process of designing new products.

Suppose your company is currently developing a new smartphone. You propose to conduct a conjoint analysis to better understand the needs of the customers. Please explain in detail which information can be acquired by conducting a conjoint analysis.

1. Please explain two (2) outputs that can be obtained from Conjoint Analyses. (2 Points)
2. Please discuss how the output from 1. can be used in the design process of the new smartphone. (2 Points)

b) Assume you conducted a CA in the market for smartphones. You have obtained the following utilities:

	Brand		Price		Battery Capacity
Apple	.56	€399	.36	1 day	-.60
HTC	.43	€499	.02	2 days	.09
Sony	-.52	€599	-.27	3 days	.72

1. Please illustrate the formula which can be used to forecast the market share (demand) of specific products. (2 Points)
2. Suppose the market consists of two (2) smartphones (Smartphone A and B):

Attribute:	Smartphone A:	Smartphone B:
Brand	Apple	HTC
Price	€599	€499
Battery Capacity	2 days	1 day

Considering the utility-results mentioned above, please calculate the *utility* and forecast the *market share* for **both** smartphones. (4 Points)

Exam Task 1.2: Snyga

10 Points

The following questions refer to the guest lecture on *Snyga* by Jörg Bochow (October 07, 2015).

- a) Briefly describe the main business idea behind Snyga. Why has the innovation not been made earlier? (2 Points)
- b) Explain the business case which Snyga had to face that was presented in the lecture. Thereby describe the two different solutions to the case and one advantage as well as one disadvantage of each solution. What solution did Snyga settle on and why? (8 Points)

Exam Task 1.3: Games & Innovation

10 Points

- a) Please describe the *ultimatum game*. (4 Points)
- b) Describe the initial situation in the *Chain-Store game*. What are the two possible approaches to face this situation? (4 Points)
- c) Briefly explain how the ultimatum game and the Chain-Store game relate to innovation. (2 Points)

Exam Tasks – Part 2

- This part consists of 4 exam tasks, one for every case study of type A. Please choose one of the tasks from this part and answer the corresponding questions. If you work on more than one task, only the first solution on your answer sheet will be graded.
- Please use a new answer sheet for this part. If you comply with this, you will get **1 bonus point**.

Exam Task A1: mytaxi and Uber

A1-1 Business Models

10 Points

- a) Briefly explain the main idea behind the business model of ride-sharing apps. (2 Points)
- b) Please explain two (2) commonalities of as well as two (2) differences between the business models of mytaxi and Uber. (4 Points)
- c) Shortly explain how hailing a driver and executing a ride through a ride-sharing app works. (4 Points)

A1-2 Price Models

10 Points

- a) Define *Surge Pricing* by means of an example. Briefly discuss, whether Surge Pricing is beneficial for the passengers. (5 Points)
- b) Please compare the former driver fee model of mytaxi with the fee model of Uber. Which fee model do you prefer? Justify your answer. (5 Points)

A1-3 Taxi Market

10 Points

- a) Briefly explain, why taxi drivers protest against Uber. (2 Points)
- b) Please describe Uber's strategy when entering a new market with its service UberPop (UberX in the US). Compare the strategy's success in the US and in Europe. (4 Points)
- c) Comment on the current regulation on the German market for passenger transport. What are possible regulatory developments in the future? (4 Points)

Exam Task A2: Tesco

A2-1 Business Strategy and Customer Management

14 Points

- a) What are the main differences between Tesco and Aldi?
1. Please compare Tesco and Aldi based on two (2) meaningful criteria in tabular form. (5 Points)
 2. Please also name two (2) other main international competitors of Tesco. (1 Point)
- b) What is the customer lifecycle? Please briefly describe all stages of the customer lifecycle. Why is it important to consider this lifecycle within Customer Relationship Management? (8 Points)

A2-2 Loyalty Programs

16 Points

- a) Why do companies implement loyalty programs?
1. Please briefly give three (3) reasons for implementing loyalty programs. (3 Points)
 2. Please also name one (1) large German stand-alone-program and one (1) large multi-partner bonus program. (2 Points)
 3. Briefly discuss two (2) main differences between these two (2) types of loyalty programs. (3 Points)
- b) 1. Which customers are most willing to participate in loyalty programs? (3 Points)
2. Please discuss the statement "Every company should offer a loyalty program, because it's always profitable". (5 Points)

Exam Task A3: Payback Period of a Solar Plant

A3-1 EEG-Reform

6 Points

State and describe two (2) amendments to the EEG concerning photovoltaic systems made by the EEG-Reform in 2014.

A3-2 Payback period rule

24 Points

Suppose you have put a photovoltaic system into operation on the roof of your one-family house on January 1, 2015. Now you need to figure out from which year your investment will be profitable. The following information is given:

- The plant has a power of 5 kW; this corresponds to a size of $50m^2$. The system has an expected life span of 12 years.
- The acquisition costs amount to €2,000. You have saved up the money in advance.
- Annually you consume 2,000 kWh of power yourself. Therefore, you do not need to spend additional money on electricity. This way you can save electricity costs of 30 Cent/kWh. The remaining electricity produced by your plant (2,000 kWh per year) is fed into the public grid and you are guaranteed a compensation of 10 Cent/kWh for the next 20 years.
- To run the plant a flat rate of €120 has to be paid every year. Besides that, maintenance costs, which amount to 2% of the acquisition price, have to be paid annually from one (1) year after the initial commissioning. The cleaning, which takes place every year, costs €3 per m^2 .

Please note that the given numbers differ from those in the case study.

- a) (What year) Does the facility amortize? Perform your calculation in detail. (16 Points)
- b) Explain the term *Opportunity Costs*. How do your calculations and results of a) change if opportunity costs of 4,9% of the acquisition price incur every year? (8 Points)

Exam Task A4: Music Streaming

A4-1 Business Models

18 Points

- a) Please illustrate the importance of music streaming services for the music industry. (2 Points)
- b) Please describe two (2) business models that are frequently applied in the music streaming industry. For each example, name one (1) streaming service that applies this business model. (6 Points)
- c) For each business model, please discuss one (1) advantage and one (1) disadvantage from the service provider's perspective. (8 Points)
- d) What do you think: Which business model is more sustainable for music streaming services? Please justify your answer. (2 Points)

A4-2 Competition Analysis

12 Points

- a) Relating to the German market, please conduct a competition analysis for the music streaming service Spotify. Thereby, compare Spotify with its two (2) most direct competitors. Please illustrate your answer in tabular form and use three (3) meaningful criteria for your analysis. (6 Points)
- b) Suppose Spotify, in order to acquire a bigger market share, is about to lower its monthly fee. Please discuss the consequences of this action for Spotify. Please also discuss how the competitors from assignment a) may react to this price reduction. What may be the ultimate result of these reactions? (6 Points)