

一、名詞解釋 (16%) (每小題 4 分，但請勿用超過 45 個字來說明每一小題)

- (a) 創造力 (creativity) (b) 創新 (innovation)
(c) 創業精神 (entrepreneurship) (d) 商業模式 (business model)

二、(a) 請問何謂管理理論？何謂管理實務？兩者的最主要差異為何？(6%) (b) 如何才能有效的將管理理論運用在管理實務上？(8%) (請用條列式說明，舉出三點即可)

三、近年來企業倫理成為一個重要問題，有些著名企業(國內企業如台積電、國外企業如惠普公司等)更特別強調正直誠信。請說明：(25%)

- (a) 正直誠信(integrity)的意涵？
(b) 一個企業追求利潤卻又強調正直誠信，會陷入怎樣的倫理困境(ethical dilemma)?

四、許多企業實施了目標管理 (Management by objectives)，卻不見得都有效。請說明：(25%)

- (a) MBO 的成功關鍵因素有那些？
(b) 根據你的經驗，設定一個你願意追求的目標後，會對你產生那一些效果？

五、Case Question: (20%)

In its 30 years of existence, Hard Rock has grown from a modest London pub to a global power managing 110 cafes, three hotels, casinos, live music venues, a rock museum, and a huge annual Rockfest concert. This puts Hard Rock firmly in the service industry—a sector that employs over 75% of the people in the U.S. Hard Rock moved its world headquarters to Orlando, Florida, in 1988 and has expanded to more than 40 locations throughout the U.S., serving over 100,000 meals each day. Hard Rock chefs are modifying the menu from classic American—burgers and chicken wings—to include higher-end items such as stuffed veal chops and lobster tails. Just as taste in music changes over time, so does the Hard Rock Cafe, with new menus, layouts memorabilia, services, and strategies.

At Orlando's Universal Studios, a traditional tourist destination, Hard Rock Cafe serves over 3,500 meals each day. The cafe employs about 400 people. Most are employed in the restaurant, but some work in the retail shop. Retail is now a standard and increasingly prominent feature in Hard Rock Cafes (since close to 48% of revenue comes from this source). Cafe employees include kitchen and wait staff, hostesses, and bartenders. Hard Rock employees are not only competent in their job skills; they are also passionate about music and have engaging personalities. Cafe staff is scheduled down to 15-minute intervals to meet seasonal and daily demand changes in the tourist environment of Orlando. Surveys are done on a regular basis to evaluate quality of food and service at the cafe. Scores are done on a 1 to 7 scale, and if the score is not a 7, the food or service is a failure.

國立中山大學九十四學年度碩士班招生考試試題

科目：管理實務【企管系碩士班乙班】

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Hard Rock is adding a new emphasis on live music and is redesigning its restaurants to accommodate the changing tastes. Since Eric Clapton hung his guitar on the wall to mark his favorite bar stool, Hard Rock has become the world's leading collector and exhibitor of rock 'n' roll memorabilia, with changing exhibits at its cafes throughout the world. The collection includes 1,000's of pieces, valued at \$40 million. In keeping with the times, Hard Rock also maintains a Web site, www.hardrock.com, which receives over 100,000 hits per week, and a weekly cable television program on VH-1. Hard Rock's brand recognition, at 92%, is one of the highest in the world.

Hard Rock is bringing the concept of the "experience economy" to its cafe operation. The strategy is to incorporate a unique "experience" into its operations. This innovation is somewhat akin to mass customization in manufacturing. At Hard Rock, the experience concept is to provide not only a custom meal from the menu, but a dining event that includes a unique visual and sound experience not duplicated anywhere in the world. This strategy is succeeding. Other theme restaurants have come and gone while Hard Rock continues to grow. As Professor C. Markides of the London Business School says, "The trick is not to play the game better than the competition, but to develop and play an altogether different game." At Hard Rock, the different game is the experience game.

From the opening of its first cafe in London in 1971, during the British rock music explosion, Hard Rock has been serving food and rock music with equal enthusiasm. Hard Rock Cafe has 40 U.S. locations, about a dozen in Europe, and the remainder scattered throughout the world, from Bangkok and Beijing to Beirut. New construction, leases, and investment in remodeling are long term, so a global strategy means special consideration of political risk, currency risk, and social norms in a context of a brand fit. While Hard Rock is one of the most recognized brands in the world, this does not mean its cafe is a natural everywhere. Special consideration must be given to the supply chain for the restaurant and its accompanying retail store. About 48% of a typical cafe's sales are from merchandise.

The Hard Rock Cafe business model is well defined, but because of various risk factors and differences in business practices and employment law, Hard Rock elects to franchise about half of its cafes. Social norms and preferences often suggest some tweaking of menus for local taste. For instance, Europeans, particularly the British, still have some fear of mad cow disease; therefore, Hard Rock is focusing less on hamburgers and beef and more on fish and lobster in its British cafes.

請回答下述問題（用中英文回答均可，每小題回答字數請控制在 120 字以內）

(a) From your knowledge of restaurants and from the case itself, identify what will be the key success factors to Hard Rock Cafe. (please list five KSFs) (10%)

(b) How would you determine the productivity of the kitchen staff and wait staff at Hard Rock? (10%)