

個別課程英文授課大綱

表單編號：QP-T02-07-11

保存年限：10 年

課程名稱 Course Title	(中文) 企業政策		
	(英文) Business Policy		
授課教師 Instructor	張逸民	開課單位 Departments	企管系
學分數 Credit(s)	3	修課對象 Target Students	本地生，外籍生，外籍交換生
課程目標 Course Objectives	<ol style="list-style-type: none"> 1. The general manager's perspective, or strategic perspective. 2. The strategic management/strategic planning/strategic decision making process, including SWOT analysis. 3. The strategy content, including business level strategy, corporate-level strategy, and international strategy. <p>Specifically, the course aims to assist students to</p> <ol style="list-style-type: none"> 1. Develop and reinforce a general management point of view -- the capacity to view the firm from an overall perspective, in the context of its environment. 2. Develop an understanding of fundamental concepts in strategic management: the concept of strategy, the strategic decision making process, environmental analysis, competitive analysis, and strategy implementation and organizational change. 3. Synthesize the knowledge gained in previous courses. 4. Obtain familiarity with tools of industry analysis by analyzing the key characteristics of an industry. 5. Develop a better understanding of the inner workings of large, complex organizations – the goal being for students to better understand their future work environment. 6. Apply in working out business strategies and implementation plans. 7. Develop habits of orderly, analytical thinking and skill in reporting conclusions effectively in both written and oral form. 		
課程大綱 Course Description	<p>This course is the capstone course in the MBA program. After finishing functional management courses such as marketing management, financial management, human resource management, etc. with which to learn to become a competent functional manager, students will study this course to learn how to integrate these functional courses and make business decisions that view the company as a whole. In other words, students learn to analyze business problems or issues confronting the total enterprise, not just interpret them as personnel, money, product, or production problems. The total enterprise perspective is the strategy perspective and making strategic decision from the-company-as-a-whole point of view is the job of general managers. Therefore, this course is</p>		

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designed to train students to analyze business situations from the point of view of the practicing general manager. General managers have responsibility for making strategic decisions that insure the long-term prosperity of the entire firm or a major division.

The key tasks of the general manager, the content of general management, include the determination of purpose and direction of the company or division, the detection of environmental change, the identification of opportunities and strategies to pursue the opportunities, the procurement and allocation of critical resources, the integration of activities across various parts of the organization, and, the monitoring of the whole process to achieve expected results. In short, the general manager is the mediator between environmental change and internal organization's response. To be effective, general managers need to have foresight of environmental changes and at the same time have a sound understanding of how an organization with its loose-coupling parts produces outcomes. He needs relevant knowledge in functional areas such as marketing, finance, R&D, and production which students have already learned the subjects in previous courses. He also needs relevant knowledge and skills in environmental analysis to understand emerging trends in demands and competition. These knowledge and skills will be the focus of this course.

Not everyone who takes this course will ultimately become a general manager. Yet, for two reasons, this course will benefit virtually all students. First, recent trends in the corporate world towards creating "flatter", less hierarchical organizations have resulted in strategic decisions being made at lower hierarchical levels. Thus, even non-executives are likely to make decisions and initiate actions that have significant strategic implications. Similarly, even the lowest level employees within firms are now being asked to contribute innovative and creative ideas that will improve the functioning of the organization as a whole. Thus, it is increasingly important for non-executives to understand how their actions affect the whole enterprise. Second, functional specialists will also benefit from developing a general management perspective so they will have a better understanding of the problems they are dealing with and of the expectations of the top executives. Ultimately, every function's actions must be coordinated with the overall needs of the business. In fact, functional specialists are the people on whom general managers must rely to implement strategy. Since functional managers are often under pressure to fix problems in their own areas without regard to the overall needs of the business, it is critical that functional managers develop a keen awareness and appreciation of the challenges facing the enterprise as a whole.

上課進度
Weekly Course
Schedule

Week	Date	Class Agenda
1	9/19	Introduction Course requirements Strategy Planning and Strategic anagement
2	9/26	Reading: HBR96-What is Strategy? By M.E.

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		Porter 1. Case Apple Inc., 2008 (9-708-480)
3	10/3	2. Case Komatsu Limited Reading: HBR89 Strategic Intent
4	10/10	Holiday No Class
5	10/17	Environmental & Industry Analysis Reading: HBR06-Understanding Industry Structure by M.E. Porter Reading: HBR08-Five Competitive Forces that Shape Strategy, M.E. Porter 3. Case Crown Cork and Seal in 1989 (9-702-442)
6	10/24	4. Case Cola Wars Continue: Coke vs. Pepsi in 2006 (9-706-447) Reading: HBR08-Can You Say What Your Strategy Is?
7	10/31	Firm Resources & Capabilities 5. Case Canon: Competing on Capabilities Reading: HBR95 Competing on Resources
8	11/7	6. Case Intel corporation 1968-2003 (9-703-427)
9	11/14	Competition and Strategy Cost Leadership 7. Case Wal-Mart, 2005 (HBS 9-705-460) 8. Case Samsung Electronics (9-705-508)
10	11/21	Product Differentiation 9. Case Airborne Express (9-798-070) Reading: HBR07-Mapping your Competitive Position
11	11/28	10. Case Zara: Fast Fashion (9-703-497) Reading: HBR04-Value Innovation: The Strategic Logic of High Growth
12	12/5	Corporate Strategy Corporate Diversification Reading: HBR98-Creating Corporate Advantage 11. Case The Walt Disney Company: Entertainment King (9-701-035)
13	12/12	12. Case The Walt Disney Company and Pixar Inc.; To Acquire or Not to Acquire? (9-709-462)
14	12/19	Strategic Change 13. Case Kodak and the Digital Revolution (A) (9-705-448) Reading: HBR08 Mastering the Management System
15	12/26	14. Case GE's two-Decade Transformation: Jack Welch's Leadership (9-399-150)

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			15. Case GE's Growth Strategy: The Immelt Initiative (9-306-087)								
	16	1/2	Trip to Formosa Plastics Group Museum or ASUS								
	17	1/9	Case project presentation								
	18	1/16	Case project presentation								
教學方式 Instructional Method	Lecture, reading presentation, case presentation and discussion										
課程要求 Course Requirements	Class participation, case write-up homework, reading and case study, presentation, and a case project										
評量方式 Evaluation	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">1) Individual class participation</td> <td style="width: 20%; text-align: right;">20%</td> </tr> <tr> <td>2) Individual case homework</td> <td style="text-align: right;">25%</td> </tr> <tr> <td>3) Case Presentation</td> <td style="text-align: right;">25%</td> </tr> <tr> <td>4) Final Group Case Project-report & presentation</td> <td style="text-align: right;">30%</td> </tr> </table>			1) Individual class participation	20%	2) Individual case homework	25%	3) Case Presentation	25%	4) Final Group Case Project-report & presentation	30%
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3) Case Presentation	25%										
4) Final Group Case Project-report & presentation	30%										
教材及參考書目 Textbooks & Suggested Materials	<ol style="list-style-type: none"> 1. Rebert M. Grant, <i>Contemporary Strategy Analysis</i>. 6th ed., Oxford: Blackwell Publication. 2009. 2. Porter, M.E. <i>Competitive Strategy</i>, Free Press, 1980. 3. Hamel, Gary, and C.K. Prahalad, <i>Competing for Future</i>, HBS Press, 1994. 4. Hamel, Gary, <i>Leading Revolution</i>, HBS Press, 2000. 5. Barlett, C. A. and S. Ghoshal, <i>The Individualized Corporation</i>, Harper-Collins, 1997. 6. Porter, M. E., <i>On Competition</i>, HBS Press. 7. Mintzberg, . et. al., <i>Strategy Safari: A Guide Tour through the Wilds of Strategic Management</i>. Free Press, 1998. 8. Bossidy, D. and R. Charan, <i>Execution: The Discipline of Getting Things Done</i>, 2002. 9. Kim, W, Chan, and R. Mauborgne, <i>Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant</i>. Harvard Business School Press, 2005. 										
課程相關 連結網址 Course Website	Moodle										
備註 Remarks											