

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	本系外籍生與交換生
課程目標 Course Objectives	<ol style="list-style-type: none"> 1. The general manager 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 style="margin-left: 20px;">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. 		

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Course Description

This course is the capstone course in a regular BBA 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 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 company 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 total 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.

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<p>上課進度 Weekly Course Schedule</p>	<p>1 2/23 Introduction Course requirements Overview of this course: Strategy and Business: an introduction to strategy 2 3/2 Ch.1 Leadership, Strategy, and Competitive Advantage 3 3/9 Ch.2 Opportunities and Threats: Analyzing External Environment Case 1: The Rise of IBM 4 3/16 Ch.3 Internal Analysis: Competencies and Profitability: Analyzing Internal Resources Case 2: Apple Computer 2008 (2) 5 3/23 Ch.4 Strategy at the Functional Level Case 3: Blockbuster's Challenges in the Video Rental Industry* 6 3/30 Ch.5 Strategy at the Business-Level Case 4: The Evolution of the Small Package Express Delivery Industry, 1973-2006* 7 4/6 Ch.6 Industry Environment and Business-Level Strategy Case 5: Toyota in 2009 (7) 8 4/13 Case 6: IKEA (3) 9 4/20 Ch.7 Strategy and Technology Case 7: Nucor in 2009 (11) 10 4/27 Ch.9 Strategy at Corporate-Level Case 8: Airborne Express, the Underdog* 11 5/4 Ch.10 Corporate- Diversification Strategy Case 9: The Home Videogame Industry (10) 12 5/11 Case 10: Intel Corporation in 2008 (5) 13 5/18 Written Exam (Chapter 1-10, except 4, 8) 14 5/25 Field Trip to a Company 15 6/1 Ch.12 Implementing Strategy in Companies That Compete in a Single Industry Case 11: Michael Eisner's Disney (22) 16 6/8 Ch.13 Implementing Strategy in Companies That Compete Across Industries and Countries Case 12: Walt Disney Company 1995-2009 (21) 17 6/15 Group Presentations 18 6/23 Group Presentations & Course Wrap-up</p>										
<p>教學方式 Instructional Method</p>	<p>講授與個案討論</p>										
<p>課程要求 Course Requirements</p>	<p>修過管理學與行銷管理 課前準備 使用 Moodle 上課發言與參與討論</p>										
<p>評量方式 Evaluation</p>	<table border="0"> <tr> <td>Individual class participation</td> <td>10%</td> </tr> <tr> <td>Individual Homework of Strategy</td> <td>20%</td> </tr> <tr> <td>Written Exam</td> <td>25%</td> </tr> <tr> <td>Group: case presentation</td> <td>20%</td> </tr> <tr> <td>Group: written case project & presentation</td> <td>25%</td> </tr> </table>	Individual class participation	10%	Individual Homework of Strategy	20%	Written Exam	25%	Group: case presentation	20%	Group: written case project & presentation	25%
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<p>教材及參考書目 Textbooks & Suggested Materials</p>	<p>Textbook Jones, Gareth R. and Charles W.L. Hill, <i>Theory of Strategic Management with cases. 9th ed.</i>, Boston, Mass.: Houghton Mifflin, c2010.</p> <p>Recommended Books:</p> <ol style="list-style-type: none"> 1. Porter, M.E. <i>Competitive Strategy</i>, Free Press, 1980. 2. Hamel, Gary, and C.K. Prahalad, <i>Competing for Future</i>, HBS Press, 1994. 3. Hamel, Gary, <i>Leading Revolution</i>, HBS Press, 2000. 4. Shapiro, Carl, and H. R. Varian, <i>Information Rules</i>, Harvard Business School Press, 1998. 5. Bartlett, C. A. and S. Ghoshal, <i>The Individualized Corporation</i>, Harper-Collins, 1997. 6. Porter, M. E., <i>On Competition</i>, HBS Press. 7. Ghemawat, Pankaj, <i>Strategy and the Business Landscape</i>, Addison-Wiley, 1999. 8. Mintzberg, . et. al., <i>Strategy Safari: A Guide Tour through The Wilds of Strategic Management</i>. Free Press, 1998.
<p>課程相關 連結網址 Course Website</p>	<p>使用 Moodle 教學網</p>
<p>備註 Remarks</p>	