

# 企業經營策略 (策略分析)

## Business Strategy and Management

**MBA**

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**Kainan University**

### Syllabus

#### Course Description

This is a capstone course which focuses on the strategic management of business organizations in turbulent environments. The main purpose of this course is to examine how firms gain a sustainable competitive advantage. To be successful, the firm's strategy must permeate all divisions and functional areas. As such, this course will allow students to integrate knowledge and skills gained from previous studies in the functional areas of business (i.e., accounting, finance, marketing, etc.) and use them to study organizational problems within the context of real-world business case studies. This course is taught from the perspective of the general manager faced with identifying, making, and implementing strategic business decisions. Different from operational decisions, strategic decisions refers to those critical choices concerning long-term directions and subsequent resource allocations that will determine the achievement of an organization's goals.

Specifically, this course is build around the following concepts. They are: (1) Industry, strategy, and external fit, (2) Sources and competitive advantages and business-level strategy, (3) Corporate growth and dynamic consistency. The first two parts emphasize on business strategy and strategy formulation, while the third parts focus on corporate strategy and strategy implementation.

企管系主任官志亮(乙)



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## Course Objectives

- To enhance participants' strategic thinking and analytical skills in conducting industry, market, and competitor analysis;
- To expose participants to established and emerging term project and its direct business implications;
- To develop a learning community through intense interactions among all learning-partner of the class;
- To show broad applications of strategic thinking and analytical skills to other business topics and your future careers.

## Learning Points

- Industry, Strategy, and External Fit
- Competitor Analysis
- Business Strategy and Internal Fit
- Cost Leadership, Differentiation, and Focus Strategy
- Product Diversification and International Diversification
- International Entry Mode Strategy
- Cooperative Strategy
- Strategy Implementation

## Course Requirements

### **Active and Meaningful Participation:**

This course is based on the premise that the bulk of your learning will take place as you prepare for each class, attend the class, and participate in the ensuing group and class discussions. As such, *attendance is mandatory*. Because learning takes place in class, you must be prepared for each class. As a result, this is a very intense and demanding course. Active participation, both in the class and in the group, is an essential element of learning experience. Meaningful participation means making a contribution to the intellectual conversation. Our interest is not "right" or "wrong", it is whether you have made a contribution to the development of the issues under

study by the class (group), and whether you have moved the class (group) forward. Much of the professional activities of managers involve speaking about one's analysis of issues in front of other managers. Communication skills, such as these, should prove useful in whatever career you choose. Recognizing that you may have to miss class occasionally for reasons outside your control, ***I will excuse up to 2 absences if there is a valid excuse and you notify me in advance.*** Further absences will negatively affect your grade, except under extreme circumstances.

### **Final Exam:**

There will be a final exam at the end of the course. Written test is somehow not a good device to evaluate your learning effort. But the preparation process is a good mechanism to force you to check and absorb what you have to know in this course. The scope of exam includes all the cases, handouts, assigned readings, and every group projects.

### **Term Project**

This course requires you to conduct a term project aiming at a company or industry in terms of our course topic and its extensions. Case study trainings can equip you with the necessary thinking and logic of managers, however, a term project will motivate you to explore the strategic and real issue faced by firms. Such the learning process of investigation and research will definitely enrich your managerial capability and strategic thinking. In order to make sure the feasible direction and progress of your term project, you are required to submit **ONE** page project outline before classes. Each group is invited to provide a 20-30-minute professional presentation.

The details of this project and possible topics will be discussed.

### **Course Materials**

#### **Required Textbooks:**

- Hitt, Michael A., R. Duane Ireland, and Robert E. Hoskisson (2003), ***Strategic Management: Competitiveness and Globalization (Concepts and Cases)***, 5<sup>th</sup> ed., Thomson Learning. (滄海書局代理；電話：04-27088787)

- 吳思華，策略九說—策略思考的本質，台北：臉譜文化出版。

**Cases:**

- 司徒達賢主編，策略管理個案集 2001，台北：智勝文化出版。
- One of cases is from Harvard Business School case inventory. You are required to pay @2.8 USD to HBS as reprint permit fee and printing fees.

**Lecture Notes and assigned readings:**

These materials will be delivered to you before each session begins.

**Grading**

“Participation and Discussion” is evaluated by instructor according to your personal performance and attendance in class. The criteria are mentioned above. The “Group Term Project” is evaluated by instructor and all students. All students are required to submit an “evaluation sheet” listing their evaluation of every group projects.

Individual class participation and discussion:	40%
Term project:	20%
Final Exam:	40%

**Session Outline**

**Session 1**

**Course Introduction**

**PART I : Industry, Strategy, and External Fit**

**Session 2**

**Overviews of Strategic Management**

Ch1

Strategic Management and Strategic Competitiveness

策略九說

楔子：策略理論的內涵

概說：策略三構面

**Sessions 3**

**External Analysis**

Ch2

Opportunities, Threats, Industry Competition, and Competitor Analysis



策略九說 Ch4      結構說  
策略九說      波特的策略競爭理論

**Sessions 4**      **Competitor Analysis**  
Ch5      Competitive Rivalry and Competitive Dynamics  
策略九說 Ch5      競局說

**Sessions 5**      *Case 1: XOnline*

**PART II : Business Strategy and Internal Fit**

**Sessions 6**      **Sources of Competitive Advantage**  
Ch3      Resources, Capabilities, and Core Competencies  
策略九說 Ch3      資源說

**Session 7**      **Business-Level Strategy**  
Ch4      Cost Leadership, Differentiation, and Focus  
策略九說 Ch1      價值說

**Session 8**      *Case 2: 波特多電腦資料收集器*

**Session 9**      **Attention: Midterm Exam: No Class**

**PART III : Cooperate Growth and Dynamic Consistency**

**Session 10**      **Diversification Strategy**

**\*\* ONE-page project outline is due \*\***

Ch6 & Ch 8                      Product Diversification and International Diversification  
策略九說 Ch2                      效率說  
策略九說 Ch8                      風險說

**Session 11**

**International Entry Mode Strategy**

Ch7 & Ch8                      Export, License, Acquisition, and Wholly Owned  
Subsidiary

**Session 12**

**Case 3: Wal-Mart Stores HBS-9-794-024**

Questions:

1. What, historically, have been Wal\*mart's sources of competitive advantage?
2. Be as specific as you can; what combinations of activities, processes or knowledge enable Wal\*mart's uniqueness?
3. Why and how has Wal\*mart sustained its advantage?
4. What do you see as the most significant strategic challenges faced by Wal\*mart today?

**Session 13**

**Cooperative Strategy**

Ch9                                      Joint Venture and Strategic Alliance  
策略管理新論 Ch3                      網絡定位策略  
策略九說 Ch7                              互賴說  
策略九說 Ch9                              生態說  
策略九說                                      資源與網絡—高科技產業的策略邏輯

**Session 14**

**Case 4: 迪斯克科技公司**

**Session 15**

**Strategy Implementation**



**\*\* Final report is due \*\***

Ch10

Corporate Governance

策略九說 Ch6

統治說

Ch11

Organizational Structure and Control

**Session 16**

**Group Presentation**

**Session 17**

**Group Presentation**

**Session 18**

**Final Exam**