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教學計劃表 Syllabus

課程名稱(中文) Course Name in Chinese	國際企業經營策略		學年/學期 Academic Year/Semester	114/1	
課程名稱(英文) Course Name in English	Strategies of International Business Management				
科目代碼 Course Code	IB_40000	系級 Department & Year	學四	開課單位 Course-Offering Department	國際企業學系
修別 Type	學程 Program	學分數/時間 Credit(s)/Hour(s)	3.0/3.0		
授課教師 Instructor	/樂錦榮				
先修課程 Prerequisite	/*國際企業學				
課程描述 Course Description					

The central questions of this course are:

- What allows certain firms in certain industries to earn positive economic profits while others deliver negative returns?
- Why can certain firms sustain their economic profits over long periods, while for other firms these profits quickly disappear?

Three characteristics describe the approach to these questions. First, we will focus on the high level strategic decisions which firms face: entry into new industries, positioning, firm size and scope, capital investment, etc., while spending less time on managerial issues. Second, we will seek broad principles that can be applied across many firms and markets, rather than behavioral issues and/or institutional details that apply only in restrictive scenarios. Finally, we will derive these broad principles from microeconomic theory. As such, potential answers will be subjected to the rigor of economic analysis to test their validity and applicability.

This course trains business leaders to look outward to the environment and inward to the firm's resources and capabilities and operating policies. As such, we describe a firm's strategy as the formulation of "competitive strategy", "corporate strategy" and "organizational strategy". Competitive strategy involves identifying structurally attractive industries and developing the most attractive position within that industry, where attractiveness is driven by absolute conditions combined with the resources and capabilities the firm brings to that position. Businesses create value by operating in positions within industries that, by virtue of the characteristics of industry, the position and the firm, are defensible from the encroachment of competitors and deterioration of the environment as a whole. Corporate strategy focuses on the management and understanding of multi-product, multi-location and multi-business firms. Although we devote limited time to the topic, organizational strategy involves developing policies within each functional area of the business unit that are integrative and consistent with the firm's plan for creating value.

The following structure is intended to help you organize what you learn into an overall framework for evaluating business strategy. However, it is important to recognize upfront that this class cannot be as perfectly organized as the outline suggests. This is not accounting or statistics that begin with core, universally accepted principles, and then build to harder problems and applications. Instead, business strategy is complicated throughout, and we will be applying new tools and concepts to answer questions that arise throughout the class.

1. Tools for the Analysis of Business Strategy:

- Five Forces Analysis -- Analysis of the forces affecting competition in a market.
- Positioning Analysis - Firm level choice to exploit/neutralize industry forces
- Added Value - Source of firm's leverage in the vertical chain to which it belongs
- Resource Based View of the Firm - Determination resources significant in generating firm profits and the extent to which resources are adapted to the firm's external environment.
- Game Theory - Analysis of the responses of competitors to a firm's strategies and the implications of these responses for strategic decisions.

2. Key Questions in the Analysis of Business Strategy:

- What are the primary sources of a firm's competitive advantage?
- What position does or should the firm "occupy" ?
- What are firm resources? How can resources be developed and acquired?

3. Key Questions at the Corporate Strategy Level:

- What determines the boundaries of firms? At what "levels" does the firm's strategy apply? That is, what set of activities should a firm be engaged in and at what scale?
- Why do multi-product, multi-location and multi-business firms exist? How do they create value?
- How should these activities be organized to optimize the performance of the firm? How are multi-product, multi-location and multi-business firms managed?

4. Dynamic Issues:

- How can advantage be sustained through time?
- What advantages arise from being the first-mover in a market? Are these advantages especially large in high-technology industries?
- What prevents other firms from imitating the strategies of successful first movers?
- How should firms weigh the risks and benefits from investments in new resources and capabilities, particularly when market conditions are highly uncertain?

This course uses a combination of lectures, case studies, presentation, projects and class discussion in order to expose students to the challenges facing multinational corporations and their managers. Since this is an intensive course with extensive reading and analytical assignments, the only way to be prepared for each session is to start preparing early. A useful guideline to keep in mind is a 3-hour class will demand at least 4 - 6 hours of preparation time. Also, this course is less about acquiring a "bag of tricks" and more about developing analytical skills and executive intuition and demeanor. If you are diligent about preparing for class, you will sharpen your ability to think, read, write, speak, and present your arguments logically.

課程目標 Course Objectives

本課程之目的在探討國際企業在面臨複雜且多變的國際環境中，考量其本身條件，如獨特資源、長處和短處、公司使命及目標等，以分析、規劃、制定、執行與管理其經營策略。內容包括國際企業經營策略之主要內涵與規劃模式、海外進入策略、製造策略、市場選擇策略、產品策略、所有權策略、通路策略與人力資源策略等。以架構化之觀念與方法，對國際企業的發展方向、資源分配等決策進行整體性、前瞻性及系統性的分析與思考。

系專業能力

Basic Learning Outcomes

課程目標與系專業能力相關性
Correlation between Course Objectives and Dept.'s Education Objectives

A	具備國際企業管理之知識與能力。Students will have basic knowledge of international business.	●
B	具備邏輯思考、問題分析與解決之能力。Students will be able to identify, analyze and solve business problems with logical thinking.	●
C	具備溝通協調與團隊合作之能力。Students will be able to demonstrate effective communication, coordination and teamwork skills.	●
D	具備國際觀及外語溝通之能力。Students will be able to communicate in foreign languages and have an awareness on global and cultural diversity issues.	●
E	具備創新、創業之思維與能力To build a the concept and ability for innovation and entrepreneurship	○
F	具備服務設計與產業分析之能力。Students will be able to demonstrate the basic abilities for service design and industry analysis.	○
G	具備國際企業倫理之素養。Students will be able to identify and understand the importance of ethical decision making for international business.	○

圖示說明 Illustration : ● 高度相關 Highly correlated ○ 中度相關 Moderately correlated

授課進度表 Teaching Schedule & Content

週次Week	內容 Subject/Topics	備註Remarks
1	Introduction/ Ch. 1	
2	Ch. 2	
3	Ch. 3	
4	Teacher's Day	
5	Mid-autumn Festival	
6	Ch. 4	
7	Ch. 5	
8	Ch. 6	
9	Ch. 7	
10	BOSS	
11	Ch. 12	
12	Ch. 8	
13	Ch. 9	
14	Ch. 10	
15	Exam	
16	Term Paper Presentation	

17	Case Study	
18	Supplementary Teaching	

教學策略 Teaching Strategies

- 課堂講授 Lecture
 分組討論 Group Discussion
 參觀實習 Field Trip
 其他 Miscellaneous:

教學創新自評 Teaching Self-Evaluation

創新教學 (Innovative Teaching)

- 問題導向學習 (PBL)
 團體合作學習 (TBL)
 解決導向學習 (SBL)
 翻轉教室 Flipped Classroom
 磨課師 Moocs

社會責任 (Social Responsibility)

- 在地實踐 Community Practice
 產學合作 Industry-Academia Cooperation

跨域合作 (Transdisciplinary Projects)

- 跨界教學 Transdisciplinary Teaching
 跨院系教學 Inter-collegiate Teaching

- 業師合授 Courses Co-taught with Industry Practitioners

其它 other:

學期成績計算及多元評量方式 Grading & Assessments

配分項目 Items	配分比例 Percentage	多元評量方式 Assessments							
		測驗 會考	實作 觀察	口頭 發表	專題 研究	創作 展演	卷宗 評量	證照 檢定	其他
平時成績(含出缺席) General Performance (Attendance Record)	20%								
期中考成績 Midterm Exam	0%								
期末考成績 Final Exam	40%								
作業成績 Homework and/or Assignments	30%								
其他 Miscellaneous (_____)	20%								

評量方式補充說明

Grading & Assessments Supplemental instructions

教科書與參考書目 (書名、作者、書局、代理商、說明)

Textbook & Other References (Title, Author, Publisher, Agents, Remarks, etc.)

Textbook- Hill, C. and Schilling, M., Strategic Management- Theory & Cases, An Integrated Approach, 14th edition, 2024, Cengage.

Cases- Selected cases related to issues of international business strategic management; Harvard Business School Cases (if necessary), students should pay copyrights (about US\$ 5) for each case; cases from other sources, such as TMCC, may be applied as well

Lecture notes, if any, will be offered in each class, and other teaching materials will be also provided if necessary.

Recommended- WSJ (Wall Street Journal); HBR (Harvard Business Review)

Reference-

Grant, R. M., Contemporary Strategy Analysis, 9th edition, 2016, Wiley.

課程教材網址(含線上教學資訊, 教師個人網址請列位於本校內之網址)

Teaching Aids & Teacher's Website(Including online teaching information.

Personal website can be listed here.)

其他補充說明 (Supplemental instructions)