



College of Management
National Taiwan University



Course Syllabus for Undergraduate-Level
International Business Strategy
Spring 2010

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1. 前言：以全球市場的戰略視野，來提升自己的專業競爭力

當悠遊於花木扶疏椰林大道與碧草連茵醉月湖畔時,你可曾用心傾聽傳鐘清脆繞樑的響聲? 這樣優美音律是否喚起你對當前經貿商業環境的一絲注意? 台灣各產業領導廠商 - 像是鴻海精密.台灣塑膠.聯發科可能都是你曾想畢業後想大展長才的歸宿,但是你是否注意到何以全球股神巴菲特看好且投資的是與鴻海同屬手機代工的後進新秀- 中國比亞迪(BYD)電子- 而非鴻海? 比亞迪的厲害在於掌握電池核心技術,而鴻海擅長量產製造.

再看,台塑四寶 2009 年底受惠於油價飆升而獲利豐碩,因氣候變遷問題持續惡化,哥本哈根氣候峰會又拿不出具體的解決方案,這對台灣塑化產業的影響為何? 中東石化大廠的崛起與伊斯蘭金融(Islamic Finance)手握上兆美元資金在全球能源相關產業頻頻出擊,可能會壓縮亞洲能源與石化廠商的營收與獲利.

此外,聯發科專注於全球多媒體儲存與手機 IC 設計,曾次舉世注目的專業 IC 設計大廠,但何以在面臨創新兩難時,向低階產品的所謂”山寨機”手機靠攏? 台灣過去引以為傲的”兩兆雙星” - DRAM 與 TFT-LCD 經過整併後,是否有策略轉型的新契機? 台大人不應忘了鴻海與 TFT-LCD 大廠友達都還捐了大錢幫助台大蓋癌症醫院與電資學院的明達館: 前者的多角化與垂直整合的程度越高,應變彈性愈低. 競

爭策略的盲點也增加;後者在韓國三星.LG 與台灣新奇美電的競爭壓力下,值得台大人關心.思索他們的未來與全球競爭力.

本課程專注在探討發展與執行全球策略之關鍵議題.核心理論.最佳實務.前瞻思維.以及政策規劃.我們將聚焦在當前艱困的全球經營環境中,如何理解與發展.執行能強化績效.提升創新.快速回應.與彈性應變的全球策略視野與知識.

2. 課程教授

邱宏仁 教授.博士 (Ph.D.)

台灣大學國際企業學系暨研究所 策略領域教授 (1993 迄今)

香港卡洛斯馬克私募股權智庫(年研究費:US\$15m) 首席經濟學家 (2007 迄今)

[學術與專業榮譽(部份)]

Academy of Management 2009 年會 策略與政策組最佳論文 **共同作者**

Academy of International Business 2008 年會最佳論文 **單一作者**

擔任台大國際企業博士班召集人(2006-2008),領導研究團隊在 2008.2009 年

全球主要商管學術會議(AOM. AIB)成為台灣獲得**論文接受**最多者
成功創辦台大通訊網絡行動商務論壇(1998). 生技製藥基因商務論壇(2000)

Beta Gamma Sigma 榮譽商管學會 會員

[學歷與教學研究經歷(部份)]

美國西雅圖華盛頓大學(University of Washington @ Seattle, US)國際策略博士
後研究 (Post-Doctoral Fellow) (1993). 策略管理博士(Ph.D.) (1992)

澳洲國立大學(Australia National University)海外華文 EMBA 國際策略講座

中國北京大學(Peking University)中國普天集團特聘講座

日本明治大學(Meiji University, Japan)商學部 海外傑出研究學者

香港中文大學(Chinese University of Hong Kong)商學院 訪問教授

台灣政治大學. 台北大學. 台灣科技大學. 澳洲南澳大學 兼任教授

[公益服務經歷(部份)]

行政院國安基金管理委員會 委員

國家安全會議兩岸金融協商顧問

台灣財經論壇/台灣智庫 發起委員

行政院金融重建基金管理會 委員

監察院金融國際競爭力諮詢顧問

金管會區域金融推動小組 委員

[產業諮詢與公司治理經歷(部份)]

香港卡洛斯馬克帝國資本集團 創辦人

台灣集中保管結算所(股)公司 監察人

台灣總合股務資料處理公司 董事

台灣證券期貨市場發展基金會董事

台鹽實業股份有限公司 董事

海峽兩岸經貿文化交流協會理事長

3. 教學材料

3.1 課程定位

- 本課程為國際企業領域之進階(advanced)課程,通常要先修過國際企業管理等國企領域相關基礎課程後再修習本課程.我們希望能藉由嚴謹但生動務實的分析與討論,來研習在全球化市場分析競爭動態.善用資源能力.強化創新與營運績效所需的策略邏輯.決策框架.與執行方案.
- 本課程專注培育下列專業人才所需要的全球經營策略知識.技能與決策模式,期望台大人能成為將來相關領域的翹楚:
 - 成熟型產業組織轉型成功全球典範之 CEO(e.g., Fiat's Marchionne),
 - 快速崛起新興品牌行銷長(e.g., Eric Kim in Samsung, then in Intel),
 - 國際創新產品設計總監(e.g. Lagerfeld for Gucci and Fendi),
 - 跨國企業研究發展知識長(e.g., 李開復 in Microsoft, then in Google),
 - 產業明星分析師&投資長(e.g., 蘇豔雪 in Warburg, then in Asus),
 - 投資銀行&私募基金主管(e.g., 郭明鑑 in Chase, then in Blackstone),
 - 海外市場開發部門領導(e.g., P&G's),
 - 全球化企業經營諮詢顧問(e.g., McKinsey's)等.

3.2 課程介紹

- 我們應先瞭解企業面對國際化挑戰後發展全球營運策略之思維模式,接著解讀各種全球化經營所產生之競爭優勢.社會資本.與演化途徑等關鍵議題: 關鍵資源(特別是能源金屬等).獨特能力(例如:主導技術規格標準訂定.塑造流行時尚趨勢之設計).跨文化滲透力(指得是善加利用文化特殊性來切入新興市場).以及新崛起商機之套利模式(例如: 在新興市場發展窮人小額借貸業務)的本質與來源等. 整體來說,在平衡全球經營績效與落實全球公民責任的兩難決策中,我們需要對於跨市場與跨文化資源分享、商業模式與設計技術移轉、落實全球資源整合之合資聯盟、深化知識創新與創意商業化之全球網絡關係經營、提升全球競爭力與政經情勢因應彈性之作業流程再造等策略模式與執行方案有具體的了解.

3.3 課堂討論個案

我們將在本學期課程中,討論以下具代表性與豐富討論內涵的全球策略個案,出版機構為 Harvard Business School, Stanford Business School, Northwestern Kellogg School of Business, 以下是這些個案的內容比較:

個案公司	總部所在地	相關地區	涉及產業	個案主題
MTC	Kuwait	Africa	Telecom	Opportunities & strategy for emerging markets
Chiaphua	Hong Kong	Viet Nam	Real Estate	Deregulation & host country government-MNE relations
Infosys	India	USA	IT Consulting	Capability leveraging, value creation from global operations

Samsung	Korea	Global	Consumer Electronics	Localization vs. globalization in product design
Nestle	Switzerland	Global	Food & Beverage	Implementing & governing global strategy
Google	USA	China	Internet	Strategic negotiation, global citizenship & social responsibility

(1) Crossing Borders: MTC's Journey through Africa (published in 2008)

Case Description:

This is the story of MTC, a Kuwaiti telecom company that has grown from a sleepy, state monopoly to become one of the fastest growing telecom companies in the world, with the largest regional footprint across the Middle East and Africa. Dr. Saad Al Barrak had been successful in executing an aggressive growth plan that found its crown jewel in the acquisition of Celtel, one of the largest telecom companies in Sub-Saharan Africa. However, this acquisition threw MTC into a dynamic new context and marked the beginning of a very different phase. If Dr. Saad was going to lead MTC into the topmost ranks of global telecom, his team would have to successfully grapple with all the growing pains of managing across borders, brand names and cultures.

(2) Chiaphua Group (香港捷和控股) Vietnam (published in 2007, revised in 2008)

Case Description:

As part of its expansion and diversification strategy, the Chiaphua Group explored real estate investments in emerging markets. The Group was one of the largest privately held company groups based in Hong Kong, with international investments in a variety of manufacturing and property development. Raymond Cheng narrowed the list of potential markets and concluded that Vietnam was the best option. Revolves around how to assess the market in the absence of hard data, and what would be the appropriate entry points. Illuminates how relationship-driven investments can be the foundation of a long-term investment strategy.

(3) Infosys Consulting in 2006 (published in 2006)

Case Description:

Describes Infosys Technologies' approach to growing the company by moving up the value chain to offer higher-end consulting services; improving its brand equity and recognition as a global company, etc. Considers whether Infosys Technologies--through the creation of a wholly owned U.S.-based subsidiary, Infosys Consulting--has created disruptive change in the IT consulting industry by leveraging its competency in

global delivery to create a new model that shortens the lifecycle from business consulting to implementation. The case profiles leading onshore (U.S.) and offshore (Indian) competitors and describes their different approaches to global delivery in the IT consulting industry.

(4) Design Strategy at Samsung Electronics: Becoming a Top-Tier Company (published in 2008)

Case Description:

Samsung Electronics aspires to "Tier One" status among its competitors through mastering the less tangible, more intuitive qualities of superior design. Samsung has risen in little more than three decades from a small OEM producer of generic TV sets to a giant in numerous product categories, from components (such as LCD displays) to ubiquitous consumer devices (such as cell phones). During the past decade, this engineering-driven company has given way to an innovative, design-driven company, without any less emphasis on R&D. Nevertheless, despite worldwide design awards and engineering accolades, the "iconic" product (such as Apple's iPod) eludes them.

(5) Nestle in 2008 (published in 2008)

Case Description:

In April 2008, Paul Bulcke took over as CEO of the world's largest food and beverage company. His predecessor, Peter Brabeck, had delivered 12 years of outstanding results while moving the company towards a new vision of health, nutrition, and wellness. Bulcke's challenge was to swiftly execute the vision and deliver the organic growth and improved margins necessary to meet the "Nestle model."

(6) Google and the Government of China: A Case Study in Cross-Cultural Negotiations (published in 2006)

Case Description:

Based on the negotiation between Google and the Chinese government to allow access by Chinese citizens to a high-speed Chinese version of the Google search engine. In order to reach agreement with the Chinese government, Google had to agree to allow the government to censor access to some sites turned up by Google's search engine. In agreeing, Google compromised its open-access policy. There were inquiries into the agreement by the U.S. Congress and some outcry from U.S. citizens.

3.4 教科書

Peng, M. (2009) Global Strategy (2nd ed.). Published by South-Western
[台灣總代理: 普林斯頓國際有限公司 (Tel: 2290-0318)]

3.5 課堂選文

Beinhocker et al. (2008) Carbon productivity challenge: Curbing climate

change & sustaining economic growth. McKinsey Global Institute.

Bhattacharay and Michael (2008) BCG 50 local dynamos: How dynamic RDE-based companies are mastering their home markets. The BCG Report, Boston Consulting Group.

Cools et al. (2007) The brave new world of M&A: How to create value from mergers and acquisitions. The BCG Report, Boston Consulting Group.

Dayal et al. (2008) Creating value in banking 2008: Managing shareholder value in turbulent times. The BCG Report, Boston Consulting Group.

Deforche et al. (2007) Beyond the boom: The outlook for global steel. The BCG Report, Boston Consulting Group.

Farrel et al. (2006) Putting China's capital to work: The value of financial system reform. McKinsey Global Institute.

Lang et al. (2008) Winning the localization game: How multinational automotive OEMs and suppliers are realizing the strategic potential of China and India. The BCG Report, Boston Consulting Group.

Leung et al. (2008) Internet – China: Defensive, growing competition; neutral. Investment Research, Merrill Lynch.

Luippold et al. (2008) Creating competitive advantage: The European insurance landscape. The BCG Report, Boston Consulting Group.

Meerkatt et al. (2008) The advantage of persistence: How the best private-equity firms “beat the fade.” The BCG Report in collaboration with IESE B-School.

Michael et al. (2007) Beyond Great Wall: Intellectual property strategies for Chinese companies. The BCG Report, Boston Consulting Group.

Olsen et al. (2008) Missing link: Focusing corporate strategy on value creation. The BCG Report, Boston Consulting Group.

4. 課程進度與學習安排

Week	Class Schedule	Readings	Notes
1	Course Introduction & Study-Group Formation		
2	Strategic Challenge in Global Political Economy under Financial Tsunami	第一章	
3	Entrepreneurial Opportunities & Strategy Configuration, and Entry Modes for Foreign Markets	第六章	HBS 個案討論方法與經驗分享
4	Deregulation and Privatization: Strategic Implications from Economic Reforms	課堂選文	個案討論(1): MTC Dayal et al. (2008), Farrel et al. (2006)
5	Global Industrial Competition:	第二章	Deforche et al. (2007)

	Cases on Automobile & Steel Industries	課堂選文	
6	Enhancing Competitive Advantage from Quickly Responding to Institutional & Cultural Shifts	第四章 課堂選文	Luippold et al. (2008)
7	Fostering Learning and Knowledge Transfer from Global Best Practices	第五章 課堂選文	個案討論(2): Chiaphua Meerkatt et al. (2008)
8	Leveraging Critical Resources and Strategic Capabilities	第三章 課堂選文	Leung et al. (2008)
9	Global Mergers and Acquisitions, Partnership, and Restructuring	第七章 課堂選文	個案討論(3): Infosys Cools et al. (2007)
10	Localization and Globalization Issues in Business- and Functional-Level Strategies	第八章 課堂選文	Lang et al. (2008)
11	Delivering and Restructuring MNE's Value Creation Mechanisms from Global Operations	第九章 課堂選文	個案討論(4): Samsung Olsen et al. (2008)
12	Strategic Innovation in Technology, Supply Chains, and Client Relations in the Multinational Setting	第十章 課堂選文	Michael et al. (2007)
13	Implementing & Governing Global Strategy: Leadership, Systems, and Structure	第十一章	個案討論(5): Nestle
14	Sustaining Profitable Growth in the Context of Global Citizenship and Social Responsibility	第十二章 課堂選文	Beinhocker et al. (2008)
15	Strategic Negotiation and Bargaining Around the World	課堂選文	個案討論(6): Google Bhattacharay & Michael (2008)
16	Term Project Presentation I		
17	Term Project Presentation II		
18	Class Wrap-Up		

5. 教授對同學的課堂行為期望

邱教授將以解讀教科書觀念、理論與個案為主，分享對於課堂選文的心得，也會以其 16 年的教學、研究、公益服務與國際諮詢的經驗與同學分享如何成為傑出的國際經營人才。同學在課堂上若需要發言請舉手，手機若需要開啟應調整至來電震動方式。上課準時開始，遲到同學請安靜到達座位不可干擾他人。

6. 學習成果考評



邱教授高度關心同學的學習績效,這包括個人與小組兩部份:
(1)個人成績反映出同學個人理解問題.統合知識.與學習企圖心等層面的素質,考評重點是課堂選文讀後心得(2 article critiques)(30%); (2)小組成績顯示同學的團隊精神.人際溝通.協調分工等層面的素質,考評重點在個案分析書面報告(2 case study reports)(30%).以及學期專題研究(one term project)(40%).

6.1 課堂選文讀後心得(Article Critiques)

總分：100 分
評分比：30 %

我們將討論 12 份國際經營策略最佳實務或前瞻性新知的文章,每位同學從這 12 份選文中自選 2 篇文章撰寫讀後心得(中英文皆可),本文字數應在 1200 字左右,空一行打字,字型自選,字體大小為 12 級.

6.2 個案分析書面報告(Case Study Reports)

總分：100 分
評分比：30 %

我們將討論 6 份國際經營策略個案,每組需撰寫 2 份個案分析報告(中英文皆可),原則上三位同學組成一個討論小組. 同學參考個案中的討論問題來進行個案分析,且應加入在本課程所學(相關理論觀點或分析架構),以彙集成完整的書面報告,其本文字數應在 2000 字左右(補充資料與圖表另加),空一行打字,字型自選,字體大小為 12 級.

6.3 學期專題研究 (The Term Project)

總分：100 分
評分比：40 %

小組同學可根據本課程的討論主題,從以下選擇一個產業進行其國際經營策略的專題研究: DRAM, TFT-LCD, Automobile, Bank, Retail, Game & Casino, Luxury Good, Real Estate. 這些產業在面對金融海嘯的衝擊,都面對極大的策略挑戰 - 不論是面對全球競爭壓力或是本土消費萎縮. 例如: 可以從 competitive dynamics 角度討論 DRAM 的近年來巨幅虧損; 從 institutional constraints & innovation 觀點檢視 over-banking 的問題 etc.

各組所完成之專題研究心得的分享將排在最後兩次課程,不限制字數,但須有完整的研究主題.產業背景介紹.策略問題分析.可解決問題之替代方案.最後並要表達你們的建議方案,也要做成投影片在課堂中發表.

