

台大管理學院
價值創新與經營模式（2學分）

課程概要
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2010-5

背景

由於產業環境急遽變化，企業面臨前所未有的挑戰。企業過去的成功模式，未必能適應新的競爭環境。企業成功所依賴的技術，隨著科技的快速進步，其所創造的競爭優勢亦隨之衰退。因此企業不能只著重技術的創新，而必須要尋求其創造價值的各種來源，以便維持競爭上的優勢。換言之，企業價值的創新有賴於其對於市場、組織、技術等的深入瞭解，建構具有特色的經營模式，才能夠創造競爭優勢。因此，如何整合創造價值的各個環節，塑造創新的經營模式，建立企業持續的優勢，實為企業經理人或經營者必須深入瞭解之課題。

課程目的

本課程的目的在於提供學生個案與相關管理文獻之討論，瞭解產業價值開發的重要層面對企業發展之影響，以及企業如何運用科技與商業模式之創新，建立新階段之經營價值。

上課方式

課程規劃包括個案討論、相關文獻、以及產業專家演講。學生需預先閱讀個案與資料，上課參與討論，共同撰寫小組報告。期末各組之報告以實際規劃企業之經營模式為主，並以競賽之方式加以評分。

上課時間

共四天，9:00-10:40;11:00-12:40;14:00-15:40;16:00-17:40

課程主題與進度

本課程之內容包括：

（一）2010/5/7 經營環境變動與產業競爭（Changing environment and competition）

Class 1(9:00-10:40)

- Case: Rebirth of Swiss Watch Industry, 1980-1992 (A)(HBS Case no. 9-400-087), June 2000.

Class 2(11:00-12:40)

- Reading: McGahan, Anita M., How industries change, Harvard Business Review, October 2004.
- Reading: Porter, Michael E., The five competitive forces that shape strategy, Harvard Business Review, January 2008, pp. 78-93.

Class 3(14:00-15:40)

- Case: Innovation at the Lego Group (A), IMD-3-1978, March 2008

Class 4(16:00-17:40)

- 企業實例演講與討論（一）
- Reading: Hamel, Gary, and Liisa Valikangas, The quest for resilience, Harvard Business Review, September 2003.

（二）2010/5/8 科技創新與經營（Technology breakthrough and business impact）

Class 5(9:00-10:40)

- Case: The Music Industry and The Internet (HBS Case no. 9-703-513), January 2004.

Class 6(11:00-12:40)

- Reading: Christensen, Clayton M., and Michael Overdorf. "Meeting the Challenge of Disruptive Change." Harvard Business Review 78, no. 2 (March-April 2000): 66-76.
- Reading: Robert I. Sutton, "The weird rules of creativity," Harvard Business Review, September 2001, pp. 95-103.

Class 7(14:00-15:40)

- Google Inc. (HBS Case no. 9-806-1-5), November 2006.

Class 8(16:00-17:40)

- 企業實例演講與討論（二）
- Reading: Coyne, Kevin P., Patricia Gorman Clifford, and Renee Dye, "Breakthrough thinking from inside the box," Harvard Business Review, December 2007, pp. 71-78.
- Reading: Supplements: Govindarajan, Vijay, and Chris Trimble, Building breakthrough business within established organizations, Harvard Business Review, May 2005.

（三）2009/5/9 經營模式（Business model development）

Class 9(09:00-10:40)

- Case, Driving Innovation (A): The Birth of Carmax, IMD-3-1867, October 2008.

Class 10(11:00-12:40)

- Reading: Magretta, Joan, Why business models matter, Harvard Business Review, May 2002.

- Reading: Gloor, Peter A., and Scott M. Cooper, "The new principles of a swarm business," MIT Sloan Management Review, Spring 2007.

Class 11(14:00-15:40)

- Case: Mobility Innovation for a Better Place (A) (INSEAD Case no. 809-040-1), 2009.

Class 12(16:00-17:40)

- Reading: Skarzynski, Peter, and Rowan Gibson, Innovating across the Business Model, Harvard Business Press, 2008.
- Reading: Shafer, Scott M., H. Jeff Smith, and Jane C. Linder, "The power of business model," Business Horizon, 48, 2005, pp. 199-207.

(四) 2010/5/10 組織與創新 (Organization for innovation)

Class 13(09:00-10:40)

- Case: Corporate New Ventures at Procter & Gamble, HBS case no. 9-897-088, June 1997.

Class 14(11:00-12:40)

- Reading: Huston, Larry, and Nabil Sakkab, "Connect and develop: Inside P&G's new model for innovation," March 2006.
- Reading: Anthony, Scott D., Mark W. Johnson, and Joseph V. Sinfield, "Institutionalizing innovation," Sloan Management Review, Winter 2008, 29,3.

Class 15(14:00-15:40)

- **Business model presentation by student group (1)**

Class 16(16:00-17:40)

- **Business model presentation by student group (2)**

課程評分

學期成績計算如下：

小組個案撰寫與報告	50%
上課參與	50