

# 策略管理

## Strategic Management (Fall, 2010)

---

### General Information

Date: September 16, 2010 ~ January 13, 2011

Time: Thursday 14:20~17:20

Venue: 管二 302

Instructor: 陳建男      ☒ [cn\\_chen@mail.ndhu.edu.tw](mailto:cn_chen@mail.ndhu.edu.tw)      ☎ 03-863-3036

TA: 吳婉瑜      ☒ [fifi0813@gmail.com](mailto:fifi0813@gmail.com)      ☎ 0939-992825

### Course Description

策略管理的基本目的，在於使經理人認知企業可能的獲利來源，簡言之，這包含對於企業外在環境中機會／威脅的辨識，以及對於企業本身優勢／劣勢的確知，並據此設計、執行能充分實現這些潛在利潤或績效優於競爭對手的策略。它關乎的是企業的長期發展、同時也牽涉到各功能領域的整合。

因此，本課程的目標，不僅在於教導學生瞭解策略管理的核心概念、架構，以及工具，以作為學生進行策略性分析的基礎；同時，課堂上也輔以不同產業與企業個案的研討，使同學熟悉如何將課堂所教授的學理架構，適切地應用至真實的企業場域中，藉此培養同學在面對現實、複雜的企業問題時，具有擬定最適策略與問題解決的能力。

本課程在結構上主要分為三個部份：

1. **產業分析與競爭優勢**。提供事業層級策略的基本學理和分析架構，包括產業分析與策略的關連、企業策略定位的邏輯、競爭優勢的來源與維持，以及科技產業競爭策略等議題。
2. **成長策略及多事業部組織管理**。提供公司層級策略的基本學理和分析架構，包括垂直整合、多角化等企業成長議題、企業創造綜效的營運邏輯，以及在全球化的背景下，企業的國際化策略。
3. **策略執行**。探討企業的組織結構、控制系統、運作程序、及企業倫理等議題。

## Course Organization and Requirements

1. 除了教師的口授之外，本課程的學習重點在於學員的參與和互動，因此，教師相當重視學員的『課堂參與及貢獻』，課前仔細閱讀當週所安排之進度與教材是相當必要的；課堂上，我們鼓勵有建設性貢獻的主動發言及分享。
2. 全班同學以 4-6 人為一組，分組完成個案研討。  
  
※ 個案研討：本學期預計研討六個個案。每一組都必須在當週上課時繳交書面報告，報告以 A4 紙張 4 頁為建議的上限，單行行距。報告須經小組成員簽名後交出，逾期概不受理。
3. 期中、期末考試：旨在測試同學，對觀念、整體架構以及重要策略議題之理解程度，以作為衡量個別差異之依據。

## Grading Policy

<input checked="" type="checkbox"/>	Class participation and contribution	20%
<input checked="" type="checkbox"/>	Midterm Exam	20%
<input checked="" type="checkbox"/>	Case report and presentation	40% (adjusted by peer evaluation)
<input checked="" type="checkbox"/>	Final Exam	20%

## Learning Materials

### Textbook

Robert M. Grant, 2010. *Contemporary Strategy Analysis 7/e*, Blackwell.

### References

Gareth R. Jones & Charles W. L. Hill. 2010. *Theory of Strategic Management 9/e*, South-Western.

John Micklethwait & Adrian Wooldridge, 1996. *The Witch Doctor: What the Management Gurus Are Saying, Why it Matters and How to Make Sense of It*. (中譯本：企業巫醫－當代管理大師思想、作品、原貌，汪仲譯，民 87，商周出版社。)

### Cases

Case 1: Leadership Online (A): Barnes & Noble vs. Amazon.com

Case 2: TMC

Case 3: Cola Wars Continue: Coke and Pepsi in 2006

Case 4: American Apparel

Case 5: Eastman Kodak: Meeting the Digital Challenge

Case 6: Walt Disney Company: The Entertainment King

※ 另有補充討論資料、選讀文章，將隨堂發放。

## **Course Schedule**

### **9/16 Introduction and Course Orientation**

#### **Content**

- Introduction and Objectives
- A Brief History of Strategic Management

### **9/23 Leadership and Strategy**

#### **Content**

- Strategy as a Quest for Value
- Strategy-Making Process

#### **Material**

Chapter 2: Goals, Values, and Performance

### **9/30 External Analysis**

#### **Content**

- Analysis Industry Attractiveness: Porter's Five Forces Model
- Strategic Groups within Industry
- Industry Life Cycle Analysis

#### **Material**

Chapter 3: Industry Analysis: The Fundamentals

Chapter 4: Further Topics in Industry and Competitive Analysis

### **10/7 Case Study 1**

### **10/14 Internal Analysis**

#### **Content**

- Sources and Sustainability of Competitive Advantages
- Value Creation and Value Chain

#### **Material**

Chapter 5: Analyzing Resources and Capabilities

Chapter 6: Developing Resources and Capabilities

### **10/21 Case Study 2**

### **10/28 Business-Level Strategy**

### **Content**

- The Analysis of Competitive Advantage
- Generic Business-Level Strategies
- Competitive Positioning

### **Material**

Chapter 8: The Nature and Sources of Competitive Advantage  
Chapter 9: Cost Advantage  
Chapter 10: Differentiation Advantage

## **11/4 Industry Environment & Strategy / Case Study 3**

### **Content**

- Embryonic & Growth Industries
- Mature Industries

### **Material**

Chapter 11: Industry Evolution and Strategic Change  
Porter, M. E. 1996. What Is Strategy? *Harvard Business Review*, Nov-Dec, pp. 61-77.

## **11/11 Midterm Exam**

## **11/18 Corporate Level Strategy: Vertical Integration**

### **Content**

- Transaction Costs and the Scope of the Firm
- Designing Vertical Relationships

### **Material**

Chapter 14: Vertical Integration and the Scope of the Firm

## **11/25 Case Study 4**

## **12/2 Corporate Level Strategy: Diversification**

### **Content**

- Motives for Diversification
- Types of Diversification
- Disadvantages and Limits of Diversification

### **Material**

Chapter 16: Diversification Strategy

## **12/9 Case Study 5**

## **12/16 Movie**

## **12/23 International Strategy**

### **Content**

- Multinational Strategies
- The Choice of Entry Mode

### **Material**

Chapter 15: Global Strategies and the Multinational Corporation

## **12/30 Managing the Multibusiness Firm / Case Study 6**

### **Content**

- Structure of the Multidivisional Company
- Managing the Corporate Portfolio

### **Material**

Chapter 17: Implementing Corporate Strategy

Porter, M. E. 1987. From Competitive Advantage to Corporate Strategy, *Harvard Business Review*, May-June, pp. 43-59.

## **1/6 Strategy Implementation**

### **Content**

- Strategic Control Systems
- Corporate Governance
- Business Ethics

### **Material**

Chapter 11: Performance and Governance in Jones & Hill (2010)

## **1/13 Final Exam**

- ※ 以上內容如有任何調整與改變，將會在課堂上宣布。

## Study Questions for Cases

- ☉ 基於培養學生能有自行歸納，與全面性思考與批判能力，避免淪於填充或一問一答式的學習，原則上教師不特別提供指定問題給學生準備個案討論與作為報告撰寫的依據。但為使學生縮短掌握個案重點的時間，下列問題是建議各組思考的方向，各小組也可以自行將問題合併或重組來作答，只要邏輯清楚即可。且除了教師提供的這些問題之外，請各組試著思考其他問題來討論。

### Case 1: Leadership Online (A): Barnes & Noble vs. Amazon.com

1. Based on your own experience of traditional bookselling (offline model) and your exploration of online bookselling, compare willingness-to-pay for books supplied by these two business model.
2. Also compare the forecast long-run cost position of a successful online bookseller to Barnes & Noble's traditional business model.
3. Assess Barnes & Noble's response to the substitution threat from Amazon. How did Amazon respond, and to what net effect?
4. Please evaluate Amazon's diversification strategy. Do you think Amazon adopting a good strategy? Why and why not?
5. Based on your own expectation, who will be the online leader, Amazon or Barnes & Noble? What suggestions you will give to the CEOs of both companies?

### Case 2: TMC

1. 就個案中的描述，DRAM 產業的主要特性有哪些？產業的關鍵成功因素為何？影響未來三年產業結構改變的因素為何？這些因素將會造成什麼樣的改變？
2. 就個案中有關 DRAM 產業發展背景的描述，請說明決定台灣 DRAM 產業國家競爭優（劣）勢的因素為何？
3. 就個案中的描述，2008 年第四季至 2009 年第二季這段期間，全球 DRAM 廠商所面臨的困境為何？你對於台灣經濟部的產業再造方案的評價為何？該如何評估此方案的成效？以 TMC 成立之初有限的資源，它可以有哪些作為？（請試著擬定其它的替代方案，並說明所擬方案之優劣。）
4. 嘗試就個案中所給予之台灣 DRAM 主要廠商的單季財務簡表計算出各廠商生產

DRAM 顆粒達損益兩平的價格，並從結果中觀察產業中的優勢廠商與弱勢廠商，描述出可能的差異？

### **Case 3: Cola Wars Continue: Coke and Pepsi in 2006**

1. What is the overall economics of the industry? How is the value created by the industry distributed across different parts of the industry?
2. Why isn't there a winner-take-all mentality between Coke and Pepsi?
3. Who has been losing the cola wars?
4. Coke and Pepsi have created a very profitable industry that has lasted more than a century. What are the likely challenges to the stability of the industry structure in the coming decade? What are the potential drivers of structural change?
5. Will Coke and Pepsi be able to repeat their success with CSD in the water segment, or will a new competitive dynamic emerge?

### **Case 4: American Apparel**

1. The textile/clothing sector is vertically de-integrated: design, textile manufacture, clothing manufacture, distribution are undertaken by specialist firms. Why?
2. Why is American Apparel successful? What role does vertical integration play in its strategy?
3. As American Apparel diversifies & expands internationally, should it maintain its vertical integration?

### **Case 5: Eastman Kodak: Meeting the Digital Challenge**

1. What is the strategy that Kodak has pursued since 1993 to develop its digital imaging business? What is the rationale for that strategy?
2. How successful has the strategy been? What have been the main barriers to its success?
3. Assess Kodak's prospects in the field of digital imaging.
4. Is Perez right to be accelerating the reallocation of resources from conventional to digital resources, to be investing in ink jet printers, and shifting Kodak from hardware to software and services? What advice would you offer Perez?

### **Case 6: Walt Disney Company: The Entertainment King**

1. Why has Disney been successful for so long?
2. What did Michael Eisner do to rejuvenate Disney? Specifically, how did he increase net income in his first four years?
3. Has Disney diversified too far in recent years?
4. Do you agree or disagree with Disney's recent move to acquire Pixar Animation Studios? Is this a diversified move?