

EMBA

[全球產業競爭分析]

932092005

101 學年第一學期

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上課時間：溫偉任 7/7, 7/14, 7/21 (六)下午 13:30-17:30

譚丹琪 7/28, 8/11, 8/18 (六)下午 13:30-17:30

陳建維 8/25(六)下午 13:30-17:30, 9/8(六)下午 13:30-17:30；晚上
18:30-22:30

上課地點：TBA

● 課程簡介

企業經營環境日趨複雜，面對國際化趨勢與國際貿易障礙撤離所帶來的高度競爭，企業如何進行營運與管理決策？本課程旨在介紹分析國際企業在動態的環境中，如何系統化評估其市場營運與開發決策。

本課程由企業內、外部環境分析至企業策略擬定，共分三大主軸，著重在產業層面之探討。我們將由全球競合與策略管理觀點，深究企業從事決策之產業與市場因素，並討論策略擬定之思維與模式。為求理論與實證完整結合，本課程亦將討論各種觀念和知識的應用與延伸。

● 課程形式

本課程強調學生的課堂參與，是以學生應於上課前完成該週指定教材之閱讀，以便了解上課主題與內容，課程進行中歡迎學生提問並表達自己的看法。此外，學生將劃分為若干小組，課後指派有作業供分組討論。除第一次上課外，每次上課將指定部分同學發表分組討論成果。部分課程將指定個案研討，以整合學術概念與管理實務。

- **課程評分**

依據個別老師要求，完成作業或考試，以三位老師的分數平均做為最終成績評定。

- **注意事項**

1. 若因故未能上課，請事先知會授課老師。
2. 未盡事宜將於上課隨時公告。

參考書目：

Miller, James (2003), *Game Theory at Work: How to Use Game Theory to Outthink and Outmaneuver Your Competition*. New York, NY: McGraw-Hill.

(中文版)「洞悉商場賽局」。詹姆斯·米勒(James Miller)著，戴至中譯。美商麥格羅·希爾國際教育出版。

Grant, Robert M. (2010), *Contemporary Strategy Analysis*. 7th ed. Oxford, U.K.: Blackwell Publishers Ltd. (華泰代理)

Bartlett, Christopher A., Sumantra Ghoshal, and Julian Birkshaw, *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, Boston, MA: McGraw-Hill.

Arnould, Eric J., Linda Price, and George M. Zinkhan (2004), *Consumers*, 2nd ed. New York, NY: McGraw-Hill.

Chesbrough, Henry W. (2003), *Open Innovation: The New Imperative for Creating and Profiting from Technology*. Boston, MA: Harvard Business School Press.

Churchill, Gilbert A., Jr. and J. Paul Peter (1998), *Marketing: Creating Value for Customers*, 2nd ed. Boston, MA: McGraw-Hill.

Lehmann, Donald R. and Russell S. Winer, *Products Management*, 3rd ed. Boston, MA: McGraw-Hill, 2002.

Mohr, Jakki J. (2001), *Marketing of High-technology Products and Innovations*, Upper Saddle River, NJ: Prentice-Hall.

Kerin, Roger A., Steven W. Hartley, Eric N. Berkowitz, and William Rudelius (2006), *Marketing*, 8th ed. New York, NY: McGraw-Hill.

Thompson Jr. Arthur A., A. J. Strickland III and John E. Gamble (2010), *Crafting and Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases*. 14th ed. New York, NY: McGraw-Hill.

課程大綱：

溫偉任

賽局理論是一套有系統的策略分析工具，過去幾十年來已被廣泛應用到商學以及社會科學各領域。本課程除了從理論的角度介紹重要的均衡觀念，也將搭配相關實例，期許學員在面臨決策時能學以致用。

Session 1 賽局理論簡介、納許均衡、混合策略、優勢策略	7/7
Session 2 序列賽局、威脅、承諾、差別取價	7/14
Session 3 道德風險、逆向選擇、拍賣	7/21

課程評分：

作業成績占 60%(兩次作業，以組為單位評分)，期末考占 30%(20 道選擇題)，課堂參與表現占 10%。

譚丹琪

Session 4 Strategies for Competing in Global Industries (I)	7/28
Readings: Grant (2010), Chapter 14: Global Strategies and Multinational Corporation <i>Case X: Global Wine Wars</i> (in <i>Transnational Management: Text, Case, and Readings in Cross-Border Management</i> by Bartlett and Ghoshal).	
Session 5 Strategies for Competing in Global Industries (II)	8/11
Readings: Porter, Competition in Global Industries: A Conceptual Framework. <i>Case X: Acer America: Aspire</i> (all readings can be found in <i>Transnational Management: Text, Case, and Readings in Cross-Border Management</i> by Bartlett and Ghoshal).	
Session 6 Strategies for Emerging Market Firms (II)	8/18
Readings: Bartlett and Ghoshal, Going Global: Lessons from Late Movers. <i>Team Assignment:</i> To be announced	
(all readings can be found in <i>Transnational Management: Text, Case, and Readings in Cross-Border Management</i> by Bartlett and Ghoshal).	

陳建維

Session 7 Industry/Market Analysis and Opportunity Identification 8/25

Readings: Grant (2010), Chapter 3: Analyzing the Industry Environment; Chapter 4: Intra-Industry Analysis

Kerin, Hartley, Berkowitz, and Rudelius (2006), Chapter 12: Managing Services

Lehmann and Wine (2002), Chapter 6: Customer Analysis

Case 1: TBA

Session 8 Strategies for Competing in Different Markets 9/8(下午)

Readings: Grant (2010), Chapter 10: Industry Evolution and Strategic Change, Chapter 11: Technology-based Industries and the Management of Innovation, and Chapter 12: Competitive Advantage in Mature Industries

Case 2: TBA

Session 9 Innovation, Customer Value, and Business Models 9/8(晚上)

Readings: Arnould, Price, and Zinkhan (2004), Chapter 17: Consumer Innovation

Churchill and Peter: Chapter 1: Marketing: Creating Value for Customers

Chesbrough (2003): Chapter 4: The Business Model

Mohr (2001), Chapter 1: Introduction of High Technology; Chapter 6: Understanding High-Tech Customers

Case 3: TBA