

國立中山大學 114學年度第1學期 課程教學大綱

National Sun Yat-sen University 114Academic year1st Semester Course syllabus

中文名稱 Course name(Chinese)	企業經營策略			課號 Course Code	EMBA908
英文名稱 Course name(English)	BUSINESS POLICY AND STRATEGY				
課程類別 Type of the course	講授類	必選修 Required/Selected	必修	系所 Dept./faculty	管理學院高階經營碩士學程在職專班
授課教師 Instructor	林豪傑			學分 Credit	3

課程大綱 Course syllabus

本課程教學大綱已提供完整英文資訊（本選項僅供統計使用，未提供完整英文資訊者，得免勾記）【Provide information of course syllabus in English.(This is for statistical use only. For those who do not provide information of course syllabus in English, do not check this field.)】

As cross-industry and cross-border platforms have become business trends, the relationship between competition and collaboration becomes more complex. The Competitive Dynamics Theory provides practical and appropriate methods to assist companies effectively face and solve business problems that have long been challenges in a shifting environment. The Theory is considered as one of the three theories in strategic management in the past three decades. The Harvard Business Review called it "the competitive advantage after Porter's". The Competitive Dynamics Theory believes competitive advantage is temporary, which is in contrast to the theory that used to emphasize sustained advantages. Furthermore, the Competitive Dynamics Theory integrated Chinese culture and philosophy with Western social science and systematic knowledge. Therefore, it can especially be applied to Chinese enterprises for practical practices. Entrepreneurs and managers with dynamic thinking and behavioral methods can help enterprises to build a strong foundation of business sustainability. This course is designed using "strategy 1-2-3" as the core structure. Lectures including dynamic strategy and structure, competitive dynamics analysis, competition and collaboration management, business ecosystem and changes, business development and transformation, culture, strategy, and execution, and East and West ambiculture.

跨業與跨界平台已成企業經營趨勢，競爭與合作的關係變得日益複雜，因此，以往偏向靜態的策略理論與分析廣被質疑；如何運用新的策略觀點，務實且貼切地協助企業有效面對並解決動盪環境下的經營議題，成為學界與實務界共同的課題。動態競爭理論(Competitive Dynamics Theory)正好填補了這個需要。它是過去三十年來從策略管理領域本身發展出來的三個前沿理論之一，被哈佛商業評論稱為「後波特時代的競爭優勢」。它強調競爭優勢是暫時性的(temporary)，與過去強調持續性(sustained)優勢的理論正好形成強烈對比。另一方面，動態競爭理論整合了中華文化與哲學及西方社會科學與系統化知識，因此，特別適合華人企業從事實務應用；擁有動態思維體系與行為模式的企業家與專業經理人，將能幫助企業奠定永續發展的根基。

本課程的設計以「策略1-2-3」為主軸，涵蓋的內容包括：動態策略思維與架構；動態競爭觀念的解析；競爭與合作的管理；商業生態系統與演變；企業成長與轉型；文化/策略/執行三環鏈；中西文化與管理的雙融等。課程除了提供中西不同產業的案例外，也搭配理論文章的研讀及應用工具的練習，期望同學不僅具備綜合性的動態思維，並將所學實際落實在職能培養與職業生涯的各個層面。

課程目標 Objectives

The concept and goal of this course follow the academic research of Ming-Jer Chen, the establisher of the Competitive Dynamics Theory and Ambiculture Theory, and the former president of the Academy of Management (2012-2013). The course aims to train managers, entrepreneurs, and professionals with dynamic abilities. Students will have the chance to analyze, plan, and execute corporates' competitive dynamics strategies to understand factors that influence business operations.

本課程的理念與目標師法全球策略管理權威、動態競爭(competitive dynamics)暨文化雙融(ambiculture)理論創始人、國際管理學會(Academy of Management)前主席(2012-13)與終身院士陳明哲博士，主要目的在培養具有動態競爭與策略思維及紮實行動能力的經理人、企業家或專業人士。透過本課程的學習，同學將學會分析、制定和執行公司的動態競爭(和/合)策略，理解影響企業經營與發展的人、組織與環境因素。

授課方式 Teaching methods

Lecture, case study, in-class discussion, group work, and guest speaker.
主要採用蘇格拉底/孔子式的問答/對話方式，透過個案教學法及實際問題的提問與引導，理解問題的本質，同時也兼採小組活動與實作練習及專題演講等，以豐富課程內容。

評分方式〔 評分標準及比例 〕 Evaluation (Criteria and ratio)等第制單科成績對照表 letter grading reference

- 1.Attendance 出席：25%
- 2.Participation 課堂參與及討論：35%
- 3.Final Presentation 期末報告：40%

參考書/教科書/閱讀文獻 Reference book/ textbook/ documents

〔 請遵守智慧財產權觀念，不可非法影印。教師所提供之教材供學生本人自修學習使用，不得散播及做為商業用途 〕

No copies for intellectual property rights. Textbooks provided by the instructor used only for self-study, can not broadcast or commercial use

Material will be prepared by the lecturer 教師自訂教材

課程時數規劃 Course Hour Planning

本校自114學年度起實施學期16週，課程（含期末考試）應於16週內完成。學分之計算仍以1學分18小時為原則。教師課程時數安排得選擇「16週+自主學習規劃」或「16週+實體上課規劃」。

Starting from the 114th academic year, the university will implement a 16-week course schedule, and all courses (including final examinations) must be completed within this 16-week time frame while maintaining the standard of 18 hours of instruction per credit. Instructors can choose between "16-weeks + Alternative learning periods" or "16-weeks + In-person classes."

本門課程為「16週+自主學習規劃」：教師需於「A.每週課程內容及預計進度」欄位填寫16週課程進度，並於「B.自主學習規劃」欄位填寫每1學分2小時學生自主學習內容。

16 weeks + alternative learning periods: The instructor will include a 16-week course plan in the weekly scheduled progress section (16 hours of instruction per credit) and provide details of the learning plan (two hours of activity per credit) in the alternative learning period section.

本門課程為「16週+實體上課規劃」：教師需於「A.每週課程內容及預計進度」欄位填寫16週課程進度，並於「C.實體上課規劃」填寫2次授課內容及主題，且於學期16週內完成。

16 weeks + in-person classes: The instructor will include a 16-week course plan in the weekly scheduled progress section (16 hours of instruction per credit) and specify the content and topics of the 2 in-person classes in the in-person class plan section, and must be completed within this 16-week time frame.

A. 每週課程內容及預計進度 Weekly scheduled progress

全英課程之授課內容及主題應以英文或雙語呈現

For courses taught entirely in English, the content and topics should be presented in English or bilingually.

週次	日期	授課內容及主題
Week	Date	Content and topic
1	2025/09/07~2025/09/13	Introduction: Competition and Competitive Analysis 課程介紹：競爭與競爭分析
2	2025/09/14~2025/09/20	Strategy, Competitive Strategy, Strategic Management 策略、競爭策略與策略管理
3	2025/09/21~2025/09/27	Strategic Mataphor 策略的圖像
4	2025/09/28~2025/10/04	Dynamic Strategic Thinking 動態策略思維
5	2025/10/05~2025/10/11	Dynamic Analysis on Strategy 動態策略分析
6	2025/10/12~2025/10/18	Philosophical Foundation of Competitive Dynamics Theory
7	2025/10/19~2025/10/25	Dyadic Action-Response Analysis 行動與回應的對偶分析
8	2025/10/26~2025/11/01	Predicting Competitive Response 競爭回應的預測
9	2025/11/02~2025/11/08	Competitor Analysis 競爭者分析
10	2025/11/09~2025/11/15	Indirect Competition 間接競爭
11	2025/11/16~2025/11/22	Business Model Competition 商業模式的競爭
12	2025/11/23~2025/11/29	Ecosystem Competition 生態系統的競爭
13	2025/11/30~2025/12/06	Dynamic Competition and Cooperation 動態競爭與合作
14	2025/12/07~2025/12/13	Culture, Strategy, Execution Trio 「文化-策略-執行」三環鏈
15	2025/12/14~2025/12/20	Term Presentation (I) 小組期末報告
16	2025/12/21~2025/12/27	Term Presentation (II) 小組期末報告

B. 自主學習規劃 Alternative learning periods

課程規劃學生自主學習內容（每1學分2小時）

Alternative learning periods planned for the course (with each credit corresponding to two hours of activity)

本門課程規劃學生彈性或自主學習內容（每1學分2小時）：

Alternative learning periods planned for the course (each credit corresponds to two hours of activity):

學生自主學習活動 Alternative learning periods	勾選或填寫規劃內容 Place a check in the appropriate box or provide details	時數 Number of hours
學生分組實作及討論 Group work and discussion	<input checked="" type="checkbox"/> (1) Business Diagnosis and Problem-solving ; (2) Business Case /	32
參與課程相關作業、作品、實驗 Participation in course-related assignments, work, or experiments	<input type="checkbox"/>	
參與校內外活動（研習營、工作坊、參訪）或競賽 Participation in on- or off-campus activities (e.g., seminars, workshops, and visits) or competitions	<input type="checkbox"/>	
課外閱讀 Extracurricular reading	<input type="checkbox"/>	
線上數位教材學習 Learning with online digital learning materials	<input type="checkbox"/>	
其他（請填寫規劃內容） Other (please provide details)	<input type="checkbox"/>	

C. 實體上課規劃 In-Person Class Plan

若無規劃學生自主學習，則請教師規劃2次實體上課（每1學分2小時），應於學期16週內完成實體上課（含期末考試），實體上課時間由師生自行討論，得利用週三下午4-7點或其他時段進行。

If there are no alternative learning periods planned for the course, the instructor should plan 2 in-person classes (2 hours of activity per credit). in-person class must be completed within this 16-week time frame (including final examinations). In-person Class schedules can be arranged through discussions between instructors and students, utilizing Wednesday 4:00PM-7:00PM or other suitable time slots.

* 第一次實體上課內容及主題 (Content and topic for the first In-Person class) :

* 第二次實體上課內容及主題 (Content and topic for the second In-Person class) :

課業討論時間 Office hours

時段1 Time period 1:
 時間 Time : 星期一16:00-18:00
 地點 Office/Laboratory : 管4063
 時段2 Time period 2 :
 時間 Time : 星期二16:00-18:00
 地點 Office/Laboratory : 管4063

系所學生專業能力/全校學生基本素養與核心能力 basic disciplines and core capabilities of the department and the university

系所學生專業能力/全校學生基本素養與核心能力 basic disciplines and core capabilities of the department and the university	課堂活動與評量方式 Class activities and evaluation										
	本課程欲培養之能力與素養 This course enables students to achieve.	紙筆考試或測驗 Test.	課堂討論(含個案討論) Group discussion (case analysis).	個人書面報告、作業、作品、實驗 Individual paper report/ assignment/ work or experiment.	群組書面報告、作業、作品、實驗 Group paper report/ assignment/ work or experiment.	個人口頭報告 Individual oral presentation.	群組口頭報告 Group oral presentation.	課程規劃之校外參訪及實習 Off-campus visit and intership.	證照/檢定 License.	參與課程規劃之校內外活動及競賽 Participate in off-campus/on-campus activities and competitions.	課外閱讀 Outside reading.
※系所學生專業能力 Basic disciplines and core capabilities of the department											
1.瞭解國際管理新知 1. Exploring updated knowledge of International Business.	V		V	V	V	V	V				
2.高階經營人才的再培育 2. Re-educating senior working professionals.	V		V		V		V				
3.新觀念的刺激與新思維的訓練 3. Training the professionals for new ideas.	V		V		V		V				
4.跨行業交流互動與團隊友誼之建立 4. Creating a network for crossover cooperation and friendship.											
5.全球化的訓練與視野 5. Developing the global mindset of each professional.											
6.多元化的學習 6. Providing pluralistic approaches to learning.											
※全校學生基本素養與核心能力 Basic disciplines and core capabilities of the university											
1.表達與溝通能力。 1. Articulation and communication skills	V		V		V		V				
2.探究與批判思考能力。 2. Inquisitive and critical thinking abilities	V		V		V		V				

3.終身學習能力。3. Lifelong learning										
4.倫理與社會責任。4. Ethnics and social responsibility										
5.美感品味。5. Aesthetic appreciation										
6.創造力。6. Creativity										
7.全球視野。7. Global perspective										
8.合作與領導能力。8. Team work and leadership	V		V		V		V			
9.山海胸襟與自然情懷。9. Broad-mindedness and the embrace of nature										

本課程與SDGs相關項目：The course relates to SDGs items:

- SDG1-消除貧窮(No Poverty)
- SDG2-消除飢餓 (Zero Hunger)
- SDG3-良好健康與福祉(Good Health and Well-being)
- SDG4-教育品質(Quality Education)
- SDG5-性別平等(Gender Equality)
- SDG6-乾淨水源與公共衛生(Clean Water and Sanitation)
- SDG7-可負擔乾淨能源(Affordable and Clean Energy)
- SDG8-優質工作與經濟成長(Decent Work and Economic Growth)
- SDG9-工業、創新和基礎建設(Industry,Innovation and Infrastructure)
- SDG10-減少不平等(Reduced Inequalities)
- SDG11-永續城市(Sustainable Cities and Communities)
- SDG12-責任消費與生產(Responsible Consumption and Production)
- SDG13-氣候行動(Climate Action)
- SDG14-海洋生態(Life Below Water)
- SDG15-陸域生態(Life on Land)
- SDG16-和平、正義和穩健的制度(Peace,Justice And Strong Institutions)
- SDG17-促進目標實現的全球夥伴關係(Partnership for the Goals)
- 本課程和SDGS無關

本課程校外實習資訊: This course is relevant to internship:

本課程包含校外實習（本選項僅供統計使用，無校外實習者，得免勾記）
The course includes internship.(For statistical use only. If the course without internship, please ignore this item.)

實習定義：規劃具有學分或時數之必修或選修課程，且安排學生進行實務與理論課程實習，於實習終了取得考核證明繳回學校後，始得獲得學分；或滿足畢業條件者。（一般校內實習請勿勾選此欄位）

Internship: The required or elective courses should include credits and learning hours. Students should participate in the corporative company or institution to practice and learn the real skills. An internship certification must be handed in at the end of internship to get the credits or to fulfil the graduation requirements.