

企業概論

(305019001)

2013/9/7

上課時間 (Class Session) : Friday 9:10 a.m. - 12:00 p.m.

上課地點 (Classroom) : 研究大樓250103教室 (#250103, Research Building)

授課教師 (Instructor) : 別蓮蒂教授 (Dr. Lienti Bei) 及政大企管系教授群 (Faculty Team of BA)

學生時間 (Student Hour) : Appointment required through email

研究室 (Office) : 商學院大樓 261230室 (#261230, Commerce Building), extension: 81230

E-MAIL : lienti@nccu.edu.tw

課程內容下載及討論區 (Class Website) : <http://wm3.nccu.edu.tw/>

課程目的 (Course Objectives) :

1. Introduce the purposes and scopes of studying business administration.
2. Explore the various functions in a firm and understand the linkage among the functions. At the end of this semester, students should have the basic general concept about a business. 介紹企業的概念及機能體系 (Business-Function System), 包括研究與發展管理 (Research and Development Management)、生產管理 (Production Management)、行銷管理 (Marketing Management)、人力資源管理 (Human Resources Management)、財務管理 (Finance Management)、及資訊管理 (Information Management), 以期奠立修習管理學管理機能體系 (Management-Function System) 的基礎。修習後, 學生應對「企業」有基本概括的了解。
3. Introduce the strength and expertise of professors. 介紹企管系各位教授與相關領域。
4. Build up a learning community a good learning and a good learning habit at the individual level.
5. Accelerate students get familiar with both English and Chinese teaching environment.

綜合參考教材 (Textbooks and Materials) :

1. 課本 : 企業概論, 第三版, 2013年, 林建煌著, 華泰文化。(企)
2. Textbook: Business Essentials, 9th ed. (2013), by Ronald J. Ebert and Ricky W. Griffin. Pearson Prentice Hall. (BE)
3. Cases (listed in the schedule)

評分標準 (Grading Policy) :

Participation:	15%	(含出席率、上課發言次數與品質 ; attendance, frequency and quality of class participation)
Assignment I & II:	10%	(5% for each)
Assignment IV:	10%	(每個個案均有指定問題, 當周繳交小組討論書面報告 ; brief written report for assigned questions of each case)
Simulations:	10%	(two simulation games, 5% for each)
Term Project:	25%	(written: 15%, oral presentation: 10% ; 可能按照小組成員貢獻調整 分數, Score could be readjusted based on individual contribution.)
Final Exam	30%	

註 : 上課每遲到五分鐘扣總分0.5分, 無故缺席一次扣2分。請假需經正式程序。

Note: Late attendance and absent without proper excuse will be deducted for -0.5 and -2 from the final grade, respectively.

教學方式 (Teaching Approach):

Classes will be conducted on a lecture and case-discussion basis. A typical session will be based on the discussion of a case that exemplifies a particular aspect of business-function system. A typical class session may also include a lecture that addresses a conceptual approach or develops an issue, provides a setting for the topic being addressed, or integrates the class discussion and the subject matter. Part of the class discussion will be based on team work.

During our first class session I will assign you into study groups. Each study group may have 9-12 members. These groups are an integral component of class preparation and discussion. You are encouraged, but not required, to prepare the cases and the readings in groups. However, you are required to discuss the case with your group members before the class session.

For a case discussion to be a valuable learning experience, it is essential that you come prepared to discuss the cases and readings assigned for that class. During our case discussions, I ask that you deal with the cases as you read them. You are not expected to seek outside or post-case data on the firm or industry.

注意事項 (Special Notes):

1. This is a bilingual course. You are expected to use either “fluent English and basic Chinese” or “fluent Chinese and fundamental English.” The important texts and lectures will be taught in both Chinese and English. However, I don’t plan to repeat everything in both Chinese and English. Please make sure that you can understand the content and lecture of this course before you register in. For the class participation, you are welcome to use either Chinese or English to express your opinions in class.
2. The first class attendance is mandatory. If you miss the first class without any acceptable reason, please withdraw this course immediately and take this course next year.
3. Study groups will be assigned randomly in the first class. The group assignments begin on day one. The whole class is divided into 12 groups.
4. Attendance, preparation, and participation are essential for this class to be value-adding. If you have to miss class, please let me know in advance. Much of the learning in this course comes from class discussion of cases or homework assignments. Learning opportunities are maximized when a student is actively engaged in the class discussion. Active engagement means that you are listening carefully to the comments of other students and seeking opportunities to make relevant comments that move the class discussion forward. Since case discussion constitutes most of class time, there is plenty opportunity for you to participate. Do not be discouraged if, after the first few classes, you have yet to participate. To increase opportunities for effective participation, I may cold call a student or a study group to open the class discussion. I may also occasionally cold call students during the course of a discussion. If you feel that you are preparing well but that I am not calling on you sufficiently often, please let me know so that I can address the problem.
5. Due to logistic limitations, auditing is not acceptable.
6. Students are required to check out the eLearning website before each class session for the most updated assignment and materials. Previewing class materials is extremely important for this course. This is the foundation to have a decent class discussion. In the case that too many students do not preview as required, a pop quiz will be held.
7. Seats: The seats are designated. A seat chart will be presented to the instructors every week. The seats will be re-arranged in the midterm. So, every student can be explored the different sides of the classroom and receive equal attention.

Schedule and Assignments

9/27 Introduction to the Course Definition and Mission of Business

Materials:

Preview: Chapter 1 & 6 (企) / Chapter 5 (BE)

Thinking Assignment:

1. Is NCCU an organization?
2. What are the differences between a profit-oriented organization and a non-profit organization?

Schedule:

9:10-10:00 Course Design and Requirement

10:00-10:10 Preparing Personal Information

10:20-11:50 Lecture: Introduction to Business and Management

11:50-12:00 Group Confirmation

10/4 External Environment and Internal Process of Business

Materials:

Preview: Chapter 1, 2 & 6 (企) / Chapter 1, 4, & 5 (BE)

Turn-in Assignment I: (See the description on page 8.)

Every student should prepare a name card and a name stand for the class.

Turn-in Assignment II: (See the description on page 8.)

1. Every student should list down five most important “megatrends” of the world before your group discussion. Share your opinions about the megatrends with your team members and conclude ten megatrends under group consensus before class.
2. Each group turns in one page of ten megatrends with simple description and explanation (hard copy), as well as one page of PPT with the title of your megatrends to eLearning.

Schedule:

9:10-10:30 Lecture: Business and Management Functions and Environment

10:45-11:30 Class Discussion: Megatrends

11:30-11:50 Career Planning

11:50-12:00 Assignment for Next Week

10/11 Organization & Company; Business Ethic and Social Responsibility

Materials:

Preview: Chapter 3 & 4 (企) / Chapter 2 & 6 (BE)

Case: 2011 Food and Beverage Crisis in Taiwan: The Plasticizer Scandal (on eLearning)

Assignment:

1. Check out the most recent 公司法 in Taiwan via the Internet.
2. Which kind of firms are the most commonly seen in Taiwan? What are the pros and cons of this company form?
3. Each team plays a role in the supply chain of food of beverage industry, consumer, or government. Find out the relevant information about this case before the class.
4. As the role that you are playing, what are your position, arguments, defenses, and/or responsibilities? What are your consequent solutions and will you change your operational process afterward?
5. Estimate the impacts of this scandal on the whole industry, economics and markets.

Schedule:

9:10-10:30 Lecture: Organization (彭朱如老師)

10:40-11:45 Class Discussion: The Plasticizer Scandal

11:45-12:00 Discussion: Introduction to Production Simulation

10/18 Entrepreneurship & Leadership

Materials:

Preview: Chapter 5 (企) / Chapter 3 & 9 (BE)

Case: Tom Tierney (# 9-800-253)

Assignment:

1. As Tom Tierney, how would you approach the breakfast meeting with Granville Harris? As Harris, how would you approach it?
2. Evaluate how Tom Tierney manages his time. Is he focusing on the right things, to the right extent?
3. What are some of the key challenges of leading a professional service firm?

Schedule:

9:10-10:30 Lecture: Entrepreneurship & Leadership (林月雲老師)

10:45-11:45 Case Discussion: Tom Tierney

11:45-12:00 Confirmation of Production Simulation

Turn-in Assignment III: (See the description on page 8)

Order and plan of Production Line Simulation Game

10/25 Operation Management

Materials:

Preview: Chapter 7 (企) / Chapter 7 (BE)

Case: Toyota (# 9-693-019)

Supplement: 「豐田自動化生產」(摘自：創意成真，1995年，天下文化出版)(額外閱讀)

Discussion Questions:

1. As Doug Friesen, what would you do to address the seat problem? Where would you focus your attention and solution efforts?
2. What options exist? What would you recommend? Why?
3. Where, if at all, does the current routine for handling defective seats deviate from the principles of the Toyota Production System?

Schedule:

9:10-10:20 Case Discussion: Toyota

10:20-10:30 Final Confirmation of Production Simulation

10:45-12:00 Lecture: Operation Management (陳立民老師)

11/1 Operation Plan

Materials:

Simulation Game of Production Line Arrangement (Materials are distributed on 10/19)

Schedule:

9:10-11:20 Simulation Contest / Introduction to Important Industries (video)

11:30-12:00 Class Discussion

11/8 Research & Development Management

Materials:

Preview: 「3M 便利貼」(摘自：創意成真，1995年，天下文化出版)

(Local students are required to translate the case to your foreign teammates. Foreign students may search the RD story of 3M Post-it via the Internet.)

Thinking Assignment:

1. How do we evaluate a creative idea?
2. What are the special difficulties of R & D management?

Schedule:

9:10-10:15 Feedbacks on the Production Simulation
10:30-12:00 Lecture: R & D Management and the Coordination of Functions

11/15 Human Resource Management

Materials:

Preview: Chapter 10 (企) / Chapter 8 & 10 (BE)

Case: 益佳機械公司 (Yi-Chia Mechanical Company)

Discussion Questions:

1. Find out the job description of Human Resource Department in a big company.
2. CSD是否應該調整其薪資津貼制度？如果要調整，該如何調整？
3. CSD是否應該採行一些薪津制度外的方式以激勵CSD的業務員更有效率的工作？

Turn-in Topic and Outline of the Term Project

Turn-in Assignment for Extra Points (5%): Break-even Analysis for Production

Schedule:

9:10-10:15 Class Discussion

10:30-12:00 Lecture: Human Resource Management (韓志翔主任)

11/22 Marketing Management

Materials:

Preview: Chapter 8 & 9 (企) / Chapter 11 & 12 (BE)

Case: Starbucks: Delivering Customer Service (# 9-504-016)

Discussion Questions:

1. What factors accounted for the extraordinary success of Starbucks in the early 1990s? What was so compelling about the Starbucks value proposition? What brand image did Starbucks develop during this period?
2. Why have Starbucks' customer satisfaction scores declined? Has the company's service declined, or is it simply measuring satisfaction the wrong way?
3. How does the Starbucks of 2002 differ from the Starbucks of 1992?
4. Describe the ideal Starbucks customer from a profitability standpoint. What would it take to ensure that this customer is highly satisfied? How valuable is a highly satisfied customer to Starbucks?
5. Should Starbucks make the \$40 million investment in labor in the stores? What's the goal of this investment? Is it possible for a mega-brand to deliver customer intimacy?

Schedule:

9:10-10:15 Lecture: Marketing Management

10:30-11:45 Class Discussion

11:45-12:00 Introduction to Supply Chain

11/29 Supply Chain Management (Beer Game)

Materials:

Simulation Game of Beer Supply Chain (Information will be distributed via eLearning on 11/22.)

Schedule:

9:10-12:00 Simulation Contest

12/6 Information and Technology Management

Materials:

Preview: Chapter 13 (企) / Chapter 13 (BE)

Supplement reading will be passed one week before the class.

Schedule:

9:10-9:45 Feedbacks of Beer Game

9:45-10:30 Introduction to Home Countries

10:45-12:00 IT Management (黃思明老師)

12/13 Accounting and Finance Management; Negotiation

Materials:

Preview: Chapter 11 & 12 (企) / Chapter 14~16 (BE)

Schedule:

9:10-10:20 Case: Buyer and Seller (will be distributed in class)

10:30-11:20 Accounting and Finance Management (張家揚老師)

11:30-12:00 Feedbacks for Negotiation

12/20 Globalization and Global Environment

Materials:

Preview: Chapter 2 (企) / Chapter 4 (BE)

Discussion Questions:

1. What are the signs that you have observed about the trend of globalization?
生活中，你觀察到哪些全球化、國際化的趨勢？
2. 「兩岸服務業貿易協議」究竟對台灣哪些產業有利？對哪些產業可能造成衝擊？

Schedule:

9:10-9:30 Class Discussion: Globalization / Introduction to Home Countries

9:45-12:00 Lecture: International Business (于卓民老師)

12/27 Presentation of Final Report

1/3 Presentation of Final Report

1/10 Final Exam

考試範圍涵蓋整學期所有上課、演講及個案內容

Exam Coverage: Including all the reading and discussion materials in this semester

Assignment I: Name Stand and Name Card

1. Name Stand:
 - Design: Each group designs a format for team members with individual's name in the center and team name at the bottom of the stand.
 - Size of the name stand: 30cm × 12cm (minimum)
 - Font size of your name: 200 in MS Word
 - Font size of the team name: 72 in MS Word
 - Color: The color of name has to be obvious enough to distinguish the words versus background.
 - Double-side: Put names on both sides.
 - Usage: It should be able to stand on your desk (or chair), removable, and durable for a whole semester.
2. Name Card:
 - Name (at least font size 36), picture, high school, three most important achievements
3. Due day: October 4th.

Assignment II: Megatrends

1. Every student should down the five most important “megatrends” of the world based on his/her own opinions before group discussion. Share your list of megatrends with your team members and each team concludes ten most important megatrends under group consensus.
2. Each team should turn in one page of ten megatrends with simple description and explanation (hard copy), as well as upload one page of PPT with the title of your megatrends only to eLearning Website.
3. Due day: October 4th.

Assignment III: Production Line Simulation Game

1. Each team should turn in their design and orders for the production line on October 18th.
2. Students will run a simulation of product line for an automobile factory on November 1st.

Assignment IV: Case Preparation

In order to make sure that students read the assigned case carefully and elaborate more thoughts about the assigned questions before the class session, each team should turn in their brief answers on the written form which is limited in one page of A4.

1. The Plasticizer Scandal: Q4 and Q5 (Due day: October 11)
2. Tom Tierney: Q2, and Q3 (Due day: October 18)
3. Toyota: Q1, Q2, and Q3 (Due day: October 25)

4. Yi-Chia Mechanical Company: Q2, and Q3 (Due day: November 15)
5. Starbucks: Q1, Q2, Q4, and Q5 (Due day: November 22)

For the cases and discussion questions that are not listed here in Turn-in Assignment IV, students should still prepare and discuss the relevant topics.

Assignment V: Business and Market Facts of Some Countries (Optional)

This optional assignment is available for foreign students only and has two-fold of purposes:

1. Through the introduction of home country by foreign students, we learn more about other markets.
2. Students, who face disadvantages due to the Chinese learning environment, have a chance to earn extra points (i.e., from 0 to 10 points) from this extra contribution.

Contents:

1. The basic facts about the people, environment, and government,
2. The major industries and business characteristics, and
3. Other interesting natures of the country

Requirement:

1. There are 5 time slots available to earn the extra points: December 6th and 20st, two and three for each class session, respectively. Each presentation is limited in 10 minutes.
2. Students who are interested in this chance have to book the time slot before November 22nd with me. Maximum 5 presentations are accepted.

Term Project 期末報告

每組同學自選一個產業，介紹該產業的特性、在台灣或全球發展的歷史與趨勢，並評估台灣與大陸簽訂ECFA、兩岸服務業貿易協議、全球各種雙邊或多邊國際協議下對該產業的衝擊。

報告目的 (Purposes)：

- 一、練習搜集資料、分析資料、及正確地運用資料
- 二、學習團隊分工合作、協調
- 三、深度了解一個與企業相關的主題
- 四、學習書面報告的技巧

報告包括部份：

- 一、封面基本資料 (Cover)：組員姓名、學號，題目。
- 二、摘要 (Abstract)：簡述報告重點，半頁。
- 三、資料整理分析及討論：Find out the relevant information about your focal industry. Analyze the history, trends, and the characteristics of this industry. Also summarize the potential of this industry and future development in this industry.
- 四、參考資料彙列 (Reference List)。

報告格式：

- 一、長度：二十頁左右，不得灌水。
- 二、正確引述及引用（參考講義說明）。

Topic and Outline Due Day: November 15th

Term Project Due Day: January 3rd

參考題目：(僅為參考範例)

- 高科技產業之種類及特色
- 台灣紡織業之歷史、發展與前景
- 金融業的發展與國際化趨勢
- 自行車產業的歷史、發展特色、全球佈局
- 文化創意產業的定義與台灣的機會
- 物流運輸業的特性與前景
- 台灣農業發展的困境與契機
- 台灣線上遊戲業發展與服貿協議的衝擊和契機

學習成效檢核表 ASSURANCE OF LEARNING CHECK LIST

期初 Part I – Before the Semester Begins

<i>Adherence to Mission</i>	
• Globalization 國際	• Innovation 創新
• Specialty 專業	• Humanity 人文
<i>Adherence to Program Learning Goals</i>	
• To train students with the necessary knowledge and leadership skills to prepare them to become socially responsible adults and competent professionals with leadership	
• To educate students in the state-of-the-art business practices, concepts, and methods	
<i>Pedagogical Methodologies</i>	
• Lecture	• e-Learning
• Study Group	• Project
• Case Study	• Role-Playing
• Simulation	• Self-Learning
<i>Student Abilities Enhancement</i>	
• Logical Thinking 邏輯思考分析	• Self-management 自我管理
• Professional Knowledge 專業知識	• Teamwork 團隊合作
• Critical Thinking 評論性思考	• Communication 溝通表達能力
• Quick Thinking 敏捷性思考	• Comprehension Ability 聆聽能力
• Flexibility 彈性反應與適應力	• Acceptance of Others 接受意見
• Persistency 堅持力	• Confidence 自信心
• Creativity 創造力	• Management Ethic 管理道德