企業概論
(305019)

2010/9/6

上課時間：星期五  9:10 a.m. - 12:00 p.m.

上課地點：研究大樓250203教室

授課教師：別蓮蒂 (Lienti Bei) 教授及政大企管系教授

學生時間：Appointment made through email

研究室：商學院大樓 261230 室，分機 81230

E-MAIL：lienti@nccu.edu.tw

課程內容下載及討論區：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. 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)、生産管理 (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機能體系 (Management-Function System) 的基礎。修習完本科後，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.

綜合參考教材:

1. 課本：企業概論，第二版，2010年，林建煌著，華泰文化。 (企)
3. 叫賣竹竿的小販為什麼不會倒？你一定用得到的金錢知識，2006年，山田真哉著，東正德譯，先覺出版。
4. Cases (listed in the schedule)

評分標準:

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(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。)
教學方式 (Teaching Approach):

Classes will be conducted on a lecture/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 group work.

During our first class session I will assign you into study groups. Study groups 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, in regular intervals I will ask each group to prepare a presentation that will form the basis for class discussion.

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 know 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 mean I will 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. 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.

3. 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.

4. Seats: The seats are designated. A seat chart will be presented to the instructors every week. The seats will be re-arranged at the 9th week. So, every student can be explored the different sides of the classroom.
Schedule and Assignments

9/17  Introduction to the Course  
Definition and Mission of Business

Materials:
Preview: Chapter 1 & 3 (企) / Chapter 1 & 2 (BE)  
Case: Dilemma

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 Platform and Requirement  
10:00-10:10 Personal Information  
10:20-11:00 Lecture: Introduction to Business  
11:00-11:15 Case Preparation  
11:15-12:00 Case Discussion

9/24  External Environment and Internal Process of Business

Materials:
Preview: Chapter 2 & 6 (企) / Chapter 1 & 5 (BE)  
Case: Franz

Assignment:
1. Why did foreign sellers of home décor and gift products outsource the production to factories in Taiwan rather than keep the manufacturing function by themselves?  
2. Do you believe that Mr. Chen setting up his own brand Franz was a well-planned movement or an inevitable result due to no other choice? If you believe that Mr. Chen might have other alternatives to grow his business, evaluate these alternatives one by one.
3. How do you assess Seagull’s abilities and its external conditions of introducing its own brand in the market? What were the major concerns when Seagull planned to launch its own brand in the market?
4. How easy or difficult will it be for Franz to extend to other products? Which types of products can be most easily for Franz to extend?

Turn-in Assignment I:
Everyone should prepare a name card and a name tag for the class. (See the description on page 8)

Schedule:
9:10-10:30 Lecture: Business Functions and Environment  
10:45-11:00 Group Discussion  
11:10-12:00 Class Discussion

10/1  Entrepreneur & Start-Up Company

Materials:
Preview: Chapter 5 (企) / Chapter 3 (BE)  
Case: Benihana

Assignment:
1. What are the unique parts of Rocky’s idea on starting up Benihana?
2. What are the differences between Benihana production process and that of a typical restaurant?

**Schedule:**
9:10-9:30 Group Discussion
9:30-11:15 Class Discussion
11:30-12:00 Lecture: Business Functions and Management Functions

**10/8 Organization & Leadership**

**Materials:**
Preview: Chapter 4 (企)、公司法/ Chapter 6, 8, 9 (BE)
Case: Tom Tierney

**Discussion Questions:**
1. Which kind of firms are the most commonly seen in Taiwan? What are the pros and cons of this company form?
2. As Tom Tierney, how would you approach the breakfast meeting with Granville Harris? As Harris, how would you approach it?
3. Evaluate how Tom Tierney manages his time. Is he focusing on the right things, to the right extent?
4. What are some of the key challenges of leading a professional service firm?
5. Check out the most recent 公司法 via the Internet.

**Schedule:**
9:10-10:30 Lecture: Organization (林月雲老師)
10:45-11:30 Class Discussion
11:30-12:00 Introduction to the Production Simulation

**10/15 Operation Management**

**Materials:**
Preview: Chapter 7 (企) / Chapter 7 (BE)
Preview: 『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)
Case: Toyota

**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:**
9:10-10:30 Lecture: Operation Management (洪叔民老師)
10:45-11:00 Group Discussion
11:00-12:00 Class Discussion

**10/22 Marketing Management**

**Materials:**
Preview: Chapter 8 & 9 (企) / Chapter 11 & 12 (BE)
Case: Synnex
**Discussion Questions:**

1. Why do foreign manufacturers of electronic products use external distributors in Taiwan rather than establish their internal sales offices?
2. What are the reasons used by Synnex to break away from the traditional practices and the economic rationale for adopting their unconventional practices?
3. Can the operational model of Synnex be extended to foreign markets? Or, it works only in Taiwan. If so, what modifications must be made in foreign countries?
4. Can the operation model be extended to cover other products? If yes, which products(s) can be most easily uploaded to this logistic system?
5. How easy or difficult will it be for Synnex to get into the Internet marketing? Can it become the Amazon in high-tech industries?
6. Franz Case: Why did Franz rarely use advertisements to promote its products? How could Franz motivate end users to purchase its products through attending trade shows?

**Turn-in Assignment II:**
Order and plan of Production Line Simulation Game

**Schedule:**
9:10-10:15 Lecture: Marketing Management (李嘉林老師)
10:30-12:00 Class Discussion

10/29 Operation Plan

**Materials:**
Simulation Game of Production Line Arrangement (Materials are distributed on 10/14)

**Schedule:**
9:10-10:50 Simulation Contest / Introduction to Important Industries (video)
11:10-12:00 Class Discussion

11/5 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

11/12 Human Resource Management

**Materials:**
Preview: Chapter 10 (企) / Chapter 10 (BE)
Case: 益佳機械公司
(Local students are required to translate the case to English for your foreign teammates.)

**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 Assignment III:*
Topic and outlines of the term project

*Schedule:*
9:10-9:30 Group Discussion  
9:30-10:15 Class Discussion  
10:30-12:00 Lecture: Human Resource Management (蔡維奇主任)

11/19 Accounting and Finance Management

*Materials:*
Preview: Chapter 11 & 12 (企) / Chapter 14-16 (BE)
Case: 便利商店的商品經營  
(Local students are required to translate the case to English for your foreign teammates. A field trip of convenience store and checking out each item in the case may help foreign students to understand the case content.)

*Discussion Questions:*
1. Which factors should a store manager consider when ordering short-term products for a convenience store?  
2. What are your orders for the listed seven products on April 30th?

*Schedule:*
9:10-10:50 Class Discussion  
11:00-12:00 Lecture: Accounting and Finance Management

11/26 Information and Technology Management

*Materials:*
Preview: Chapter 13 (企) / Chapter 13 (BE)
Supplement reading will be passed one week before the class.

*Schedule:*
9:10-11:00 IT Management (黃思明老師)  
11:10-12:00 Introduction to Supply Chain

12/3 Supply Chain

*Materials:*
Simulation Game of Beer Supply Chain (Information will be distributed via eLearn on 11/26.)

*Schedule:*
9:10-12:00 Simulation Contest

12/10 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？
Schedule:
9:10-9:30 Class Discussion: Globalization
9:30-12:00 Lecture: International Business (于卓民老師)

12/17 Negotiation

Schedule:
9:10-10:00 Case: Buyer and Seller (will be distributed in class)
10:10-11:00 The Future of NCCU (吳思華校長，President of NCCU)
11:10-12:00 Feedbacks for Negotiation

12/24 Presentation of Final Report

12/31 Presentation of Final Report

1/7 Final Exam
考試範圍涵蓋整學期所有上課、演講及個案內容
Including all the reading and discussion materials in this semester
Assignment I: Name Tag and Name Card

1. Name Tag:
   • Design: Each group designs a format for team members with individual’s name in the center and team name at the bottom of the tag.
   • Size of the name tag: 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: September 24

Assignment II: Production Line Simulation Game

1. Each team should turn in their design and orders for the production line on October 22.
2. Students will run a simulation of product line for an automobile factory on October 29.

Assignment III: Topic and Outlines of Final Report

1. Due day: November 12.

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. Franz: Q1, Q2, Q3, and Q4 (Due day: September 24)
2. Benihana: Q1 and Q2 (Due day: October 1)
3. Toyota: Q1, Q2, and Q3 (Due day: October 15)
4. Synnex: Q2, Q3, Q4, and Q6 (Due day: October 22)
5. 益佳機械公司: Q2 and Q3 (Due day: October 29)

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

This optional assignment 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.

Content:
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 4 time slots available to earn the extra points: November 26 and December 10, two for each class session. Each presentation is limited in 10 minutes.
2. Students who are interested in this chance have to book the time slot before November 5. Maximum 4 presentations are accepted.

期末報告說明 (Term Project)
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後對該產業的衝擊。

報告目的:
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、深度了解一個與產業相關的主題
四、學習書面報告的技巧

報告包括部份：
一、基本資料: 組員姓名、學號，題目。
二、摘要: 簡述報告重點，半頁。
三、資料整理分析及討論。
四、參考資料彙列。

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）。

十一月十二日上課前交報告題目與撰寫大綱 (Assignment III)，
十二月三十一日上課前交書面報告。

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
## Adherence to Mission

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## Adherence to Program Learning Goals

- 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

## Pedagogical Methodologies

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## Student Abilities Enhancement

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