

科號 Course Number	IMBA	學分 Credit	3	人數限制 Size of Limit	30
中文名稱 Course Title	新團隊的企業決策管理				
英文名稱 Course English Title	Business Decision Making for New Organization				
任課教師 Instructor	Yu-Wei Hsu 許祐維				
教師聯絡方式 Contact Information	Email: <a href="mailto:yhsu.edu@gmail.com">yhsu.edu@gmail.com</a>				
上課時間 Time	Monday M2M3M4	上課教室 Room	TSMC R428 & Gen Building II Computer Room		
先修科目 Prerequisite(s)	Accounting				
關鍵字 Key Words (至少 5 個, 請填寫中英文)	決策管理、新團隊、批判性思考、經營成果發表、經營決策模擬系統。 Decision Making, New Organization, Critical Thinking, Business Results Presentation, Business Decision Simulation System.				
本課程對應之學習目標與核心能力 Aligned Learning Goals and Learning Objectives					
<ul style="list-style-type: none"> <li>- Decision Making capability – be responsible and confident on making timely decisions in a new business and have good understanding how they relate to financial results.</li> <li>- Critical Thinking skills – be able to analyze complex business information and to make sound judgement.</li> <li>- Entrepreneurial Teamwork / Leadership – be able to lead and to collaborate with others effectively in a new organization that has additional constraints and uncertainties.</li> </ul>					
課程目標 Course Objectives					
<ul style="list-style-type: none"> <li>- To understand the essential mindset and mental models to run a new organization that needs clear vision while capped with constrained resources.</li> <li>- To learn and practice the business decision making in new organization through collaborative work with team members in a Business Making Decision Simulation system. Participants will have the opportunities to play the roles of business leaders in simulated business competition.</li> <li>- To analyze business results based on simulated Business Intelligence outputs – financials and non-financials.</li> <li>- To build up strong interactive capability in business group discussion - to provide useful feedbacks, challenges and to help driving the new organization to succeed.</li> </ul> <p><i>*We refer “new organization” as either an initially established startup or a new business team in a corporate.</i></p>					

## 課程說明 Course Description

- This course is useful for students who are interested to understand the essentials in making business decisions in a new organization. They will gain “hands-on” experience through simulated system.
- Lectures on the critical elements of business decision making will be given. This helps the participants to have better understanding on key managerial concept needed in running a new organization.
- We will be using 8-Cross® Decision Making System (“八十®決策系統”) to have simulated startup companies competing in a market. The participants will be acting as individual business leaders (such as CEO, CFO, COO) to make various decisions while collaborate among themselves in their simulated companies. It involves the decisions from product development, resource acquiring, production, sales & marketing, shareholder relationship, etc. The system will be providing Business Intelligence information, which includes financial and non-financial reports/metrics to facilitate the team in analyzing the performance and risks.
- The course will be running through in the combinations of lectures, business simulation and group discussions. Near the end of the class, business presentation and result reviews will be conducted. With these arrangements, the participants will be more capable to apply the management concept in real life new business. It is also similarly critical for them to learn vividly on why a new organization could easily fail upon bad decision. In another words, it is much better to learn such failures in a class than in real life.

*\*Please note that each participant will need to pay **NT\$800** for using the Business Decision Making Simulation system. **Additionally, a NT\$150 is needed for the system Handbook. Total fee per member will be **NT\$950**.***

## 指定用書 Textbooks

Jim Marteney, “Arguing Using Critical Thinking”

## 參考書籍 References

Charles Koch, “Good Profit”

## 教學方式 Teaching Approach

- a) Lectures.
- b) Business Decision Making Simulation – an online multi-user business simulation system that the students will be assigned roles and teamed up in different starting up companies competing for financial results.
- c) Simulation Result Team Presentation and Review.
- d) Team discussions.
  - At each simulated month, the team may need to discuss (online possible) on the next decisions, which could consume 30~60min/day if the Simulation is kept running after normal classes, likely couple weeks each in March and April.
  - At the end of the whole class, a Final Presentation package is to be submitted by each team.

*\* We may be moving to the Computer Room at certain weeks.*

**評分標準 Grading**

Class participation, group discussions and personal contribution in the Simulation: 30%

Lecture reflection: 20%

- By the end of selected lectures (or within given days), a feedback form is to be submitted with feedbacks and key learning.

Business Decision Making Simulation Competition Result: 20%

- Simulated metrics such as stock price and essential financial metrics will be used to rate the result (competition ranking).

Final Presentation & Review: 30%

- The key learning and reflection from analyzing the competition result is more critical than merely having a great competition result of the team.

Grading may differ among the members within a team based on individual contribution.

**教學進度 Course Schedule**

<b>Week</b>	<b>Date</b>	<b>Topic</b>
1	Feb 13	Introduction
2	Feb 20	Business Decision Flow in New Organization
3	Feb 27	< holiday >
4	Mar 06	Business Decision Making Simulation – Initial Phase wk1
5	Mar 13	Entrepreneurial Organization Communications
6	Mar 20	Business Decision Making Simulation – Initial Phase wk2
7	Mar 27	Critical Thinking and Decisions in New Organization p1
8	Apr 03	< holiday >
9	Apr 10	Critical Thinking and Decisions in New Organization p2
10	Apr 17	Business Decision Making Simulation – Scenario/Stressed Phase
11	Apr 24	Pitfalls in Decision Making
12	May 01	Business Decision Making Simulation – Competition wk1
13	May 08	Business Decision Making Simulation – Competition wk2
14	May 15	Final Presentation & Review – wk1
15	May 22	Final Presentation & Review – wk2
16	May 29	Overall Competition Result Review

● In case needed especially in considering the class reflection, adjustment will be made.

● Simulation will be kept running even after normal classes in selected weeks in March and April for Decision Making exercises by each team.

**課程相關連接 Course Related Links**