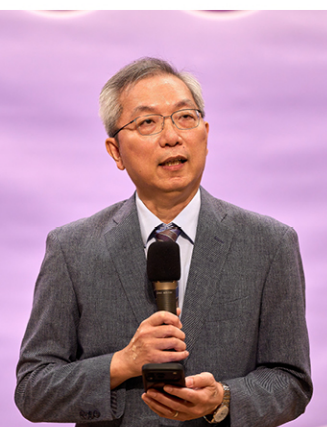


CTM

E-Newsletter



08²⁰²⁶
August



傑出焦點 Honor & Achievement

本院傑出校友吳顯揚學長 榮膺第 35 屆中央研究院院士
CTM Distinguished Alumnus Dr. Michael Wu Elected as 35th
Academician of Academia Sinica

學術研討 Academic Event

面對 AI 時代，研究者還剩下什麼？
——走進 TSWIM 2026，看見資訊系統研究的新課題
What Still Matters for Researchers in the Age of AI?
Lessons from TSWIM 2026 on Emerging Questions in Information
Systems Research

教師研究亮點 Spotlight on Research

服務科學研究所 許裴紡教授
Professor Pei-Fang Hsu, Institute of Service Science

專題報導 Feature Story

跨域思維、立足矽谷！清大科管院 EMBA 遠赴加州展開全
球科技與文化管理移地教學
Cross-Disciplinary Thinking, Anchored in Silicon Valley! NTHU
CTM EMBA Travels to California for Global Technology and
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職涯與產學 Career & Industry Engagement

企業導師領航計畫：
在探索中找到方向，交流中看見未來
The Career Mentoring Program: Finding Direction through
Exploration and Vision through Connection

清華科管學生實習分享：
職涯的第一步，探索自己的機會
NTHU CTM Student Internship Insights: Taking Your First Step
and Exploring Possibilities

創業說書人帶業界走進校園
清大學生從 AI、永續到募資看見職涯可能
"Founders Unfolded" Bring Industry Experience into the
Classroom: NTHU Students Explore Career Possibilities through
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科管院大小事 CTM at a Glance



08 2026

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 執行總編：公共事務辦公室潘虹華主任
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本院傑出校友吳顯揚學長 榮膺第 35 屆中央研究院院士

科管院公共事務辦公室提供



本院 EMBA 03 級校友、現任台積電研究發展 / 技術發展資深副總經理吳顯揚學長，憑藉在半導體領域的卓越貢獻，榮獲中央研究院數理科學組院士殊榮！

半導體製程推手 奠定產業全球領導地位

吳顯揚學長為半導體領域的頂尖專家，被公認為台積電最具代表性的技術整合領導者之一。在台積電任職期間，他領導團隊開發了四項關鍵先進 CMOS 技術平台，並全力推動 28、16、7 以及 3 奈米等關鍵製程的成功量產。這些突破性的技術推升，對台積電能在全球邏輯積體電路製造領域維持絕對領導地位，發揮了至關重要的作用。

再次恭喜吳顯揚學長榮膺第 35 屆中央研究院院士，科管院全體師生同感榮耀與驕傲！

面對 AI 時代，研究者還剩下什麼？ ——走進 TSWIM 2026，看見資訊 系統研究的新課題

服科所邱議德副教授與科管院公共事務辦公室 共同編輯



清華大學高為元校長與貴賓合照

生成式 AI 可以協助整理文獻、撰寫程式、分析資料，也開始參與創作、判斷與研究發想。當 AI 能做到的事情愈來愈多且表現出色，真正重要的問題或許不再只是「AI 能做些什麼」，而是「哪些事情我們仍應自己判斷，又該如何為結果負責？」

今年六月，由科管院服務科學研究所舉辦的 2026 臺灣資訊管理夏季研討會 Taiwan Summer Workshop on Information Management (TSWIM)2026 中，共吸引 130 位國內外學者、研究者與學生參與，並有 50 篇研究論文發表。AI 是本屆研究的重要焦點，但並非唯一主題。論文涵蓋生成式 AI、大型語言模型、人機協作、

信任與決策，也延伸至專業學習、知識工作、數位轉型、數位平台、治理與混合實境等情境。每場正式論文發表均安排資深學者或期刊編輯提供發展性回饋；Research Incubator 則讓仍在形成中的研究構想接受更聚焦的討論。這些研究共同呈現一個更廣泛的問題：當科技能力快速改變，人、組織與制度也必須重新思考彼此的關係。

這個問題也貫穿三場專題演講與閉幕論壇。來自《Information Systems Research》(ISR)、《MIS Quarterly》(MISQ)、《Journal of the Association for Information Systems》(JAIS) 三本國際頂尖期刊的總編輯與學

者，Suprateek Sarker、Susan Brown 與 Monideepa Tarafdar 教授，分別從 AI 的社會與治理影響、人類認知，以及數位基礎設施等角度，提出 AI 時代值得持續追問的課題。

重要的不是 AI 能做什麼，而是人類決定做什麼

開場演講中，《Information Systems Research》總編輯 Suprateek Sarker 反覆回到同一個問題：重要的不是 AI 能做什麼，而是人類決定做什麼。對他而言，AI 從來不是單純的技術工具，而是一面映照組織治理與社會價值的鏡子。他指出，資訊系統研究長期關注創新、效率與生產力。然而，當研究長期集中在這些容易觀察的正面成果時，也可能錯過另外一些更難回答的問題：誰擁有決策權？誰從 AI 中獲益？誰承擔風險？長期與系統性的後果又落在誰身上？

Sarker 以「路燈效應 (Streetlight Effect)」說明這項風險。當研究者只關注那些容易量化、容易發表的議題，可能反覆研究最容易看見的現象，卻忽略真正影響社會卻難以測量的長期、系統性與分配後果。

因此，AI 的問題無法只用「有效或無效」來回答。更值得追問的是，它在什麼情況下有效、何時可能產生反效果，以及組織如何在利用 AI 能力的同時，仍對其結果保持責任與關懷。Sarker 也特別把教育者的責任拉進討論：未來的人才培育除了技術能力，也需要建立面對 AI 時對他人與社會後果的責任意識。

當 AI 讓工作更快，人類是否也開始停止思考？

如果說 Sarker 關注的是治理與責任，JAIS 總編輯、University of Massachusetts Amherst 的 Monideepa Tarafdar 教授則把焦點放在人類的「認知轉變」。

Tarafdar 教授觀察，生成式 AI 最大的影響，不只是工作效率，而是改變了人們認識世界的方法。過去，資訊科技協助人類搜尋、計算或完成特定任務；生成式 AI 則進一步參與人們搜尋資訊的範圍、形成問題的方式，以及後續的寫作與判斷。這使人與 AI 的互動愈來愈緊密，也帶來兩組值得注意的取舍：速度與品質 (speed vs. quality)，以及 努力與精熟 (effort vs. mastery)。

Tarafdar 教授不忘提醒：更快，不一定代表更好。當 AI 可以在短時間內完成摘要、分析，甚至寫作，人們可能在還沒真正理解問題之前，就已經得到一份看似完整的成果。長期下來，真正受到影響的，不只是工作流程，而是人類累積專業、建立判斷與形成直覺的能力。因此，她引用 Human-LLM Co-creation 的研究指出：高品質的人機合作，不只是驗證 AI 的答案是否正確，而是願意重新檢視自己的假設。

有趣的是，研究發現，當 AI 提出與使用者不同、甚至具有挑戰性的觀點時，只要使用者願意重新思考，最後完成的成果往往比單純接受 AI 建議更加完整。AI 最珍貴的價值，或許不是替人找到答案，而是逼迫人提出更好的問題。

當數位系統成為社會基礎設施

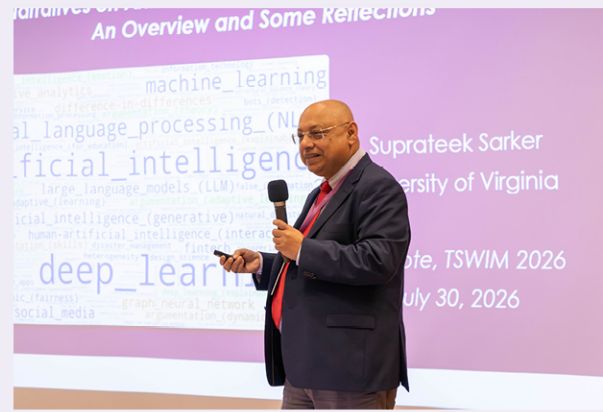
《MIS Quarterly》(MISQ) 總編輯 Susan Brown 則把討論拉到更大的尺度。她認為，資訊系統研究正在從企業內部的資訊管理，逐漸走向整個社會的數位基礎設施。今天的資訊系統影響市場、醫療、教育、金融、公共政策與日常生活；當這些系統失效時，受到影響的也不再只是某一家公司或 IT 部門。

她提出五個值得持續發展的研究方向，包括人機協作、AI 治理與當責、社會基礎設施、韌性與永續數位社會，以及知識與科學研究系統。這五項研究方向看似不同，背後所指的卻是同一件事：AI 時代的資訊管理研究，已經不再只是設計一套更有效率的系統，而是思考如何讓科技真正改善人類社會。研究者必須理解 AI 與傳統資訊系統之間本質上的差異，並回應：當 AI 愈來愈多地進入決策與工作流程，組織如何重新分配人的角色、權限與責任？

以醫療、金融或交通為例，AI 可以協助判斷與自動化，但一旦系統出錯，最終責任不能簡單歸給演算法。Brown 因此特別強調，治理與當責需要被納入系統與工作流程的設計之中，而不是等問題發生後才補上一套規則。當數位系統已成為社會運作不可缺少的基礎設施，創新、信任、韌性與責任就必須一起思考。

學術職涯的另一種成長

TSWIM 2026 的兩場職涯發展座談，也把問題拉回研究者自身。由 Carol Hsu 教授主持的 PhD and Junior Faculty Career Development Session，鼓勵博士生與青



Information Systems Research (ISR) 總編輯
Suprateek Sarker 教授

年學者思考：五到十年後，希望學術社群以什麼研究問題、方法專長與觀點認識自己？研究定位不必一開始就完全固定，但需要逐步形成可以延續的方向。

由 Galit Shmueli 教授主持的 Mid-Career Faculty Development Session，與談人 Hsing Kenneth Cheng、Pei-Yu Chen 與 Jianqing Chen 教授則談到另一階段的轉變。取得 tenure 之後，職涯發展逐漸從累積個人成果，走向建立更連貫的長期研究議程、培育學生與年輕學者，以及為學術社群創造更好的環境。研究、服務、家庭與個人生活之間並不存在單一的標準答案；職涯愈往前，選擇什麼值得投入，也成為專業成熟的一部分。

論壇中那些值得深思的問題

最後的「GenAI and the Evolving Future of IS Research」論壇，將這些問題直接帶進研究流程。由 David Schwartz 教授主持，Susan Brown、Suprateek Sarker 與 Monideepa Tarafdar 三位教授共同討論：如果 AI 協助建立理論，還算是研究者的原創嗎？AI 生成的虛擬和模擬資料能否取代真人資料？如果 LLM 可以迅速



MIS Quarterly 總編輯 Susan Brown 教授



Journal of the Association for Information Systems 總編輯 Monideepa Tarafdar 教授

分析大量訪談甚至提出理論，質性研究的品質又該如何評估？博士生是否可能因過度依賴 AI，而失去建立研究直覺的機會？面對這些問題，與談人並未試圖替 AI 畫下一條永久不變界線。科技、研究方法與期刊規範都仍在快速變化，因此更實際的問題是：研究者如何留下足以檢視的過程，說明 AI 在哪裡參與、資訊從哪裡來，以及最後如何驗證。論壇中提出的三個關鍵字，transparency、provenance 與 verification，也就是透明揭露、來源可追溯與驗證，提供了一個比單純規定可以或不可以用 AI 更具操作性的方向。

論壇尾聲也把焦點放在下一代學者的培養。現場以 bot-able 這個幽默說法，形容那些思想與判斷值得後人學習、甚至值得被建構成 AI bot 的學者；同時也提出 slow science，提醒博士生即使可以透過 AI 快速得到摘要與初稿，仍需要花時間閱讀、理解、質疑文獻，形成自己的研究判斷。這兩個看似相反的概念其實指向同一件事：工具可以更快，但學者值得被學習的判斷力仍需要時間形成。

結語

從 50 篇研究發表、三場專題演講、兩場職涯論壇，到 Research Incubator 與閉幕論壇，TSWIM 2026 呈現的不只是資訊管理領域最新的研究成果，更勾勒出 AI 時代學術社群共同面對的新課題：當生成式 AI 愈來愈能完成過去屬於研究者的工作，人類真正不可取代的，不只是知識，而是提出問題的能力、批判思考的能力，以及對社會與他人的責任感。

歷時三天的 TSWIM 2026，沒有為 AI 時代賦予標準答案，留下的是更重要的提醒：科技的進步從來不是終點。當 AI 愈來愈擅長回答問題，人類真正不可取代的能力，或許就在於願意提出那些 AI 無法替我們決定的問題——什麼值得研究、什麼值得相信，以及，我們希望未來成為什麼樣的研究者。

TSWIM 2026 由國立清華大學科技管理學院服務科學研究所主辦，並獲國家科學及技術委員會補助支持。



高為元校長致詞



科管院彭心儀院長特別錄製致詞，向與會的國內外學者致上誠摯歡迎。



服科所許裴舫所長



服科所徐茉莉教授



服科所雷松亞教授



大合照

研究亮點 - 服務科學研究所 許裴舫教授

本文由服科所許裴舫教授提供

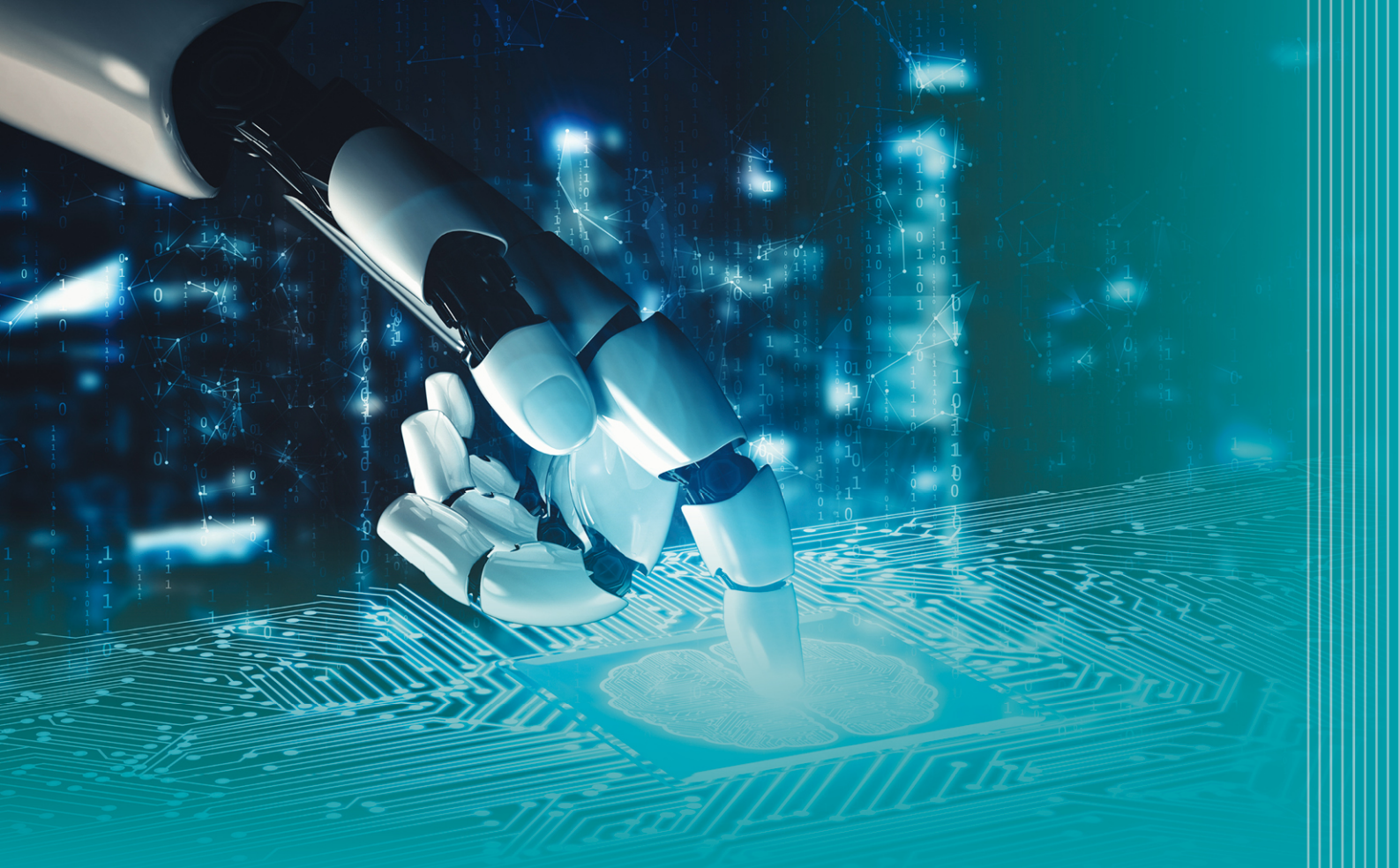


許裴舫教授的研究，關心的是一個看似很學術、其實非常貼近生活的問題：當新科技進入我們的工作與生活時，人們為什麼有時候會接受它，有時候卻會抗拒它？從手機預約服務、系統推薦商品、客服主動提醒客人，到企業要求員工使用商業智慧系統、顧客關係管理系統或 AI 工具，這些日常情境背後，其實都牽涉到「人如何

與科技互動」的問題。許裴舫教授的研究，正是從資訊系統導入、IT 使用者行為與科技接受出發，進一步延伸到數位轉型、智慧化服務系統，探討科技如何改變組織、員工、顧客與個人生活。

對科管院學生來說，這樣的研究結合『科技』與『管理』兩個核心，也是大家未來進入職場後每天會遇到的問題。公司可能導入一套新的資訊系統，希望提升效率；但員工不一定覺得好用，有些人可能認為科技幫助自己做出更好的判斷，有些人卻覺得科技增加了工作負擔。許裴舫教授的研究發現，資訊科技的價值並不只是來自強大的系統功能，而是來自人與科技之間逐漸形成的配合關係。一套系統如果無法被員工理解、信任，並融入日常工作流程，就很難真正創造績效；相反地，當員工能夠把科技和自己的專業判斷結合，科技才可能發揮最大效益。

許裴舫教授的研究重視理論與實務的結合。她長期與企業合作，運用真實的企業營運資料、系統使用紀錄、顧客交易行為與員工訪談，分析科技導入企業後所產生的實際效果。這些真實觀察，讓她的研究不只是停留在教科書或理論模型，而是直接回應企業每天都會面對的問題：如何讓



科技真正被使用？如何讓資料轉化為決策？最重要的是，她的研究提醒大家，IT 或 AI 並不一定帶來益處，單靠大數據往往只能提供表層理解，要創造真正有意義的價值，仍需要結合來自人類經驗、訪談、觀察的小數據，以及與實務密切互動所獲得的洞見。

許裴舫教授的研究希望展現『服務科學』最有趣的跨領域特色：連結『服務設計』、『資訊系統』、『服務行銷』、『商業分析』四個模組，剖析企業如何設計更有效的服務流程，讓員工能接受、信任、主動使用資訊系統、以回應顧客需求。服務科學不是只把四種不同課程放在一起，研究也不是遙遠的抽象理論，而是整合不同領域的知識，解決企業或個人真正面對的問題，這也是研究最迷人之處。

跨域思維、立足矽谷！清大科管院 EMBA 遠赴加州展開全球科技與文化管理移地教學

本文由高階經營管理碩士在職專班（EMBA）提供

高階經營管理碩士在職專班 (EMBA) 於 2026 年 5 月 3 日至 5 月 10 日，由王俊程執行長及 EMBA/Dual EMBA 蔡昌憲主任親自率隊，帶領來自 EMBA、Dual EMBA、深圳專班、MBA 及 HBA 等多元專班共 23 位師生，遠赴美國舊金山灣區與矽谷核心區域，展開為期多天的「全球跨域科技與文化管理移地課程」。

本次移地教學的最大亮點在於「跨專班的深度交流」，課程打破班別藩籬，開放多個專班學生共同參與，讓來自不同產業背景的學員在密集的行程中相互激盪、跨界分享。

扎實行程四大核心：對接全球頂尖創新經營生態系為期八天的行程緊湊且紮實，聚焦於「科技創新」、「頂尖學術」與「國際經貿連結」，師生們實地走訪了矽谷最具代表性的四大領域：

官方拜訪與經貿連結

首站前往「駐舊金山臺北經濟文化辦事處」進行深度交流，拓展師生在全球地緣政治與國際經貿網絡中的巨觀視野。

頂尖學府學術洗禮

參訪頂尖名校「加州大學柏克萊分校 (UC Berkeley) 工學院」與「史丹佛大學 (Stanford University) 商學院」，並前往知名的創業孵化器 Berkeley SkyDeck，汲取引領全球創新浪潮的學術與創業養分。

指標企業實地走訪

深入國際科技巨擘與知名企業的營運核心，包含 AMD(超微半導體)、美國應材公司 (Applied Materials)、台達電海外總分公司，以及新創指標 Plug and Play 和美商盛派克 (Zenpack)，第一線觀察全球企業的策略佈局。



企業參訪 - Plug and Play 公司

前沿科技場域體驗

親臨 Apple Park 訪客中心、Intel 博物館及 Google 總部 (Googleplex) 訪客體驗中心，並由清華校友現職 Google 員工帶領我們參訪 Building 43，深度體驗科技巨頭如何將科技、文化與生活美學完美結合。

白天參訪、夜晚思維激盪： 開啟國際化經營視野的全新序幕

除了白天的扎實參訪，每日晚宴更特別安排了師生與當地產業專家的深度對談。學員們得以在輕鬆卻深刻的氛圍下，與矽谷在地的專家學者及高階主管交流，吸取豐富的創新經營思維。透過這趟高密度的移地教學，清大科管院師生不僅深入瞭解了矽谷科技產業的生態系，更在科技管理領域激盪出全新的火花。這不僅是一場知識的豐收之旅，更為學員們拉開了邁向國際化經營視野的全新序幕！



英特爾博物館



企業參訪 - AMD 超微半導體



企業參訪 - Google Visitor Experience Center



史丹佛大學

企業導師領航計畫： 在探索中找到方向，交流中看見未來

莊怡萱同學撰



左起：科技法律研究所副教授暨科管院學生生涯發展辦公室洪淳琦主任、服務科學研究所碩士班李明鏞同學、科管院學士班陳昱欣同學。

面對快速變遷的產業環境與多元的職涯選擇，如何將課堂所學與未來發展連結，是學生們在求學階段面臨的共同課題。清大科管院推動的「企業導師領航計畫」，透過導師親自帶領學生探訪業界的交流，搭起校園與產業之間的橋樑，協助學生拓展視野、探索職涯方向，並透過經驗分享累積面對未來的能力和信心。

對科管院學士班陳昱欣而言，參與計畫的契機來自對未來的迷惘。主修計量財務金融、並以法律為第二專長的她，在完成實習後逐漸意識到課堂所學與實際職場之間仍存在不少差距。面對即將畢業與求職的

壓力，她希望透過與業界前輩交流，了解課本不能告訴她的真實職場樣貌。在這次的計畫裡，她加入由元亨法律事務所彭德仁律師帶領的小組。和彭律師除了定期聚會之外，導師也安排與法律、人資、金融及科技產業等專業人士進行對談，讓學生從不同角度認識職涯發展的可能性。其中最令她印象深刻的，是前往台積電參訪並與副法務長交流的經驗。副法務長分享自身從公部門、海外進修到企業法務的職涯歷程，讓她理解職涯發展並非只有單一途徑，而是在不同階段持續累積與選擇的過程。

同樣受益於企業導師計畫的服務科學研究所碩士班李明錚，則是帶著對人工智慧技術的興趣成為計畫的一員。具有資訊系統與商業分析背景的她，曾於國家高速網路與計算中心實習，長期關注 AI 技術發展與產業應用。因此，她選擇加入具有科技業背景的前台積電資深處長段孝勤導師的組別，希望從業界角度理解技術趨勢與未來發展。在導師帶領下，她不僅接觸產業觀點，也實際參與 AI 應用專案。李明錚表示，這段實作經驗最大的收穫，在於學習如何將冰冷的技術語言，轉化為淺顯易懂、且能與使用者產生共鳴的應用服務，這是科技從業人員必備的核心能力。

回顧一年的參與歷程，兩位同學都認為，企業導師領航計畫最大的價值不只是獲得產業知識或人脈資源，更是在與導師及業界前輩的交流中，建立面對未來的信心。陳昱欣提到在過去常因同儕表現而感到焦慮，但透過聆聽許多前輩的人生故事，理解每個人的成長節奏不同，重要的是找到適合自己的方向。李明錚則認為，這項計畫提供了一個能夠安心探索與嘗試的環境，即使尚未完全確定未來方向，也能透過交流與實作逐步累積經驗。

企業導師領航計畫不只是職涯輔導平台，更是一個讓學生認識產業、認識自己的重要學習場域。透過導師引導、企業參訪與跨領域交流，學生得以提前接觸職場現實，在探索中累積視野，在交流中建立自信。這些經驗所帶來的成長與啟發，也將成為他們邁向下一個人生階段的重要養分。

完整訪談內容將於 2026 年 9 月
CTM 清華科管領航 Podcast 上架，敬請期待！



Podcast

清華科管學生實習分享： 職涯的第一步，探索自己的機會

劉芷嘉同學撰寫



左起：經濟系劉芷嘉同學、科管院學士班陳乃睿同學、科管所碩士班蒲可珊同學。

實習，對許多大學生而言，是一段既期待又焦慮的歷程。

一方面，它象徵著「踏入職場的第一步」；另一方面，卻也伴隨著對未知的恐懼與自我懷疑。

到底要不要實習？

該什麼時候開始準備？

沒有亮眼經歷、沒有相關背景，真的有機會被錄取嗎？

這些問題，幾乎是每一位科管與商管學生，在大學階段都曾反覆問過自己的。

在本次專訪中，特別邀請到兩位來自清華科管院、擁有豐富實習經驗的學長姐，從申請準備、面試關卡到實際工作內容，完整分享他們一路走來的真實經驗，也談實習如何一步步影響他們對產業、對自我、以及對未來職涯方向的理解。

來賓介紹

蒲可珊 | 科管碩一

曾任 ASML Finance 與 Customer Support 實習生，於 ASML Sales 部門實習

陳乃睿 | 科管大四

曾於 PwC Taiwan、AppWorks、Mastercard 實習，橫跨顧問、創投與金融科技領域

實習，究竟該從哪裡開始？

談到第一份實習，兩位同學都坦言，自己一開始其實沒有想像中清楚方向。

蒲可珊分享，她最初並沒有特定「一定要去哪一間公司」的執念，而是從最直接的方式開始——瀏覽公司官網上的職缺，一個一個投遞。過程中邊投邊學，也逐漸理解企業實際在找什麼樣的人、不同部門的工作內容差異，以及自己對哪些職務比較有興趣。

陳乃睿則大量使用 LinkedIn 作為主要資訊來源，同時透過社團、朋友與學長姐認識不同公司，建立對產業的基本輪廓後，再定期回到目標企業官網確認是否有開放實習職缺。

兩人都約而同提到，比起「有沒有完美的管道」，真正重要的是願不願意開始行動。

透過社團、學長姐介紹、朋友分享職缺，其實都已經是「開始的第一步」。與其反覆懷疑自己是否準備好，不如先嘗試投遞，讓實際的回饋成為下一步調整方向的依據。

面試真正考驗的是什麼？

在申請過程中，兩位都認為，面試往往是最讓人焦慮、卻也最關鍵的一關。

對蒲可珊而言，第一次找實習時，最大的困難並不是英文能力或履歷內容，而是「完全不知道流程會長什麼樣子」。

從 HR 初談、部門面談到英文主管面試，每一關都充滿未知，也讓她在過程中不斷練習調整心態。她形容當時的想法很單純——「過一關算一關」，把每一次面試都當作累積經驗。

陳乃睿則指出，不同產業其實存在非常明確、卻常被忽略的「隱藏考題」。

顧問業幾乎一定會遇到 case interview，創投則常要求 stock pitch 或產業分析，這些題型並不是單靠一般履歷準備就能應付。他建議，如果已經有明確產業目標，最有效率的方式不是上網狂查資料，而是直接找業內人士聊聊，了解實際面試在考什麼、重點放在哪裡，避免用錯方向準備。

至於公司最重視的特質是什麼？

答案其實出奇地一致——**邏輯與表達能力**。

不論是顧問、創投還是外商企業，能否清楚說明自己的想法、讓對方聽懂並進行有效討論，往往比「會不會很多工具」來得重要。商管職缺終究是與人合作、與人溝通的工作，這項能力幾乎是所有職位的共同基礎。

實習生每天到底在做什麼？

談到實習內容，兩位的經驗橫跨不同部門與產業，也呈現出實習樣貌的高度多元。

蒲可珊曾在 ASML Sales 部門，主要負責月報製作、報價單、訂單流程處理等工

作，日常高度仰賴 Excel，也會嘗試利用 Python 進行流程自動化。她也曾在 Finance 與 Customer Support 部門支援主管交辦的資料整理，並協助籌備部門活動與工作坊，實際接觸企業內部跨部門合作的運作方式。

陳乃睿則分享了三段截然不同、卻同樣高強度的實習經驗：

在 PwC，他實地走訪台灣中小企業，進行訪談、分析數位轉型現況，並將蒐集到的資料整理成報告與簡報；在 AppWorks，他支援 Web3 團隊，撰寫投資備忘錄，參與加速器活動，近距離與創業家互動；在 Mastercard，他參與大型零售與支付產業的策略顧問專案，實際投入專案分析、市場研究與內部討論。

這些經驗讓他深刻體會到，不同產業不只是工作內容不同，連工作節奏、溝通方式與團隊文化都存在本質上的差異，也進一步幫助他釐清自己更適合、也更嚮往哪一種類型的職場。

💡從「不知道公司怎麼賺錢」到有實感

談到最有收穫的時刻，蒲可珊提到，自己原本對公司產品與商業模式其實沒有太深的理解。直到進入 Sales 部門，開始接觸實際提供給客戶的報表與資料，才第一次真正理解「公司是怎麼賺錢的」，也更能從整體角度看各部門如何彼此串聯、相互支援。

陳乃睿則形容，創投實習的學習曲線「非

常陡」。剛加入時，他幾乎插不上任何產業或技術相關的討論；但隨著一次次撰寫 investment memo、主動研究技術與市場，到了實習後期，已經能和創業家深入討論產品定位與未來策略。那一刻，他清楚感受到自己從旁觀者，逐漸成為能參與討論的一份子。

💡課業、實習與壓力，怎麼平衡？

實習並非只有成就感，壓力與時間衝突同樣是現實的一部分。

蒲可珊坦言，當考試與報告撞期時，會因為不好意思頻繁請假而感到掙扎，只能透過時間慢慢磨出最適合自己的節奏，在課業與工作之間尋找平衡。

陳乃睿則指出，顧問與創投本來就是高強度產業，第一次接觸時感到吃力其實是非常正常的事。他分享了兩個看似簡單、卻極其重要的方法：

第一，照顧好基本生活——好好吃飯、運動、睡覺；

第二，不恥下問，主動與同事確認方向，避免努力用錯力氣。

💡給還在猶豫的你

回顧這段實習旅程，兩位來賓給學弟妹的建議其實都很樸實。

在投履歷之前，先問問自己「為什麼想實習」。

如果你有想探索的產業、有想補強的能

力，那就勇敢嘗試；

如果你已經在專題、研究或其他經驗中持續成長，也不代表一定要走同一條路。

實習不是唯一的答案，但對很多人而言，它是一個幫助認識世界、也認識自己的重要起點。

📌 結語

透過這次訪談，我們看到，實習不只是履歷上的一行經歷，而是一連串關於自我探索、試錯與成長的過程。

從第一次投履歷的不安，到逐漸理解產業、看清自己的位置，每一步都在默默為未來鋪路。

無論你正準備投出第一份履歷，還是在思考下一步方向，希望這些真實的分享，能陪你走過迷惘的時刻。

祝福每一位正在探索路上的你，找到最適合自己的節奏與方向。

完整訪談內容將於 2026 年 9 月中 CTM 清華科管領航 Podcast 上架，敬請期待！



Podcast

創業說書人帶業界走進校園

清大學生從 AI、永續到募資看見職涯可能

劉祖禕同學撰寫

科管院推出全新課程「創業說書人：從夢想到市場的真實旅程」！由彭心儀院長，吳世英副院長、劉玉雯副院長及王俊程執行長共同開設。這門課的特色，在於將「說故事」與「創業實務」結合。課程並非只讓講者介紹企業成果，而是從自身求學、職涯轉折、創業失敗與市場驗證談起，讓學生看見創業者如何在不確定中做決策。修課學生提到，過去常以為創業是一條高度冒險、難以接近的道路，但經過一學期課程後，才發現創業更像是一種發現問題、整合資源並持續修正的能力。

課程之初由玩美移動劉維全總裁以「青衫磊落險峰行——我的創業江湖路」為題，分享其從工程背景進入科技產業，並參與創立玩美移動、拓展國際市場的歷程。劉維全也談到人工智慧發展趨勢，包括 Agentic AI、Physical AI 與 Edge AI 等新興方向，讓學生意識到未來工作型態可能從「操作工具」轉向「分配任務與整合資源」。

接續課程中，元亨法律事務所劉偉立律師以「Pizzeria 個案模擬」帶領學生進入創業法務與公司治理現場，從創業生存戰、股權、勞資、夥伴關係，到創業帝國戰中的連鎖、資本與併購，讓學生透過情境模擬理解新創團隊在募資、治理與衝突處理

中，如何在利益、情緒與長期合作間取得平衡。劉偉立將股權拆解為「權」與「錢」，使原本抽象的公司治理概念變得具體易懂。

在高齡服務與創投課程中，我們則看見「熱忱」如何轉化為商業模式。老玩客創辦人廖健好以「用服務設計專業，打造高齡友善社會」為題，從父母退休後的生活困境出發，發現高齡者因年齡、社交與自我價值感產生的需求，進而設計活動、課程與社群服務。廖健好的分享讓學生意識到，高齡議題並不遙遠，創業也可以從對家人與社會問題的關懷開始。

SparkLabs 新創投資加速器創辦人邱彥錡則以「我的三次舒適圈跳崖經歷」及「SparkLabs 助新創出海實際個案分享」為題，分享自己從 IBM、HP、Whoscall、Naver 到投入新創投資的職涯轉折。他也介紹創投運作中的募、投、管、退流程，說明新創投資並非只看點子，而是觀察創辦人的執行力、願景、故事能力與市場洞察。

泓德能源總經理周仕昌則以「用生命影響生命：智慧能源背後的人文思考與永續佈局」為題，分享其從運動員背景轉向商業與能源產業的歷程。周仕昌的故事讓我們看見興趣、專業與市場判斷如何結合，也

理解創業者不僅要追求事業成長，更需要持續創新並回應永續發展的需求。

課程中段涵蓋永續與社會創新，酷樂網創辦人蕭丁偉以「酷樂網創業的苦與樂」為題，分享從校園周邊商品與授權市場切入的創業經驗，讓我們看見國外成熟模式如何在台灣找到新機會。綠色冀泉社會企業創辦人陳宇華則以「綠色冀泉」為題，說明如何透過原生樹種復育、數位追蹤與社會企業模式，將環境保護轉化為可持續運作的商業系統。

大武山牧場營運長魏毓恆以「大武山牧場，傳產到永續之路」為題，分享傳統蛋雞產業如何透過企業化、數據化與品牌經營完成轉型。我們從中理解，創業不必然是發明全新產品，也可能是在既有產業中找出尚未被解決的痛點，並用更完整的系統改善它。Gogolook 創辦人之一、Whoscall 共同創辦人與董事長鄭勝丰則以「Gogolook 創業之路」為題，說明從陌生來電辨識出發，如何逐步延伸至金融科技、企業防詐與信任科技服務。

課程後段由 Taelor AI 創辦人、「矽谷阿雅」鄭雅慈帶來三堂產品管理課程，分別以「科技產品管理：從問題定義到市場變現」、「產品策略：要解決什麼問題？」、「產品開發：要如何解決問題？」以及「產品行銷與創業：如何進入市場並成功變現？」為主軸，帶領學生從顧客研究、Persona、假設驗證、Product Roadmap、MRD 到 PRD，理解產品開發不是憑直覺投入大量資源，而是透過低成本測試、使用者回饋與市場數據逐步修正。她也分享創辦 Taelor AI 的經驗，包

括如何獲得第一位客戶、第一個合作夥伴以及第一筆投資，讓我們看見創業是一連串驗證與累積成果的過程。

學期最後，虹彩光電董事長廖奇璋以「膽固醇液晶電子紙實現真全彩、超寬溫與綠能優勢」為題，介紹全彩膽固醇液晶電子紙技術及其在智慧醫療、智慧交通、商業展示等領域的應用。技術創新不只是實驗室裡的研發成果，也能成為產業轉型與綠色應用的重要基礎。

「創業說書人」帶來的不只是知識，更是職涯想像的改變。透過一位位創業者的故事，我們得以提前看見真實世界的問題，也開始思考能在其中創造什麼價值。



元亨法律事務所 劉偉立律師



泓德能源總經理周仕昌



老玩客創辦人廖健好



大武山牧場營運長魏毓恆



玩美移動劉維全總裁



Gogolook 創辦人之一、Whoscall 共同創辦人與董事長鄭勝丰



虹彩光電董事長廖奇璋

科管院大小事

科管院公共事務辦公室提供

榮譽 Honor

- 2026 QS 世界大學排名公布
清華升至全球第 142 名創歷年最佳
- 恭賀科管院傑出校友 EMBA 3 吳顯揚學長榮膺第 35 屆中央研究院院士
- 恭賀計財系潘虹華老師榮獲 115 年度
國家科學及技術委員會「吳大猷先生紀念獎」
- 恭賀經濟系郭俊宏老師、計財系謝佩芳老師、科法所陳宛妤老師榮升教授，
以及科法所李紀寬老師榮升副教授。
- 恭賀科法所陳宛妤教授榮獲清華大學特聘教授



潘虹華副教授



郭俊宏教授



謝佩芳教授



陳宛妤特聘教授



李紀寬副教授

- 恭賀 科管院師生參與「2026 第三屆亞洲商業競賽」榮獲跨國團隊冠軍與 MVP 殊榮
本院學士班郭孟倫與賴怡君兩位老師日前帶領學生參加「2026 第三屆亞洲商業競賽」(Asia Business Plan Competition 2026)。本屆賽事以「智慧機器人」為前瞻主題，匯聚來自新加坡國立大學 (NUS)、香港科技大學 (HKUST) 及清大科管院等 46 位亞洲頂尖青年人才。

冠軍：博文偉與董奕岑同學加入跨國團隊「AquaCare」，榮獲第一名。

團隊 MVP：馬光榮與林延栩同學獲頒「團隊 MVP」殊榮。



2026 第三屆亞洲商業競賽

活動 Events

服務科學研究所自 6/29 至 7/1，在台積館成功舉辦 2026 TSWIM 國際學術研討會。

CTM Distinguished Alumnus Dr. Michael Wu Elected as 35th Academician of Academia Sinica

Provided by the CTM Office of Public Affairs



The College of Technology Management (CTM) is proud to announce that Dr. Michael Wu (EMBA 03), Senior Vice President of Research and Development / Technology Development at Taiwan Semiconductor Manufacturing Company (TSMC), has been elected as an Academician of Academia Sinica in the Division of Mathematics and Physical Sciences—one of the highest academic honors in Taiwan.

A Key Driver of Semiconductor Innovation: Securing Global Leadership

Renowned as a premier expert in semiconductor technology, Dr. Wu is widely recognized as one of TSMC's most outstanding leaders in technology integration. Throughout his tenure at TSMC, he has spearheaded the development of four critical advanced CMOS technology platforms and successfully driven the mass production of key process node technologies, including 28nm, 16nm, 7nm, and 3nm. His pioneering contributions have been instrumental in maintaining TSMC's absolute leadership in global logic IC manufacturing.

CTM extends its heartfelt congratulations to Dr. Wu on receiving these dual prestigious honors. The CTM faculty, students, and alumni are immensely proud of his extraordinary achievements!

What Still Matters for Researchers in the Age of AI?

Lessons from TSWIM 2026 on Emerging Questions in Information Systems Research

Edited by Associate Professor Yi-Te Chiu,
Institute of Service Science & the CTM Office of Public Affairs



NTHU President W. John Kao pictured with honored speakers and guests

Generative AI can help synthesize literature, write code, analyze data, support creative work and judgment, and even suggest research frameworks. As AI becomes capable of doing more, the more important question may no longer be simply “What can AI do?” but “Which judgments should we still make for ourselves, and how should we remain accountable for the outcomes?” This also raises a question of particular importance to the academic community: what still matters for researchers in the age of AI?

This June, the 2026 Taiwan Summer Workshop on Information Management (TSWIM 2026), organized by the Institute of Service Science at National Tsing Hua University’s College of Technology Man-

agement, brought together 130 scholars, researchers, and students from Taiwan and abroad, with 50 research papers presented.

AI was a major focus of this year’s workshop, but it was far from the only one. The papers addressed generative AI, large language models, human-AI collaboration, trust, and decision-making, while also examining professional learning, knowledge work, digital transformation, digital platforms, governance, and mixed reality. In the regular paper sessions, senior scholars and journal editors provided developmental feedback to help authors strengthen their work. The Research Incubator offered a different format for research ideas still taking shape, allowing

participants to receive focused feedback on theoretical positioning, research design, and possible next steps.

Together, these studies pointed to a broader question: as technological capabilities change rapidly, how should people, organizations, and institutions rethink their relationships with one another?

This question also ran through the three keynote speeches and the concluding panel. Suprateek Sarker, Susan Brown, and Monideepa Tarafdar, Editors-in-Chief of three leading international Information Systems journals, Information Systems Research (ISR), MIS Quarterly (MISQ), and the Journal of the Association for Information Systems (JAIS), approached the AI era from different perspectives, including societal and governance implications, human cognition, and digital infrastructure.

Beyond What AI Can Do: Who Decides and Who Bears the Consequences?

In his opening keynote, Information Systems Research Editor-in-Chief Suprateek Sarker encouraged the audience to look beyond AI's gains in innovation, efficiency, and productivity.

When research concentrates heavily on positive outcomes that are relatively easy to observe, other, more difficult questions may receive less attention: Who retains decision authority? Who benefits from AI? Who bears the risks? And who ultimately experiences its longer-term and systemic consequences?

Sarker used the Streetlight Effect to illus-

trate this risk. Researchers may naturally gravitate toward questions that are easier to quantify and publish, repeatedly examining what is most visible while overlooking longer-term, systemic, and distributional consequences that are harder to measure but may have profound effects on society.

The question of AI therefore cannot be reduced to whether it is simply “effective” or “ineffective.” Researchers also need to ask when AI produces benefits, under what conditions those effects may reverse, and how organizations can take advantage of AI while remaining accountable for the consequences.

Sarker also extended this discussion to education. Preparing future generations requires technical competence, but it also requires an awareness of how decisions involving AI may affect other people and society. AI raises questions that involve institutions, governance, ethics, and social values as much as technological capability.

When AI Makes Work Faster, Are We Thinking Less?

While Sarker focused on governance and responsibility, Monideepa Tarafdar, Editor-in-Chief of JAIS, turned attention to what she described as a cognitive shift.

Tarafdar observed that generative AI is doing more than improving workplace efficiency. It is beginning to influence how people understand and engage with the world around them. Earlier information technologies primarily helped people search for information, perform calculations, or complete defined tasks. Gener-

ative AI can now shape the information people consider, how they frame problems, and how they subsequently write and make judgments.

As human-AI interaction becomes increasingly intertwined, Tarafdar highlighted two important trade-offs: speed versus quality and effort versus mastery.

Faster does not necessarily mean better. When AI can produce summaries, analyses, and written content within seconds, people may arrive at polished results before fully understanding the underlying problem. Over time, the consequences may extend beyond changes in workflow to the development of expertise, judgment, and professional intuition.

Drawing on research on Human-LLM Co-creation, Tarafdar noted that high-quality human-AI collaboration involves more than checking whether an AI-generated answer is correct. It also requires users to reconsider their own assumptions.

When AI offers a different or challenging perspective, users who are willing to rethink their initial views may ultimately produce stronger and more complete outcomes than those who simply accept AI recommendations. AI's value may therefore lie not only in helping us find answers, but also in prompting us to reconsider our assumptions and ask better questions.

When Digital Systems Become Societal Infrastructure

Susan Brown, Editor-in-Chief of MIS Quarterly, broadened the discussion fur-

ther. She described how Information Systems research has evolved from studying information management within organizations to examining digital systems that increasingly function as part of society's infrastructure.

Today, information systems shape markets, healthcare, education, finance, public policy, and everyday life. When such systems fail, the consequences no longer remain within a single company or its IT department. AI similarly affects more than organizational efficiency; its implications extend to public governance, education, healthcare, knowledge production, and sustainability.

Brown identified five research directions that deserve continued attention: Human-AI Collaboration; AI Governance and Accountability; Societal Infrastructure; Resilient and Sustainable Digital Societies; and Knowledge and Scientific Research Systems.

Although these directions address different issues, they share a broader concern. Designing more efficient systems remains important, but Information Systems research in the AI era must also ask how technology affects society. Researchers need to understand what makes AI fundamentally different from traditional information systems and address a central question: as AI becomes more deeply embedded in decision-making and work processes, how should organizations redistribute human roles, authority, and responsibility?

In healthcare, finance, and transportation, for example, AI can support decision-making and automate tasks. Yet when a sys-

tem fails, responsibility cannot simply be assigned to an algorithm. Brown therefore emphasized the importance of incorporating governance and accountability into the design of systems and workflows from the outset, rather than adding rules only after problems arise.

As digital systems become indispensable to the functioning of society, innovation, trust, resilience, and responsibility need to be considered together.

Another Kind of Academic Growth

TSWIM 2026 also included two career-development panels that brought the discussion back to researchers themselves.

The PhD and Junior Faculty Career Development Session, chaired by Carol Hsu and featuring Ian Ho, Chad Ho, Hsiao-Hui Lee, and Chih-Hung Peng as panelists, encouraged doctoral students and early-career scholars to think ahead: five or ten years from now, what research questions, methodological expertise, and perspectives do they hope the academic community will associate with them?

A research identity does not need to be fully defined at the beginning of an academic career. It can evolve over time, but gradually developing a coherent and sustainable direction matters.

The Mid-Career Faculty Development Session, chaired by Galit Shmueli and featuring Hsing Kenneth Cheng, Pei-Yu Chen, and Jianqing Chen, explored a different stage of academic life. After tenure, career development may gradually shift from accumulating individual achievements toward building a more coherent long-term research agenda, mentoring

students and junior scholars, and helping create an academic environment in which others can succeed.

There is no single formula for balancing research, service, family, and personal life. As an academic career progresses, deciding what is truly worth one's time and attention becomes part of professional maturity.

Questions from the Closing Panel That Deserve Further Thought

On the final day of TSWIM 2026, the panel "GenAI and the Evolving Future of IS Research" brought many of these concerns directly into the research process.

Moderated by David Schwartz, the panel featured Susan Brown, Suprateek Sarkar, and Monideepa Tarafdar. Together, they considered a series of questions for which the academic community does not yet have settled answers.

If AI helps develop a theory, to what extent does the resulting work remain the researcher's own? Can AI-generated synthetic or simulated data substitute for data collected from real people? If an LLM can rapidly analyze large numbers of interviews and even propose theoretical explanations, how should the quality of qualitative research be evaluated? And might doctoral students who rely too heavily on AI lose opportunities to develop their own research intuition?

The panelists did not attempt to draw a permanent boundary around acceptable AI use. Technology, research methods, and journal policies are all changing rapidly. A more practical question is how researchers can make their research

processes sufficiently open to inspection: Where was AI involved? Where did the information come from? How were the resulting outputs verified?

Three ideas raised during the discussion, transparency, provenance, and verification, offer a more workable way to think about responsible AI use than a simple rule about whether AI should or should not be used.

The discussion eventually turned to the development of the next generation of scholars. The playful term “bot-able” referred to scholars whose ideas and judgment are worth learning from, perhaps even worth capturing in a future AI bot. At the same time, the idea of slow science served as a reminder that although doctoral students can now obtain summaries and first drafts almost instantly, developing their own research judgment still requires time spent reading, understanding, questioning, and engaging deeply with the literature.

These two seemingly contrasting ideas point in the same direction: tools may become faster, but the judgment that makes a scholar worth learning from still takes time to develop.

Higher education therefore faces a broader challenge. Preparing researchers for the AI era involves more than teaching them how to use AI tools. It also requires cultivating critical thinking, ethical responsibility, the ability to identify consequential questions, and the judgment needed to remain accountable for knowledge claims.

Conclusion

Across 50 research presentations, three keynote speeches, two career-development panels, the Research Incubator, and the concluding panel, TSWIM 2026 showcased current developments in Information Systems research while also surfacing a set of questions that the academic community is beginning to confront in the age of AI.

As generative AI becomes increasingly capable of performing tasks once undertaken by researchers, what matters is more than knowledge itself. Researchers still need to identify meaningful questions, exercise critical judgment, evaluate what can be trusted, and remain responsible for the consequences that research and technology may have for society and for others.

TSWIM 2026 did not offer a single answer for the AI era. Instead, it left participants with questions that may be more useful:

What is worth studying? What is worth believing? Which judgments should remain ours to make? And what kind of researchers do we want to become?

As AI becomes increasingly good at providing answers, our ability to decide which questions matter, how much confidence to place in those answers, and what to do with them may matter even more.

TSWIM 2026 was organized by the Institute of Service Science, College of Technology Management, National Tsing Hua University, with support from the National Science and Technology Council (NSTC).



Professor Suprateek Sarker, Editor-in-Chief of Information Systems Research (ISR)



Professor Monideepa Tarafdar, Editor-in-Chief of the Journal of the Association for



Professor Susan A. Brown, Editor-in-Chief of MIS Quarterly (MISQ).



President W. John Kao, NTHU



Dean Hsin-Yi Peng of the College of Technology Management specially recorded a opening message to extend a warm welcome to all participating scholars from Taiwan and around the world.



Director Pei-Fang Hsu, ISS



Professor Galit, ISS



Professor Soumya Ray, ISS



Group photo

Spotlight on Research- Professor Pei-Fang Hsu of the Institute of Service Science

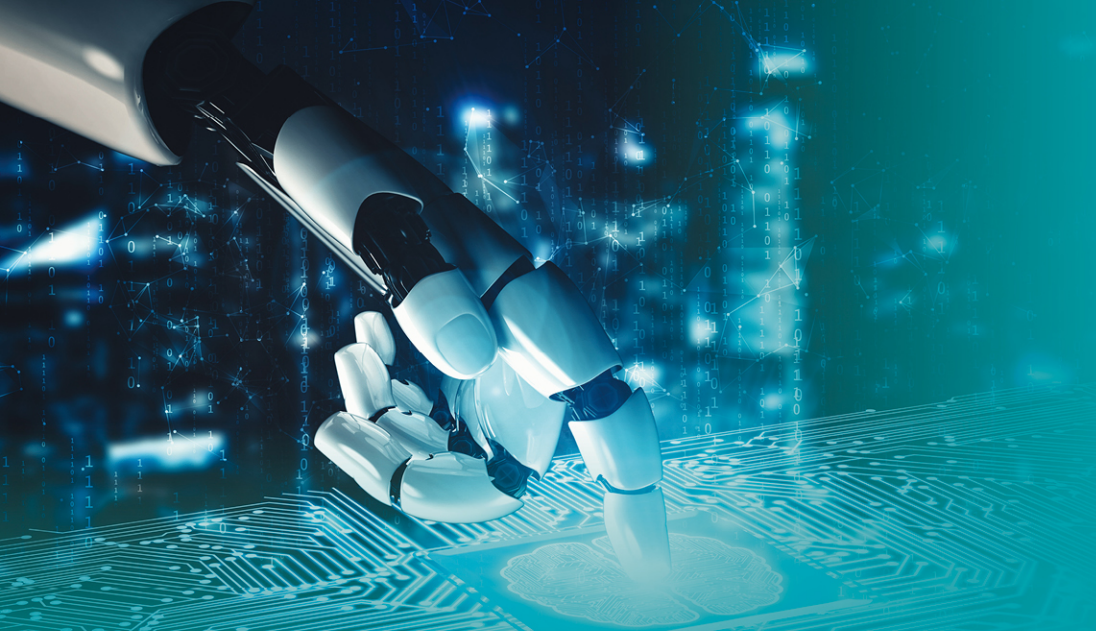
This article is provided by Professor Pei-Fang Hsu of the Institute of Service Science



Professor Pei-Fang Hsu's research focuses on a question that may sound academic but is actually closely connected to everyday life: when new technologies enter our work and daily lives, why do people sometimes accept them, yet sometimes resist them? From using mobile phones to book services, receiving system-recommended products, and being proactively reminded by customer service, to companies requiring employees to use business intelligence systems, customer relationship management systems, or AI tools, these everyday situations all involve the question of how people interact with

technology. Professor Hsu's research begins with information systems implementation, IT user behavior, and technology acceptance, and further extends to digital transformation and intelligent service systems, exploring how technology changes organizations, employees, customers, and individual lives.

For students in the College of Technology Management, this kind of research brings together the two core domains of "technology" and "management." It also addresses issues that students are likely to encounter every day after entering the workplace. A company may introduce a new information system in the hope of improving efficiency; however, employees may not necessarily find it useful. Some may believe that technology helps them make better judgments, while others may feel that technology increases their workload. Professor Hsu's research finds that the value of information technology does not come only from powerful system functions, but from the gradually developed fit between people and technology. If a system cannot be understood, trusted, and integrated into employees' daily work processes, it is difficult for it to truly improve performance. In contrast, when employees are able to combine technology with



their own professional judgment, technology can generate its greatest value.

Professor Hsu's research emphasizes the integration of theory and practice. She has long collaborated with companies and uses real corporate operational data, system usage records, customer transaction behavior, and employee interviews to analyze the actual effects of technology implementation in organizations. These real-world observations allow her research to go beyond textbooks or theoretical models and directly respond to the problems that companies face every day: how can technology truly be used? How can data be transformed into decisions? Most importantly, her research reminds us that IT or AI is not always beneficial, and big data alone may offer only a superficial understanding of real problems. To create meaningful value, the rich, contextual insights gained from human experience, interview, observation, and close engagement with practice is needed.

Professor Hsu's research aims to demonstrate the most interesting interdisciplinary feature of **Service Science**: connecting the four modules of "service design," "information systems," "service marketing," and "business analytics" to examine how companies can design more effective service processes, enabling employees to accept, trust, and proactively use information systems to respond to customer needs. Service science is not simply about putting four different courses together, and research is not a distant, abstract theory. Rather, Service Science research integrates knowledge from different fields to solve real problems faced by companies or individuals. This is also what Professor Hsu finds most fascinating about research.

Cross-Disciplinary Thinking, Anchored in Silicon Valley! NTHU CTM EMBA Travels to California for Global Technology and Cultural Management Field Study

This article is provided by the Executive Master of Business Administration (EMBA) Program, translated by the CTM Office of Public Affairs

This article is provided by the Executive Master of Business Administration (EMBA) Program, translated by Office of Public Affairs

From May 3 to May 10, 2026, Prof. Jyun-Cheng Wang, Director of the EMBA Program, and Prof. Chang-Hsien Tsai, Director of the EMBA/Dual EMBA Programs, personally led a diverse group of 23 students from the EMBA, Dual EMBA, Shenzhen, MBA, and HBA programs to the San Francisco Bay Area and the heart of Silicon Valley, USA. Together, they embarked on an intensive, multi-day "Global Cross-Disciplinary Technology and Cultural Management Field Study Course."

The biggest highlight of this field study was the deep cross-program exchange. By breaking down the barriers between different programs and opening enrollment to various student bodies, the course allowed participants from diverse industrial backgrounds to spark new ideas and share cross-border insights throughout the rigorous itinerary.



Company Visit - Plug and Play

Four Core Pillars of a Solid Itinerary : Connecting with the World's Top Innovation Ecosystem

The compact and robust eight-day itinerary focused on technological innovation, top-tier academics, and international economic and trade connectivity. The cohort visited four representative sectors in Silicon Valley:

- Official Visits & Economic/Trade Connections: The first stop was the Taipei Economic and Cultural Office in San Francisco for an in-depth exchange, broadening the faculty and students' macro-perspectives on global geopol-

itics and international trade networks.

- **Academic Immersion at Elite Universities:**The group visited the College of Engineering at UC Berkeley and the Graduate School of Business at Stanford University. They also toured the renowned startup incubator, Berkeley SkyDeck, absorbing the academic and entrepreneurial nourishment that drives the global wave of innovation.
- **On-Site Visits to Landmark Corporations:**The cohort went deep into the operational cores of global tech giants and well-known corporations, including AMD, Applied Materials, and Delta Electronics' overseas headquarters. They also visited startup benchmark Plug and Play and Zenpack to observe global corporate strategic layouts firsthand.
- **Cutting-Edge Tech Venue Experiences:** The group visited the Apple Park Visitor Center, the Intel Museum, and the Googleplex (Google Visitor Experience). At Google, NTHU alumni currently working at the company guided the group through Building 43, offering a profound experience of how tech giants seamlessly integrate technology, culture, and lifestyle aesthetics.



Intel Museum

Daytime Visits, Nighttime Brainstorming: Launching a New Era of International Business Vision

In addition to the substantive daytime visits, the nightly dinners featured specially arranged, in-depth dialogues between the faculty, students, and local industry experts. In a relaxed yet profound atmosphere, students engaged with Silicon Valley-based experts, scholars, and senior executives, absorbing a wealth of innovative management mindsets.

Through this high-intensity field study, the faculty and students of NTHU's College of Technology Management not only gained deep insights into the Silicon Valley tech ecosystem but also sparked new inspiration in the field of technology management. This was not only a journey of rich intellectual harvest but also a grand opening for the students as they step into a truly globalized business vision!



Company Visit - AMD



Stanford University



Google Visitor Experience Center

The Career Mentoring Program: Finding Direction Through Exploration and Vision Through Connection

Written by Yi-Hsuan Chuang



From left: Prof. Chun-Chi Hung (Associate Professor of the Institute of Technology Law and Director of the CTM Student Career Development Office), Ms. Yu-Hsin Chen (IPMT), and Ms. Ming-Chun Lee (ISS).

Navigating a rapidly changing industrial landscape and a myriad of career options presents a common challenge for students: how to connect classroom learning with future professional development. To address this, the College of Technology Management (CTM) launched the "Career Mentoring Program." By connecting students with industry mentors for site visits and dialogue, the program bridges academia and industry, helping students broaden their horizons, map out career paths, and build the skills and confidence needed to face the future.

Bridging the Gap Between Textbooks and the Real World

For Yu-Hsin Chen, an undergraduate student in the CTM, the decision to join the program stemmed from uncertainty about

her future. Double-majoring in Quantitative Finance and Law, Chen realized after completing an internship that a substantial gap remained between her academic coursework and the realities of the workplace. Facing graduation and the pressures of job hunting, she hoped to glean insights from industry veterans that textbooks simply could not provide.

Through the program, Chen joined a cohort mentored by Attorney De-Jen Peng of Primordial Law Firm. In addition to regular meetings, Attorney Peng arranged for the students to engage with professionals across law, human resources, finance, and technology, offering diverse perspectives on career development.

The highlight of the experience for Chen was a corporate visit to TSMC, which

included an exclusive dialogue with the Deputy General Counsel. The Deputy General Counsel shared her personal career trajectory—spanning the public sector, advanced studies overseas, and corporate legal affairs. This discussion helped Chen realize that career growth is not a single linear path, but rather a continuous process of learning, accumulating experience, and making choices at different life stages.

Turning Hard Tech into User-Centric Solutions

Ming-Chun Lee, a graduate student in the Institute of Service Science, joined the mentorship program driven by her passion for artificial intelligence. With a background in information systems and business analytics, Lee had previously interned at the National Center for High-Performance Computing, where she focused on AI development and industrial applications. To further understand technology trends and future directions from an industry viewpoint, she chose a cohort led by Mentor Hsiao-Chin Tuan, a former Senior Director at TSMC with an extensive tech background.

Under Tuan's mentorship, Lee gained critical industry insights and hands-on experience by participating in practical AI application projects. Lee noted that her biggest takeaway from this practical experience was learning how to translate cold, technical code into user-friendly, relatable applications—a core competency for any technology professional.

Gaining Confidence and Context for the Future

Reflecting on their year-long journey, both students agreed that the greatest value of the Career Mentoring Program extends far beyond acquiring industry knowledge or networking. More importantly, it helped them build the confidence required to face the future.

Chen admitted that she used to feel anxious when comparing herself to her high-achieving peers. However, listening to the life stories of various mentors helped her understand that everyone grows at a different pace, and the true priority is finding a direction that fits oneself. Similarly, Lee emphasized that the program provides a safe environment to explore and experiment. Even if students are not entirely certain about their future careers, they can steadily accumulate experience through dialogue and hands-on projects.

Ultimately, the Career Mentoring Program serves as more than just a career counseling platform; it is a vital learning space for students to understand both the industry and themselves. Guided by mentors, corporate site visits, and cross-disciplinary exchanges, students gain early exposure to workplace realities, broaden their perspectives through exploration, and build confidence through connection. The growth and insights gained from these experiences will serve as essential nourishment as they transition into the next stage of their lives.

Stay Tuned!
The full interview will be featured on the CTM NTHU Podcast in September 2026. Don't miss it!



Podcast

NTHU CTM Student Internship Insights: Taking Your First Step and Exploring Possibilities

By Chih-Chia Liu



From left: Ms. Chih-Chia Liu (Department of Economics), Mr. Nai-Rui Chen (Undergraduate Program of College of Technology Management), and Ms. Ke-Shan Pu (Institute of Technology Management).

For many college students, an internship is an exciting yet daunting milestone. It represents your very first step into the professional world, but it also triggers a wave of uncertainty and self-doubt.

Should I apply for an internship?

When is the right time to start?

Can I even get hired without a stellar resume or relevant background?

These are the burning questions almost every business and technology management student asks themselves. In this feature, we invite two students from the College of Technology Management

(CTM) to share their personal journeys. From applications and interviews to day-to-day responsibilities, they open up about how internships have shaped their understanding of industries, self-worth, and career trajectories.

Meet the Guests

- Ke-Shan Pu | 1st-year Master's student in Technology Management
Experience: Former Finance and Customer Support Intern at ASML; currently an Intern in the ASML Sales Department.

- Nai-Rui Chen | 4th-year Undergraduate student in Technology Management Experience: Interned across consulting, venture capital, and fintech at PwC Taiwan, AppWorks, and Mastercard.

Where Do You Even Begin?

When looking for that elusive first internship, both students admit they initially felt a bit lost.

Ke-Shan points out that she didn't target a specific "dream company." Instead, she took a direct, hands-on approach: she regularly browsed corporate career pages and applied for openings one by one. By doing so, she learned on the fly, gradually grasping what employers look for, how different departments function, and where her own interests lay.

Nai-Rui, on the other hand, leveraged LinkedIn as his primary information hub while actively networking through student clubs, peers, and alumni to build a map of different industries. Once he identified target companies, he routinely checked their official portals for updates.

Key Takeaway: Both agree that overthinking whether you are "perfectly ready" is a trap. The most important step is simply taking action. Whether it is through student clubs, alumni referrals, or peer recommendations, just send out the application. Let real-world feedback guide your next move.

Decoding the Interview Process

Interviews are often the most stressful hurdle, but they are also the most critical.

For Ke-Shan, the biggest hurdle during her first job hunt wasn't her English proficiency or resume—it was the sheer unpredictability of the recruitment pipeline. Navigating through HR screenings, department interviews, and final rounds with English-speaking executives was uncharted territory. She coped by adopting a simple, grounded mindset: "Take it one round at a time," viewing each interview as a valuable learning experience.

Nai-Rui highlights the "hidden challenges" specific to certain sectors that applicants often overlook:

- Consulting almost always requires intense case interviews.
- Venture Capital (VC) frequently demands stock pitches or rigorous industry analysis.

Standard resume prep won't cut it for these formats. His advice? If you have a target sector, skip the endless Google searches and talk directly to industry professionals to understand what interviewers actually prioritize.

When asked what companies value most, their answers perfectly aligned: Logic and Communication. Whether in consulting, VC, or multinational corporations, the ability to articulate your thoughts clearly and engage in effective discussion outweighs technical tool proficiency. At the end of the day, business management roles are fundamentally about collaboration.

A Day in the Life of an Intern

With experiences spanning diverse sectors, their daily tasks illustrate just how dynamic internships can be.

Ke-Shan is currently with the ASML Sales Department, where she manages monthly reports, quotation sheets, and order processing. Her role relies heavily on Excel, and she has even experimented with Python to automate workflows. Previously, in the Finance and Customer Support departments, she assisted with cross-departmental data compilation and helped organize corporate workshops.

Nai-Rui shared three high-intensity experiences:

- At PwC: He conducted field interviews with Taiwanese SMEs, analyzed their digital transformation journeys, and synthesized findings into executive reports.
- At AppWorks: Working with the Web3 team, he drafted investment memos, supported accelerator events, and interacted closely with startup founders.
- At Mastercard: He joined strategic consulting projects in large-scale retail and payment industries, contributing directly to market research and project analysis.

These diverse roles taught him that industries differ not just in workload, but fundamentally in their pace, communication styles, and workplace culture.

💡 From "Clueless" to Making an Impact

Reflecting on their most rewarding moments, Ke-Shan notes that she initially had a vague understanding of how global tech firms operate. It wasn't until she

joined the Sales team and handled actual client facing data that she truly understood how a company generates revenue and how departments interconnected.

Nai-Rui describes his VC internship as a steep learning curve. "At first, I could barely contribute to industry or technical debates," he admits. However, after drafting multiple investment memos and deep-diving into market trends, he reached a point where he could hold meaningful strategic discussions with founders. That transformation from a passive observer to an active contributor was incredibly fulfilling.

💡 Balancing Academics, Work, and Stress

Behind the achievements lie the inevitable pressures of time management.

Ke-Shan confesses that juggling midterm exams and corporate deadlines was a struggle, especially when she felt guilty about requesting time off. It took time to find her rhythm and strike a sustainable work-study balance.

Nai-Rui adds that high-stakes fields like consulting and VC are inherently demanding, and feeling overwhelmed at first is completely normal. He offers two practical tips:

1. Prioritize the basics: Eat well, exercise, and get enough sleep.
2. Ask questions fearlessly: Clarify directions with colleagues early on to ensure your hard work is focused on the right goals.

! Words of Advice for Fellow Students

Before polishing your resume, ask yourself why you want an internship. If you want to explore an industry or sharpen a specific skill, go for it with courage. But remember: if you are already growing through academic projects, research, or other avenues, you don't have to follow the crowd. An internship is a great launchpad for self-discovery, but it isn't the only path to success.

! Conclusion

An internship is far more than a single line on a resume; it is a journey of self-exploration, trial and error, and personal growth. From the initial anxiety of hitting "submit" to finding your footing in a boardroom, every step builds your future.

Whether you are preparing your very first application or charting your next career move, we hope these stories offer clarity. Find your own pace, and enjoy the journey!

Stay Tuned!

The full interview will be featured on the CTM NTHU Podcast in the mid of September 2026. Don't miss it!



Podcast

"Founders Unfolder" Bring Industry Experience into the Classroom: NTHU Students Explore Career Possibilities through AI, Sustainability, and Fundraising

Written by Tsu-Yi Liu

Entrepreneurship is not merely about founding a company, nor is it only about pursuing a success story. The College of Technology Management at NTHU offers the course "Founders Unfolded: The Journey Behind the Startup," inviting entrepreneurs, investors, and business leaders from various industries to campus. Through firsthand experience sharing, the course guides students to rethink the judgments, trade-offs, and practical challenges behind entrepreneurship from perspectives including artificial intelligence, equity governance, aging services, venture capital fundraising, sustainable brands, product management, and e-paper technology.

The distinctive feature of this course lies in combining "storytelling" with "entrepreneurial practice." Rather than simply having speakers introduce their companies' achievements, the course encourages them to share their educational backgrounds, career transitions, entrepreneurial failures, and market validation experiences, allowing students to understand how entrepreneurs make decisions amid uncertainty. Students reflected that they once viewed entrepreneurship as a highly risky and distant path, but after a semester of learning, they realized that entrepreneurship is more about the ability

to identify problems, integrate resources, and continuously adapt.

The course began with a lecture by Wayne Liu, president of Perfect Corp., titled "Facing Challenges with Courage: My Entrepreneurial Journey." Liu shared his experience transitioning from an engineering background into the technology industry, as well as his journey of co-founding Perfect Corp. and expanding into the global market. He also discussed trends in artificial intelligence, including Agentic AI, Physical AI, and Edge AI, helping students recognize that future work may shift from "operating tools" to "assigning tasks and integrating resources."

In subsequent sessions, Lawyer Wei-Li Liu, LCC Partners Law Office, introduced students to entrepreneurial law and corporate governance through a "Pizzeria case simulation." Covering topics from startup survival challenges, equity structures, labor relations, and partnerships to expansion strategies involving franchising, capital, and mergers and acquisitions, the simulation helped students understand how startup teams balance interests, emotions, and long-term collaboration during fundraising, governance, and conflict resolution. Students noted that Liu's explanation of equity as both

“control rights” and “financial interests” made the previously abstract concept of corporate governance more concrete and accessible.

Through sessions on aging services and venture capital, students also discovered how “passion” can be transformed into a business model. Chien-Yu Liao, founder of Let We Care, delivered a lecture titled “Creating an Age-Friendly Society through Service Design.” Inspired by challenges faced by her parents after retirement, she identified the needs of older adults related to age, social connection, and self-worth, eventually designing activities, courses, and community services. Her story helped students realize that aging issues are closely connected to everyday life, and entrepreneurship can begin with concern for family members and social challenges.

Edgar Chiu, co-founder of SparkLabs Taiwan, shared his career journey in lectures titled “My Three Leaps Out of the Comfort Zone” and “How SparkLabs Helps Startups Go Global.” He discussed his transitions from IBM, HP, Whoscall, and Naver to the field of startup investment. Chiu also introduced the fundraising, investment, management, and exit processes in venture capital, explaining that investors evaluate not only ideas but also founders’ execution abilities, vision, storytelling skills, and market insights.

Jason Chou, general manager of HD Renewable Energy, presented “Influencing Lives through Life: The Humanistic Thinking and Sustainable Strategy Behind Smart Energy,” sharing his journey from an athletic background to the business

and energy industries. Students reflected that his experience demonstrated how personal interests, professional expertise, and market judgment can come together, while also highlighting that entrepreneurs must not only pursue business growth but also continue innovating and responding to sustainability challenges.

The middle section of the course focused on sustainability and social innovation. Carl Hsiao, founder of Colaz, shared “The Challenges and Joys of Building Colaz,” discussing his entrepreneurial experience entering the market through campus merchandise and licensing businesses. His story showed students how successful overseas models can be adapted to create new opportunities in Taiwan. Green Hope Spring Social Enterprise Founder Yu-Hua Chen introduced how native tree restoration, digital tracking, and a social enterprise model can transform environmental protection into a sustainable business system.

Dawushan Farm Chief Operating Officer Iven Wei presented “Dawushan Farm: From Traditional Industry to Sustainability”, sharing how the traditional egg farming industry underwent transformation through corporatization, data-driven management, and brand building. Students learned that entrepreneurship does not necessarily require inventing something entirely new; it can also involve identifying unsolved problems within existing industries and improving them through more comprehensive systems. Gogolook co-founder and Whoscall co-founder and chairman Jackie Cheng shared “The Entrepreneurial Journey of Gogolook,” ex-

plaining how a caller identification service gradually expanded into fintech, enterprise fraud prevention, and trust technology solutions.

In the later part of the course, Taelor AI Founder and “Silicon Valley Anya” Anya Cheng conducted three product management sessions, covering topics including “Technology Product Management: From Problem Definition to Market Monetization,” “Product Strategy: What Problem Are We Solving?,” “Product Development: How Do We Solve the Problem?,” and “Product Marketing and Entrepreneurship: How to Enter the Market and Achieve Monetization.” She guided students through customer research, personas, hypothesis validation, product roadmaps, MRDs, and PRDs, demonstrating that product development should not rely solely on intuition or heavy investment, but rather on low-cost testing, user feedback, and market data for continuous improvement. She also shared her experience founding Taelor AI, including how she secured her first customer, first partnership, and first investment, showing students that entrepreneurship is a continuous process of validation and accumulated progress.

At the end of the semester, Chairman Dr. Albert Liao of IRIS Optronics presented “Achieving True Full Color, Ultra-Wide Temperature Performance, and Green Energy Advantages through Cholesteric Liquid Crystal E-Paper Technology.” He introduced full-color cholesteric liquid crystal electronic paper technology and its applications in fields such as smart healthcare, intelligent transportation, and commercial displays. Students reflected

that the lecture helped them understand that technological innovation is not limited to laboratory research but can also serve as a foundation for industrial transformation and sustainable applications.

From AI trends to sustainable development, from equity negotiation to product validation, “Founders Unfolded” aims to bridge the gap between academic theory and real-world industry practices. For students still exploring their futures, the course serves not only as an introduction to entrepreneurship but also as a window into the professional world. Through the stories of entrepreneurs, students gain early exposure to real-world challenges and begin considering how they themselves can create value within them.



Let We Care Founder Chien-Yu Liao



Gogolook co-founder and Whoscall co-founder and chairman Jackie Cheng



Chairman Dr. Albert Liao of IRIS Optronics



Dawushan Farm COO Iven Wei



Perfect Corp. President Wayne Liu



Group photo with HDRE General Manager Jason Chou



Group photo with Lawyer Wei-Li Liu, LCC Partners Law Office

CTM at a Glance

Written by the CTM Office of Public Affairs

Honor

- The 2026 QS World University Rankings have been officially announced, with National Tsing Hua University (NTHU) climbing to 142nd globally—marking its highest ranking in university history.
- Congratulations to CTM Outstanding Alumnus, Mr. Michael Wu (EMBA 3) Newly Elected Academician of the 35th Academia Sinica
- Congratulations to Professor Hung-Hua Pan from the Department of Quantitative Finance Receives the 2026 Wu Ta-You Memorial Award from the National Science and Technology Council
- Celebrating Faculty Promotions!
Promoted to Full Professor:
Dr. Chun-Hung Kuo (ECON)
Dr. Pei-Fang Hsieh (QF)
Dr. Wan-Yu Chen (LST)
Promoted to Associate Professor:
Dr. Chi-Kuen Li (LST)
- Congratulations to Prof. Wan-Yu Chen on Her Appointment as NTHU Distinguished Professor



Associate Professor
Hung-Hua Pan



Professor
Chun-Hung Kuo



Professor
Pei-Fang Hsieh



Distinguished Professor
Wan-Yu Chen



Associate Professor
Gi-Kuen Li

- Congratulations to CTM Faculty and Students on Winning Championship and Team MVP Titles at the 2026 Asia Business Plan Competition

Faculty members Prof. Meng-Lun Kuo and Prof. I-Chun Lai recently led CTM students to compete in the 3rd Asia Business Plan Competition 2026. Centered on the forward-looking theme of "Smart Robotics," the event brought together 46 top young talents from the National University of Singapore (NUS), the Hong Kong University of Science and Technology (HKUST), and NTHU CTM for intense cross-border collaboration and business pitching.

- First Place : Peterson Bury and Yi-Cen Tung joined the multinational team "AquaCare," taking home 1st Place with their exceptional commercial innovation proposal.

- Team MVP: Ye Min Aung and Yan-Shiu Lin were both awarded "Team MVP" for their remarkable leadership, coordination, and individual impact within their international teams.



The 2026 3rd Asia Business Plan Competition

Events

- The Institute of Service Science successfully hosted the 2026 Taiwan Summer Workshop on Information Management (TSWIM) at TSMC Building from June 29 to July 1.

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