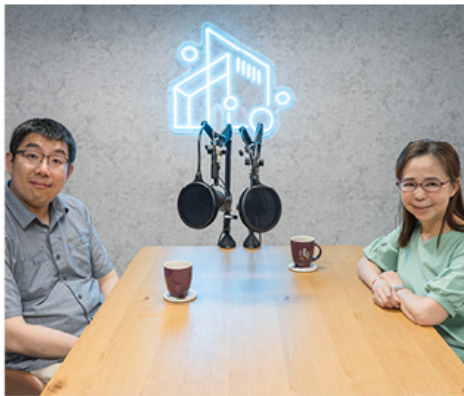


CTM *E-Newsletter*



人物與專訪 People & Interviews

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Meet Our New Faculty Members

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計量財務金融學系 潘虹華副教授

Associate Professor Hung-Hua Pan of the Department of Quantitative
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2026 國科會管理一學門成果發表會暨 TAOM 年會於清華登場

2026 NSTC Management I Discipline Results Presentation and TAOM
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國際交流 International Exchange

當清華科管院遇上 HKUST 與 NUS：

十天，讓一群年輕人重新想像自己的未來

When NTHU's College of Technology Management Meets HKUST and
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科技管理學院
College of Technology Management

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新面孔・新能量 | 新進教師介紹

科管院公共事務辦公室提供

本學期，科技管理學院迎來四位新面孔啦！他們各自帶來不同的專長和研究方向，還有滿滿的教學熱情，準備和大家一起探索知識、激發創意。無論是經濟分析、科技法律、跨領域研究或是前沿的服務科學，這些新進老師都將為學院注入新活力！

讓我們一起認識他們：

- 經濟系 謝心遠老師
- 科管所 黃品潔老師
- 科法所 周承佑老師
- 服科所 黃品涵老師

快來看看他們的故事和教學特色，和新老師一起迎接充滿活力的新學期吧！



經濟系 謝心遠老師

1. 請問您的學術背景是什麼？能分享一下您的主修和研究方向嗎？包含未來要進行的特定研究項目或計畫。

我於清大經濟取得學士(15級)及碩士(20級)學位，並於2026年獲得加拿大Simon Fraser University經濟學博士學位。我的研究主要聚焦於消費者與家戶消費行為，從個體經濟學的理論基礎出發(也就是經濟學課程中所熟悉的效用極大化)，建構既能符合理論框架，又能夠在實證上以計量方法去驗證的模型。我近期正在進行的研究將建構一套有別於傳統消費者物價指數的生活成本估計模型，希望能更真實地衡量消費者面對不同商品價格變動幅度不一致時的生活成本變化。這個模型將納入消費者在不同商品間的替代行為(例如牛肉價格上漲時改買豬肉)，藉此反映消費者在權衡替代效果後所承受的實際生活成本變動，而非如傳統物價指數僅依據固定消費籃所計算的價格變化。

2. 請問您在這個領域的經驗和專業知識是如何發展的？

碩士班時，我跟隨林世昌老師研究計量經濟理論，因此剛進入博士班時，也一直認為自己會沿著相同的研究方向繼續走下去。直到博士班第二年，我修了後來的指導教授 Dr. Krishna Pendakur 開設的結構計量模型課程，才發現原來計量模型除了用來做因果推論之外，還能與個體經濟理論結合，回答許多我過去從未想像過、卻非常有趣的實證問題。學期末，我完成了人生第一個（漏洞百出的）家戶消費模型，並懷著忐忑的心情去找 Krishna 討論。沒想到他不但沒有挑剔模型的不成熟，反而看見了連我自己都未曾發現的潛力，並對這個研究方向產生濃厚興趣。隨後他把我引薦給他的好友兼長期共同作者、計量學界的大神 Dr. Arthur Lewbel。也因為這段機緣，我有幸在兩位頂尖學者的指導下完成博士論文。

3. 想請問您新學期要教什麼課程如何？另外，請問您對於此課及修課同學有什麼期許呢？

新學期，我將在經濟系開設一門全新的選修課程——「應用個體計量與資料分析」。這門課主要針對已具備基礎統計與計量知識的高年級同學，希望讓大家真正動手整理、分析與呈現資料，而不是停留在紙筆推導。相較於計量經濟學課程，這門課會涵蓋一些較為進階、以電腦模擬為基礎的計量方法，並著重於實作。我希望帶著同學把各種計量方法轉化成 R 語言程式碼，實際估計模型、分析資料，培養解決真實問題的能力。

我也希望這門課能幫助學生建立基礎的代碼編寫邏輯，並學會有效運用 AI 作為分析資料的輔助工具，而不是一味依賴 AI 給答案。這些能力，無論是未來準備攻讀碩、博士，或是投入資料分析相關工作，都會是非常重要的基礎。

4. 關於老師的 5 件趣事：

1) 貓派還是狗派？

狗派，而且要像伯恩山犬那種大狗。

2) 咖哩要不要拌？

不要，拌了就沒胃口了，美食的外觀很重要！

3) 最常講的口頭禪？

這我還真的不知道，或許大家以後可以觀察？

4) 最推薦去哪個國家旅遊？

太多了，英國的人文建築、法國跟義大利的博物館及美食、加拿大的自然風景等等，很難說哪裡是最推薦的。唯一重要的就是要自助旅行，安排自己的行程，這樣才有機會多跟當地人互動，真正體驗每個地方不同的生活方式。

5) 海外旅遊有任何有趣、最奇特的經歷嗎？

最奇特的經歷或許是大學畢業旅行去泰國時吃了烤鱷魚吧…吃起來口感有點像很乾柴的雞肉？不難吃，但我應該也不會再嘗試了…



科管所 黃品潔老師

1. 請問您的學術背景是什麼？能分享一下您的主修和研究方向嗎？包含未來要進行的特定研究項目或計畫。

我畢業於加州大學聖地牙哥分校，主修創新、科技與營運管理，我的研究聚焦於人工智慧、數據科學與數位創新的交會領域，主要探討人工智慧如何影響組織與管理系統的運作，以及管理者應如何重新設計組織制度、資料分析機制與決策流程，以引導員工行為、提升工作績效，進而促成持續創新與實質商業價值。

2. 請問您在這個領域的經驗和專業知識是如何發展的？

關注 AI 時事、閱讀大量相關論文、與同儕交流心得，以及時不時和 ChatGPT 辯論。

3. 想請問您新學期要教什麼課程如何？另外，請問您對於此課及修課同學有什麼期許呢？

管理學。希望同學能輕鬆學習，all pass!

4. 關於老師的 5 件趣事：

1) 貓派還是狗派？

貓。

2) 咖哩要不要拌？

要！

3) 最常講的口頭禪？

(無)

4) 最推薦去哪個國家旅遊？

西班牙馬德里。好吃的食物，超棒的天氣(七月除外)，美麗的歷史建築，便利的大眾交通系統！

5) 海外旅遊有任何有趣、最奇特的經歷嗎？

在馬德里的時候，我品嚐了西班牙經典的加泰隆尼亞蕃茄麵包—非常奇特的味道！



科法所 周承佑老師

1. 請問您的學術背景是什麼？能分享一下您的主修和研究方向嗎？包含未來要進行的特定研究項目或計畫。

畢業於國立臺北大學財政學系，並取得同校法律學碩士學位，後赴日本東北大學法學研究科攻讀博士並取得學位。主修財稅法，主要研究方向是關於財政民主、個人權利與分配的問題。財稅作為一種個人和國家直接的互動形式，因此我也會由法與社會研究的角度切入，觀察財稅政策的決策和影響。

近年會以財政過程的民主決策作為主要的研究項目，特別是在公民參與和監督的促進會是優先研究的項目。

2. 請問您在這個領域的經驗和專業知識是如何發展的？

由於跨領域的學術背景，我對於財稅法的理解是並不限於法學的訓練。財政學系幫助我建立了對於政府收支的基本概念；法律學系的訓練，則是讓我學會如何以法律和政治的方式去理解財稅政策被如何決定，特別是法實證研究的相關研究經驗，更是讓我有機會將各階段所學融會貫通；

博士時期專攻法哲學的指導教授，讓我能以個人權利的角度去審視個人間，以與國家間對於資源分配應如何折衝。在大學教育外，擔任多個計畫的研究助理、期刊編輯和博士後研究員的經驗，都提供了我對於財稅法更全面的認識。這樣的學術養成經驗，也反映在我的學術成果。從偏向政治哲學的文章到比較法的文章，再到個別稅法議題的探討，都是我的研究範圍。這些文章都圍繞著個人權利與財政民主的整體研究主軸，也是我近年研究的主要課題。

3. 想請問您新學期要教什麼課程如何？另外，請問您對於此課及修課同學有什麼期許呢？

新學期要開稅法總論和民事訴訟法。希望修課同學能在課程中學會基本觀念，並能將這些觀念運用在日常生活中。

4. 關於老師的 5 件趣事：

1) 貓派還是狗派？

貓派

2) 咖哩要不要拌？

看心情和食材的狀況

3) 最常講的口頭禪？

好像都把口頭禪改掉了，如果以後修課同學有發現可以再跟我說

4) 最推薦去哪個國家旅遊？

日本

5) 海外旅遊有任何有趣、最奇特的經歷嗎？

留學期間曾不帶手機、不預設目的地的搭電車旅行，在只能透過公共設施標示和問路的方式旅遊是個相當有趣的經驗。



服科所 黃品涵老師

1. 請問您的學術背景是什麼？能分享一下您的主修和研究方向嗎？包含未來要進行的特定研究項目或計畫。

我先後於美國亞利桑那州立大學取得經濟學學士、統計學碩士與博士學位。主要研究不確定情境下的調適性決策，關注決策者如何在資訊有限、環境持續變動的情況下，運用資料、模擬與人工智慧做出更合適的判斷。未來，我計畫進一步發展實際應用於商業與服務場域的決策方法。

2. 請問您在這個領域的經驗和專業知識是如何發展的？

我的研究經驗其實橫跨了許多不同領域。過去，我曾與人機協作、行為決策、比較腫瘤學、癌症基因體以及微生物體研究等領域的專家合作。這些研究乍看之下差異很大，但背後其實有一個共通點：我們不只是希望透過資料理解複雜的問題，更希望利用資料來支援具有實際影響的重要決策。這些跨領域的研究經驗也逐漸形塑了我現在的研究方向，讓我開始思考，在資

訊有限、情勢又不斷變化的環境中，我們要如何做出更有智慧、也更能隨環境調整的決策。

3. 想請問您新學期要教什麼課程如何？另外，請問您對於此課及修課同學有什麼期許呢？

這學期我將開設「商業分析與決策模擬」課程。

當資訊有限或某項決策無法直接在真實世界中測試時，模擬就是一項非常有價值的工具。它像是角色扮演遊戲，一個人進入具有特定規則的世界，做出選擇、觀察結果，再據此調整策略。透過逐步改變不同設定，我們也能進一步探索各種選擇可能帶來的結果。希望同學都能在課堂中玩得開心。

4. 關於老師的 5 件趣事：

1) 貓派還是狗派？

貓派

2) 咖哩要不要拌？

不要拌

3) 最常講的口頭禪？

Oh well...

4) 最推薦去哪個國家旅遊？

新加坡。交通方便、美食選擇豐富，也很適合輕鬆自在地旅行。

5) 海外旅遊有任何有趣、最奇特的經歷嗎？

曾經到美國亞利桑那州的 Tucson 體驗牛仔生活，在 Tanque Verde Ranch 騎馬、圍著營火聽牛仔彈吉他，還一起享用烤肉。



在不確定的世界裡做出選擇—— 專訪清華大學經濟學系林靜儀教授

莊怡萱同學撰

全球經濟局勢瞬息萬變，從匯率波動、國際貿易環境變化，到近年受到高度關注的通貨膨脹問題，經濟活動中的每一項決策，似乎都受到各種不確定因素牽動。面對這些複雜現象，如何透過嚴謹的研究方法理解其背後的運作機制，正是經濟系林靜儀教授長期關注的課題。

林靜儀教授是清華大學經濟學系校友，而後赴美取得加州大學戴維斯分校經濟學博士學位，並回到母校任教。談起自己的研究領域，她表示，國際經濟與總體經濟看似距離日常生活遙遠，但實際上許多經濟現象都與民眾的生活息息相關。無論是匯率變動帶來的價格差異，或是企業面對市場環境改變所做出的投資決策，其背後都反映著經濟體系中各種資源配置與選擇的過程。

在國際經濟研究方面，匯率一直是靜儀教授關注的重點。一般民眾對匯率變動的感受，多半來自出國旅遊或購買進口商品時的價格差異。然而，對於出口導向的台灣而言，匯率影響的層面更為廣泛，靜儀教授指出，匯率變動會牽連到企業的出口行為與市場競爭力，也可能進一步改變企業的營運決策。透過實證資料的分析，靜儀教授得以更深入理解匯率與企業行為之間的關聯，進而檢視相關政策可能帶來的效果。提醒政策制定者在制定匯率政策時，必須全面衡量整體供應鏈的成本結構與產業間的利潤分配。

此外，「不確定性」也是靜儀教授長期投入的研究方向。近年全球經濟環境變化快速，各種外部衝擊頻繁出現，使企業面臨比以往更多的不確定因素。在這樣的情況下，企業是否擁有足夠的資金與資源，往往會影響其因應能力。因此，她的研究特別關注財務限制對企業決策的影響。當企業面臨資金取得困難時，可能影響其擴張市場、投入創新研發，甚至參與國際市場的能力。透過企業層級資料的分析，進一步了解財務條件如何影響企業的出口行為，以及企業在面對外部風險時所採取的策略選擇。

近年來，全球通貨膨脹問題受到廣泛關注，這也成為靜儀教授近年研究的重要主題之一。她曾參與中央銀行相關研究計畫，探討通貨膨脹形成的原因與結構。她指出，當物價持續上升時，背後的成因可能十分複雜，並非單一因素所造成。在研究過程中，她特別關注供給面與需求面因素對通貨膨脹的影響。透過計量經濟模型與資料分析，希望能夠更清楚辨識不同因素在通膨形成過程中的角色與重要性。

對林靜儀教授而言，無論是研究匯率、企業出口行為，或是分析通貨膨脹問題，其研究核心皆是從實證資料出發，透過真實數據尋找重要的經濟現象與研究問題。相較於單純由理論推論經濟現象，她更重視以實證結果作為研究動機，再進一步建立理論模型，說明資料背後可能存在的經濟機制。在充滿變動與不確定性的全球經濟環境中，她持續透過資料與理論分析，探索經濟活動的實際運作邏輯，並期許學術研究能真正回應現實世界所面臨的挑戰。

完整訪談內容將於 2026 年 10 月 CTM 清華科管領航 Podcast 上架，敬請期待！



Podcast

教師研究亮點— 計量財務金融學系 潘虹華副教授

本文由潘虹華副教授提供

不只是資訊，更是選擇

不論是企業經營、投資判斷，還是日常生活的大小決策，我們都離不開資訊。財務資訊就像路燈下的影子：它未必呈現全貌，卻能讓我們辨識方向，在不確定中作出判斷。我的研究長期關注財務資訊如何影響資訊使用者，包括企業內部如何以資訊評估績效、設計薪酬，以及對外揭露如何影響投資人、分析師、會計師與整個社會的資源配置。

沒有完美指標，只有情境配適

任何指標都可能不完整、受雜訊干擾，甚至被策略性操弄。真正的難題不是「有沒有資訊」，而是「在什麼情境下，該用哪一種資訊」。會計盈餘反映已發生的成果，相對穩定卻可能因盈餘管理而失真；股價較能即時反映市場預期，卻也受情緒與雜訊左右。我與研究夥伴發表於 *Contemporary Accounting Research* 的



〈CEO Hedging Opportunities and the Weighting of Performance Measures in Compensation Contracts〉發現，當高階經理人較有機會透過選擇權等工具規避股價下跌的個人損失時，董事會會降低股票績效的權重、提高會計績效的權重。沒有一種指標永遠最好，指標的價值取決於情境，以及被衡量者是否有能力規避或操弄它。

沉默傳遞訊息

企業揭露什麼、不揭露什麼，同樣是選擇。在〈Equity Market Reactions to Firms' Advertising Disclosure Choices〉中，我與研究團探討企業對廣告支出的揭露選擇，發現少揭露雖能避免競爭對手掌握線索，卻也提高投資人的不確定性，甚至使企業面臨較低的市場評價。揭露從來不是透明與否的二分，而是競爭成本與資本市場效益的權衡。對資訊使用者而言，企業沒有說什麼，有時和它說了什麼同樣重要。

聽眾不同，說不同故事

我與研究團隊在 *Journal of Accounting and Public Policy* 發表〈What Affects the Inconsistency between KAMs and CAMs? Evidence from Cross-listed Firms〉，則比較跨市場掛牌企業會計師的關鍵查核事項(KAMs)與其美國版本(CAMs): 同一家公司、同一年度，同一位會計師在美國市場的報告中，相較於歐洲市場的報告，傾向揭露較少事項，且企業訴訟風險愈高，差異愈明顯，隱含會計師為避免訴訟風險，選擇揭露較少企業的風險。每一則被揭露與未被揭露的訊息背後，都有一套誘因。

資訊也存在於人與人之間

訊息不只在報表裡，也在人際關係中流動。我與團隊發表於 *Corporate Governance: An International Review* 的〈Friendly Compensation Committees and Pay-for-Luck Asymmetry: Evidence from Taiwan〉發現，當台灣企業的薪酬委員會與高階經理人關係較友好時，經理人較可能因外部好運而加薪，卻較少因壞運而減薪。人際關係帶來更多非正式資訊，卻也可能影響監督的客觀性。資訊愈多，不必然決策愈好；關鍵在於資訊如何被理解，以及判斷者受到什麼誘因影響。

理解資訊的黑盒子

人工智慧大幅降低了搜尋與整理資訊的成本，卻也可能讓我們少了追索來源、梳理脈絡的過程。當答案愈來愈容易取得，真正稀缺的能力不再是找到資訊，而是判斷它是否完整、為何以這種方式呈現，以及誰希望我們相信它。

財務數字、公司公告、查核報告，乃至 AI 生成的摘要，都像路燈下的影子：讓我們看見某些輪廓，也必然留下照不到的地方。在資訊豐富的時代，或許我們需看似理所當然之處，仍願意多瞭解是誰決定影子的光照向哪裡。



主題演講 (Keynote Speaker)：新加坡南洋理工大學 Jason Shaw 講座教授

2026 國科會管理一學門成果發表會暨 TAOM 年會於清華登場

蕭喬文同學撰

「2026 國科會管理一學門成果發表會暨臺灣組織與管理學會 (TAOM) 年會」於 8 月 24 日在國立清華大學台積館舉行，邀集國內外管理領域學者齊聚一堂，透過專題演講、研究成果分享與工作坊，交流研究經驗與最新成果，也共同討論快速變動的學術與產業環境下，管理研究所面臨的新課題。活動上午安排兩場主題演講，分別從研究工作的核心價值，以及 AI 對學術研究帶來的改變切入；下午則延伸至跨國企業、地緣政治、健康服務創新等不同研究主題，並安排國科會專題計畫書寫作及產學合作工作坊，從研究理念、學術實務到跨領域交流，展開一整天豐富的討論。

首場專題演講由新加坡南洋理工大學南洋商學院 Jason D. Shaw 講座教授主講。曾任國際頂尖管理期刊 *Academy of Management Journal* (AMJ) 總主編的 Shaw 教授，以 Craftsmanship，也就是「匠人精神」為核心，分享多年從事研究與期刊編輯工作的觀察與經驗。他指出，一篇好的研究並不只在於是否擁有新穎的想法，更重要的是研究者能否透過閱讀、思考、研究設計、成果呈現、討論與反覆修改，將原始構想一步步發展成完整而扎實的研究成果。Shaw 教授也從編輯經驗談到，AMJ 每年收到超過 2,000 篇投稿，在他擔任編輯期間，約有 43% 的稿件沒



主題演講 (Keynote Speaker)：本院科管所洪世章講座教授

有進入正式外審，其中除了研究主題與期刊定位不符外，也有不少研究其實具有好的想法，卻因為理論、研究設計或論述尚未充分發展，而無法進一步進入審查程序。

談到如何提升研究品質，Shaw 教授特別強調「回到原始理論」的重要性。他提醒研究者，不應只透過近年的論文間接理解一項理論，而應回頭閱讀理論最初的文獻，了解作者當時提出理論所要回答的問題、背後的假設、運作機制及適用條件，才能讓理論真正貫穿研究設計與後續討論。他也根據過去大量的編輯決策，整理出研究常見的問題，包括構念定義不夠清楚、衡量方式與原先定義不一致，以及沒有充分說明研究的理論貢獻；相較之下，如何更清楚呈現研究的新意、與既有文獻建立對話，以及說明研究的重要性，往往

都可以透過不斷修改與重寫逐步改善。對 Shaw 教授而言，所謂的匠人精神並不是追求一篇「完美無缺」的作品，而是認真對待研究的每一個環節，在一次又一次的閱讀、思考與修改中讓研究變得更好；研究的價值也不應只停留在發表、升等或績效，而應進一步思考研究能為學術社群、學生及社會帶來什麼意義。

第二場專題演講由國立清華大學科技管理研究所洪世章講座教授以「學術圍城：台灣管理學者的 AI 迷航記」為題，進一步將討論帶到 AI 時代下學術制度與研究工作的轉變。洪教授將學術體制比喻為一座「城堡」，並以火藥改變中古世紀城堡與既有權力結構為例，說明新技術帶來的影響往往不只是提升效率，更可能改變原本的制度優勢與運作方式。AI 的快速發展，也正在對既有的學術研究與評價制度帶來



類似的衝擊。洪教授回顧臺灣管理學界過去二十餘年的發展指出，期刊排名、研究評量與國際發表等制度，確實協助臺灣逐步建立較為明確的學術標準並與國際接軌；然而，當篇數、排名與各種指標逐漸成為評價研究的主要依據，也可能讓學者過度集中於既有規則，而忽略不同研究領域、知識傳統與研究成果本身所具有的不同價值。

AI 的出現，也使這些長期形成的規則有了重新思考的空間。洪教授指出，從文獻整理、英文寫作，到 coding、統計分析及文字修改，AI 已經能協助完成許多過去需要投入大量時間與資源的研究工作，部分原本建立在語言、技術或研究資源上的門檻也因此逐漸降低；但工具變得更強，並不

代表研究者本身的知識累積就不再重要。AI 可以快速整理資訊，卻未必能真正掌握一項理論如何發展、不同研究彼此之間的關係，以及一篇文章所處的完整學術脈絡。洪教授因此強調，研究者仍需要大量閱讀與長期累積，才能真正判斷 AI 所提供的內容。他也進一步提出，當 AI 開始改變研究的生產方式與學術社群的運作結構，既有的評價制度也值得重新檢視，從過度強調篇數、排名與指標，逐步回到研究內容與知識貢獻本身，並為不同研究領域及年輕學者留下更多元的發展空間。

下午的研究經驗與成果分享則從有三個不同主題。第一項主題「國際視野在地深耕：外籍學者組織與管理研究」，邀請在臺灣從事研究與教學的外籍學者，分享其在臺



「2026 國科會管理一學門成果發表會暨臺灣組織與管理學會年會」與會者大合照

灣進行組織與管理研究的經驗與觀察；第二項主題「跨國企業的新興挑戰：地緣政治、策略調適與知識移轉」，將焦點放在當前國際政經環境快速變動下，跨國企業如何面對地緣政治風險、調整企業策略，並處理跨國組織間的知識移轉；第三項主題「健康服務創新管理之成效與經濟評估」，則從公共衛生、醫務管理與健康政策等不同角度，討論健康服務創新的管理方式、實際成效及其經濟價值。透過三項不同主題，也呈現出管理研究從組織與企業議題，一路延伸至國際環境與社會問題的多元面貌。

活動最後安排多場實務導向的工作坊。

「國科會專題計畫書寫作工作坊」由管理一學門召集人國立臺灣大學工商管理學系

劉念琪教授與副召集人國立政治大學國際經營與貿易學系蘇威傑教授及國立臺灣大學健康政策與管理研究所董鈺琪教授，依不同研究領域分享計畫規劃與撰寫經驗，協助研究者更進一步掌握研究問題、計畫架構與申請實務；產學工作坊則以「從個案教學到產學共創：商管教師如何設計一個可持續的產學合作生態系」為題，討論如何將教學、研究與企業合作進一步串聯，建立能夠長期發展的產學合作模式。從上午兩場專題演講對研究價值與學術環境的反思，到下午不同領域的成果分享與實務交流，本次年會不僅呈現臺灣管理研究的多元發展，也讓來自不同背景與世代的研究者在同一個平台上交換經驗與觀點，持續拓展管理研究與學術社群之間的對話。



當清華科管院遇上 HKUST 與 NUS： 十天，讓一群年輕人重新想像 自己的未來

本文由郭孟倫助理教授提供

從機器人企業、使用者訪談到投資人簡報，48 位來自清華大學、香港科技大學與新加坡國立大學的學生，在一場高強度創業實驗裡，一起做出產品，也重新看見彼此與自己的可能性

凌晨四點，香港科技大學南沙校區的宿舍裡，燈還亮著。幾名來自不同學校、不同國家的學生圍坐在餐桌旁，爭論著一個機器人的商業模式：誰真的需要它？誰願意付錢？技術做得到，是否就代表市場

會接受？在這場討論裡，沒有人只是坐著聽課，也沒有一本教科書可以直接告訴他們答案。來自新加坡的 Nguyen Vu Nhat Hang 後來回想，「一個新創點子需要的不只是一腔熱情——它還需要團隊合作、回饋、財務邏輯，有時候，還需要一場凌晨四點的宿舍餐桌辯論。」這個凌晨四點的場景，或許正是 2026 亞太商業競賽（Asia Business Plan Competition, ABPC）最真實的縮影。2026 年 6 月 15



日至 25 日，國立清華大學科技管理學院 16 位學生，在郭孟倫、賴怡君老師帶領下，前往香港科技大學參與 ABPC，與港科大及新加坡國立大學（NUS）共 48 位學生重新組成 8 組跨校團隊，每組 6 人，成員背景涵蓋工程、設計、商業與管理，共同面對「Smart Robotics for Better Living and Work」主題。十天之間，他們從一個還說不清楚的點子開始，經歷創意發想、市場驗證、商業模式設計、財務分析與簡報演練，最後站上台前，面對具有創投背景的評審。表面上，這是一場商業競賽；但對這 16 位清華學生而言，真正的考驗其實發生在獎項揭曉之前——他們必須離開熟悉的課堂與同溫層，在一個陌生的環境裡，和一群同樣優秀、卻有著不同語言、文化與思考方式的同儕，一起把一個沒有標準答案的問題做到底。

從一個點子開始，重新理解創業

ABPC 的設計，刻意讓學生沒有辦法太早找到答案。四場創業工作坊從跨文化團隊組成、創意發想、問題驗證一路走到提案表達，中間還穿插五輪導師檢視：第一輪每組最多提出六個一句話的構想，再縮減到三個，最後只留下其中一個，接著才逐步發展商業簡報；學生同時參訪 RoboSense、VLA Robotics 與小鵬汽車（XPeng），並走進商場進行實地觀察與訪談。這個過程真正改變的，是學生對「創業」的想像。從瑄彤原本認為創業就是「提出創新的想法，用各種技能把它變成商業行動」，但十天之後，她開始理解，startup 和一般 business 的思考邏輯並不相同：「startup 需要對問題有深刻的洞察，而最好的解決方案，往往必須是最簡單、最直接的那一個。」馬光榮的經驗則



讓這件事情變得更加具體。他的團隊提出利用機器人移除福壽螺，第一次估價時直接參考政府採購價格上限，卻被導師一句「這樣根本不會中標」打回重算；團隊只好重新把人力、設備折舊與研發成本放進模型裡，重新調整價格。對他而言，那不只是一次財務模型的修正，而是第一次真正「動手算」一個創業案的經濟邏輯：「那一刻我才真正體會到，創業不是把技術做好就結束，而是要把技術、市場、財務三件事同時想清楚。」王福莘也在市場驗證過程中重新理解科技創業：過去容易認為技術品質好，產品自然就有競爭力，但實際和使用者接觸之後才發現，技術只是起點，市場需求、顧客反應與商業模式，才決定一項技術能不能真正走出實驗室。學生第一次如此直接地感受到，課堂裡看似分開的科技、管理、市場與財務，到了真實世界，其實從來都是同一個問題。

當優秀的人聚在一起， 合作本身就是一場挑戰

然而，真正讓不少學生感到挫折的，並不是商業模型，而是「和不同的人一起工作」。第一天的校園尋寶活動，韓唯閔幾



乎完全跟不上團隊的討論，「我完全沒有聽懂其他人在討論什麼。」快速的英文、不同的口音，以及陌生的溝通方式，讓她一度因為無法融入而「很想回家」。她後來和老師談過，決定留下來，到了第三天開始逐漸跟上討論；但當語言障礙慢慢降低，她又發現 NUS 與港科大的同學在數字分析與計算上非常熟練，新的自我懷疑隨之而來——「我是不是拖累了團隊？」林采萱也有類似感受，她形容港科大的學生「每一位都體面得像未來的 CEO」，因此一開始「傾向多聽少說，因為擔心自己的想法不夠好」；劉宣亭則發現，日常用英文聊天並不困難，但要用英文完整表達自己的邏輯，卻需要更多時間與心力。這些看似是語言問題，背後其實是學生第一次被放進一個「不能只靠自己熟悉的方式生存」的環境裡。幾天之後，他們開始找到新的方法：不再要求自己把英文講得完美，而是努力讓自己的想法被理解；不再一直和別人的強項比較，而是找到自己可以貢獻的位置。韓唯閔最後投入使用者訪談整理、財務模型與簡報演練，在決賽問答時成功回答評審問題，還被香港隊友稱讚為「real goat」。「我常常自問是不是

不夠格，但至少，我也不算是毫無貢獻的人吧。」這句話真正重要的地方，不在於她最後有沒有證明自己比別人厲害，而是她在一次次自我懷疑之後，終於找到自己在團隊中的位置。

而跨文化合作的難度，也不只來自語言。48 名學生被重新混編成 8 組團隊，必須在十天內共同完成一個創業提案，等於把所有平常容易被忽略的團隊差異放大：有人習慣直接表達，有人傾向先聽再說；有人非常在意時間，有人對一兩分鐘的遲到並不特別敏感；有人習慣快速做決定，有人則希望把所有可能性討論清楚。林延栩在團隊合作中觀察到，第一、二天有人晚到一兩分鐘，台灣學生後來便更加注意時間，但不同文化背景的隊友對這件事情的理解並不完全一樣，「跨文化溝通不只是語言，更是理解不同的價值觀與反應。」有些團隊甚至曾經走到快要解散的地步，鄭紫彤形容自己的團隊一度「變成二人公司」，最後只能先和比較能合作的成員一起完成工作；她因此體會到，「要讓所有 ego 願意 align 和 compromise，真的不是簡單的事」，而問題往往不只是表面的意見不同，而是每個人背後真正的動機與 priority 不同。相對地，林延栩選擇在衝突升高時，不急著判斷誰對誰錯，而是提醒大家「進度已經落後了」，因為「好的團隊不是完全避免衝突，而是知道如何回到共同的目標」。有趣的是，這些文化碰撞也常常從最生活化的地方開始：陳泳霓注意到「衛生紙、紙巾、面紙」或「飯店、酒店、旅館」這些不同說法，反而成為彼此認識的入口；Nguyen 則記得，一名印度裔新加坡隊友不太會使用筷子，大家一

起教他，原本只是很小的生活片段，卻意外讓團隊更靠近。馬光榮甚至發現，文化差異並沒有想像中那麼絕對，他的隊友來自山東、杭州與香港，因為大家都使用中文，實際合作反而相當順利。真正影響團隊合作的，有時候並不是國籍，而是教育背景、工作習慣，以及每個人對「怎麼一起把事情做好」的不同想像。

一次次被推翻， 才真正開始理解市場

如果說跨文化合作讓學生重新認識「人」，那麼一次次被導師推翻，則讓他們重新認識「問題」。韓唯閔與鄭效佳的團隊原本開發太陽能板清潔方案，最初擔心的是「是不是太貴」，但實際走進市場訪談後，使用者給出的答案卻完全不同：大家真正關心的是「清不清得乾淨」，因為現有機器人的清潔效果並不理想。導師 Stephen Wu 因此提醒學生，先把問題定義清楚，再談解決方案，甚至要從所有可能的選項中，先找到「最笨、最直接的那一個」。韓唯閔說：「完全打破了我以前的思維——我一直以為商品設計得越華麗越吸引人。」其他團隊也同樣不斷被追問：智慧床要如何處理機器接觸細菌的問題？陪伴型機器人真的符合設定的目標客群嗎？從瑄彤的團隊甚至被直接告知「這個點子不夠強」。但學生逐漸發現，導師真正做的並不是替他們找答案，而是不斷拆掉他們自己沒有察覺的假設。Nguyen 原本認為，一直爭論代表團隊不合，後來卻發現，「一個好點子，是被不同觀點檢驗出來的。」董奕岑的 AquaCare 團隊也是在這樣的反覆驗證中，才真正看見一個關鍵的商業

邏輯：使用者和付錢的人可能根本不是同一群人。AquaCare 是一款協助行動不便與臥床患者洗頭的自動化機器人，患者在意清潔與舒適，照顧者在意減少體力負擔，而長照機構或護理之家則更關心照護效率；同一項技術，面對不同角色，就必須回答不同的價值問題。這讓學生第一次真正理解，商業模式不是「我們有什麼技術」，而是「不同的人為什麼需要它、願意使用它，甚至願意付錢」。

6月24日決賽，AquaCare 團隊獲得「Most Impactful Project」獎項，成員博文偉說：「這個獎讓我學到，擁有尖端技術，不如找到有意義的解決方案重要。」陳泳霓的團隊則提出 Stabot 高空作業穩定機器人，鎖定香港高樓環境下的窗戶檢查需求；她必須把主動纜線張力控制與 CMG 等複雜技術，轉化成投資人聽得懂的商業故事，最後將技術拆成六個核心概念，讓 Scanner 與 Stabilizer 各自扮演清楚的角色。「看著台下 VC 點頭，我才真正學會如何在商業策略與高深技術之間，搭起簡單易懂的溝通橋樑。在 VC 的世界裡，清晰永遠勝過複雜。」馬光榮獲得 MVP，但他認為這不是自己的個人成就，而是「讓我感受到自己的努力被團隊看見」。另一邊，沒有得獎的 Nguyen 團隊也得到了一個非常具體的答案：他們在技術、商業模式、市場分析與財務預測上都做了充分準備，到了決賽卻發現，「準備好資訊，和說服評審，是兩件完全不同的事」，故事線、價值主張與商業邏輯仍然可以更清楚、更有力。這或許也是競賽最有價值的地方——得獎者得到肯定，沒有得獎者則得到下一次可以如何做得更好的具體方

向，而所有人都必須在最後的舞台上，面對自己十天來真正學會了什麼。

走出去之後， 才知道世界比想像中更大

十天結束，學生回到清華，但他們帶回來的似乎不只是一次比賽經驗，而是一個比原來更大的世界。從瑄彤說：「我們一直像井底之蛙。」在台灣，學生很容易把未來的想像集中在熟悉的升學、實習與科技產業路徑；但這次活動讓他們看見，NUS 與港科大的同儕中，有人早已參與新創，有人甚至已經創立公司，也因此讓她重新理解，「創業是現在就能開始實踐的事，不是畢業以後才做的事。」韓唯閔則說，在清大，學生容易因為一次高分或一學期的高 GPA 感到滿足，但真正走進比自己優秀的圈子，才會被迫重新檢視自己的能力，「這份在跨界與碰撞中鍛鍊出的韌性，才是我們帶得出校園、終身受用的真實能力。」鄭紫彤原本參加活動，是希望讓履歷更漂亮，最後卻發現，比起排名，真正留下來的過程中的思考方式與那些無法量化的能力；林延栩則形容自己「變得更有耐心、更能平靜面對挑戰、更能擁抱那些超出掌控的情境」。甚至活動結束後，三校學生仍持續保持聯繫，陳泳霓的團隊已經開始規劃一起前往香港旅行。這些成果，都不是一張獎狀可以衡量的。

對科技管理學院而言，ABPC 因此也不只是一次海外競賽，而是一次有意識地被設計出來的國際學習經驗。郭孟倫老師認為，在台灣，學生常常很容易把未來的職涯想像集中在半導體與科技產業，總覺得那就是最值得投入、也是最應該走的路，



卻容易忽略「其實世界非常寬廣，而真正重要的能力，往往來自與不同背景的人交流、合作與協作」。在他眼中，學生的潛力很多時候就像一塊還沒有被看見的璞玉，「很難讓人想像它經過淬鍊之後可以展現出什麼樣的光芒」，但當清華、港科大與 NUS 的學生被放進同一個高強度的工作環境，透過工作坊、實作、市場驗證、商業模式討論與團隊協作，他們不只接觸到不同的文化與觀點，也開始在同儕之間的激盪與相互砥礪中，看見原本沒有想過的可能性。「對我而言，這不只是一場課程或一次競賽，而是一段讓學生真正走出熟悉環境、與來自不同國家與文化的同儕共同成長的學習歷程。」這也正是科技管理學院「跨域智慧，唯有清華」所代表的精神：跨域，不只是把不同專業放在一起；國際化，也不只是讓學生出國參訪，而是透過刻意設計的跨國、跨文化與跨專業學習情境，讓學生真正和不同背景的人一起面對問題、一起承受壓力、一起尋找答案。這樣的經驗，讓科技管理學院的國際化不只是「走出去」，而是讓學生在真實的跨文化合作中，建立面對世界的能力。

十天很短，短到學生甚至來不及完全察覺自己已經改變。但林英發說：「我們也許無法在這麼短的時間內察覺改變，但你一定會發現，這個活動已經在你身上觸發了某些改變。」也許，一場國際競賽真正留下來的，從來不只是獎項，也不只是履歷上的一行字，而是在凌晨四點的宿舍餐桌旁，第一次和不同的人爭論一個想法；第一次發現自己的答案可能錯了；第一次站在一群陌生又優秀的同儕之間，重新找到自己能夠貢獻的位置。當學生願意走出熟悉的邊界，跨越專業、國家與文化的界線，「跨域智慧，唯有清華」也就不再只是一句口號，而成為學生真正走過、碰撞過，也能帶著走向下一段人生的經驗。

2026 年 ABPC 由香港科技大學主辦，本院與新加坡國立大學共同合辦，於香港科技大學南沙校區舉行。本院參與學生：林英發、王福莘、鄭效佳、韓唯閔、林延栩、馬光榮、從瑄彤、林采萱、阮武日恒、博文偉、劉宣亭、陳泳霓、鄭紫彤、鄭敏、董奕岑、吳惠媛（依心得彙整順序）。帶隊教師：郭孟倫教授、賴怡君教授。文中引言取自參與學生賽後心得問卷，英文原文引句由編輯譯為中文。



連結產業與校園， 第七屆企業導師領航計畫正式啟航

莊怡萱同學撰

為協助學生拓展產業視野、探索職涯方向，本院於2026年9月21日晚間舉辦「企業導師領航計畫」相見歡活動，邀請企業導師與參與計畫的同學齊聚一堂。企業導師領航計畫自2020年啟動以來，持續邀請具備豐富產業經驗的清華校友與業界先進擔任企業導師，透過一學年的交流與陪伴，引導學生探索志向、認識產業發展，並為未來的職涯選擇做好準備。

彭心儀院長首先代表本院歡迎企業導師與同學參與，並感謝厚德會及歷屆導師長期

投入人才培育。彭院長表示，大學教育除了課堂中的專業知識，也應讓學生有機會接觸真實的產業環境，理解職場的多元樣貌。企業導師所能分享的，不只是工作經驗與產業趨勢，更包括面對抉擇、挫折與轉折時所累積的人生智慧。院長期許同學珍惜難得的學習機會，主動提出問題、真誠參與交流，在與導師的互動中逐步認識自己的興趣、能力與未來方向。

洪淳琦主任透露本屆計畫報名情形相當踴躍，競爭也較往年更為激烈，顯示參與過



計畫的學生對活動抱持高度肯定，並願意將經驗傳承、分享給更多同學。洪主任提到，企業導師領航計畫的核心是創造對話、陪伴與相互學習的空間。每位學生的興趣、背景與人生規劃皆不相同，導師的角色不是替學生決定道路，而是透過提問、分享與討論，協助同學看見更多可能性。洪主任不忘提醒同學，良好的導生關係需要雙方共同經營，除了參與正式聚會，也可主動準備想討論的議題，適時向導師回報近況，讓每一次交流都能逐漸累積成具有深度的連結。

本計畫發起人暨厚德會會長唐迎華則表示，企業導師領航計畫承載著學長姐回饋母校、陪伴後進的重要精神。導師們在繁忙工作之餘仍願意撥出時間，將多年累積的職場經驗與人生體會分享給年輕世代，

正是厚德精神的具體實踐。唐會長也鼓勵同學，不必將導師視為遙不可及的成功人士，而應把握機會建立真誠、長期的互動關係。無論是職涯選擇、專業能力的培養，或進入職場後可能面對的挑戰，都可以透過交流獲得不同角度的啟發。

致詞結束後，企業導師與同學進行分組交流。導師們分享自身的產業經歷、專業領域及帶領學生的期待，同學也談到目前的學習方向、職涯想像與希望獲得的協助。本次活動不僅是企業導師與學生的首次會面，更象徵一段全新旅程的正式啟航。未來，本院將持續串聯校友、企業與校園資源，透過企業導師的實務經驗與人生視野，陪伴同學在探索中建立方向、在行動中累積能力，走出屬於自己的職涯道路。



2026 教師節暨迎新派對

劉苡萱同學撰

秋意漸濃之際，科管院於9月24日舉辦「教師節暨迎新派對」，邀請院內師長與同仁齊聚一堂，在輕鬆溫馨的氛圍中交流近況、分享教學與研究成果，也共同迎新進教師加入科管院的行列。

活動一開始，彭心儀院長感謝所有師長與同仁長期以來在教學、研究與行政工作上的投入與付出，並藉此機會表彰今年在各領域表現亮眼的師長，肯定大家為學院發展所付出的努力。

今年活動也特別迎來一個溫馨的時刻——適逢史欽泰榮譽講座教授80歲生日，現場師長與同仁一同為史院長慶生，將活動氣氛推向高潮。生日蛋糕上更特別設計了毛筆造型，呼應史院長深厚的學養與人文氣息，也為這場聚會增添了一份別具意義的巧思。

肯定每一份投入， 分享教學與研究成果

活動中頒發多項獎項，表彰師長們在教學、導師工作、研究、產學合作與服務等面向的優秀表現，包括傑出教學獎、傑出導師獎、研究獎、新進人員研究獎、傑出產學研究暨社會影響力獎，以及服務滿10年的教職同仁。

國科會「吳大猷先生紀念獎」：

潘虹華

科管院傑出教學獎：

陳宛妤、蔡璧涵、潘虹華、林濬暘、楊雨霓

科管院傑出導師獎：

謝佩芳、雷松亞、李翎帆、李怡俐、簡珮瑜



科管院研究獎：

林勤富、黃賀寶、簡珮瑜

科管院新進人員研究獎：

賴怡君、黃若翔

科管院傑出產學研究暨社會影響力獎：

林哲群

科管院服務滿 10、20 年教職同仁：

朱筱蕾(20 周年)、黃賀寶(10 周年)、
連孟琦(10 周年)

這些獎項不僅是對師長們專業成果的肯定，也展現科管院在教學、研究與產學實務等不同面向持續累積的能量。

科管院注入新血，開啟新的交流

今年科管院也迎來新進教師——黃品潔、黃品涵、周承佑、謝心遠。活動中，新進教師逐一介紹自己的研究領域與未來期望，讓院內師長與同仁更進一步認識彼此的專業與關注議題。

從不同研究領域出發，彼此之間也有了更多交流與合作的可能。新成員的加入，為科管院帶來新的研究視角與教學能量，也期待未來能在跨領域的交流與激盪下，創造更多元的成果。

哈佛個案研習，

看見教學現場的更多可能

歐怡君老師與曾祺峰老師分享今年參與哈佛個案研習的經驗，從教室空間、教學設計到課堂互動，帶回許多值得思考與實踐的教學方法。

曾祺峰老師分享，在數位工具高度普及的時代，如何拓展教師在教室中的角色與影響力，是值得持續思考的課題。除了傳遞知識之外，教師也可以透過教室空間與互動方式的設計，讓學生更願意參與課堂，而不只是沉浸在自己的電子產品之中。

他也提到，哈佛的教室設計提供了不同於傳統課堂的可能性。透過更適合討論與互動的空間配置，教師更容易在教學過程中與學生建立連結，也讓課堂從單向的知識傳遞，轉變為師生共同參與、交流與思考的學習場域。

歐怡君老師則分享了幾項實際的課堂技巧，例如善用投票與辯論，讓學生從參與中形成自己的觀點。投票時，可以先詢問少數意見，再經過討論與交流後重新投票，觀察有多少同學改變原先的想法。這樣的過程不只是確認答案，更能讓學生看



見自己的思考如何受到他人觀點影響，進一步培養表達與思辨能力。

在需要進行討論或辯論的課堂中，座位安排同樣可以成為教學設計的一部分。歐老師分享，可以選擇讓原本坐在相對兩側、面對面的同學進行交流，當學生能直接看見彼此，自然更容易形成互動與辯論的氛圍，讓討論不再只是教師提出問題、學生逐一回答，而是讓學生彼此之間真正產生對話。

讓教學不只發生在課堂， 也發生在彼此的交流之間

從教師節的感謝與表揚，到新進教師的加入，再到哈佛個案研習所帶回的教學經驗，本次活動不只是一次節慶聚會，更是

一場屬於科管院的交流與分享。當不同世代、不同專業與不同經驗的師長與同仁聚在一起，科管院也因此有了更多元的聲音與更多向前的力量。未來，科管院也將持續鼓勵跨領域交流、深化教學創新，讓每一次相遇都成為新的啟發，讓每一堂課都成為師生共同探索的起點。

在這個屬於老師們的節日裡，感謝每一位師長與同仁一路以來的投入與陪伴，也歡迎每一位新成員加入科管院，在交流中彼此成就，一同拓展更多可能。

科管院大小事

公共事務辦公室提供

榮譽

- 經濟系廖肇寧教授榮任財團法人國家實驗研究院科技政策研究與資料中心主任。
- 恭賀俞明德特聘教授榮獲 2026 現代風險學會終身成就獎。
- 恭賀本院科管所李傳楷教授最新研究成果〈National Identity Rhetoric under Bilateral Geopolitical Tensions: Evidence from Taiwanese MNEs〉，榮登國際頂尖學術期刊《Journal of International Business Studies》。該期刊獲國科會評定為一級期刊。



廖肇寧 教授



俞明德 特聘教授



李傳楷 教授

活動

- 科管所協辦「2026 國科會管理一學門成果發表會暨臺灣組織與管理學會年會」於 8 月 24 日於科管院圓滿落幕！
- 9 月 21 日學生職涯發展辦公室舉辦第七屆企業導師領航計畫相見歡活動。
- 9 月 24 日科管院舉辦教師節活動暨迎新。

Podcast

- EP29 告別職涯焦慮！學姊來帶路，解密企業導師領航計畫與頂尖企業參訪
- EP30 從找實習、面試到職涯選擇



- 台積館 8 樓 A、B 區的空調改善作業已全數完成。感謝各位師長與同仁於施工期間的包容與配合！
- 台積館外牆剝落修繕已於 8/13 施工完成，教職員主要進出區域全數修補完成。

■ 宣導

為了保持公共空間的暢通，並確保大家的移動及消防安全，自 10 月 1 日起，台積館將實施新的車輛停放規範。請大家務必留意以下重點：

• 禁行與禁停區域

所有交通工具（包含個人滑板車及自行車）全面禁止進入「台積館內」以及周圍的「紅磚區域」。

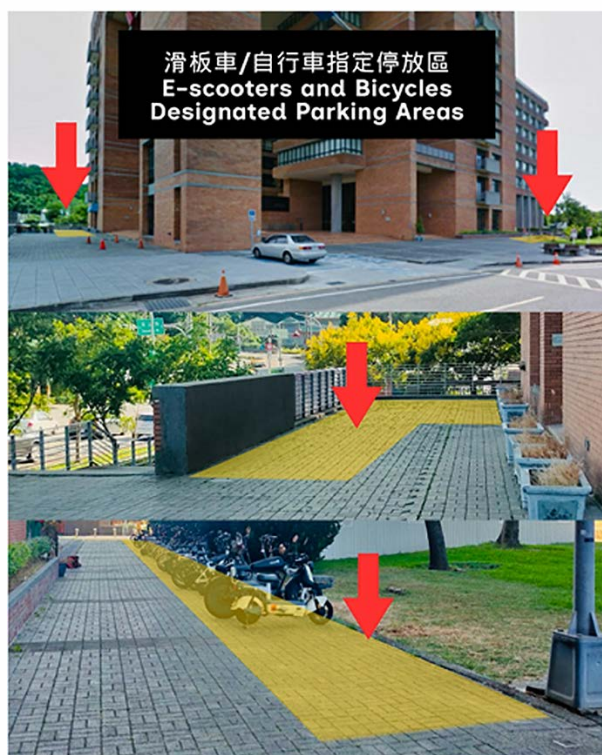
• 指定停放位置

請將您的愛車妥善停放於館外北側或東南側的指定停放區——也就是「灰色地磚區域」。

• 違規處理

我們將會進行每日巡檢。若發現違規停放的車輛，將會直接依據校規進行拖吊移置喔！

感謝大家的配合，讓我們一起維護安全、整潔的學習環境！



Meet Our New Faculty Members

Written by our new faculty members

This semester, the College of Technology Management is thrilled to welcome four new faculty members to our community! Each brings unique academic expertise, diverse research backgrounds, and a profound passion for teaching.

From economic analysis and technology law to cutting-edge service science and interdisciplinary research, their arrival will undoubtedly inject fresh energy and innovation into our college.

Please join us in welcoming our new faculty members:

Dr. Hsin-Yuan Hsieh, Department of Economics

Dr. Ping- Chieh Huang, Institute of Technology Management

Dr. Cheng-Yu Chou, Institute of Law for Science and Technology

Dr. Ping- Han Huang, Institute of Service Science

Check out their stories and teaching highlights, and join us in giving a warm welcome to our new colleagues as we kick off an exciting new semester!



**Dr. Hsin-Yuan Hsieh,
Department of Economics**

Could you tell us about your academic background, major, and research focus?

I received both my bachelor's (2015) and master's (2020) degrees in economics from NTHU, and earned my PhD in Economics from Simon Fraser University in Canada in 2026. My research focuses primarily on consumer behavior and household consumption. Drawing on microeconomic theory---particularly the concept of utility maximization commonly taught in economics courses---I develop theoretical models that can be tested empirically using econometric methods. My recent research involves developing a new model for estimating the cost-of-living as an alternative to traditional Consumer

Price Index (CPI) measures. The goal is to provide a more accurate measure of changes in the cost-of-living when prices change unevenly across different goods. By accounting for consumer substitution, such as switching from beef to pork when beef prices rise, the model captures the actual change in the cost of maintaining a given standard of living, rather than relying on the fixed basket of goods used in traditional CPI calculations.

How did your experience and expertise in this field develop?

During my master's studies, I focused on econometric theory under the supervision of Professor Eric S. Lin. When I began my PhD, I fully expected to continue along the same research path. However, in the second year of my program, I took a course on structural econometric models taught by Dr. Krishna Pendakur, who later became my supervisor. The course was an eye-opener. I began to see that econometrics could be used for much more than causal inference: it could also be combined with microeconomic theory to address fascinating empirical questions that I had never previously considered. By the end of the term, I had developed my first (rough and deeply flawed) household consumption model and nervously brought it to Krishna. To my surprise, rather than focusing on the model's shortcomings, he recognized potential in the idea that I had not yet seen myself and took a genuine interest in the direction of the research. He later introduced me to his

longtime co-author and friend, Dr. Arthur Lewbel, a leading scholar in econometrics. Through this remarkable opportunity, I had the privilege of completing my PhD dissertation under the guidance of two highly respected scholars in the field.

What courses will you be teaching this upcoming semester? What are your expectations for the class and your students?

This coming semester, I will be launching a new elective course in the Department of Economics: Applied Microeconometrics and Data Analysis. Designed for upper-level undergraduates with a basic background in statistics and econometrics, the course will emphasize hands-on data cleaning, analysis, and presentation rather than theoretical derivations. Unlike a standard econometrics course, it will focus more heavily on practical implementation and introduce advanced methods that rely on computer simulation. My goal is to help students translate econometric concepts into R code, estimate models, analyze real-world data, and develop practical problem-solving skills.

I also hope the course will help students build a strong foundation in programming logic and learn how to use AI effectively as an analytical tool, rather than relying on it passively for quick answers. Whether students plan to pursue graduate studies or a career in data analysis, these skills will provide an essential foundation for their future work.

Fun Facts About Me

1) Dog person or cat person?

Definitely a dog person, especially big dogs like Bernese Mountain Dogs.

2) To mix or not to mix curry with rice?

Never mix! Mixing it ruins my appetite. Presentation matters when it comes to good food!

3) Most frequently used catch phrase?

Honestly, I have no idea. Maybe everyone can keep an ear out and tell me?

4) Top country recommendation for travel?

There are too many! The historical architecture in the UK, the museums and cuisine in France and Italy, the natural landscapes in Canada... it's hard to pick just one. The only rule I stick to is traveling independently. Setting your own itinerary gives you the chance to interact with locals and genuinely experience different ways of life.

5) Any interesting or unusual experiences while traveling abroad?

The stranger experience was probably trying grilled crocodile during my college graduation trip to Thailand... It tasted a bit like tough, dry chicken? It wasn't terrible, but I probably wouldn't try it again...



**Dr. Ping-Chieh Huang,
Institute of Technology Management**

Could you tell us about your academic background, major, and research focus?

I got my PhD in Innovation, Technology and Operations from the University of California, San Diego. My research lies at the intersection of AI, data science, and digital innovation. I'm interested in how AI reshapes the functioning of organizations and management systems, and how managers can redesign organizational structures, data analytics practices, and decision-making processes to guide employee behavior, enhance work performance, and further foster sustained innovation and business value.

How did your experience and expertise in this field develop?

Keep up with the news in AI, read a wide range of related research papers, exchange ideas with colleagues, and occasionally debate with ChatGPT.

What courses will you be teaching this upcoming semester? What are your expectations for the class and your students?

Management. At least one person (me) should have fun in the classroom!

Fun Facts About Me

1) Dog person or cat person?

Definitely cats.

2) To mix or not to mix curry with rice?

Yes!

3) Top country recommendation for travel?

Madrid, Spain. Good food, beautiful weather (except for July), magnificent historic architecture, and convenient public transportation systems!

4) Any interesting or unusual experiences while traveling abroad?

During my time in Madrid, I tried a Spanish classic, pan con tomate—it had such a unique flavor!



Dr. Cheng-Yu Chou, Institute of Law for Science and Technology

Could you tell us about your academic background, major, and research focus?

I hold a Bachelor's degree from the Department of Public Finance and a Master's degree in Law, both from National Taipei University. Subsequently, I earned my Ph.D. from the Graduate School of Law at Tohoku University in Japan. My major is Fiscal Law, and my primary research focuses on issues concerning fiscal democracy, individual rights, and distributive justice. Because taxation and public finance represent a direct form of interaction between individuals and the state, I also approach my studies from a socio-legal perspective (law and society) to observe the decision-making processes and impacts of fiscal policies.

In the coming years, my main research project will center on democratic decision-making within the fiscal process. Specifically, the promotion of citizen participation and public oversight will be my priority research areas.

How did your experience and expertise in this field develop?

Due to my interdisciplinary academic background, my understanding of fiscal law is not limited to legal training alone. The Department of Public Finance helped me establish fundamental concepts regarding government revenues and expenditures. Meanwhile, my training in the Department of Law taught me how to understand the decision-making processes of fiscal policies and taxation from legal and political perspectives. In particular, my research experience in empirical legal studies provided me with the opportunity to seamlessly integrate the knowledge I acquired at each stage of my education.

During my doctoral studies, my advisor, who specialized in legal philosophy, enabled me to examine how resource distribution should be negotiated and balanced—both among individuals and between individuals and the state—from the perspective of individual rights. Beyond my university education, my experience serving as a research assistant for multiple projects, a journal editor, and a post-doctoral researcher has provided me with a more comprehensive understanding of fiscal law.

This academic training is also reflected in my scholarly output. My research scope ranges from articles leaning towards political philosophy and comparative law, to in-depth explorations of specific tax law issues. All of these publications revolve around the central research themes of individual rights and fiscal democracy, which constitute my primary research focus in recent years.

What courses will you be teaching this upcoming semester? What are your expectations for the class and your students?

In the new semester, I will be offering General Principles of Tax Law and Civil Procedure. I hope that the students taking these courses will grasp the fundamental concepts and be able to apply them in their daily lives.

Fun Facts About Me

1) Dog person or cat person?

Cat person.

2) To mix or not to mix curry with rice?

It depends on my mood and the ingredients.

3) Most frequently used catchphrase?

I think I've actually gotten rid of all my catchphrases! If students in my future classes happen to notice one, feel free to let me know.

4) Top country recommendation for travel?

Japan.

5) Any interesting or unusual experiences while traveling abroad?

During my time studying abroad, I once took a train trip without my phone and with no specific destination in mind. Navigating the journey relying solely on public signs and asking people for directions was a truly fascinating experience.



**Dr. Ping- Han Huang,
Institute of Service Science**

Could you tell us about your academic background, major, and research focus?

I received my Bachelor's degree in Economics, followed by a Master's degree and PhD in Statistics from Arizona State University. My research focuses on adaptive decision-making under uncertainty. I am particularly interested in how organizations can use data, simulation, and artificial intelligence to make informed decisions when information is incomplete or conditions are constantly changing. In the future, I hope to develop practical decision-support approaches for business and service settings.

How did your experience and expertise in this field develop?

My experience in this field developed through work across a wide range of research areas. I have had opportunities to collaborate with experts in human-autonomy collaboration, behavioral decision-making, comparative oncology, cancer genomics, and microbiome research. Across these projects, the common denominator was the use of data not only to understand complex problems, but also to support consequential decisions. I brought these experiences together into a broader research agenda focused on intelligent and adaptive decision-making, particularly in environments where information is incomplete and conditions continue to evolve.

What courses will you be teaching this upcoming semester? What are your expectations for the class and your students?

This semester, I will be teaching Business Analytics Using Simulation.

Simulation is especially valuable when information is limited or when a decision cannot be tested directly in the real world. Much like a role-playing game, a person enters a world governed by a set of rules, makes decisions, observes the consequences, and adjusts their strategy. By changing the settings step by step, we can explore how different choices may lead to different outcomes.

I hope students will enjoy the fascinating world of simulation and become the “dungeon masters” of their own games.

Fun Facts About Me

1) Dog person or cat person?

Definitely a cat person.

2) To mix or not to mix curry with rice?

No mixing.

3) Top country recommendation for travel?

Oh well...

4) Top country recommendation for travel?

Singapore. It is easy to get around, offers a great variety of food, and is an ideal place for a relaxed and enjoyable trip.

5) Any interesting or unusual experiences while traveling abroad?

I once visited Tucson, Arizona, and experienced a taste of cowboy life at Tanque Verde Ranch. I went horseback riding, listened to cowboys play guitar around a campfire, and enjoyed a cowboy cookout dinner.



Making Choices in an Uncertain World: An Interview with Professor Ching-Yi Lin, Department of Economics

Written by Yi-Hsuan Chuang

The global economy is in a constant state of flux. From fluctuating exchange rates and shifting international trade environments to the recent, highly scrutinized issue of inflation, every decision in economic activity seems driven by uncertainty. How we can use rigorous research methods to understand the underlying mechanisms behind these complex phenomena is precisely the core focus of Professor Ching-Yi Lin's long-term research.

Professor Lin is an alumna of NTHU's Department of Economics. After earning her Ph.D. in Economics from the University of California, Davis, she returned to her alma mater to teach. Reflecting on her research, she notes that while international and macroeconomics may seem detached from daily life, many economic phenomena are deeply intertwined with the public's day-to-day experiences. Whether it is the price differences caused by currency fluctuations or the investment decisions corporations make in response

to changing market environments, these actions ultimately reflect how resources are allocated and choices are made within an economic system.

Decoding Exchange Rates and Corporate Behavior

In her international economics research, exchange rates have always been a central focus for Professor Lin. While the general public usually experiences exchange rate fluctuations through price differences when traveling abroad or buying imported goods, the impact runs much deeper for an export-oriented economy like Taiwan.

Professor Lin points out that exchange rate movements directly influence corporate export behavior and market competitiveness, which can further alter a company's operational strategies. Through empirical data analysis, she gains deeper insights into the correlation between exchange rates and corporate behavior, allowing her to evaluate the potential

efficacy of related policies. Her findings serve as a crucial reminder to policymakers: when crafting exchange rate policies, they must comprehensively weigh the cost structures of the entire supply chain alongside profit distribution across different industries.

Navigating Uncertainty and Financial Constraints

"Uncertainty" is another cornerstone of Professor Lin's long-term research. As the global economic landscape shifts rapidly and external shocks become more frequent, businesses face far more unpredictability than in the past. Under these circumstances, whether a company possesses sufficient capital and resources often dictates its ability to adapt.

Consequently, her research pays special attention to how financial constraints impact corporate decision-making. When businesses struggle to secure funding, it can hinder their ability to expand into new markets, invest in innovative R&D, or even compete globally. By analyzing firm-level data, Professor Lin examines how financial conditions shape corporate export behavior and the strategic choices companies make when confronting external risks.

Investigating the Complex Dynamics of Inflation

In recent years, global inflation has become a pressing concern, making it a key subject of Professor Lin's recent work.

She has participated in research projects with the Central Bank of the Republic of China (Taiwan) to investigate the causes and structural drivers of inflation.

She notes that sustained price increases are often driven by highly complex, multifaceted causes rather than a single factor. In her research, she focuses heavily on how supply-side and demand-side factors drive inflation. By leveraging econometric models and rigorous data analysis, she aims to isolate and clearly identify the roles and relative importance of different variables in the inflationary process.

Finding Answers in Empirical Data

For Professor Ching-Yi Lin, whether her focus is on exchange rates, corporate export behavior, or inflation dynamics, the core of her research invariably begins with empirical evidence, leveraging real-world data to identify critical economic phenomena and formulate research questions. Rather than deducing economic phenomena solely from a theoretical standpoint, she prioritizes empirical findings as the primary motivation for her research, subsequently developing theoretical models to elucidate the underlying economic mechanisms driving the data. Amidst a volatile and uncertain global economy, she continuously explores the operational logic of economic activities through data-driven and theoretical analysis, striving to ensure that academic research directly addresses and resolves real-world challenges.

Stay Tuned!

The full interview will be featured on the CTM NTHU Podcast in October 2026.



Podcast

Spotlight on Research- Associate Professor Hung-Hua Pan of the Department of Quantitative Finance

Written by Associate Professor Hung-Hua Pan

More Than Information: A Choice

Whether we are running a business, making an investment, or handling everyday decisions, we depend on information. Financial information is like a shadow cast under a streetlight. It does not show the whole picture, but it helps us find direction and make judgments under uncertainty. My research focuses on how financial information affects the people who use it. This includes how firms use information internally to evaluate performance and design pay, and how the information firms disclose affects investors, analysts, auditors, and the allocation of resources in society.

There is no perfect measure, only a better fit for the situation

Any measure can be incomplete, noisy, or strategically manipulated. The real challenge is not whether information exists, but which information to use in a given situation. Accounting earnings reflect results that have already occurred. They are relatively stable but can be distorted by earnings management. Stock prices



capture market expectations more quickly, but they are also driven by sentiment and noise. In “CEO Hedging Opportunities and the Weighting of Performance Measures in Compensation Contracts,” published in *Contemporary Accounting Research*, my coauthors and I find that when executives have more opportunities to hedge against personal losses from stock price declines, boards place less weight on stock performance and more on accounting performance. No measure is always best. Its value depends on the situation and on whether the person being measured can avoid or manipulate it.

Silence delivers messages

What a firm discloses, and what it withholds, is also a choice. In “Equity Market Reactions to Firms’ Advertising Disclosure Choices,” my coauthors and I study how firms decide whether to disclose advertising spending. Disclosing less keeps competitors from learning about a firm’s strategy, but it also raises uncertainty for investors and can lower the firm’s market valuation. Disclosure is not a simple choice between transparent and opaque. It is a trade-off between competitive costs and capital market benefits. For users of information, what a firm does not say can matter as much as what it says.

Different audiences, different story

In “What Affects the Inconsistency between KAMs and CAMs? Evidence from Cross-listed Firms,” published in the *Journal of Accounting and Public Policy*, my coauthors and I compare the key audit matters (KAMs) and their U.S. counterpart, critical audit matters (CAMs), reported for cross-listed firms. For the same firm in the same year, auditors tend to disclose fewer matters in the U.S. report, compared to the EU report, and the gap widens when the firm faces higher litigation risk. Behind every matter disclosed, and every matter left out, there is a set of incentives.

Information also lives between people

Information flows not only through financial reports but also through personal

relationships. In “Friendly Compensation Committees and Pay-for-Luck Asymmetry: Evidence from Taiwan,” published in *Corporate Governance: An International Review*, my coauthors and I find that when compensation committee members have close ties to executives, executives are more likely to be rewarded for good luck from external conditions but less likely to be penalized for bad luck. Personal ties bring more informal information, but they can also weaken the objectivity of oversight. More information does not guarantee better decisions. What matters is how the information is interpreted and what incentives the decision maker faces.

Understanding the hand behind the information

Artificial intelligence has sharply lowered the cost of finding and organizing information. But it may also mean we spend less time tracing where information comes from and how it fits together. As answers become easier to get, the scarce skill is no longer finding information. It is judging whether the information is complete, why it is presented this way, and who wants us to believe it.

Financial figures, corporate announcements, audit reports, and even AI-generated summaries are all shadows under a streetlight. They show us some outlines and always leave some areas dark. In an age rich with information, we should be willing to ask one more question, even about what seems most obvious: who decided where the light would shine?



Keynote Speaker: Chair Professor Jason Shaw, Nanyang Technological University, Singapore

2026 NSTC Management I Discipline Results Presentation and TAOM Annual Meeting Kicks Off at NTHU

Written by Jovan Hsiao

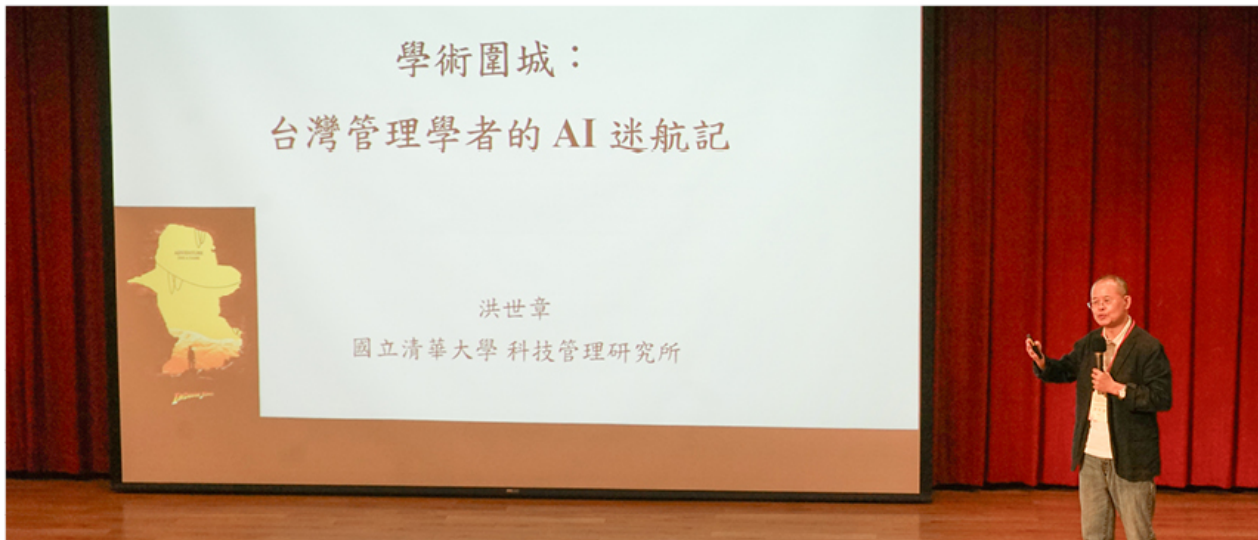
The "2026 National Science and Technology Council (NSTC) Management I Discipline Results Presentation and Taiwan Academy of Management (TAOM) Annual Meeting" took place on August 24 at the TSMC Building of National Tsing Hua University (NTHU). The event gathered domestic and international management scholars for a day of keynote speeches, research presentations, and workshops. Attendees exchanged research experiences and the latest findings, engaging in discussions on the new challenges management studies face in a rapidly changing academic and industrial landscape.

The morning session featured two keynote speeches focusing on the core value of research and the transformative impact of AI on academia. The afternoon sessions expanded into diverse research top-

ics, including multinational corporations, geopolitics, and health service innovations, concluding with practical workshops on NSTC research grant proposal writing and industry-academia collaboration. The full-day event fostered rich discussions spanning research philosophy, academic practices, and cross-disciplinary exchange.

The Craftsmanship of Research

The first keynote was delivered by Chair Professor Jason D. Shaw from the Nanyang Business School at Nanyang Technological University, Singapore. Drawing from his extensive experience as a researcher and former Editor-in-Chief of the top-tier Academy of Management Journal (AMJ), Professor Shaw centered



Keynote Speaker: Chair Professor Shih-Chang Hung, Institute of Technology Management

his talk on the concept of "Craftsmanship."

He emphasized that a good piece of research relies not merely on a novel idea, but on the researcher's ability to develop that initial concept into a robust, comprehensive study through rigorous reading, critical thinking, careful research design, clear presentation, thorough discussion, and iterative revisions. Sharing insights from his editorial tenure, Shaw noted that AMJ receives over 2,000 submissions annually, with approximately 43% rejected before formal peer review. While some rejections are due to a mismatch with the journal's scope, many stem from good ideas that fail to advance because of underdeveloped theories, flawed research designs, or weak argumentation.

Addressing how to elevate research quality, Professor Shaw heavily emphasized the importance of "returning to original theories." He cautioned researchers against relying solely on recent papers to indirectly understand a theory. Instead, they should read foundational texts to

grasp the original questions the authors sought to answer, their underlying assumptions, functional mechanisms, and boundary conditions.

Based on vast editorial decision-making experience, he outlined common research pitfalls, such as poorly defined constructs, inconsistencies between measurement methods and original definitions, and a failure to adequately articulate theoretical contributions. Conversely, establishing a dialogue with existing literature and highlighting the research's significance are areas that can be consistently improved through persistent rewriting. For Professor Shaw, "craftsmanship" does not mean striving for a "flawless" manuscript, but rather treating every step of the research process with dedication. Ultimately, the value of research should extend beyond mere publication and promotion; scholars should consider the broader meaning their work brings to the academic community, students, and society at large.



Academic Siege: Navigating the AI Era

The second keynote, titled "Academic Siege: The AI Odyssey of Management Scholars in Taiwan," was delivered by Chair Professor Shih-Chang Hung from NTHU's Institute of Technology Management, shifting the conversation to the transformation of academic systems in the AI era.

Professor Hung likened the academic system to a "castle." Using the historical example of how gunpowder dismantled medieval castles and upended existing power structures, he illustrated that new technologies do more than just improve efficiency—they disrupt established institutional advantages and operational norms. Reflecting on the evolution of Taiwan's management academia over the past two decades, Professor Hung acknowledged that systems emphasizing journal rankings, research metrics, and international publications have helped Taiwan establish clear academic standards. However, when metrics become the primary basis for evaluating research, schol-

ars may over-focus on the "rules of the game," potentially neglecting the unique values inherent in different research fields and knowledge traditions.

The advent of AI has created space to rethink these deeply ingrained rules. Professor Hung pointed out that AI can now assist with many time-consuming tasks—from literature reviews and English writing to coding and statistical analysis. Yet, having more powerful tools does not render a researcher's accumulated knowledge obsolete. While AI can quickly process information, it may not truly grasp how a theory has evolved or the complete academic context in which a paper is situated.

Therefore, Hung stressed that researchers still need extensive reading and long-term knowledge accumulation to critically evaluate AI-generated content. He further proposed that as AI reshapes the production of research, existing evaluation systems warrant a reexamination—shifting away from an overemphasis on publication counts and rankings, and returning to the core substance of knowledge contributions to create a more diverse developmental space for junior scholars.

Exploring Diverse Management Frontiers

The afternoon sessions featured research sharing across three distinct themes:

- Global Vision, Local Roots: Expatriate academics teaching in Taiwan shared their insights on conducting organizational and management research locally.
- Emerging Challenges for Multinational

Corporations: This session focused on how multinational firms navigate geopolitical risks, adjust corporate strategies, and manage cross-border knowledge transfer amidst a rapidly changing global landscape.

- Health Service Innovation Management: Experts explored the management practices, practical outcomes, and economic value of health service innovations from the perspectives of public health, health-care administration, and health policy.

These themes showcased the diverse facets of management research, extending from organizational issues to broader international and societal challenges.

Practice-Oriented Workshops

The event concluded with several practical workshops. The "NSTC Research Grant Proposal Writing Workshop" was led by Professor Nien-Chi Liu (Convener

of the Management I Discipline, NTU), along with Deputy Conveners Professor Wei-Chieh Su (NCCU) and Professor Yu-Chi Tung (NTU). They shared proposal planning strategies tailored to various research fields, helping scholars better grasp research problem formulation and application practicalities.

An Industry-Academia Workshop, titled "From Case Teaching to Industry-Academia Co-creation," explored ways to integrate teaching, research, and corporate partnerships to build sustainable collaboration models.

From the morning's reflective keynotes to the afternoon's diverse presentations, this year's annual meeting not only highlighted the multifaceted development of management research in Taiwan but also provided a dynamic platform for scholars across different backgrounds and generations to exchange ideas and broaden the dialogue within the academic community.



The "2026 NSTC Management I Discipline Research Presentation & Taiwan Academy of Management Annual Conference" has successfully concluded!
(Note: NSTC stands for National Science and Technology Council)



When NTHU's College of Technology Management Meets HKUST and NUS: Ten Days that Changed How a Group of Young People Imagine Their Future

Written by Assistant Prof. Meng-Lun Kuo

From robotics companies and user interviews to investor pitches, 48 students from College of Technology Management, The Hong Kong University of Science and Technology and National University of Singapore built products together in a high-intensity entrepreneurship experiment, and rediscovered what they and their peers are capable of.

Four in the morning at the HKUST Nan-sha campus, and the dormitory lights were still on. Students from different universities and countries sat around a dining table arguing over a robot's business model: Who actually needs it? Who would pay for it? Does technical feasibility mean

the market will accept it? Nobody was passively taking notes, and no textbook had the answer. As Vu Nhat Hang Nguyen later put it, a startup idea needs more than passion: it needs teamwork, feedback, financial logic and, sometimes, a 4 a.m. debate at a dorm table.

That scene captures the 2026 Asia Business Plan Competition (ABPC) better than any award. From June 15 to 25, 16 students from NTHU's College of Technology Management, led by Professors Meng-Lun Kuo and Yi-Chun Lai, travelled to HKUST to join students from HKUST and the National University of Singapore (NUS). The 48 participants were reorga-

nized into eight cross-university teams of six, mixing engineering, design, business and management backgrounds, and given a single theme: "Smart Robotics for Better Living and Work." In ten days they moved from a half-formed idea through ideation, market validation, business model design, financial analysis and pitch rehearsal, ending on stage in front of judges with venture capital backgrounds. On the surface it was a competition. For the NTHU students, the real test came before any prize was announced: leaving familiar classrooms and peer groups to work through a problem with no standard answer, alongside equally capable peers who spoke, thought and worked differently.

Starting from an idea, rethinking what a startup is

ABPC was deliberately designed so that answers could not come too early. Four workshops moved from cross-cultural team building and ideation through problem validation to pitching, punctuated by five rounds of mentor review: each team first proposed up to six one-sentence

ideas, cut them to three, then committed to one before building the business case. Teams also visited RoboSense, VLA Robotics and XPeng, and went into shopping malls for field observation and interviews.

What changed most was the students' picture of entrepreneurship. Hsuan-Tung Tsung had thought of it as "coming up with an innovative idea and using your skills to turn it into business action." Ten days later she saw that a startup follows a different logic from an ordinary business: it demands deep insight into a problem, and the best solution is usually the simplest and most direct one. Ye Min Aung's team, proposing a robot to remove invasive apple snails, priced their first estimate at the government procurement ceiling. A mentor told them flatly that the bid would never win, and the team had to rebuild the model with labour, equipment depreciation and R&D costs. "That was the moment I understood that a startup isn't finished when the technology works; you have to think through technology, market and finance at the same time." Fu-Shin Wang drew a similar lesson from market validation: good technology is only





a starting point, and it is customer need, response and business model that decide whether a technology ever leaves the lab. Subjects that sit in separate courses on campus turned out, in the real world, to be one and the same problem.

When capable people work together, collaboration itself is the challenge

For many students, though, the hardest part was not the business model but working with people unlike themselves. During the first-day campus scavenger hunt, Wei-Min Han could barely follow her team's discussion. Fast English, unfamiliar accents and different communication styles left her feeling shut out and, for a while, wanting to go home. After talking with a teacher she stayed, and by day three she was keeping up, only to run into a new doubt: her NUS and HKUST teammates were so fluent with numbers that she wondered whether she was holding the team back. Tsai-Hsuan Lin felt something similar; the HKUST students, she said, "each looked like a future CEO," so at first she preferred to listen rather than



speak, worried her ideas were not good enough. Hsuan-Tin Liou found that chatting in English was easy, but laying out a full line of reasoning in English took far more time and effort.

These looked like language problems, but underneath, students were for the first time in an environment where their familiar ways of working were not enough. Within a few days they found new footing: aiming to be understood rather than to speak perfect English, and looking for where they could contribute rather than measuring themselves against others' strengths. Han ended up organizing user interview data, building the financial model and rehearsing the pitch, and in the final Q&A she answered the judges' questions successfully; her Hong Kong teammates called her the "real goat." "I kept asking myself whether I was good enough," she reflected, "but at least I wasn't someone with nothing to contribute." What matters in that sentence is not whether she proved herself better than anyone, but that she found her place on the team after repeated self-doubt.

Cross-cultural collaboration was not only

about language. Re-mixing 48 students into eight teams with a ten-day deadline magnified every difference that normally goes unnoticed: some speak directly, others listen first; some are strict about time, others unbothered by a minute or two; some decide quickly, others want every option on the table. Yan-Shiu Lin noticed that after a few teammates arrived a minute or two late on the first days, the Taiwanese students became more careful about punctuality, while teammates from other backgrounds read the same situation differently. "Cross-cultural communication isn't just language; it's understanding different values and reactions." Some teams came close to falling apart. Tzu-Tung Cheng described hers as briefly becoming "a two-person company," finishing the work with whichever members could cooperate. Getting every ego to align and compromise, she learned, is hard, and the underlying issue is usually not a difference of opinion but a difference in motivation and priority. Yan-Shiu Lin, by contrast, chose not to adjudicate who was right when tension rose, but to remind everyone that the schedule was slipping: "A good team doesn't avoid conflict entirely; it knows how to return to a shared goal."

The culture clashes often started with everyday details. Yung-Ni Chen found that different Chinese words for tissue paper or hotel became openings for getting to know each other; Nguyen remembers the whole team teaching an Indian-Singaporean teammate to use chopsticks, a small moment that brought them closer. Aung found cultural difference less absolute than expected: his teammates from Shandong, Hangzhou and Hong Kong all

spoke Chinese, and collaboration went smoothly. What shaped teamwork was often not nationality but education, work habits and each person's idea of how things should get done.

Being overturned again and again, and finally understanding the market

If cross-cultural teamwork taught students about people, repeated mentor pushback taught them about problems. Han and Helena Aurelia Kurniawan's team developed a solar-panel cleaning solution and initially worried it was too expensive. Market interviews said otherwise: users cared about whether panels actually came clean, because existing robots did a poor job. Mentor Stephen Wu pressed them to define the problem before the solution, and to look first for the "dumbest, most direct" option. "It completely broke my old thinking," Han said. "I had assumed the more elaborate the product, the more attractive it was." Other teams faced equally pointed questions: How does a smart bed handle bacteria on contact surfaces? Does a companion robot really fit its target segment? Tsung's team was told outright that their idea was not strong enough. Gradually students realized mentors were not supplying answers but dismantling assumptions the students had not noticed they held. Nguyen had thought constant argument meant a dysfunctional team; he came to see that "a good idea is one that survives being tested from different perspectives."

Yi-Cen Tung's AquaCare team discovered a key piece of business logic through this



process: the user and the payer may not be the same people. AquaCare is an automated hair-washing robot for bedridden and mobility-impaired patients. Patients care about cleanliness and comfort, caregivers about physical strain, and long-term care facilities about efficiency. The same technology must answer a different value question for each. A business model, the students learned, is not "what technology we have" but "why different people need it, would use it, and would pay for it."

At the June 24 final, AquaCare won "Most Impactful Project." Team member Peterson Bury said the award taught him that a meaningful solution matters more than cutting-edge technology. Chen's team pitched Stabot, a stabilization robot for high-rise window inspection in Hong Kong; she had to translate active cable tension control and control moment gyroscopes into a story investors could follow, distilling the technology into six core concepts with clear roles for the Scanner and the Stabilizer. "Watching the VCs nod, I finally learned how to build a bridge between business strategy and deep technology. In the VC world, clarity always beats complexity." Aung was named MVP,

which he saw less as a personal achievement than as his effort being recognized by his team. Nguyen's team did not place, but left with a concrete lesson: they had prepared thoroughly on technology, business model, market and financials, and still found that "having the information ready and persuading the judges are two entirely different things." That may be the competition's real value: winners get recognition, others get a specific direction for next time, and everyone has to face what they actually learned.

Stepping out, and finding the world larger than imagined

The students returned to NTHU with more than a competition on their record. "We've been frogs at the bottom of a well," Tsung said. Students in Taiwan tend to picture their future along familiar paths of graduate school, internships and the tech industry; at ABPC they met NUS and HKUST peers who were already working in startups or had founded companies. "Entrepreneurship is something you can start practising now, not something for after graduation." Han observed that at

NTHU it is easy to be satisfied with a high grade or a good GPA, but only in a circle of stronger peers is one forced to re-examine one's abilities; the resilience built in that collision, she said, is the real skill that leaves campus with you. Cheng had signed up to improve her CV and found instead that what stayed with her was a way of thinking and skills no ranking captures. Yan-Shiu Lin described becoming "more patient, calmer under challenge, more able to embrace situations beyond my control." Students from the three universities are still in touch; Chen's team is already planning a trip to Hong Kong together.

For the College of Technology Management, ABPC is therefore not just an overseas competition but a deliberately designed international learning experience. Professor Kuo notes that students in Taiwan often narrow their career imagination to semiconductors and tech, overlooking how wide the world is and how much of the ability that matters comes from working with people of different backgrounds. Students' potential, in his view, is like an uncut stone whose brilliance is hard to picture before it is polished. Put NTHU, HKUST and NUS students into one intense working environment, with workshops, hands-on work, market validation, business model debates and team collaboration, and they not only encounter other cultures and viewpoints but start to see possibilities they never considered. "For me this is not a course or a contest, but a learning journey in which students genuinely leave their comfort zone and grow alongside peers from other countries and cultures." This is what the College's

motto, "Interdisciplinary Wisdom, Only at Tsing Hua," stands for: interdisciplinarity is more than placing different majors side by side, and internationalization is more than sending students abroad. It means designing cross-national, cross-cultural, cross-disciplinary situations in which students face problems, pressure and the search for answers together.

Ten days is short, too short for students to fully notice they have changed. As Chanoknant Junthongvirathana put it, "We may not be able to see the change in such a short time, but you will find that this event has triggered something in you." What an international competition leaves behind is never only the prize or a line on a CV. It is the first argument over an idea at a dorm table at 4 a.m., the first discovery that your own answer may be wrong, and the first time, among capable strangers, you find where you can contribute. When students are willing to cross the boundaries of discipline, nation and culture, "Interdisciplinary Wisdom, Only at Tsing Hua" stops being a slogan and becomes an experience they have lived through and can carry into the next stage of their lives.

ABPC 2026 was hosted by HKUST and co-organized by NTHU's College of Technology Management and NUS, at the HKUST Nansha campus. NTHU participants: Chanoknant Junthongvirathana, Fu-Shin Wang, Helena Aurelia Kurniawan, Wei-Min Han, Angeline Wijaya, Yan-Shiu Lin, Ye Min Aung, Hsuan-Tung Tsung, Tsai-Hsuan Lin, Vu Nhat Hang Nguyen, Peterson Bury, Hsuan-Tin Liou, Yung-Ni Chen, Tzu-Tung Cheng, Luxtreeya Jenanuwat and Yi-Cen Tung. Faculty leads: Professors Menglun Kuo and I-Chun Lai. Quotations are drawn from participants' post-competition reflection questionnaires.



Bridging Industry and Campus: The 7th Enterprise Mentor Navigation Program Officially Sets Sail

By Yi-Hsuan Chuang

To help students broaden their industry perspectives and explore career paths, the College hosted the "Enterprise Mentor Navigation Program" orientation event on the evening of September 21, 2026, bringing together enterprise mentors and participating students. Since its launch in 2020, the program has continuously invited Tsinghua alumni and industry leaders with rich professional experience to serve as mentors. Through a year-long journey of interaction and guidance, mentors help students explore their aspirations, understand industry developments, and prepare for future career choices.

Dean Shin-Yi Peng opened the event by welcoming the mentors and students on behalf of the College, expressing gratitude to the Hou De Association and previous mentors for their long-term dedication to talent cultivation. Dean Peng emphasized that in addition to academic knowl-

edge gained in the classroom, university education should provide students with opportunities to experience real-world industry environments and understand the diverse facets of the workplace. The insights mentors share go beyond mere work experience and industry trends; they encompass the life wisdom accumulated through facing choices, setbacks, and turning points. She encouraged students to cherish this rare learning opportunity by proactively asking questions, engaging in sincere dialogue, and gradually discovering their interests, strengths, and future directions through interactions with their mentors.

Director Chun-Chi Hung revealed that applications for this year's program were exceptionally enthusiastic, with competition fiercer than in previous years. This highlights the high regard former participants have for the program and their willingness



to pass on their experiences to peers. Director Hung noted that the core of the Enterprise Mentor Navigation Program lies in creating a space for dialogue, companionship, and mutual learning. Given that every student has unique interests, backgrounds, and life plans, a mentor's role is not to dictate a path for them. Instead, it is to help students uncover more possibilities through inquiry, sharing, and discussion. She also reminded students that a strong mentor-mentee relationship requires mutual effort. Beyond attending formal gatherings, students should proactively prepare topics for discussion and regularly update their mentors on their progress, allowing each interaction to build into a profound and lasting connection.

Ying-Hua Tang, the program's initiator and President of the Hou De Association, stated that the Enterprise Mentor Navigation Program embodies the vital spirit of alumni giving back to their alma mater and guiding the next generation. The willingness of mentors to carve out time from their busy schedules to share years of professional experience and life insights with the younger generation is a concrete realization of the Hou De spirit. President

Tang encouraged students not to view their mentors as distant figures of success, but rather to seize the opportunity to build sincere, long-term relationships. Whether it concerns career choices, the development of professional skills, or navigating future workplace challenges, students can gain invaluable inspiration from diverse perspectives through these interactions.

Following the remarks, mentors and students broke into small groups for networking. Mentors shared their industry backgrounds, areas of expertise, and expectations for guiding their mentees, while students discussed their current academic focus, career aspirations, and the support they hope to receive. This event was not just the first meeting between mentors and students, but the official launch of a brand-new journey. Moving forward, the College will continue to integrate alumni, enterprise, and campus resources. Through the practical experience and broad life perspectives of the mentors, the program will accompany students as they establish their direction through exploration, build their capabilities through action, and ultimately forge their own unique career paths.



CTM Teachers' Day Celebration & Welcome Party

Written by Yi-Hsuan Liu

As autumn approaches, the College of Technology Management (CTM) held its "Teachers' Day Celebration & Welcome Party" on September 24. Faculty and staff gathered in a relaxed and warm atmosphere to catch up, share their teaching and research achievements, and welcome new faculty members to the CTM family.

At the beginning of the event, Dean Shin-Yi Peng thanked all faculty and staff for their long-term dedication to teaching, research, and administrative work. She took this opportunity to recognize faculty members who demonstrated outstanding performance in various fields this year, acknowledging their hard work for the college's development.

This year's event also featured a heartwarming moment: celebrating the 80th

birthday of Honorary Chair Professor Chin-Tai Shih. Faculty and staff celebrated together, bringing the event to a climax. The birthday cake featured a special calligraphy brush design, echoing Professor Shih's profound scholarship and humanistic spirit, adding a meaningful touch to the gathering.

Recognizing Dedication and Sharing Teaching & Research Achievements

Several awards were presented during the event to recognize faculty members' excellent performance in teaching, mentoring, research, industry-academia collaboration, and service. These included the Outstanding Teaching Award, Outstanding Mentor Award, Research Award, New Faculty Research Award, Outstand-

ing Industry-Academia Research & Social Impact Award, and the 10-Year Service Award.

- NSTC Ta-You Wu Memorial Award: Hung-Hua Pan
- CTM Outstanding Teaching Award: Wan-Yu Chen, Pi-Han Tsai, Hung-Hua Pan, Chun-Yang Lin, Yu-Ni Yang
- CTM Outstanding Mentor Award: Pei-Fang Hsieh, Soumya Ray, Ling-Fan Li, Yi-Li Lee, Pei-Yu Chien
- CTM Research Award: Ching-Fu Lin, Ho-Po Wong, Pei-Yu Chien
- CTM Industry-Academia Research and Social Impact Award: Che-Chun Lin
- CTM New Faculty Research Award: I-Chun Lai, Jo-Hsiang Huang
- 10-Year Service Award: Ho-Po Wong

These awards not only affirm the professional achievements of our faculty but also showcase CTM's continuously accumulating energy in teaching, research, and industry-academia practices.

Welcoming New Blood to CTM and Initiating New Connections

This year, CTM also welcomed new faculty members: Ping-Chieh Huang, Ping-Han Huang, Cheng-Yu Chou, and Hsin-Yuan Hsieh. During the event, the new faculty members introduced their research fields and future expectations one by one, allowing colleagues to better understand their expertise and focal issues.



Starting from different research fields, there are now more possibilities for communication and collaboration among everyone. The addition of new members brings fresh research perspectives and teaching energy to CTM. We look forward to creating more diverse achievements through cross-disciplinary exchanges and brainstorming in the future.

Harvard Case Method Training: Discovering More Possibilities in the Classroom

Prof. Yi-Chun Ou and Prof. Chi-Feng Tzeng shared their experiences from participating in the Harvard Case Method Training this year. From classroom space and instructional design to class interaction, they brought back many teaching methods worth considering and practicing.

Prof. Chi-Feng Tzeng shared that in an era where digital tools are highly prevalent, how to expand the teacher's role and



influence in the classroom is a topic worth continuously pondering. Beyond imparting knowledge, teachers can design classroom spaces and interaction methods to make students more willing to participate in class, rather than just immersing themselves in their electronic devices.

He also mentioned that Harvard's classroom design offers possibilities different from traditional classrooms. Through spatial arrangements that are more conducive to discussion and interaction, it is easier for teachers to build connections with students during the teaching process. This transforms the classroom from a place of one-way knowledge transfer into a learning environment where teachers and students participate, communicate, and think together.

Prof. Yi-Chun Ou shared several practical classroom techniques, such as utilizing voting and debates to help students form their own viewpoints through participation. When voting, teachers can first ask for the minority opinion, and then hold a re-vote after discussion and exchange to see how many students have changed their minds. This process is not just about confirming the answer; it allows students to see how their thinking is influenced by others' perspectives, further cultivating their expression and critical thinking skills.

In classes that require discussion or debate, seating arrangements can also be part of the instructional design. Prof. Ou shared that arranging students who sit on opposite sides to face each other for exchange makes it naturally easier to foster an atmosphere of interaction and debate when they can directly see one another. This ensures that discussions are no longer just the teacher asking questions and students answering them one by one, but rather a genuine dialogue generated among the students themselves.

Letting Teaching Happen Not Just in Class, But in Everyday Interactions

From the Teachers' Day appreciation and awards to the welcoming of new faculty and the sharing of teaching experiences from the Harvard Case Method Training, this event was more than just a festive gathering; it was a platform for exchange and sharing within CTM. When faculty and staff of different generations, professions, and experiences come together, CTM gains more diverse voices and driving forces. In the future, CTM will continue to encourage cross-disciplinary exchange and deepen teaching innovation, making every encounter a new inspiration and every class a starting point for joint exploration by teachers and students.

On this special day for teachers, we would like to thank every faculty and staff member for their continuous dedication and companionship. We also welcome every new member to the CTM family, where we can achieve greatness together through exchange and collaboratively expand more possibilities.

CTM at a Glance

Written by the Office of Public Affairs

Honors

- Professor Chao-Ning Liao of the Department of Economics has been appointed as the Director General of the Science and Technology Policy Research and Information Center, National Institute of Applied Research (NIAR).
- Congratulations to Distinguished Professor Min-Teh Yu on receiving the 2026 Modern Risk Society Lifetime Achievement Award.
- Congratulations to Professor Chuan-Kai Lee from the Institute of Technology Management. Her latest research, "National Identity Rhetoric under Bilateral Geopolitical Tensions: Evidence from Taiwanese MNEs," has been published in a top-tier international academic journal and recognized by the NSTC Tier-1 journal in Management I, Journal of International Business Studies.



Professor
Chao-Ning Liao



Distinguished Professor
Min-Teh Yu



Professor
Chuan-Kai Lee

Events

- The "2026 NSTC Management I Research Achievement Conference and Taiwan Academy of Management Annual Meeting," co-organized by the Institute of Technology Management, successfully concluded at the College of Technology Management on August 24!
- The Career Development Office will host the 7th Corporate Mentor Program Kick-off Meeting on September 21.
- The College of Technology Management will hold the Teachers' Day Celebration and Orientation on September 24.

Podcast

- EP29: Say Goodbye to Career Anxiety! Alumni Lead the Way: Unlocking the Corporate Mentor Program and Top Enterprise Visits.
- EP30: From Finding Internships and Interviews to Career Choices.(Insert Podcast QR Code)



Maintenance

- The AC upgrades in Zones A and B on the 8th floor of the TSMC Building are now complete. Thank you all for your patience and cooperation during the process!
- The repair work on the peeling exterior walls of the TSMC Building was completed on August 13. All main access areas for faculty and staff have been fully repaired.

Reminder

To keep public spaces clear and ensure everyone's mobility and fire safety, new vehicle parking regulations will take effect at the TSMC Building starting October 1st. Please take note of the following key points:

No Entry and No Parking Zones

All forms of transportation (including personal scooters and bicycles) are strictly prohibited from entering the TSMC Building and the surrounding red brick areas.

Designated Parking Areas

Please park your vehicles properly in the designated parking zones located on the north or southeast side outside the building—specifically, the gray brick areas.

Violation Enforcement

We will conduct daily inspections. Any illegally parked vehicles will be directly towed and relocated in accordance with university regulations!

Thank you for your cooperation in helping us maintain a safe learning environment!



CTM *E-Newsletter*



www.ctm.nthu.edu.tw

