

## 學校簡介

Mannheim Universität (曼漢姆大學) 位於Baden-Württemberg (巴登符騰堡州)，是德國排名第一的商學院，甚至有「德國哈佛」的美譽。學校擁有5個學院，分別是經濟學與法學學院、曼海姆工商管理學院 (Mannheim Business School)、社會科學學院、人文科學學院 (School of the Humanities)、數學和信息科學學院 (School of Mathematics and Computer Science)，其中又以管理和經濟最為出名，在德國業界的名聲也很響亮！

曼海姆在二戰時期被大規模的摧毀，所以城市內有許多德國第一批的土耳其移民，協助市容重建。市中心Quadratstadt以校區Schloss (是一座皇宮) 為半圓的圓心向外發展，街道有點像座標軸以A到U搭配1到15的方式命名。聽曼海姆當地人介紹，美國的紐約也用相同的方式命名，主要就是參考曼海姆的喔！也因為校區位於市中心，交通和購物都極為方便。離Mannheim Hauptbahnhof (Hbf) 走路約10分鐘、搭Tram的話甚至1站不到3分鐘就到了。而Mannheim Hauptbahnhof也屬於大型車站，基本上ICE (德國高鐵) 都會經過這裡，可以搭直達車前往巴黎(3hr)、或者南法、荷蘭、瑞士等國家旅遊，或到德國其他大城市如法蘭克福(30min)、慕尼黑(2hr)、科隆(1hr)也極為容易。

## 國外研修之課程學習 (課內)，另外推薦受益最多/最喜歡的課程

曼漢姆大學的選課模式跟台灣不太一樣，除了一些有特別註明需要事先註冊且不能註銷因為有限制人數的課程，其餘都可以自行註冊所有有興趣想選修的課程，也能只上課不註冊考試，換句話說有點想旁聽的概念。可是如果想要拿學分的話，就需要在指定時間內註冊考試。一個人一門科目有兩次機會，考試最高分1.0，大於4.0皆為不及格，不及格的話通常學校會直接幫你註冊re-sit exam，不過也有很多同學會因為同時要準備的考試有太多，直接選擇報考第二次的考試。

跟我想像中比較不一樣的事，原本以為國外的課會以discussion為主，但我們上課基本上都還是lecturing，也就是教授授課，不過同學與教授間的互動確實比台灣高非常多，同學都很積極回應。如果比較想嘗試多與國際同學互動的話，可以選擇一些practice的課，才比較會有小組討論等機會。我交換一年下來，以下是我有選修的課程簡介和心得：

### 1. Strategic Intellectual Property Management

Professor 本人親自授課，也會邀請許多業界非常有經驗的人來擔任客座講師。每週一小時，共計12週，最後一堂課是學期 wrap up，為期末考做總複習。這樣的上課時間，跟中山比起來雖然短了許多，但完全不會有上不完的問題，大家反而準時上課準時下課，教授與學生都全神貫注在這珍貴的一小時內，讓整體上課氛圍更有活力也更有效率。上課內容主要在介紹公司在IP方面的策略及管理，以實際經驗層面和個案討論為課程的素材，跟在中山上課時，教授大多會以教科書內容去授課，重點放在理論和老舊的個案比較不一樣，能讓學生理解課堂所學如何應用。個人覺得這裡的授課方式更有章度，第一堂課教授會先跟大家講解這學期的規劃、學習目標，也會把所有的PPT、講義都先上傳好提供學生可以先下載(在中山通常是下課後才會上傳該次上課內容的東西)，更能讓學生一開始就有一個大方向的概念課程內容以及提早準備預習等。這邊上課教授很常會問問題，大家也都會很踴躍的回答，可以透過來回對話的過程得到額外的補充知識。

### 2. Creativity & Entrepreneurship in Practice

這是一堂創業課，固定週二會上四到五個小時，但不一定每週上課。會有 lecturer 和非常多客座講師 (e.g. creativity coach, pitching coach)。第一堂課時會給我們時間speed date，用短短三分鐘的時間輪流跟每個人介紹自己和找到想要一起共事的夥伴們。這是一門需要花費大量時間以及心力的課程，因為每個組成的小組接下來都會需要像一個新創組織一樣去合作。我們的目標是要在期末時提案並完成一份完整的企業提案報告書。我們從創意發想開始，也要實際執行 customer validation 上街或電話訪問，再到產出產品MVP樣品，和最後一次又一次的提案修改，很榮幸的我們這個小組得到提案競賽的第一名。雖然一整個學期下來非常辛苦，工作量龐大以外步調也很快，還要跟夥伴們磨合，因為大家的專業背景不同，國籍也不同，意見分歧是非常平常的事情，甚至還有組員臨時退出，但也透過這樣的機會，更能了解為何面試各個企業時，人資最看重的技能之一就是團隊合作。在國際化的時代，我們會面對許多跟自己不熟悉的人事物，但要如何溝通並共同完成目標，才是大家最需要磨練的軟實力。

### 3. Strategic Marketing Simulation

有 Professor 和三到四位助教。這是一門 Intensive Course，因此整學期只上一次課，從早上九點上到下午五點。這堂課是要讓學生模擬操作藥廠公司的管理與行銷，以小組的方式互相競爭，透過每一輪的結果去審視自己小組的市場表現和績效。其實課程內容跟小雯教授的策略管理很像，也是讓小組從操作中學習，但因為策略管理時是一週一輪的頻率，跟曼漢的一小時一輪的緊湊程度差很多。這堂課最大的收穫除了行銷專業的部分像是分析市場、品牌定位、行銷預算、財務管理等等，也可以練習如何跟來自不同背景甚至國家的夥伴溝通、協調，並且快速的擬訂下一步的策略。這門課的缺點我認為還是有的，因為整天下來，雖然說助教會從旁協助，但其實並不會給什麼建議，而是非常微小的提點，最主要還是要靠自己小組內部去找到問題點並在短時間內找到共識，提出新的解決方案。雖然給我們很多自由發揮的空間，卻少了學習如過是助教或教授等有經驗的人在操作時會如何處理的機會。

### 4. Marketing Communication

這是一堂理論課，教授會先請同學上課前自行到 Virtual Classroom 看影片了解整個行銷流程、消費者行為和傳播工具等。課堂上則會以補充和問題討論為主，所以課業壓力並不重，但所需花費的時間非常多，是一個很扎實的行銷基礎課程。教授本身在曼漢大學的行銷領域很有名，也有開設許多行銷相關的課程 e.g. Marketing Analytics，對行銷有興趣的人可以參考。

### 5. Consumer Behaviour

這是一門美國客座教授開的密集課，一個學期連上一週後考期末考。教材由教授編制（上課前會需要購買紙本）並搭配教授搜集的各項業界優秀的廣告案例授課。從心理學的角度出發，介紹消費者的行為是如何被影響的，品牌該如何透過行銷與消費者溝通才能更有效益。

### 6. Global Corporate Governance Issues

這次一門法學院開放外系同學也可選修的課程，客座教授本身在美國任教，但每年固定會來到曼漢大學授課兩週左右。內容會針對國際的議題、公司治理、政府弊案等當前的時事進行深度討論，由教授開啟問題，讓大家輪流分享自己的想法。個人很喜歡這堂課，本身不會著重在法律條款等，而是訓練同學批判思考、問題解決、語言表達等能力。第一堂課教授就會公布接下來所有議題的補充資料，讓同學課前先準備，最後一堂課則是當場完成一份 Essay，可以自己挑一個特別感興趣的議題去探討，是一堂非常實用且實際的課程。

### 7. Agile Software Product Management & Design

這是一堂專門設計給對於軟體業的產品管理有興趣的人，內容包含 lecture 和 case study 兩個部分。第一部分教授會介紹比較身為產品經理需要知道的理論型知識，而 case study 則是分成幾個小組對產品實際的分析和優化。教授的 lecture 比較無趣也不夠扎實，但有請 google、德商 Roche、Deloitte 的講師們分享業界的實際應用。Case Study 的話很看個組別，如果有遇到積極主動和對於產品管理有經驗的組員，大家彼此互相學習的空間相較來講比較大。但 Case study 因為是第一次實施針對曼漢大學與其他德國幾所大學合作的雛形產品逕行研究討論，所以教授設計的不夠縝密，很多同學也有像教授反應。

### 8. German Language and Culture

這是專門開給國際學生的語言課，依照程度分班。學費一學期只要 15 歐，教材需自費 20 歐，相較其他語言補習班來說，學校提供的這個是真的很便宜，通常都是要搶名額和靠運氣。而且因為跟同學和老師的互動率很高，比普通課程有更多機會交到好朋友（其他課程如果是 lecturer 的話基本上不會認識到同學，除非你本身是小外交官），個人非常推薦。以完全沒學過德語的人來說，目標是想要大幅度進步考過檢定的話，幫助可能不大，或者會需要自己多讀，但對於日常生活已算夠用。基本上這樣的課程，就是開放讓你多練習口說。

## 國外研修之生活學習（課外）

在國外交換，學習的除了課業，當然還有當地人的生活態度。跟台灣很不一樣的是，歐洲人特別注重所謂的 work-life balance，也就是工作或讀書之餘，如何安排自己的悠閒時間，讓心態很身體都保持正向健康的狀態，我認□這是現代人一輩子的課題：

1. 保持運動習慣：發現同學們普遍都保持良好的運動習慣，會自律的到健身房報導或報名學校免

費的體育課程（有氣、瑜珈、拳擊等）。

2. 社交生活豐富：西方的校風自由，同學的社交生活也都十分活躍。這邊的派對都玩得特別瘋狂，除了學校每週都會舉辦Schnekenhof Party，朋友間通常都還會有Pre-drink和After Party。Visum也很常會為國際學生舉辦活動，像是International Dinner、Stammtisch還有Excursion。雖然有時會疲乏，但這是難得的機會可以深度認識多元的文化，非常推薦。
3. 旅遊計畫安排：在歐洲交換大家的心願清單裡一定會有想到鄰國旅遊，無論有旅伴或獨旅，都需要學會如何將課餘時間和有限資金最大化。在這一年裡，我到訪了近20個國家，古人的智慧「行萬里路如讀萬卷書」一點也沒錯。每到一個新的城市，就像是打開一本新的故事書，幸運的話，可能會有當地人擔任說書人的角色，帶領體驗當地的文化、生活與歷史。獨旅是我認為最特別的經驗，一個人的時候，所有的感官都將被放大，也有很多機會認識新朋友。當然更需要懂得隨機應變和提高警覺，因為旅途中難免會有許多突發狀況，玩得安全且盡興才是最重要的。

## 交換/研修之具體效益（請條列式列舉）

1. 拓展國際視野：透果與來自各國的同學相處，會有很多機會針對文化差異、生涯規劃、時事議題進行討論。
2. 語言能力提升：生活裡充斥著各國的語言，在國際化的時代，英語已經有點不太夠，在歐洲生活通常需要擁有至少兩項的外語能力，也藉這次交換有機會開始學習更多不同外語。
3. 培養獨立自主：獨自在異國生活，跟在台灣到異鄉求學的感覺是完全不同的。基本上什麼都得靠自己，除了生活大小事以外，有許多相關文件申請也是要自行規劃好。想信許多留學生也在出國後都變成小廚神的。
4. 專業能力提升：曼漢大學的教學資源豐富，讓我在商業管理類別的學科有許多實質上的幫助。

海外生活期間是否曾遭遇困境，及是否解決問題？如是，請說明如何解決問題；如未解決，請說明事件最大的啟發及思考未來可以怎麼解決？

在海外生活找房子是一大難題，除了要考量預算以外，因為通常房東喜歡長租的房客，而交換生屬於短租類別，所以需要花很多額外的時間和心力去處理。學校雖然有開放讓一學年的學生在第一學期的學期末可以重新申請，但因為新來的學生有優先權，宿舍方給回應的效率有很低，容易導致第二學期準備開始前幾天還沒有著落的情形。經過這件事，最大的啟發是：

1. 凡事提早規劃：跟尖峰時段錯開，也可以大幅增加找房成功機率。提早規劃，早點開始多看多聽，沒有時間壓力的情形下，通常都可以順順地完成工作，而非需要解決問題。
2. 制定停損點：當一直收不到回應，除了要積極的聯絡以外，最好也要評估自己在名單上的順位。如果幾乎不可能排到，就應該果斷去找其他房源，否則以國外的處理速度，極有可能開學前一天才告知你結果。
3. 廣結人脈：在外靠朋友這件事說的一點也沒錯，多認識朋友，他們可以轉租自己的房間給你，也可以幫你聯絡房東，也在你沒有房間的時候讓你寄放行李甚至借住。當時真的就是考朋友們的關係才順利解決住宿問題的。

海外生活期間是否曾遭遇文化衝擊，您如何去面對及適應？

每天都會遇到來自不同文化的人，但這一年我並沒有不適應的問題，只要抱持開放的態度，都不會有什麼太大的問題。

海外生活歷練是否為您人生帶來不一樣的改變或者個人特質上的轉變，最大的成長是什麼？

是。我認為最大的改變是心態。世界很大，而且永遠比你想的更大，意味著擁有更多發展空間，但同時也代表你的競爭對手將來自世界各地，要如何持續的學習和大幅度的成長非常重要！另外，因為大家都來自不同的成長和文化背景，遇到意見分歧甚至衝突是很稀鬆平常的事，甚至已成為常態，要保持開放的心態。Openminded並不是說說，而是要多去跟朋友、同學、甚至陌生人交流，如果從聊天到辯論的程度更好，因為可以促使雙方思考很多不同的面向，達成有效的溝通。原本的我可能比較害羞，但到國外後，可能環境和身邊朋友的啟發，讓我更勇於嘗試，很且確實感受所謂包容與理解的含義。

## 您認為獎學金對您海外研修最大的幫助是什麼？有無獎學金是否會改變您的出國計畫？

最大的幫助是讓我在安排校外的社交活動和旅遊活動上有多一些些經費可以運用。但因為本身對於出國交換的意願和家裡的支持都很高的情形下，若無獎助學金的補助，還是會多努力申請和尋找其他資源，並不會因此改變計畫～

## 感言及心得感想

我很感激學校有提供這樣的資源，也得到家裡的支持，我才能深入的走進異國讀書、生活，甚至真正學習獨立自主，從零開始建立起自己的生活圈。我交換的時長比較久，有完整一年的時間，等同於當地學生的一學年，對於學校活動和課程的安排我有更充分的時間參與。課外的生活，因為能體驗到明顯的四季變動，跟著當地人去感受大自然的魅力，學會放慢步調好好生活，跟許多來自不同年齡、背景的人交流，也促使我開始構想自己未來的模樣。我會很推薦學弟妹把握機會到自己有興趣的學校或國家進行交換，一定會有意想不到的收穫！

## 英文心得(包含學校簡介、課程學習、生活學習、具體效益、心得感想等等)

University of Mannheim is in Baden-Württemberg, Germany. It is renowned as the top business school in Germany and even being called as “Harvard of Germany.” It consists of five colleges: the school of economics and law, business school, school of social sciences, school of humanities, and school of mathematics and computer science. Among them, business school and economics are especially well-known. The university also has a strong reputation and connection in German business field. During World War II, Mannheim suffered an extensive destruction, leading to the very first generation of German immigrants- Turkish, who assisted in the city’s reconstruction. The city center, known as Quadratestadt, developed outward from the campus (Schloss) in a semicircular pattern. The streets are named with letter from A to U, combined with numbers from 1 to 15. Interestingly, this naming system was also used in New York, USA. According to locals, it was inspired by Mannheim. For located in city center, the campus offers convenient access to transportation and shopping. It takes only about 10min walk or less than 3min by tram to reach Mannheim Hauptbahnhof, a major railway station. The station serves as a hub for ICE, providing direct connections to various destinations such as Paris (3hr), Southern France, the Netherlands, Switzerland and other German cities like Frankfurt (30min), Munich (2hr) and Cologne (1hr).

Here, registration of courses is extremely flexible. You can attend or auditing as much classes as you wish. However, if need to earn ECTS, registration for exams within specific timeframe is mandatory. Grading system is quite different from Taiwan. The highest grade achievable is 1.0, while anything below 4.0 (i.e. 5.0, 6.0) is considered fail. Whoever failed would be registered for a re-sit exam automatically, provided failing again means you will get the record on your transcript that you didn’t success to pass the exam. It appears that lecturing is the primary style of teaching, contrary to the assumption that discussions would be more frequent. However, interaction between students and professors is commendable, all students are very active in participation.

### 1. Strategic Intellectual Property Management

The course focus on introducing company strategies and management in the realm of intellectual property. The material is based on practical experiences and case discussions. The teaching method allow students to understand how the knowledge gained in class can be applied in real-work scenarios. Overall, the course structure is well organised. The actively participation and enthusiastic responses created an interactive learning process that includes additional insights only could observed through dialogue.

### 2. Creativity & Entrepreneurship in Practice

This practice course involves a lecturer and numerous guest speakers such as creativity coach and pitching coach. The very first class, we have to do a “speed date“ to introduce ourselves while finding potential partners to work with. It demands a significant amount of time and effort input for each group is required to function as a startup organisation. The ultimate goal is to propose and complete a comprehensive business proposal by the end of the semester. The process starts with creative ideation, followed by practical activities like customer validation through street interviews or phone calls, creating a Minimum Viable Product (MVP) sample, and multiple rounds of proposal revisions. Although the entire semester was very challenging, I gained a deeper understanding of why teamwork is highly valued by HR. Since everyone came from different professional backgrounds and various nationalities, differences in opinions were common occurrences. In the era of globalisation, we would encounter many unfamiliar people and situations everyday. Learning how to effectively communicate and work with them to achieve common goals is the essential soft skill that we all need to acquire.

### 3. Strategic Marketing Simulation

The main objective of the course is to allow students to simulate the management and marketing of a pharmaceutical company through group-based competition. Each round’s results are used to evaluate the group’s performance. For me, the major benefits of this course are not only related to marketing expertise, such as market analysis, brand positioning, marketing budget, and financial management, but also the opportunity to practice communication and coordination with partners from diverse backgrounds and even different countries. This course also has some drawbacks. Although teaching assistants are there to provide

suggestions, the responsibility for identifying and resolving issues lies primarily with the group members themselves. There's limited input or guidance from TAs and professor.

#### 4. Marketing Communication

This is a theoretical course. Students are asked to watch videos in the Virtual Classroom beforehand to understand the entire marketing process, consumer behaviour, and communication tools. During classes, the professor will spend more time on supplementary materials and discussions of Q&A. I would say the level of the course is not that hard, it'll require lots of time for studying as it's an essential content for people interested in Marketing field.

#### 5. Consumer Behaviour

This is an intensive course taught by a guest professor from the US. The professor has compiled the course materials (students need to purchase in hardcopy before class) and incorporates various industry-leading advertising case studies. It explores consumer behaviour from a psychological perspective, examine how consumers are influenced, how brands can effectively communicate with consumer through marketing strategies.

#### 6. Global Corporate Governance Issues

This course is offered by the Law school and is opened to students from other departments as well. The guest professor is from US. The content of the course focuses on current international issues, corporate governance, and other relevant topics. The professor will initiate discussions for all students to take turns and share their thoughts. It emphasised more on critical thinking training rather than legal clauses. In the final class, students need to complete an essay on a topic of their interest. It's a highly practical and hands-on course.

#### 7. Agile Software Product Management & Design

This course is given by lecturing and case study. Professor will introduce theoretical knowledge that as a product manager should be familiar with. Case study involves working in groups to analyse and optimise a product.

Lecture itself is a bit boring and lack of structure, but guest lecturing from Google, Roche, and Deloitte did help us understand how it could be applied in practical way.

#### 8. German Language and Culture

This is a language course specifically designed for international students, with classes divided according to proficiency levels. The tuition fee for one semester is only 15 euros with additional course materials of 20 euros. Due to high level of interaction with classmates and teacher, there are more chances to make good friends and practice oral. For those who aimed to pass language certificate might find this course not that helpful, but it's sufficient for daily life in Germany.

Apart from academics, I've learned a lot from locals' attitude towards life. European tend to emphasise on the concept of work-life balance, and below are some things I've done to spice up my leisure time alongside work and study.

1. Maintaining exercise habits: I'd noticed that many students here maintain a good exercise routine. They are discipline and go to gym or free sports classes regularly.
2. Rich social life: The western culture is much more liberal, and the social events of students are quite vibrant. Parties here are often wild and fun. Apart from the weekly "Schnekenhof Party" organised by university, students usually will arrange pre-drinks and after parties themselves. VISUM also will organise events for international students frequently. For example, International Dinner, Stammtisch, Pub Crawl and Excursions (e.g., hiking, city tour.)
3. Travel Planning: Traveling is definitely on every exchange students' to-do lists. Learning how to make the most of your free time and budget is important. In this year, I've visited nearly 20 countries. The old wisdom of Chinese is so true. Each time arriving in a new city, whether with friends or solo trips, it's like reading a new book of culture, history, and life. If you're lucky, you might even encounter cool people, guiding you through the adventure.

#### Benefits of Exchanging Program:

1. Broadening Horizons: Interacting with international students provides numerous opportunities to discuss cultural differences, career planning, and perspectives on hot topics happening around the world.
2. Language Proficiency Improvement: As daily is filled with various languages, you'll not only get chances to improve your English but also other foreign languages.
3. Independence: Living alone in a foreign country is definitely a different experience comparing to living outside hometown in Taiwan. Essentially, you must rely on yourself for basically everything, from

daily life matters to planning and handling various application documents.

4. Enhancing professional abilities: University of Mannheim provides more than sufficient resources for all the students; it has significantly helped me in the field of business management and related subjects.

I'm very grateful that our school provided exchange program resources and the support from my family. Over the past 12 months, I was able to delve into studying and living in a foreign country, truly learn independence and build my own social circle from scratch. For a full year exchange year, I had ample time to participate in comprehensive school courses and activities. Besides, I've also been able to experience best living experience abroad with friends I made and the lessons of life they've taught me. With culture of Europeans and distinct seasonal changes there, I can appreciate the charm of nature, learn how to savour life with a comfortable pace. All these experiences have spurred me to contemplate what my future holds. There are always unexpected gains and rewards waiting, if you're willing to step out of your comfort zone, and I'm glad I did.