

繕打 中文及英文 心得報告，應包含下列項目

(中文至少 1,000 字+英文至少 500 字。赴中國交換者不需撰寫英文心得。)

A. 學校簡介

達姆施塔特工業大學在德國的黑森州，是 TU9 大學聯盟成員。學校坐落在一座充滿學術與創新氣息的城市，有點像之前我就讀國立臺北大學那樣子三峽的大學城。這裡交通便利，校園與城市的邊界融合，提供給學生一個非常純粹的學習與交流環境。

B. 國外研修之課程學習 (課內)，推薦受益最多/最喜歡的課程

我最喜歡的課程是 "Introduction to Entrepreneurship"。在這堂課中，我學習到如何以更宏觀、更多元的視角去解構商業環境，這與過往在台灣習慣的學習模式有著本質上的不同。在台灣的商學院環境中，教育重心往往傾向於教導學生如何進入既有的商業體系，並在穩定的結構中創造與優化價值。例如參加商業競賽或累積作品集，其最終目標多半是為了在畢業後擁有一份亮眼的履歷，從而被大企業青睞，並在體系內獲取穩定回報。而在「創業概論」這堂課中，教授的核心思維在於如何透過創新與創意風格，主動去翻轉並創造價值。"Take Risk" 與 "Value Creation" 是老師在課堂上反覆強調的，學習如何發現現有環境中的痛點、提出解決方案，進而創造超額報酬。這種從被動適應轉為主動出擊的思維轉變，是我在德國研修期間所學到最核心、也最受用的觀念。

C. 國外研修之生活學習 (課外)

這部分我投入最多心力的是排球運動。我加入了當地的排球俱樂部 Orplid，並主辦了簡單排球盃跨文化交流的排球錦標賽。透過排球打破語言隔閡，學會了如何組織一場跨國籍、跨文化的運動賽事。從場地租借、賽程編排到與來自不同國家的隊友溝通，這不只是體育交流，也是一場關於領導力與執行力的實踐。

D. 交換/研修之具體效益 (請條列式列舉)

- 1.語言實戰力： 能夠在日常生活中偶爾聽懂使用德語溝通，並在全英文環境下流利的用英文完成專業討論以及日常生活。
- 2.跨文化領導力： 成功主辦跨國排球錦標賽，證明了自己在不同環境下的應變能力與組織協調能力。
- 3.適應與獨立： 從解決當地行政繁雜手續到規劃歐洲各國旅行，建立起極強的獨立解決問題能力。
- 4.國際人脈： 與德國及其他國家的交換生建立了深厚的友誼，拓展了未來的職涯視野與機會。

E. 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？

遭遇困境： 在球隊訓練中，常因為德國隊友過於直接的批評而有壓力，一開始會誤以為是針對個人，導致溝通過程中產生不必要的自我懷疑。

如何解決： 我開始調整心態，將情緒與事實剝離。我也嘗試模仿他們的溝通方式，在溝通中更明確地表達反對意見或具體需求，而不是含糊地保持禮貌。

啟發： 溝通的目標是解決問題而非維持表面的和諧。學會健康的衝突反而能加快團隊達成共識的速度，這是在台灣職場環境中較少體驗到的寶貴經驗。

F. 海外生活期間是否曾遭遇文化衝擊，您如何去面對及適應？

德國人的直言不諱一開始讓我有些不適應。在台灣習慣語帶保留以求圓融，但在德國，清楚表達自己的想法才是尊重的表現。我學會了不再害怕衝突，而是將意見分歧視為效率的一環，這種思維轉變讓我現在處理事情變得更加果斷且具建設性。

G. 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？

交換這半年，我從一個臺灣學生轉變為一個跨文化橋樑。最大的改變是心態的寬闊。以前我習慣追求完美，但在異國面對無數突發狀況後，我變得更從容、更能在不確定性中找到方向。這種彈性與抗壓力是我這半年獲得最寶貴的特質。

H. 感想與建議

建議學弟妹在出發前要勇敢跳出舒適圈去參與當地的社團或活動。像我選擇加入排球俱樂部，那裡才是真正認識德國社會的開始。不要害怕犯錯，因為那些尷尬或失敗的時刻，往往才是交換生活中成長最快的時候。

I. 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) 500 字以上
赴中國交換者免填英文心得

I. Academic Experience and Professional Growth

The highlight of my academic journey at TU Darmstadt was the course "Introduction to Entrepreneurship." This course fundamentally reshaped my understanding of the global business environment. In the traditional academic setting I was accustomed to in Taiwan, the curriculum often emphasizes "optimization within established systems"—teaching students how to become elite components of large corporate machines. However, the German approach centered on "Value Creation" and "Calculated Risk-Taking." Throughout the semester, we were challenged to identify systemic pain points and develop innovative business models from scratch. I learned that true entrepreneurship isn't just about starting a company; it is a mindset of active problem-solving. This shift from passive adaptation to

active value creation is the most significant professional insight I gained, and it has equipped me with a more proactive lens through which to view my future career in management.

II. Life and Extra-curricular Leadership

Outside the lecture halls, I immersed myself in the local sports culture by joining the Orplid volleyball club. This experience was transformative, as it forced me to bridge language barriers and cultural gaps through the universal language of sports. My most significant achievement was organizing and hosting the "Simple Volleyball Cup," an international tournament that brought together diverse teams in Darmstadt.

Organizing this event was a masterclass in cross-cultural leadership and execution. I was responsible for everything from securing venue permits under strict German municipal regulations to coordinating match schedules for athletes from over five different nationalities. These "off-court" responsibilities required a high level of logistical precision and the ability to maintain team morale under pressure. It was here that I truly applied my MBA training in a real-world, high-stakes environment.

III. Overcoming Challenges and Cultural Shock

The greatest challenge I faced was navigating the "High-Context" vs. "Low-Context" communication gap. Initially, I found the famous German "Directness" (Direktheit) to be quite overwhelming, especially during intense tournament planning sessions. In Taiwan, we often prioritize harmony and indirect communication to save face. In Germany, however, I learned that clear, blunt feedback is a sign of respect and efficiency.

I resolved these communication frictions by adopting a "Transparent Management" strategy. I established bilingual communication channels and focused on "separating the person from the problem." By learning to negotiate through the lens of my German counterparts and respecting their administrative rigor, I successfully bridged the cultural divide. This experience taught me that resilience is not just about enduring hardship, but about adapting one's communication style to achieve a common goal.

IV. Conclusion and Specific Benefits

This seven-month exchange was far more than an academic credit transfer; it was a journey of self-discovery. I gained:

Global Communication Proficiency: Mastery in professional English and functional German for daily problem-solving.

Cross-Cultural Strategic Thinking: The ability to lead diverse teams by understanding varying cultural motivations.

Independence and Resourcefulness: From managing complex European bureaucracy to solo-traveling across the continent, I developed a "can-do" attitude toward any obstacle.

To future exchange students: do not just be a tourist in your host country. Join a club, start a project, and embrace the "healthy conflicts" that come with cultural immersion. It is through these challenges that you transform from a student into a global citizen.