

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

THI Business School 隸屬於德國巴伐利亞邦英戈爾施塔特工業大學 (Technische Hochschule Ingolstadt)，是該校最大的學院，擁有 AACSB 國際認證，為全球前 6% 取得此認證的商學院。課程涵蓋企業管理、國際管理、數位商務等領域，強調國際化與實務導向。校園鄰近舊城區與多瑙河，所在城市為 Audi 總部所在地，與當地產業連結緊密。

B. 國 外 研 修 之 課 程 學 習 (課 內)，推 薦 受 益 最 多 / 最 喜 歡 的 課 程

我受益最多且最喜歡的課程是 International Business Simulation。在這門課中，我們使用 TOPSIM 商業模擬軟體，以小組為單位經營一間虛擬企業。每一輪模擬都需要針對生產排程、研發投入、人力配置、ESG 策略、財務規劃等面向做出決策，這些議題彼此牽動，例如提高研發預算可能壓縮短期獲利，但能強化長期產品競爭力；擴大產能則必須同步考量人力成本與市場需求預測。每週我們會和組員開會，討論上一輪的經營數據，分析哪些決策奏效、哪些判斷失誤，再據此調整下一輪的公司方向。上課時，老師會帶我們檢視各組的財報表現與市場排名，點出趨勢變化和常見的策略盲點，接著才進入下一輪模擬。這樣反覆進行決策、執行、檢討、修正」的循環，讓我對企業經營的複雜性有了比課本更直觀的理解：每個部門的策略真的都是牽一髮動全身。這門課也讓我體會到跨文化團隊合作的現實面。組員來自不同國家，對風險的態度、溝通方式和決策偏好都不同，如何在有限時間內整合意見並做出決定，本身就是一項管理練習。其中讓我感受最深刻的，是和不同文化、語言背景的組員發生意見分歧時，如何用英文精準表達自己真正想傳達的意思。在日常對話中，英文溝通或許不成問題，但當討論涉及策略方向的爭執，或需要委婉地反駁對方提案時，難度完全不同，你必須在語氣、用詞和邏輯上同時到位，既要讓對方理解你的立場，又不能讓溝通變成對立。我印象很深的是，有時候我腦中已經有清楚的想法，卻因為找不到合適的英文表達方式，只能簡化甚至放棄自己的論點，事後會覺得很可惜。也有幾次，同樣一句話在不同文化背景的人耳裡有不同的解讀，我以為自己在就事論事，對方卻感受到被質疑。這些經驗讓我意識到，跨文化溝通中，表達的方式和表達的內容同等重要。後來我學會在提出不同意見前，先確認自己理解對方的觀點，再用比較具體的數據或情境來說明我的想法，而非直接否定。這個調整看起來很小，但實際上大幅減少了誤解的發生。這門課讓我練習到的，不只是商業決策的能力，更是在高壓與分歧之下，用非母語進行有效溝通的能力。整體而言，這門課把過去在教科書上讀到的管理理論，壓縮成一學期的實戰體驗，是我在交換期間收穫最大的學習經歷。

C. 國 外 研 修 之 生 活 學 習 (課 外)

在課堂之外，獨立生活本身就是一門課。抵達德國後，從開設銀行帳戶到熟悉當地的生活規

則，每一件事都需要自己摸索。德國的垃圾分類非常細緻，紙類、塑膠包裝、玻璃瓶、有機廚餘和一般垃圾都有各自的回收規則；超市的瓶罐需要拿到回收機退押金（Pfand）；商店週日幾乎全面歇業，採買必須提前規劃。這些看似瑣碎的事情，加總起來就是一套和台灣截然不同的生活節奏。交通方面，雖然沒有遇到罷工或嚴重誤點，但火車偶爾會臨時更換月台，一開始不太清楚該怎麼應對，後來學會使用 DB Navigator 即時查看變動，也算是養成了隨時確認資訊的習慣。

自炊是這段期間另一個重要的學習。德國外食費用偏高，幾乎每一餐都必須自己處理，也因此學會料理各種過去不熟悉的食材。和其他交換生一起煮飯時，大家會分享各自國家的家鄉菜，從備料方式到調味邏輯都能看到不同飲食文化的差異，平常也會自己上網找食譜，替日常三餐增添變化。

文化差異方面，德國人的社交距離對我來說其實蠻舒適的。在超市結帳時，和店員的互動通常就是一句 Hallo、確認是否需要收據時回一聲 Ja、最後再說聲 Tschüss，簡潔而不冷淡。日常生活中很少出現閒聊式的 Small Talk，但當你主動提問或需要幫助時，對方都很樂意協助。

這些課堂外的經歷讓我學到的，是在陌生環境中獨立打理生活的能力，以及對不同生活方式保持開放與適應的心態。

D. 交 換 / 研 修 之 具 體 效 益 (請 條 列 式 列 舉)

1. 提升英語在學術討論、團隊協作及日常溝通中的實際運用能力。
2. 培養跨文化溝通與衝突處理的能力，學會在意見分歧時有效表達立場並尋求共識。
3. 建立獨立生活與自主解決問題的能力，包含行政事務處理、生活規劃與突發狀況應變。
4. 透過與不同國家學生的相處與合作，拓展國際視野，理解多元文化下的價值觀與思維差異。
5. 強化團隊合作中的溝通協調與決策整合能力。
6. 培養對陌生環境的適應力與心態上的彈性。

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？

有，如同上方住宿不滿意的原因，這些問題在當時並沒有被真正解決，長期處在髒亂與噪音的環境中讓我非常不舒服。但回頭反思，如果未來再遇到類似的狀況，我會選擇更積極的處理方式：正式以書面向校方或宿舍管理單位提出申訴，同時上網搜尋是否有類似案例及其處理途徑作為參考依據，必要時也可以尋求當地公權力或學生權益組織的協助，而非僅停留在口頭反映的層面。這次經歷讓我認知到，在異國環境中遇到權益受損的情況時，必須更主動地運用正式管道去爭取，而非被動等待問題自行改善。

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？

整體而言，在歐洲的生活並沒有遇到太大的文化衝擊，大部分的事情都還算得心應手，比較需要適應的是德國的生活節奏和台灣有明顯的差異。德國的假期不少，許多行政機關和服務單位

在假日期間不運作，因此如果有事務需要處理，必須提早規劃，避免拖到假期前才發現無法辦理。超市週日全面休息，沒有像台灣隨處可見的便利商店可以應急，所以每週六之前就要把食材和生活用品備齊，平時也需要習慣囤放一些基本糧食以備不時之需。

這些調整雖然不算是嚴重的文化衝擊，但確實改變了我的生活規劃方式。在台灣，很多事情可以臨時處理、隨時購買，但在德國，凡事都需要更有計畫性地提前安排。適應之後反而覺得這樣的生活節奏也有好處，讓自己養成了提前規劃和管理日常事務的習慣。

比較大的障礙其實是語言。日常生活中多數情境可以用英文溝通，但偶爾遇到只使用德文的場合，尤其德國的公文和官方通知大多都是實體信件寄送，甚至是全德文，這點讓我蠻不習慣的。不過整體來說，語言上的不便並沒有造成太大的困擾，更多時候反而成為一種學習的動力。

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？

這段海外生活帶給我最大的成長，是獨立生活的能力以及面對突發狀況時的抗壓性。

在台灣，生活中遇到問題時，多少有家人、朋友或熟悉的系統可以依靠，但在國外，所有事情都必須靠自己判斷和處理。最能體現這一點的經歷，是我在法國霞慕尼 (Chamonix) 旅行時弄丟了護照。發現的當下我其實非常崩潰，護照遺失意味著身份證明失效，而我人還在法國，必須想辦法先回到德國。所幸當時有一起交換的同系所朋友陪在身邊，在我最慌亂的時候給了我很大的支持，讓我能稍微穩下心來釐清接下來該怎麼做。最後我們從霞慕尼搭車經過日內瓦回到德國，我隨即聯繫相關單位緊急辦理臨時護照，並在一週內完成所有補辦程序。而這一週恰好撞上期末報告的截止時間，我必須同時處理護照補辦和課業壓力，報告完成的當天晚上又馬上出發前往芬蘭，行程完全沒有緩衝的餘地。

回頭看這段經歷，當時的壓力確實很大，但也讓我認識到兩件事：一是自己在高壓下的應變能力比想像中更強，二是身邊有可以信任的朋友有多重要，能夠在最無助的時刻有人願意陪著你一起面對。這次交換讓我學到的，不只是學術上或文化上的收穫，而是在陌生的環境中遇到預期之外的困難，也有能力找到解決的方法。

H. 感 想 與 建 議

首先感謝中山大學提供的獎助學金，讓我在經濟上能夠更安心地投入這段交換生活，也感謝家人在整個過程中的支持與信任，願意讓我獨自到海外生活半年，獲得這麼珍貴的收穫。這趟交換帶回來的，不只是學業上的知識，更多的是對自己能力的認識、對不同文化的理解，以及一段無法被取代的人生經歷。對於未來有意申請交換的同學，我的建議是保持開放的心態。在國外生活難免會遇到和預期不同的狀況，無論是課程方式、生活習慣還是人際互動，不一定每件事都會如想像中順利。遇到困難或不適應的時候，試著換一個角度去看待，把它當作一次難得的學習機會而非單純的阻礙，往往會發現這些經歷反而是整趟交換中成長最多的部分。

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

About THI Business School

THI Business School is the largest faculty of Technische Hochschule Ingolstadt (THI), a

public university of applied sciences located in Ingolstadt, Bavaria, Germany. The school holds AACSB international accreditation, placing it among the top six percent of business schools worldwide that have achieved this prestigious status. It offers a wide range of programs covering business administration, international management, digital business, and more, with a strong emphasis on internationalization and practical relevance. The campus is situated near the historic old town and the Danube River, in a city that serves as the headquarters of Audi, maintaining close ties with the local automotive and technology industries.

Academic Learning

The course I benefited from the most and enjoyed the most was International Business Simulation. In this course, we used the TOPSIM business simulation software to run a virtual company in small teams. Each round of the simulation required us to make decisions across multiple areas, including production scheduling, R&D investment, workforce allocation, ESG strategy, and financial planning. These areas were deeply interconnected: for instance, increasing the R&D budget might squeeze short-term profits but strengthen long-term product competitiveness, while expanding production capacity required simultaneous consideration of labor costs and market demand forecasts.

Every week, we met with our team members to review the previous round's performance data, analyze which decisions worked and which did not, and then adjust our strategy for the next round. During class, the professor guided us through each team's financial reports and market rankings, pointed out trends and common strategic blind spots, and then we moved on to the next simulation round. This iterative cycle of decision-making, execution, review, and adjustment gave me a far more intuitive understanding of the complexity of running a business than any textbook could provide. What left the deepest impression on me, however, was the experience of navigating disagreements and conflicts with teammates from different cultural and linguistic backgrounds. In casual conversation, communicating in English was manageable, but when discussions involved strategic disputes or required tactfully pushing back on a teammate's proposal, the difficulty was on an entirely different level. You had to get the tone, word choice, and logic right all at once, making your position clear without turning the conversation into a confrontation. I vividly remember moments when I had a clear idea in my head but could not find the right English expression, and ended up simplifying or even abandoning my argument, which felt frustrating afterward. There were also times when the same sentence was interpreted differently depending on the listener's cultural background. I thought I was

being objective, but the other person felt challenged. These experiences made me realize that in cross-cultural communication, how you say something matters just as much as what you say. I gradually learned to first confirm that I understood the other person's perspective before presenting my own view, and to support my points with specific data or scenarios rather than directly negating theirs. This adjustment seemed small, but it significantly reduced misunderstandings. This course trained me not only in business decision-making, but also in the ability to communicate effectively in a non-native language under pressure and disagreement.

Life Outside the Classroom

Beyond the classroom, independent living was itself a form of education. After arriving in Germany, everything from opening a bank account to learning local daily routines required figuring things out on my own. Germany's waste sorting system is highly detailed, with separate rules for paper, plastic packaging, glass bottles, organic waste, and general trash. Bottles and cans had to be returned to deposit machines (Pfand) at supermarkets, and shops were almost entirely closed on Sundays, so grocery shopping had to be planned ahead. These seemingly trivial things added up to a lifestyle rhythm fundamentally different from Taiwan's. As for transportation, although I was fortunate enough not to encounter any strikes or major delays, trains occasionally changed platforms (Gleis) without much notice. At first, I found this confusing, but I soon learned to use the DB Navigator app to check for real-time updates, which became a useful habit. Cooking for myself was another significant learning experience during this period. Eating out in Germany was expensive, so nearly every meal had to be prepared at home. This pushed me to learn how to handle ingredients I had never worked with before. When cooking with other exchange students, everyone would share dishes from their home countries, and even the way ingredients were prepared or seasoned revealed differences in food culture. I also regularly searched for recipes online to add variety to my daily meals. In terms of cultural differences, I actually found the social distance in Germany quite comfortable. At supermarket checkouts, the interaction with cashiers was typically just a quick Hallo, a Ja when asked about the receipt, and a Tschüss at the end — concise but not cold. There was rarely any small talk in daily life, but whenever I actively asked a question or needed help, people were always willing to assist.

Key Benefits of the Exchange

1. Improved practical English proficiency in academic discussions, team collaboration, and everyday communication.

2. Developed cross-cultural communication and conflict resolution skills, learning to express my position effectively during disagreements and seek consensus.
3. Built the ability to live independently and solve problems on my own, including handling administrative tasks, planning daily life, and responding to unexpected situations.
4. Broadened my international perspective through interacting and collaborating with students from various countries, gaining a deeper understanding of diverse values and ways of thinking.
5. Strengthened communication, coordination, and decision-making skills within team settings.
6. Cultivated adaptability and mental resilience in unfamiliar environments.

Reflection and Advice

I would first like to express my gratitude to National Sun Yat-sen University for the scholarship that allowed me to focus on this exchange experience with greater financial peace of mind, and to my family for their support and trust in letting me live abroad independently for half a year, which led to such invaluable experiences. What I brought back from this exchange goes beyond academic knowledge — it includes a deeper understanding of my own capabilities, an appreciation for different cultures, and an irreplaceable life experience.

For students considering an exchange program in the future, my advice is to keep an open mind. Living abroad inevitably comes with situations that differ from your expectations, whether in how courses are taught, daily habits, or interpersonal interactions. Not everything will go as smoothly as imagined. When you encounter difficulties or feel out of place, try to look at it from a different angle and treat it as a rare learning opportunity rather than merely an obstacle. More often than not, these experiences turn out to be the moments of greatest growth throughout the entire exchange.