親愛的讀者：
如果你正在閱讀這份報告，那你可能閒得發慌；或者——儘管可能性極低——這份報告在離開撥款辦公室的審查後輾轉到了你手中，而你是出於自願閱讀它的。如果是後者，請不要把這篇文章當作什麼“指南”，而把它看作是某人一年來做過的瑣事清單。祝您閱讀愉快！

在開始之前，我們先談談語言問題。對於那些習慣了美式英語表達方式的人來說，在抵達之前，有幾個術語值得了解。首先，「course」在這裡指的是你的學位課程或專業方向，而不是你具體修讀的每一門課；後者被稱為「module」（模組）。根據所學專業的不同，每個模組可能包含講座（lectures）、研討會（seminars）、工作坊（workshops）或輔導課（tutorials）。為了節省篇幅，也為了不在此處用瑣碎細節讓你感到厭煩，我可以說：你大概在開學第一周左右就能弄清楚這些區別了（前提是你真的去上課的話）。

為了行文完整——畢竟官僚程序總有其必要的要求——我們先來處理一些常規事項，儘管其中一些顯而易見，甚至只需簡單搜尋就能查到。為什麼要參加交換計畫？因為我的學位要求必須參加，而且杜倫大學是一所優秀的學府。說到“優秀學府”，杜倫大學位列全球百強名校之列，在當地還享有“牛劍（Oxbridge）落榜生聚集地”的名聲（根據我與同學們的交流，這種說法似乎確實有幾分道理）。

其卓越的學術實力不僅體現在排名上，更體現在杜倫大學的學生群體與我母校學生之間那種顯而易見的差異感。這裡的學生表現出更高的學術抱負，讓你得以一窺真正頂尖學府的風貌。儘管在段落中間插入項目符號通常被認為不太妥當，下面是具體效益：

1. 你會發現，與母校的學生相比，對方學校的學生群體更加成熟、獨立，求知欲也更強，這反過來又鼓勵你進行更批判性的思考，更自由地提問，並發展出自己的想法。或許，這才是這一年我收穫的最有意義的改變。
2. 你會發現交換生在接待校受到的待遇會好得多。

為了佐證這一點，不妨看看行政管理上的對比：

- 抵達後立即拿到正式的學生證？沒問題。
- 落地前就擁有清晰有效率的課程報名系統？沒問題。你無需在混亂的「選課異常處理期」中途離席，親自去辦公室排隊，還得祈禱能選上自己真正想上的課。
- 被視為平等的同儕？沒問題。最重要的是，你不會因為是交換生、沒繳母校那樣高昂的學費，就被當作「二等學生」對待。你和其他學生享有同等待遇，可以使用完全相同的校園資源。

接下來談談你此行的主要目的：學業。身為商學院學生，我只能談談該學院的課程狀況，而且我修的所有課程都屬於管理與行銷系。通常每學期都需要修課，第三學期則有些特別。我修的大部分課程表面上都沒有先修要求，因此選課過程並沒有預想中那麼複雜。特別值得一提的是，學期中途發生了一次意料之外的講師更換。最初的一兩週顯得有些混亂，因為似乎沒人搞得清楚狀況（真的是誰都不知道）。不過，我們最後還是適應了過來，一切也都步入了正軌。

在考核方面，我所有的課程都只採用一次性終結性評估（summative assessment），而這直接決定了100%的最終成績。這通常要求針對課堂涵蓋的主題撰寫一篇 2500 字的論文。考勤、課堂參與度或其他因素都不計入成績。雖然學校名義上採用 1 到 100 分的評分制，但關鍵的分數是：學士生及格分為 40 分，研究生為 50 分。拿到 70 分以上就算相當了不起了。而且，至少就學位等級劃分而言，一旦跨過了 70 分這道門檻，得 71 分和得 99 分本質上處於同一檔次。為了方便參考，以下列出了我在杜倫期間修讀的課程模組：

- 服務設計與行銷 (Designing and Marketing Services)
- 諮詢 (Consulting)
- 人力資源發展 (Human Resource Development)

- 零售行銷管理 (Retail Marketing Management)
- 購買者行為與行銷創新 (Buyer Behaviour and Marketing Innovation)
- 行銷策略與戰術 (Marketing Strategy and Tactics)

有趣的是，文化衝擊並沒有真正發生，至少對我來說是這樣。或許是因為，仔細想想，英國人和台灣人其實沒有那麼大的差異。口音、食物、天氣，以及對排隊的執著或許有所不同，但彼此之間卻有著某種相似之處：同樣講究禮貌（有時甚至到了過分的程度）、各自帶有一些語言上的小怪癖，也都欣賞謙遜的態度。

當然，交換生生活怎麼能少了娛樂活動呢？這裡有一些應對杜倫高昂生活成本的小技巧，知道的人似乎不多。如果你是個咖啡愛好者，別去星巴克（Starbucks）或 Greggs 了，去 Wetherspoons（大家通常叫它「Spoons」）吧——花不到兩英鎊就能無限續杯。這是城裡一家大型酒吧，同時也供應早餐。它以物美價廉的餐飲著稱，儘管具體體驗可能因人而異。沿著街道往前走就是 Gala 劇院（Gala Theatre），你可以花 5 英鎊買到最新大片的低價電影票（爆米花也很便宜）。這似乎是個鮮為人知的好去處，主要受已在杜倫生活幾年的學生青睞，可以多加利用，盡可能多看幾場便宜電影！

我想，我已經把想說的都說完了。不過，如果不感謝那些讓這一年變得如此特別的人，那我就太失職了。特別感謝我的室友們，與他們共度了許多美好時光；感謝黃博士為我奠定了行銷方面的興趣基礎；也要感謝學院和大學的每一位成員，是你們讓我的海外交換生活如此難忘。我非常高興能在杜倫度過這一年。

請參考原文

Dear Reader,
If you are reading this, you probably have too much time on your hands. Or, in the unlikely event that this report has somehow found its way beyond the grant office, you have chosen to read it of your own volition. If it is the latter, please see this writing not so much as a guide as a list of things that a guy happened to have done over the course of a year. Cheers!

Before we begin, let's talk about language. For those of you who have adopted a considerable amount of American vernacular, there are a few terms you may want to familiarise yourselves with before arriving. To begin, course refers to your degree programme or subject, and not the individual classes you take. Those are called modules. Each module may involve lectures, seminars, workshops, or tutorials, depending on what you are studying. To save word count and not bore you with the details here, you will most likely figure it out by the first week or so (assuming you actually attend classes).

For the sake of completeness, as one does when bureaucracy demands its due, shall we get some things out of the way, even though some of these are blatantly obvious and could be established with a simple search? Why go on exchange? Because my degree demands so, and because Durham is a good school. Speaking of being a good school, Durham ranks within the top 100 universities in the world and enjoys the local reputation of being the "university of Oxbridge rejects" (which, based on conversations with fellow students, seems to hold at least some truth). Its academic excellence is reflected not merely in its rankings, but in the palpable difference you feel between the student body of Durham and that at home. There is a noticeably greater sense of academic drive among its students, giving you a glimpse into what genuinely elite universities are made of.

While inserting bullet points in the middle of a paragraph is a generally questionable idea—here are the benefits:
1. You realize just how much more mature, independent, and academically curious the host student body is compared to that of your home university, which in turn encourages you to think more critically, question more freely, and develop your own ideas. Perhaps more than anything else, this was the most meaningful change I took away from the year.
2. You realize just how much better exchange students are treated there

To prove that second point, consider the administrative contrast:
• Getting a proper student ID immediately upon arrival? Check.
• Having a clear and efficient module registration system before you even land? Check. You don't have to leave halfway through a class during the chaotic “exceptional circumstances period” to physically queue at an office and pray you can register for a class you actually want.
• Being treated as an equal peer? Check. Most importantly, you are not treated as a second-class student simply because you are on an exchange and not paying the university’s hefty tuition fees. You are treated like any other student nonetheless, with access to the exact same campus privileges.

Moving on to the part that is supposedly the main reason you are there: academics. As a business school student, I can only speak for the programmes within the school, and even then, all of my modules were with the Department of Management and Marketing. You are normally required to take modules each term, with the third term being something of an exception. For most of my modules, prerequisites were ostensibly nonexistent, so choosing the right modules to take was less complicated than feared. One particular thing worth noting was an unexpected change of instructor midway through the term. The transition was somewhat chaotic for the first week or two, as nobody seemed to know what’s going on (like, nobody). Eventually, however, we adapted, and things fell into place.

When it comes to assessment, all of my modules take the form of one single summative, which accounts for 100 percent of the final grade, mind you. That typically involves a 2,500-word essay on the topics covered in class. There are no points for attendance or participation or anything else for that matter. The university technically uses a 1–100 scale, but the important numbers are 40 for undergraduate students and 50 for postgards as the passing marks. Getting above 70 is considered quite an accomplishment. And, at least for the purpose of degree classification, once you have crossed that threshold of 70, 71 and 99 are essentially on the same side of the fence. In the interest of conformity, please find below a list of the modules I completed during my time at Durham:
• Designing and Marketing Services
• Consulting
• Human Resource Development
• Retail Marketing Management
• Buyer Behaviour and Marketing Innovation
• Marketing Strategy and Tactics

Curiously, culture shock wasn’t really a thing, at least not for. Perhaps this was because, if you think about it, the English are not all that different from the Taiwanese. The accents, food, weather, and questionable obsession with queuing may differ, but there is a familiar sense of (sometimes excessive) politeness, certain linguistic quirks, and a shared appreciation for humility.

Of course, what would an exchange year be without some entertainment? Here are some tips to help you cope with the high cost of living in Durham that not a lot of people seem to know about. If you are a big coffee drinker, skip Starbucks and Greggs and get unlimited refills for under two pounds at Wetherspoons (Spoons, as it is commonly known). That’s the big pub in town that also serves breakfast. It is also known for its relatively cheap food and drinks, though your mileage may vary. Up the street is the Gala Theatre, where you can score cheap movie tickets for the latest blockbusters for just a fiver (popcorn is cheap as well). This seems to be a hidden gem, largely the preserve of Durham’s more seasoned students, so take advantage of it and catch as many cheap flicks as you can!

And with that, I suppose, I have said most of what I wanted to say. I would be remiss, however, if I did not thank the people who made the year what it was. Special thanks to my flatmates for all the good times, to Dr. Huang for laying the foundation for my continued interest in marketing, and to everyone at South and the University who made my year abroad such a memorable one. I am very glad I got to spend it in Durham.