A. 學校簡介

法國 Kedge 商學院（Kedge Business School）為法國極具代表性的大學校（Grande École）之一，更是全球少數同時獲得 EQUIS、AACSB 與 AMBA 三皇冠認證的頂尖商學院。Kedge 在歐洲商管教育界享有極高的學術聲望，特別是在精品管理（Luxury Management）、供應鏈管理以及行銷領域，擁有深厚的產學資源與強大的校友網絡。本次交換我主要駐地於波爾多（Bordeaux）校區。波爾多校區不僅擁有現代化且完善的硬體設施，更座落於這個充滿歷史底蘊與葡萄酒文化的優雅城市中，為國際學生提供了一個既能專注學術，又能深度體驗法國經典生活美學的絕佳環境。學校高度國際化，課堂上充滿來自世界各地的頂尖學生，學風自由且強調實務應用。

B. 國外研修之課程學習（課內），推薦受益最多/最喜歡的課程

在這一學年的研修中，我選修了涵蓋多元商業領域的課程，包含 Luxury Management、Supply Chain Management、Cross Cultural Management、Corporate Strategy in the Digital Age，以及 International Business Environment。整體的課程設計十分扎實，且高度連結當前全球商業趨勢。

其中，讓我受益最多也最為推薦的兩門課是 Luxury Management 與 Cross Cultural Management。 在 Luxury Management 課程中，教授不僅講授理論，更要求我們具備高端市場的敏銳度與企劃能力。我與團隊在期末執行了一項「Chanel 客製化香水 (Chanel Bespoke Fragrance)」的專案提案。我們從頂級客戶的專屬體驗出發，結合品牌獨特的感官行銷策略，設計出具備高度隱私性與專屬感的一對一客製化服務空間(Servicescape)與流程。這項企劃最終獲得了教授 16/20 的高分評價，不僅是對我學術能力的肯定，更讓我深刻掌握了法國精品業對於「極致體驗」的嚴苛要求與細節講究。

另一門我非常喜歡的課是 Cross Cultural Management。教授的授課方式極具啟發性，有別於傳統的單向講授，老師每週都會安排不同的商業個案，並帶領我們透過實際演練與對話的方式，去拆解不同文化背景在溝通上的盲點。這門課讓我學會如何將跨文化管理理論直接應用於小組討論與衝突解決中，對於身處異國且未來有志於跨國企業發展的我來說，是一次極為震撼且實用的思維訓練。

C. 國外研修之生活學習（課外）

在波爾多的一年裡，我的課外生活主要圍繞著職涯發展與自我身心管理。因為我大學主修法文，對法國文化已有一定認識，加上對精品管理的熱忱，我非常渴望畢業後能留在法國發展。然而，波爾多當地的精品業實習機會相對有限，因此我將求職的重心完全放在機會更多、發展性更廣的巴黎。在課餘時間，我投入大量心力準備外商履歷，並積極參與高端美妝與精品品牌的面試。這段跨城鎮求職的過程，讓我提早適應了法國職場的競爭節奏。

此外，面對高壓的全外語學術環境與充滿不確定性的求職焦慮，我充分利用了學校附設的免費健身房。規律的重量訓練成為我最好的壓力調節閥。在健身房裡，我能夠暫時「關閉」緊繃的大腦，專注於身體的鍛鍊；同時，這裡也成為我另一個社交圈，我在這裡遇到了許多課堂上的同學，結交了許多熱愛運動、志趣相投的國際朋友，讓我的留學生活不只有書本與面試，還有充滿活力的情誼。

D. 交換/研修之具體效益（請條列式列舉）

- 確立精品產業實戰思維： 透過系統性的專業課程與獲高分的 Chanel 香水客製化專案，將過去的理論轉化為具備商業價值的提案能力。
- 強化跨文化溝通與協商技巧： 在高度多元的小組演練中，學會辨識並跨越文化藩籬，掌握在國際團隊中推進專案的實務溝通技巧。
- 法語能力的專業化與在地化： 將大學時期打下的法語基礎，成功應用於高壓的商業面試與日常社交中，大幅提升語言的實戰價值。
- 高壓環境下的心理韌性與自我管理： 建立起透過運動調節身心壓力的健康習慣，學會在繁重課業與求職挫折中保持平靜與專注。

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；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？

在尋找巴黎精品集團(如 LVMH、KERING)實習機會的過程中，我遭遇了相當大的困境。法國精品業對於實習生的要求極高，除了專業知識外，更看重候選人是否具備極致的法式商業邏輯與精準的法語表達能力。初期面試時，我常因為無法在短時間內用法語完美且自信地闡述自身亮點而感到受挫。 為了解決這個問題，我開始主動尋求校內職涯中心的協助，並邀請法籍同學與我進行模擬面試(Mock Interview)。我將過去在台灣電商創業與營運的經驗，重新用法國面試官習慣的敘事邏輯進行包裝，並針對品牌 CRM (客戶關係管理) 與行銷策略準備了更深度的見解。雖然求職過程漫長且充滿挑戰，但這份困境逼迫我跳脫了舒適圈，最終讓我在面對高階主管的面試時，能展現出從容不迫的專業態度。

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？

最大的文化衝擊來自於法國人「捍衛自我觀點」的溝通方式。在 Cross Cultural Management 與其他小組討論中，我發現法國學生非常習慣，甚至享受於激烈的辯論。起初，身為亞洲學生的我習慣以和為貴，面對衝突時常選擇沉默或退讓，這讓我在團隊中一度失去話語權。 為了適應這種文化，我開始調整心態，認知到在法國的學術與職場環境中，「提出反對意見」並不代表個人攻擊，而是一種推進思考的過程。我強迫自己每堂課至少主動發言兩次，並在小組討論中勇敢提出不同視角的策略分析。久而久之，我不僅適應了這種直接的溝通模式，更贏得了同學的尊重，成為團隊中不可或缺的決策者。

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

這段歷練讓我從一個相對依賴體制的學生，蛻變成一個具備高度「獨立解決問題能力」的成熟個體。隻身在法國處理繁雜的簽證行政、尋找住宿、面對高淘汰率的面試，每一個環節都沒有人可以代勞。最大的成長在於「心態的從容」，我不再害怕未知與變動，遇到困難的第一反應不再是焦慮，而是冷靜地拆解問題、尋找資源並擬定行動方案。此外，我也更懂得照顧自己的心理健康，明白在全力衝刺事業與學業之餘，適時透過運動按下大腦的暫停鍵，是走得更長遠的關鍵。

H. 感想與建議

回首這一年在 Kedge 的交換時光，我深深慶幸自己當初做出了這個決定。對於未來有意前往法國交換的學弟妹，我有兩個誠摯的建議。首先，強烈建議在出發前建立一定基礎的法文水平。雖然商管課程多為英語授課，但無論是在校園交友、處理繁雜的行政手續，或是在當地尋找實習，法語能力絕對是你打開心門與機會之門的關鍵鑰匙；哪怕只會說一點點法文，法國人都會對你展現出截然不同的友善與包容。其次，培養自己獨立解決事情的能力。在異國他鄉，意外與挑戰是日常，請保持開放的心胸，勇敢開口求助，並把每一次的挫折當作提升自我韌性的養分。

英文心得 (English Report)

An Unforgettable Journey at Kedge Business School

My exchange year at Kedge Business School in France has been a highly transformative milestone in my academic and professional journey. Kedge is recognized as one of the elite Grandes Écoles in France and proudly holds the prestigious Triple Crown accreditation (EQUIS, AACSB, and AMBA). Known for its strong industry connections and exceptional programs in marketing and supply chain management, Kedge provided the perfect environment for me to deepen my expertise. I was based at the Bordeaux campus, which perfectly balances state-of-the-art academic facilities with the rich cultural and historical heritage of the region, offering a highly dynamic and international atmosphere.

Coursework and Academic Learning During my time at Kedge, I enrolled in a diverse array of courses, including Luxury Management, Supply Chain Management, Cross Cultural Management, Corporate Strategy in the Digital Age, and International Business Environment.

The two courses that resonated with me the most were *Luxury Management* and *Cross Cultural Management*. In the

Luxury Management class, I collaborated with my peers on a comprehensive final project titled "Chanel Bespoke Fragrance." We designed a highly exclusive, one-on-one customization service, focusing heavily on the "servicescape" and sensory marketing to cater to high-net-worth clients. Our strategic proposal was awarded an outstanding score of 16/20 by the professor. This project solidified my passion for the luxury sector and refined my strategic thinking. Furthermore, the *Cross Cultural Management* course was incredibly engaging. Instead of traditional lectures, the professor utilized practical dialogues, role-playing, and weekly business case studies. This hands-on approach allowed us to navigate cultural nuances in real-time, teaching me how to effectively communicate and negotiate within diverse, multicultural teams.

Extracurricular Life and Personal Growth Outside the classroom, my life was primarily driven by my career ambitions and physical well-being. Knowing that I wanted to pursue a career in the luxury beauty and fashion industry post-graduation, I strategically shifted my internship search focus from Bordeaux to Paris, where the heart of the luxury industry beats. I invested a immense amount of time preparing my resume and participating in rigorous interviews with top-tier houses like Diptyque and Qeelin. This cross-city job hunting exposed me to the high standards and intense competition of the French luxury job market.

To balance the immense pressure from academic workload and job hunting, I made full use of the free gymnasium provided by the school. Weight training became my sanctuary—a crucial routine to "pause" my brain, disconnect from stress, and maintain mental clarity. The gym also served as a fantastic social hub where I interacted with classmates outside of an academic setting and forged strong friendships with international students who shared similar lifestyle interests.

Specific Benefits and Overcoming Challenges The specific benefits of this exchange are multifold:

1. Gained hands-on strategic formulation skills in the luxury sector.
2. Enhanced cross-cultural adaptability and negotiation techniques.
3. Successfully applied my French language skills in highly professional contexts.
4. Developed robust stress-management habits.

The journey was not without challenges. The biggest hurdle was navigating the cultural shock during professional interviews and group discussions. The French communication style is direct, and they highly value individuals who can confidently debate and defend their ideas. Initially, my polite and reserved nature put me at a disadvantage. However, I overcame this by actively pushing myself out of my comfort zone, participating more aggressively in class debates, and conducting mock interviews with French peers. This dramatically improved my assertive communication skills.

Thoughts and Suggestions This year in France has profoundly changed me, fostering an unparalleled level of independence and psychological resilience. For future students planning to exchange in France, I highly recommend acquiring at least a basic level of French. Even though many programs are taught in English, speaking a little French drastically changes how locals perceive and assist you, making everyday life and administrative tasks significantly easier. Most importantly, embrace independence. Cultivate the ability to solve problems proactively and do not be afraid of the discomfort that comes with cultural immersion. The growth you experience on the other side is absolutely worth it.