

出國報告（出國類別：拜訪姊妹校）

## 赴墨西哥蒙特雷科技大學克雷塔羅 校區洽談跨洲碩士學程

服務機關：國立中興大學國際事務處

姓名職稱：國際事務處廖思善處長、廖郁淳小姐

法政學院高玉泉院長、行銷系李宗儒教授

派赴國家：墨西哥

出國期間：103年2月24日至103年3月3日

報告日期：103年3月18日

## 摘要 (200-300 字)

為提升本地學生國際競爭力，臺綜大國際學院擬推動成立跨洲學位學程，目前本校已與德國卡斯魯爾應用科學大學 (Karlsruhe University of Applied Sciences(HsKA)) 及墨西哥蒙特雷科技大學克雷塔羅校區 (Tecnológico de Monterrey, Campus Querétaro) 取得共識，共同成立「全球事務研究跨洲英語碩士學位學程」(Tricontinental Master Program in Global Studies)。為洽談合開學程相關事宜，三校代表相約於 2014 年 2 月 25-28 日假墨西哥蒙特雷科技大學克雷塔羅校區舉行三方會談，就該學程之目標期望、課程規劃、考試評分、論文撰寫及口試、實習、學位授予等事宜，進行細部討論。

經過四天馬拉松式的會議，可發現各校在許多制度的細部執行上常有所不同 (如：口試委員組成、評分及補考制度、學位文憑等)，但基於促成學程的共同使命感，各校代表均能以尊重 (原有規定) 及開放的態度，盡力研商出能同時達到三校最大利益的決策。此行對三校的合作默契和共識，相當有進展，可說是成果豐碩的一趟拜訪之旅。

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## 目的

為提升臺灣高教國際能見度、增加本地學生國際競爭力，臺綜大國際學院擬推動成立跨洲學位學程，由本校開始試辦，日前已與德國卡斯魯爾應用科學大學（Karlsruhe University of Applied Sciences (HsKA)）（德國科技類大學排名第 1）及墨西哥蒙特雷科技大學克雷塔羅校區（Tecnológico de Monterrey, Campus Querétaro）（2013 年 QS 排名第 279 名）取得共識，將共同成立「全球事務研究跨洲英語碩士學位學程」（Tricontinental Master Program in Global Studies）。

為洽談學程相關細節，三校代表相約於 2014 年 2 月 25-28 日假墨西哥蒙特雷科技大學克雷塔羅校區舉行三方會談，就該學程之名稱、目標期望、課程規劃、考試評分、論文撰寫及口試、實習、學位授予等進行討論。

## 過程

此行由本校廖思善國際長、法政學院高玉泉院長、行銷系李宗儒教授、及國際處廖郁淳小姐一同參與，四人於本(103)年 2 月 24 日晚間出發，經過近 24 小時的轉機、轉車，方到達位於墨西哥城西北方約 200 公里的克雷塔羅市(Querétaro)。儘管抵達墨西哥城國際機場的時間才約清晨五點，但接待校-蒙特雷科技大學克雷塔羅校區之代表，仍不畏辛苦、自凌晨一點就從該校出發，隨同派車來機場迎接，展現出墨西哥人熱情待客的最大誠意！

2 月 25-28 日拜訪期間，每天上午及下午均安排於該校管院的會議室，進行討論會談。早在此行出發之前，三校已先各自研擬一系列相關議題並做交換，因此一碰面很快就可以開始逐項討論。會談參與人員除了本校四位代表外，德國校方由 Stefan Bleiweis 教授及 Ivica Rogina 教授代表，墨西哥校方參與人員則以該校國際長 Carla Diez 教授及 Verónica Martínez 小姐為主。

依據安排，此行三方會談需要討論的議題大致如下：

1. 學程設立目標、期望、名稱
2. 學生入學之專業背景、語言能力、預算、申請方式等
3. 費用：學費、雜費收取與否、保險費、生活費預估、獎學金爭取等
4. 行政程序：學分數/讀書時數估算（work-loads）、簽證、工作證、保險等
5. 課程架構：必/選修、每學期最低學分數、共通/次要主題、區域特色主題等
6. 考試規定：補考制度、特殊申訴、評分標準及轉換等
7. 實習制度：申請、輔導、與論文相關性、企業條件等
8. 碩士論文：撰寫規則、指導教授、輔導、智慧財產權、口試委員、摘要格式、公開條件
9. 文憑：各頒、共頒、修業學分證明書
10. 三校聯合委員會：組織架構及功能、運作方式、每年定期舉行會議之大略時程、可能會談的方式

上述十個議題，分別在每個半天討論約三項，各校提出各種可能發生的情形、或分享各自學校的情況，最後並在 2 月 28 日將前三天討論的結論，起草撰寫成文字，經過不斷的琢磨、修正，終於完成了一份三校代表均同意的會議記錄，詳如附件。

此行另一個目的，是完成本校與蒙特雷科技大學克雷塔羅校區擬簽署的兩校合作同意書，然因合約最後還得送至總校區給總校長簽署，因此將由該校完成後再郵寄回本校。

此段拜訪期間，適逢蒙特雷科技大學克雷塔羅校區國際處舉辦 Global Faculty 活動，該校邀請了近二十位姊妹校老師，至該校進行短期教學活動，因此在各種場合也常可遇到來自世界各地的國際老師（如美國、巴西、捷克、義大利、澳洲等）、分享不同經驗，相信透過這樣的交流活動，必可提高該校師生的國際化程度。本國學生將來安排到該校修課時，也將能夠受惠於這樣的國際交流活動。

## 心得及建議

### 一、校園整體環境

本次拜訪除了討論學程，也順便造訪蒙特雷科技大學克雷塔羅校區，以瞭解將來本國學生前往就讀之就學環境。在校園的幾天，觀察到以下幾點特色：

1. 該校區安全管制相當嚴格，進出校門口都需要刷卡，在校內行動感覺相當安全自在。

2. 校園內設有許多開放式桌椅，特別的是桌椅旁幾乎都有提供「插座」，因此到處均可見到同學們圍繞著筆電、討論事情。即使中午午休時間，校內的足球場、游泳池、操場等也都見得到在運動的師生，校園風氣感覺相當活潑。

3. 校內的建築物也相當有特色，常可見到用大片玻璃及幾何線條來展現前衛設計。以該校國際處為例，一進玻璃門後，左側是一大片沙發接待區，正前方是半弧形的迎賓櫃檯，右側則是每位承辦人單獨隔間的小辦公室（如附件照片），無論是來詢問問題、還是討論事情，都有合適空間可以使用，感覺非常舒適。

4. 實習制度：拜訪接待過程，發現該校國際事務處設有實習制度 (internships)，該處聘了幾位專職的海外實習生，協助宣傳海外交換或支援處內相關業務。進一步詢問，發現原來有些海外學生為了學西班牙文，特地來應徵這樣不支薪的工作機會，學校僅提供接待家庭、學生餐廳餐卷、及修課的機會，而海外實習生帶來的不同背景的文化激盪，也造就了更國際化的環境，是將來我們可以考慮採用的制度。

### 二、跨國學程面臨之挑戰

自去年暑假德國卡斯魯爾應用科學大學 Stefan Bleiweis 教授應邀來台授課、

開啟了三校合開學程的契機之後，三方不斷透過電子郵件來往，這是第一次三校代表面對面坐下來討論學程的執行細則。對於創辦這樣的跨洲學位學程，各校都是第一次，因此只能盡其所能想像可能遇到的情況，例如：學生需於不同學期到不同國家修課（依目前規劃：第一學期在德國、第二學期在台灣、第三學期在墨西哥、第四學期任選一地實習），如果學生在某一地的必修課程沒有通過，該生勢必沒有第二次重修的機會，該如何處理？又或者三校同樣都有規範碩士論文需要口試，但在台灣的習慣，指導教授是主要口試委員，在另外兩地，有的是規定僅能從旁參與、有的甚至規定不得參與，面對這樣的多樣化，絕大部分協議都是依照原學校規定進行，也算是折衷協調、尊重各地/校原有的制度。

能夠這樣直接面對面溝通，除了可以快速解惑、達成共識外，更可以增進三校彼此的瞭解及情誼，在將來面對未來更多挑戰時，也有較強的共識基礎可以共同解決。因此三校代表也決定，每年學程委員會應該至少要有一次見面機會、並且輪流在三地舉辦，也可瞭解當地校園情形。

此次三校已將學程規劃大致完成，接下來是各校需向校內及國內教育部申請新設學程的行政流程，預計今年年底會再有另一次小規模的會面，彙整各校申請進度及新的議題，以確認是否可以順利如期在明年開始招收，九月開始上路。

# 附錄一



臺灣代表與德國代表合照



臺、德、墨三方代表合照



討論學程內容之會議



討論學程內容之會議



臺、德、墨三方共同簽署會議記錄



本校國際長與墨方國際長交換兩校姊妹校合約



校園內開放式桌椅（提供插座）



校園內紀念品專賣店



校園內開放式桌椅（提供插座），隨處可見同學圍繞討論



校園側門之一（需刷卡進出）



建築物內的幾何圖案設計



該校管理學院建築





**TECNOLÓGICO  
DE MONTERREY**

### **Tricontinental Master Program in Global Studies**

Having recognized that students in the 21st century require transcending local theoretical studies and the possession of transnational expertise, we, the

**Karlsruhe University of Applied Sciences, Germany,**

**National Chung Hsing University, Taiwan, and**

**Tecnológico de Monterrey Campus Querétaro, México,**

in order to

- contribute to sustainability and peace in a global society
- promote the understanding between peoples and cultures
- provide enterprises and international organizations with highly qualified personnel
- initiate the development of a network between the participants (with different backgrounds)
- develop the students' abilities to raise questions and find directions for future innovations
- educate students to become globally competitive in order to be prepared for the challenges of an international career

agreed upon the establishment of the

#### **Tricontinental Master Program in Global Studies.**

The program is scheduled to:

- be a master program held in three different universities and continents (sequential hosting)
- start in September/October 2015
- have a regular duration of four semesters
- admit about 5 - 8 students per university
- be lectured in English.

#### Selection and admission of students:

Selection of students shall be made by each university according to its rules and regulations, and in compliance with the laws of each country. An interview with the applicants (at least the ones shortlisted) may be required. In case the candidate lives remote, a written statement of motivation (or equivalent) shall suffice.

Target group are students who hold a bachelor degree and are able to provide proof of sufficient knowledge in business, management and economics.



Academic items (list of courses, contents and formal requirements):

Courses provided by the three universities are listed in Appendix I.

The following *consensus* has been reached by the three universities:

- common major topics and issues shall be covered
- the courses have a focus on the country and the continent where they are taught
- special reference to regional divergences is to be emphasized

The *syllabi* for the courses shall be provided by lecturers at each institution by the end of 2014.

The *examination regulations* shall be promulgated and announced according to the local requirements. In case a reseat is necessary it shall be arranged not later than the end of the second week of classes of the next semester (with technical assistance of the local university). Hardship cases (e.g. grant of a third attempt) and complaints will be handled according to the rules and regulations of the university where the examination took place.

For the purpose of scientific standards the *guideline for working scientifically* provided by the faculty of Management and Engineering at the Karlsruhe University of Applied Sciences shall serve as a reference.

A *master-thesis* shall be written in English by each student during the fourth semester of the program. The students are allowed to choose their thesis advisor from the lecturers that are involved in this master program. In addition there are two co-advisors, one from each remaining university. Scientific standards have to be met in the dissertation. In respect of the rules and regulations of each university, the submission of the final document shall not be later than six months after the approval of the topic. After completion the student shall sit in a viva to defend her/his work in English according to the guidelines of the faculty of the student's advisor. The thesis shall be conducted via a theoretical scientific research process, and may be in cooperation with an outside institution (e.g. an international company or organization), potentially combined with an internship. The university retains the right to claim any intellectual property rights as may be arisen according to relevant international and national laws. Upon submission the student shall provide a separate abstract of the master thesis of no less than 500 words plus an extra-list of keywords accessible to all persons involved in the program (including future students). For accreditation and similar purposes a full (electronic) version of the thesis shall be made available to qualified persons.

*Grades* will be marked according to local standards. A table to harmonize the different grading systems is agreed upon in Appendix II.

Upon graduation (after having completed all requirements) every student shall receive documents. There are three alternatives regarding their scope:

- one diploma issued jointly by all three universities
- three separate diplomas issued by each university



- one/two diplomas plus a certificate by the other/two

It has to be clarified with the local authorities which of these alternatives can be implemented.

The program-directors of each university shall form a *board* that will be responsible for deciding major issues of this master program. They shall meet once a year (rotation of the location). The board may invite experts for consulting purposes. In between there shall be IT-based online conferences whenever necessary, but at least once a semester.

Funding issues:

*Tuition* shall be paid at the "home university" (i.e. where the student is admitted to this program in the first instance) according to regular local standards for all four semesters. No further tuition shall be charged to the students. This shall not include the following expenses which may be charged by each university in accordance with its administrative regulations:

- In Karlsruhe, for one semester, an administrative fee of approx. USD 125 is due.
- Any other fees as may be required.

Students are required to hold an appropriate international *health insurance*.

All universities endeavor to seek *scholarships* in order to alleviate the financial burden for the students.

Students shall acquire appropriate *visas* for the time they spend abroad as may be required by the national laws. A financial statement (e.g. guarantees) may be required for this purpose.

Outlook

The next meeting is scheduled to take place in Karlsruhe in November 2014. It shall serve for the final elaboration of all aspects and details, leading into a formal agreement to be signed by the official representatives of each university. Consequently a proper webpage for this Tricontinental Master program shall be compiled.

Querétaro, México, February 27, 2014.

Prof. Dr. Carla Diez de Marina

Tecnológico de Monterrey  
Campus Querétaro, México

Prof. Dr. Sy-Sang Liaw

National Chung Hsing University,  
Taiwan

Prof. Dr. Stefan Bleiweis

Karlsruhe University of Applied Sciences,  
Germany

## Appendix I

<b>FIRST SEMESTER: Karlsruhe (October - January)</b>
ELECTIVE GERMANY (1 out of 2):
* Marketing
* Production
Business Structure and Management in major EU countries
Economic Policy (among others EU and its external relationships)
Organization and HR of EU enterprises
Cultural Diversity in Europe
EU Business and Labor Laws
Research and scientific standards (introductory part of one other course)
<b>SECOND SEMESTER: Taichung (February - June)</b>
Legal systems of China and Taiwan
Taiwanese history and Culture in East Asian Perspectives
Marketing Entry and Marketing Strategies in China and Taiwan
ELECTIVES TAIWAN (3 out of 4)
* The Development and Management of the Asian Corporation
* Asian Economies
* Seminar on Politics and Security Issues in East and South Asia
* The Political Economy of China-Taiwan Relations
<b>THIRD SEMESTER: Querétaro (July - December)</b>
Corporate Social Responsibility (legal aspects, see below)
Leadership for Sustainable Development
Introduction to Latin American Management
NAFTA Business Environment
Strategic Business Practices in Emerging Markets
ELECTIVE MEXICO (1 out of 2):
* Logistics and Sustainability
* Adaption to Dynamic Business Environments
<b>FOURTH SEMESTER: University or Company (January - June)</b>
Master-Thesis (combined with company project) plus Internship

## Appendix II

### Equivalent of Two Different Systems

100	1
99	1.1
98	1.2
97	1.3
96	1.4
95	1.5
94	1.6
93	1.7
92	1.8
91	1.9
90	2
89	2.1
88	2.2
87	2.3
86	2.4
85	2.5
84	2.6
83	2.7
82	2.8
81	2.9
80	3
79	3.1
78	3.2
77	3.3
76	3.4
75	3.5
74	3.6
73	3.7
72	3.8
71	3.9
70	4