



FACULTY OF BUSINESS
BACHELOR OF MANAGEMENT
LEARNING MODULE OUTLINE

Academic Year	2024 / 2025	Semester	1
Module Code	MGMT4130-411		
Learning Module	Cross Cultural Management		
Pre-requisite(s)	None		
Medium of Instruction	English		
Credits	3	Contact Hours	45 hrs
Instructor	(P) Im Hong Kei, Ken	Email	t1019@mpu.edu.mo
Office	B110	Office Phone	---

MODULE DESCRIPTION

This module examines organizational and individual behaviours, structures, and management practices in multinationals and in business situations involving cross cultural interactions. Emphasis is placed on management theory related to varying cultures and the significance of cross-cultural variables in the global business environment.

MODULE INTENDED LEARNING OUTCOMES (ILOS)

On completion of this learning module, students will be able to:

M1.	Identify the challenges to international business in our dynamic global environment
M2.	Explain the cultural variables in communication, negotiation, and decision making
M3.	Categorize various multinational organizational structure and control systems
M4.	Formulate and identify types of strategies available to international managers
M5.	Assess the concerns in global human resources management
M6.	

These ILOs aims to enable students to attain the following Programme Intended Learning Outcomes (PILOs):

PILOs	M1	M2	M3	M4	M5	M6
P1. Integrate contemporary Management theories and business disciplines relevant to general business practices.	✓	✓	✓	✓	✓	
P2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.	✓		✓	✓	✓	



P3. Utilize appropriate written and spoken forms to communicate effectively and professionally with	✓	✓	✓	✓	✓	
P4. Demonstrate leadership in a team and respecting the rights of others irrespective of their cultural background, race or gender in order to solve unpredictable problems in the field		✓	✓	✓		
P5. With the help of mathematical and statistical skills, utilize the latest empirical findings and academic studies to support the recommendation of business projects or reports.	✓					
P6. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.	✓			✓	✓	
P7. Interpret and utilize Management information or business software for internal control, planning, performance evaluation, and coordination to improve efficiency and effectiveness in the business process				✓		

MODULE SCHEDULE, COVERAGE AND STUDY LOAD

Week	Content Coverage	Contact Hours
1	Assessing the environment: political, economic, legal, technology The global business environment The political and economic environment	4.5
2	Managing interdependence – social responsibility; ethics, sustainability • Ethics in global management • Managing interdependence	3
3	Understanding the role of culture • Culture and its effects on organizations • Cultural value dimensions • The Internet and culture	3
4	Communicating across cultures • The communication processes • The culture-communication link • Managing cross-cultural communication	3
5	Understanding cross-cultural negotiation and decision making • The negotiation processes • Understanding negotiation styles • Managing negotiation	3
6	Mid-term Examination (chapter 1, 2, 3, 4, 5)	3
7	Formulating strategy for international and global operations • Reasons for going international • Strategic formulation process • Steps in developing international and global strategies	4.5
8	Implementing strategy for international and global operations • Strategic alliances • Global supply chain risks	3



9	Group Project Progress, Workshop & Consultation	3
10	Understanding organization structure and control system <ul style="list-style-type: none"> • Organizational structure • Choice of organizational form • Control systems for global operations 	3
11	Devise staffing, training, and compensation for global operations <ul style="list-style-type: none"> • Managing expatriates • Expatriate training and development 	3
12	Develop a global management cadre <ul style="list-style-type: none"> • Expatriate career management • Global management teams 	3
13	Group Project Oral Presentation + Overall Revision	3

TEACHING AND LEARNING ACTIVITIES

In this learning module, students will work towards attaining the ILOs through the following teaching and learning activities:

Teaching and Learning Activities	M1	M2	M3	M4	M5	M6
T1. Ongoing assessments for progressive delegated work items	✓	✓	✓	✓	✓	
T2. Group Term project	✓		✓	✓		
T3. Case study	✓	✓	✓	✓	✓	

ATTENDANCE

Attendance requirements are governed by the Academic Regulations Governing Bachelor's Degree Programmes of the Macao Polytechnic University. Students who do not meet the attendance requirements for the learning module shall be awarded an 'F' grade.

ASSESSMENT

In this learning module, students are required to complete the following assessment activities:

Assessment Activities	Weighting (%)	ILOs to be Assessed
A1. Assignments	15%	1、 2、 3、 4、 5
A2. Project Presentation	20%	1、 3、 4、
A3. Mid-term examination	25%	1、 2、 3、
A4. Final Examination	40%	1、 2、 3、 4、 5

The assessment will be conducted following the University's Assessment Strategy (see www.mpu.edu.mo/teaching_learning/en/assessment_strategy.php). Passing this learning module indicates that students will have attained the ILOs of this learning module and thus acquired its credits.



MARKING SCHEME

Criterion	Assessment (change if necessary)			
	Project	Presentation	Mid-term Exam	Final Exam
Excellent A, A- 88% - 100%	Strong evidence of original thinking; good organisation, capacity to analyse and systemise; superior grasps of subject matter; strong evidence of extensive knowledge base.			
Very Good, B+ 83% - 87%	Evidence of grasps of subject; strong evidence of critical capacity and analytical ability; good understanding of issues; evidence of familiarity with literature.			
Good B, B- 73% - 82%	Evidence of grasp of subject; some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with literature.			
Satisfactory C+, C, C- 58% - 72%	Profiting from the study experience; understanding of the subject; ability to develop solutions to simple problems in the material.			
Pass D+, D 50% - 57%	Sufficient familiarity with the subject matter to enable the student to progress without repeating the learning module			
Fail F 0% - 49%	Little evidence of familiarity with the subject matter; weak in critical and analytical skills; limited, or irrelevant use of literature.			

REQUIRED READINGS

Helen Deresky (2021), International Management – Managing Across Borders and Cultures, (10th, Global Edition), Pearson. ISBN 13:978-0-135-8980-7

REFERENCES

John B. Cullen, K. Praveen Parboteeah (2017, 7th edition), International MindTap Management Instant Access For Cullen/Parboteeah's Multinational Management, Cengage. ISBN-13: 9781337017480 | ISBN-10: 1337017485

Fred Luthans, Jonathan P. Doh (2017, 10th edition), International Management: Culture, Strategy, and Behavior, McGraw Hill. ISBN: 978-0-0-07-786244-2

David C. Thomas, Mark F. Peterson (2017, 4th edition), Cross-Cultural Management: Essential Concepts, SAGE. Cross Cultural Management: An International Journal, Emerald (e-journal available via MPI library e-Resources)

International Journal of Cross-Cultural Management, SAGE (e-journal available via MPI library eResources)

Journal of International Business Studies, Palgrave Macmillan (e-journal available via MPI library e-Resources)

Module website: <https://canvas.ipm.edu.mo>

STUDENT FEEDBACK

At the end of every semester, students are invited to provide feedback on the learning module and the teaching arrangement through questionnaires. Your feedback is valuable for instructors to enhance the module and its delivery for future students. The instructor and programme coordinators will consider all feedback and respond with actions formally in the annual programme review.

ACADEMIC INTEGRITY



澳門理工大學
Universidade Politécnica de Macau
Macao Polytechnic University

The Macao Polytechnic University requires students to have full commitment to academic integrity when engaging in research and academic activities. Violations of academic integrity, which include but are not limited to plagiarism, collusion, fabrication or falsification, repeated use of assignments and cheating in examinations, are considered as serious academic offenses and may lead to disciplinary actions. Students should read the relevant regulations and guidelines in the Student Handbook which is distributed upon the admission into the University, a copy of which can also be found at www.mpu.edu.mo/student_handbook/.



管理科學學院

管理學學士學位課程

學科單元/科目大綱

學年	2024/2025	學期	1
學科單元/科目編號	MGMT4130-412		
學科單元/科目名稱	跨文化國際企業管理		
先修要求	n/a		
授課語言	中文		
學分	3	面授學時	45
教師姓名	Michael Choi	電郵	t0005@mpu.edu.mo
辦公室	n/a	辦公室電話	n/a

學科單元/科目概述

本課程研究跨國公司在跨文化互動的商業環境中組織和個人行為，結構和管理的實踐。重點放在與各種文化相關的管理理論上，及在全球商業環境中跨文化變數的重要性。

學科單元/科目預期學習成效

完成本學科單元/科目，學生將能達到以下預期學習成效：

1. 在動態的全球環境中確定國際業務面臨的挑戰
2. 解釋文化在溝通，談判和決策中所產生的變數
3. 瞭解不同種類的跨國組織結構和控制系統
4. 確定和制定可供國際管理人員使用的戰略類型
5. 評估全球人力資源管理的關注點

有關預期學習成效促使學生取得以下課程預期學習成效：

課程預期學習成效	M1	M2	M3	M4	M5
P1. 把當代管理理論和學科融合，應用於業務相關的實踐。	✓	✓	✓	✓	✓
P2. 應用批判性思維和邏輯分析及技術來解決管理問題。	✓		✓	✓	✓
P3. 能以適當的文字書寫和口頭形式與各種文化背環境的持份者進行有效和專業的溝通。	✓	✓	✓	✓	✓
P4. 在具不同文化背景，種族或性別的團隊中，表現出領導才		✓	✓	✓	



能並在尊重他人的權利下，解決不可預測的難題。				
P5. 通過對全球商業慣例，對經濟，環保，政治，法律和法規進行道德審查，建議採取適當的措施。	✓		✓	✓

教與學日程、內容及學習量

週	涵蓋內容	章節	學時
1	政治、經濟、法律、科技環境評估 1.1 全球化商業環境 1.2 政治與經濟環境 1.3 法律環境 1.4 科技環境	1	3
2	社會責任，倫理與可持續發展 2.1 跨國公司的社會責任 2.2 全球管理的倫理道德 2.3 管理相互依賴性	2	3
3	理解文化的角色 3.1 文化及其對組織的影響 3.2 文化的價值觀維度 3.3 互聯網與文化 3.4 建立海外概要 3.5 世界各地的文化和管理風格	3	4.5
4	跨文化溝通 4.1 溝通過程 4.2 文化 - 溝通聯繫 4.3 信息技術：全球化與當地語系化 4.4 跨文化溝通管理	4	3
5	跨文化談判與決策制定 5.1 談判 5.2 談判過程 5.3 理解談判風格 5.4 管理談判 5.5 決策制定	5	3
6	制定戰略 6.1 國際化的動因 6.2 策略形成過程 6.3 國際化與全球化形成步驟	6	4.5
7	中期測驗 (第 1, 2, 3, 4, 5 章)		3
8	戰略實施：戰略聯盟，小企業和新興經濟體的公司 7.1 戰略聯盟 7.2 戰略實施	7	3
9	組織結構和控制系統	8	3



	8.1 組織結構 8.2 跨國公司組織結構的演進和變革 8.3 全球化組織 8.4 新型的政治結構模型 8.5 政治結構的選擇 8.6 全球運作的控制系統 8.7 管理有效的監控系統		
10	全球化運作的員工雇用、培養和薪酬 9.1 全球化運營中的員工僱用 9.2 管理外派人員 9.3 外派員工的培訓與開發 9.4 外派人員的薪酬 9.5 東道國公民的培訓與薪酬	9	3
11	培養全球管理精英 10.1 海外職業生涯管理 10.2 外派對培養全球管理者的作用 10.3 全球化管理團隊 10.4 在當地勞動關係制度下工作	10	3
12	激勵和領導 11.1 激勵的跨文化研究 11.2 環球領導者的角色和環境 11.3 領導力跨文化研究 11.4 權變領導：文化因素	11	3
13	學生習作簡報		3
	期終考試（第6，7，8，9，10，11章）		3
	Total:		45

注意：上述上課時間安排將根據學生的進度而有所調較。

教與學活動

修讀本學科單元/科目，學生將透過以下教與學活動取得預期學習成效：

教與學活動	M1	M2	M3	M4	M5
T1. 個人習作	✓	✓			
T2. 小組習作	✓	✓	✓	✓	✓
T3. 課堂參與及個案討論	✓	✓	✓	✓	✓



考勤要求

考勤要求按澳門理工大學《學士學位課程教務規章》規定執行，未能達至要求者，本學科單元/科目成績將被評為不合格（“F”）。

考評標準

修讀本學科單元/科目，學生需完成以下考評活動：

		百分比	評估課程預期學習成果				
			1	2	3	4	5
1.	小組習作	30%	✓	✓	✓	✓	✓
2.	課堂參與及個案討論	5%	✓	✓	✓	✓	✓
3.	期中測驗	25%	✓	✓	✓		
4.	期終考試	40%	✓	✓	✓	✓	✓
		100%					

此學習模組的評分為 100 分，100 分是最高分，而 50 分為及格分。除期終考試外，課程的其他考核不設補考，學生任何缺席原因將不被接受。

評分準則

有關考評標準按大學的學生考評與評分準則指引進行（詳見 www.mpu.edu.mo/teaching_learning/zh/assessment_strategy.php）。學生成績合格表示其達到本學科單元/科目的預期學習成效，因而取得相應學分。

書單

國際管理 – 跨國與跨文化管理（第 8 版）

Helen Deresky 著

周路路，趙曙明主譯

中國人民大學出版社

ISBN 978-7-300-20938-8

參考文獻

參考書

- Fred Luthans, Jonathan P. Doh (2017, 10th edition), International Management: Culture, Strategy, and Behavior, McGraw Hill.
- David C. Thomas, Mark F. Peterson (2017, 4th edition), Cross-Cultural Management: Essential Concepts, SAGE.



- Erin Meyer (2015, International edition), The Culture Map, Public Affairs.
- Marie-Joelle Browaeyns and Roger Price (2011, 2nd edition), Understanding Cross-cultural Management, Prentice Hall

主要期刊

- Cross Cultural Management: An International Journal, Emerald (e-journal available via MPI library e-Resources)
- International Journal of Cross Cultural Management, SAGE (e-journal available via MPI library e-Resources)
- Journal of International Business Studies, Palgrave Macmillan (e-journal available via MPI library e-Resources)

學生反饋

學期結束時，學生將被邀請以問卷方式對學科單元/科目及有關教學安排作出反饋。你的寶貴意見有助教師優化學科單元/科目的內容及教授方式。教師及課程主任將對所有反饋予以考量，並在年度課程檢討時正式回應採取之行動方案。

學術誠信

澳門理工大學要求學生從事研究及學術活動時必須恪守學術誠信。違反學術誠信的形式包括但不限於抄襲、串通舞弊、捏造或篡改、作業重覆使用及考試作弊，均被視作嚴重的學術違規行為，或會引致紀律處分。學生應閱讀學生手冊所載之相關規章及指引，有關學生手冊已於入學時派發，電子檔載於 www.mpu.edu.mo/student_handbook/。