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

FACULTY OF BUSINESS

BACHELOR OF MANAGEMENT

LEARNING MODULE OUTLINE

Academic Year	2024 / 2025	Semester	2
Module Code	MGMT4150-421		
Learning Module	Crisis Management		
Pre-requisite(s)	None		
Medium of Instruction	English		
Credits	3	Contact Hours	45 hrs
Instructor	Michael Choi	Email	t0005@mpu.edu.mo
Office	---	Office Phone	---

MODULE DESCRIPTION

The module aims at increasing the students understanding about the different concepts of crisis management, conflict management, conflict resolution and conflict prevention. The students should be able to analyse and understand conflicts in these terms and the theoretical development of the concepts.

MODULE INTENDED LEARNING OUTCOMES (ILOS)

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

M1.	Predict and relate the types of crises to which organizations can be exposed
M2.	Identify and analyse the potential sources and impact of crises on businesses and stakeholders
M3.	Construct a crisis management team and prepare a crisis management plan; formulate crisis communication tactics
M4.	Formulate and apply problem solving and ethical reasoning methods in case analysis of business crises

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

PILOs	M1	M2	M3	M4	M5
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 stakeholders in various cultural environments.	✓	✓		✓	
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	A Framework for Crisis Management • Describe the Context • Compare the various Frameworks for Crisis Management	3
2	The Crisis Management Landscape • Identify and describe four characteristics of a transboundary crisis. • Discuss how social media can intensify a crisis • Describe how human error and decision-making can contribute to the formation and escalation of a crisis.	3
3	Sources of Organizational Crises • Analyse the Crises and the External Environment • Outline the Crises and the Industry Life Cycle • Describe the Crises and the Organizational Life Cycle	3
4	Strategic Planning and Assessing Crisis Vulnerability • Define Strategic Approach to Crisis Prevention • Outline Organizational Culture and Crisis Planning	3
5	Forming the Crisis Management Team and Plan • Organize the Crisis Management Team (CMT) • Create the Crisis Management Plan (CMP) • Design Crisis Management Training	4.5
6	Mid-term Examination (chapter 1, 2, 3, 4, 5)	3
7	Organizational Strategy and Crises • Identify Strategies and Crises • Describe the Strategic Control Process • Appraise Retrenchment Strategies	3
8	Crisis Management: Taking Action When Disaster Hits • Describe the Beginning of the Crisis: Leadership, Strategies, and Activities • Identify the Mid-Crisis Stage: Response and Mitigation • Identify the End of the Crisis: Where to Go From Here?	3
9	Crisis Communication • Outline and appraise the Communication Process	4.5

	• Relate Crisis Communication with Internal Stakeholders • Relate Crisis Communication with External Stakeholders • Evaluate the Success of the Crisis Communication Process • Appraise Crisis Communication Training	
10	The Importance of Organizational Learning • Formulate Organizational Learning from a Crisis • Review and Adjust the Crisis Management Plan: The Learning Response • Outline the Crisis Management Process • Define a Learning Organization • Identify Barriers to Learning	3
11	The Underlying Role of Ethics in Crisis Management • Relate Business Ethics with Crisis Management • Apply Landscape Survey: Uncovering the Ethical Boulders • Apply Strategic Planning: Confronting the Ethical Boulders • Apply Crisis Management: Further Considerations During an Ethical Crisis	3
12	Group Project Report & Oral Presentation	3
13	Overall Final Review and Revision	3
14	Final Examination	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	✓		✓	✓		

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. Individual Class Engagements	15%	1、2、3、4、5
A2. Group Assignment	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

	Assessment			
Criterion	Class Engagement / Project	Presentation	Mid-term Exam	Final Exam
Excellent A, A- 88% - 100%	Strong evidence of original thinking; good organization, capacity to analyze 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

Crandall, W., Parnell, J.A. and Spillan, J.E. (4th edition, 2021). Crisis Management Leading in the New Strategy Landscape. SAGE Publications. ISBN: 9798550555514

REFERENCES

William Rick Crandall Ph.D. , John A. Parnell Ph.D. , John E. Spillan Ph.D. (2020), Crisis Management: Leading in the New Strategy Landscape

Gilbert R. Winham, (2020), 1st ed., New Issues in International Crisis Management, Routledge

ISBN 13 : 978-0367160999 ISBN 10 : 0367160994

Lisa R. Jackson-Cherry, Bradley T. Erford (2014), 4th ed., Crisis Assessment, Intervention, and Prevention. Pearson.

Coombs, W. Timothy (2014). Applied crisis communication and crisis management: cases and exercises. SAGE Publications.

Journal of Contingencies and Crisis Management. John Wiley & Sons Ltd.

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

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	2
學科單元/科目編號	MGMT4150-422		
學科單元/科目名稱	危機管理		
先修要求	無		
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	---	辦公室電話	---

學科單元/科目概述

本課程旨在提高學生對危機管理、衝突管理、衝突解決和衝突預防等概念的理解，分析和理解有關術語，概念和理論。

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：

M1.	預視組織可能面臨的危機類型；
M2.	識別和分析危機對企業和利益相關者的潛在來源和影響；
M3.	組建危機管理團隊，制定危機管理方案；制定危機溝通策略，
M4.	在商業危機案例分析中制定和應用問題解決和合符倫理的方法。

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
P1. 整合與一般商業實務相關的當代管理理論和商業學科。	✓	✓	✓	✓
P2. 應用批判性思考和邏輯分析技能和技巧來解決管理問題。	✓	✓	✓	✓

					✓
P3. 通過適當的書面和口頭形式與不同文化環境中的利害關係人進行有效和專業的溝通。					✓
P4. 展現團隊領導並尊重他人的權利，無論其文化背景、種族或性別如何，以解決該領域不可預測的問題。				✓	✓
P5. 透過對全球商業實踐的經濟、環境、政治、法律和監管背景進行道德審查，提出適當的行動方案。	✓	✓			✓
P6. 解釋和利用管理資訊或業務軟體進行內部控制規劃，績效評估和協調，以提高業務流程的效率和有效性				✓	✓

教與學日程、內容及學習量

	涵蓋內容	涵蓋內容
1	危機管理框架 • 危機的定義及管理重要性 • 危機的種類及生命週期 • 危機不同階段架構	3
2	危機管理的格局 • 描述使恐怖主義對組織構成持續威脅的因素 • 識別並描述全球化導致危機事件升級的方式 • 識別並描述公司可以用來解決供應鏈中現代奴隸制問題的策略	3
3	企業危機的根源 • 分析危機與外在環境 • 概述危機和行業生命週期 • 描述危機和組織生命週期	3
4	危機管理的戰略方法 • 定義預防危機的戰略方法 • 評估環境的不確定性 • 環境掃描 • 可預見的驚奇 (predictable surprise) • 概述組織文化和危機規劃	3
5	成立危機管理團隊及制定危機管理計劃 • 組織危機管理團隊 (CMT) • 制定危機管理團隊 (CMP) • 設計危機管理培訓	4.5
	中期測驗 (第 1, 2, 3, 4, 5 課)	3
6	組織策略與危機 • 確定戰略和危機 • 企業策略及業務策略 • Michael Porter 的通用戰略框架 • 描述戰略控制過程	3
7	危機管理: 在災難中採取行動 • 危機的開始：領導，策略及活動	3

	• 危機的中段：反應及解決方案，圍堵損害 • 危機結束：何去何從	
8	危機溝通 • 概述和評估溝通過程 • 形象修復理論 • 情境危機溝通理論 • 評估危機溝通過程的成功 • 評估危機溝通培訓 • 通信媒體及社交平台對處理危機的影響	4.5
9	組織學習的重要性 • 從危機中制定組織學習 • 審查和調整危機管理計畫：學習反應 • 概述危機管理流程 • 定義學習型組織 • 認識學習的阻礙	3
10	倫理在危機管理中的潛在作用 • 商業道德與危機管理 • 應用景觀調查：道德問題的考慮 • 應用戰略規劃：直面道德問題 • 應用危機管理：道德危機期間的進一步考慮	3
	學生習作簡報	3
	考試複習	3
	期末考試 (第 6,7,8,9,10 課)	3
	總時數	45

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
T1. 個人及小組習作	✓	✓	✓	✓
T2. 參與課堂個案討論	✓	✓	✓	✓
T3. 中期測驗及期終考試	✓	✓	✓	✓

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：

考評活動	佔比 (%)	所評核之 預期學習成效
A1. 課上討論，習作	15	M1, 2, 3
A2. 小組習作	20	M3, 4
A4. 期中測驗	25	M1-4
A5. 期終考試	40	M1-4

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。

評分準則

	工作評估	準則	Excellent (A, A-)	Very Good, Good (B+, B, B-)	Satisfactory (C+, C, C-)	Pass (D+, D)	Fail (F)
			88-100	73 - 87	58 - 72	50 - 57	0 – 49
1.	課堂學習	表現出對課程所涵蓋科目的理解並表現出積極的學習態度	高	高中	中	基本	未能達到最低要求
2.	個人習作	展現回答課程中涵蓋的主題問題的能力	高	高中	中	基本	未能達到最低要求
3.	小組習作	展現對課程主題的理解，並透過口頭陳述和報告寫作來闡明和組織論點	高	高中	中	基本	未能達到最低要求

4.	中期測驗及期終考試	展現識別和應用適當概念、方法和技術的能力	高	高中	中	基本	未能達到最低要求

書單

1. CRANDALL, W., PARNELL, J.A. AND SPILLAN, J.E. (2ND EDITION, 2014). CRISIS MANAGEMENT LEADING IN THE NEW STRATEGY LANDSCAPE. SAGE PUBLICATIONS.

2. 企業危機管理，第五版，2014 年，作者: 朱延智，出版社：五南

參考文獻

1. W. Timothy Coombs (2023). Ongoing Crisis Communication, Planning, Managing and Responding. ISBN 978-1-0718-1664-6

2. William Rick Crandall Ph.D. , John A. Parnell Ph.D. , John E. Spillan Ph.D. (2020), Crisis Management: Leading in the New Strategy Landscape

3. Gilbert R. Winham, (2020), 1st ed., New Issues in International Crisis Management, Routledge
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4. Lisa R. Jackson-Cherry, Bradley T. Erford (2014), 4th ed., Crisis Assessment, Intervention, and Prevention. Pearson.

5. Coombs, W. Timothy (2014). Applied crisis communication and crisis management: cases and exercises. SAGE Publications.

6. Journal of Contingencies and Crisis Management. John Wiley & Sons Ltd.

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/。