

# Macao Polytechnic Institute

## School of Business

### Bachelor of Management

#### Module Outline

Academic Year 2021 / 2022 Semester 1

<b>Learning Module</b>	Cross Cultural Management		<b>Class Code</b>	MGMT4130-411	
<b>Pre-requisite(s)</b>	None				
<b>Medium of Instruction</b>	English		<b>Credit</b>	3	
<b>Lecture Hours</b>	45 hrs	<b>Lab/Practice Hours</b>	0 hrs	<b>Total Hours</b>	45 hrs
<b>Instructor</b>	Dr. Margaret Tang		<b>E-mail</b>	nftang@ipm.edu.mo	
<b>Office</b>	Room 525 Meng Tak Building		<b>Telephone</b>	8599 3326	

#### 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.

#### Learning Outcomes

After completing the learning module, the students should be able to:

1. Identify the challenges to international business in our dynamic global environment
2. Explain the cultural variables in communication, negotiation, and decision making
3. Categorize various multinational organizational structure and control systems
4. Formulate and identify types of strategies available to international managers
5. Assess the concerns in global human resources management

## Content

	Topics	Chapter	Duration (hours)
1	Assessing the environment: political, economic, legal, technology <ul style="list-style-type: none"> <li>• The global business environment</li> <li>• The political and economic environment</li> </ul>	1	4.5
2	Managing interdependence – social responsibility; ethics, sustainability <ul style="list-style-type: none"> <li>• Ethics in global management</li> <li>• Managing interdependence</li> </ul>	2	3
3	Understanding the role of culture <ul style="list-style-type: none"> <li>• Culture and its effects on organizations</li> <li>• Cultural value dimensions</li> <li>• The Internet and culture</li> </ul>	3	3
4	Communicating across cultures <ul style="list-style-type: none"> <li>• The communication processes</li> <li>• The culture-communication link</li> <li>• Managing cross-cultural communication</li> </ul>	4	3
5	Understanding cross-cultural negotiation and decision making <ul style="list-style-type: none"> <li>• The negotiation processes</li> <li>• Understanding negotiation styles</li> <li>• Managing negotiation</li> </ul>	5	3
6	Mid-term Examination (chapter 1, 2, 3, 4, 5)		3
7	Formulating strategy for international and global operations <ul style="list-style-type: none"> <li>• Reasons for going international</li> <li>• Strategic formulation process</li> <li>• Steps in developing international and global strategies</li> </ul>	6	4.5
8	Implementing strategy for international and global operations <ul style="list-style-type: none"> <li>• Strategic alliances</li> <li>• Global supply chain risks</li> </ul>	7	3
9	Group Project Progress, Workshop & Consultation		3
10	Understanding organization structure and control system <ul style="list-style-type: none"> <li>• Organizational structure</li> <li>• Choice of organizational form</li> <li>• Control systems for global operations</li> </ul>	8	3
11	Devise staffing, training, and compensation for global operations	9	3

	<ul style="list-style-type: none"> <li>• Managing expatriates</li> <li>• Expatriate training and development</li> </ul>		
12	Develop a global management cadre <ul style="list-style-type: none"> <li>• Expatriate career management</li> <li>• Global management teams</li> </ul>	10	3
13	Group Project Oral Presentation + Overall Revision		3
	Final examination		3
Total:			45

## **Teaching Method**

This module is delivered through a series of lectures which provide a detailed description of the theoretical background of cross-cultural management. The module has class activities, exercises, case studies and discussions, a group term project, and incorporates multimedia resources such as videos and websites to support students' learning. A mid-term examination and final examination are used to monitor and measure the course knowledge acquired by the students. The Online Canvas system platform will be updated frequently.

## **Attendance**

You are encouraged to attend and participate all the weekly classes with incentives to such committed learning.

Attendance requirements are governed by the "Academic Regulations Governing Bachelor's Degree Programmes of Macao Polytechnic Institute". Students who have less than 70% of class attendance for the enrolled module are not eligible to attend the final or re-sit examinations and will be given an "F" as their final grade.

## **Assessment**

This learning module is graded on a 100-point scale, with 100 being the highest possible score and 50 being the passing score.

Item	Description	Assessment of course intended learning outcomes (MILO No.)					Percentage
		1	2	3	4	5	
1. Assignments	Ongoing assessments for progressive delegated work items	√	√	√	√	√	15%
2. Project Presentation	Group Term project	√	√		√		20%
3. Mid-term examination	First half of the syllabus	√	√	√			25%
4. Final Examination	3-hour examination	√	√	√	√	√	40%
Total:							100%

### ***Policy against academic misconduct behavior***

Academic honesty is the basis for academic achievement. Cheating or dishonest acts in assignments, mid-term or final examination are serious offenses: a maximum grade deduction of 100% will be exercised.

*Warning: Plagiarism is a serious form of academic misconduct.*

## **Plagiarism Policy**

It is student's responsibility to ensure that his/her assignment has been checked by *Turnitin* software, and the similarity score given by *Turnitin* software cannot be higher than 30%. However, a special case can be determined by the instructor.

## **Teaching Material(s)**

### **Textbook**

Helen Deresky (2017), International Management – Managing Across Borders and Cultures, (9<sup>th</sup>, Global Edition), Pearson. ISBN 13:978-1-292-15353-7

### **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: 978-0-07-786244-2

- David C. Thomas, Mark F. Peterson (2017, 4th edition), Cross-Cultural Management: Essential Concepts, SAGE.

### **Journals**

- 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>

The course web site is used for the following purposes:

- \* online assignments submission of each chapter
- \* class announcements archive
- \* Email communication between students and teacher
- \* online assignment and mid-term exam marks lookup

## Alignment of Program and Module Intended Outcomes

PILOs	MILOs
1. Integrate contemporary Management theories and business disciplines relevant to general business practices.	MILOs 1, 2, 3, 4, 5
2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.	MCILOs 1, 3, 4, 5
3. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments.	MILOs 1, 2, 3, 4, 5
4. 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.	MILO 2, 3, 4
5. 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.	NA
6. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.	MILOs 1, 4, 5
7. 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.	NA

澳門理工學院  
管理科學高等學校  
管理學學士學位課程  
學科單元大綱

2021/2022 學年 第 1 學期

學科單元	跨文化國際企業管理		班別編號	MGMT4130-412	
先修要求	無				
授課語言	中文		學分	3	
理論課課時	45	實踐課課時	0	總課時	45
教師姓名	蔡忠民		電郵	T0005@ipm.edu.mo	
辦公室	不適用		電話	n/a	

### 學科單元概論

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。

### 學習目標

完成課程後，學員應該能夠：

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

課程计划和课程预期學習目標(Couse Intended Outcomes) 的一致性

	PILOs	CILOs
1	把當代管理理論和學科融合，應用於業務相關的實踐。	CILOs 1, 2, 3, 4, 5
2	應用批判性思維和邏輯分析及技術來解決管理問題。	CILOs 1, 3, 4, 5
3	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。	CILOs 1, 2, 3, 4, 5

4	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。	CILO 2, 3, 4
5	借助數學和統計技能，以實證發現與學術研究來支持業務項目或報告的建議。	不適用
6	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。	CILOs 1, 4, 5
7	使用和演繹管理資訊或業務資信以進行內部控制，計畫，績效評估和協調，以提高業務流程的效率和有效性。	不適用

## 教學內容

	主題	章節	課時
1	環境評估：政治、經濟、法律、科技 <ul style="list-style-type: none"> <li>• 環球商業環境</li> <li>• 政治與經濟環境</li> <li>• 法律環境</li> <li>• 科技發展的影響</li> </ul>	1	4.5
2	相互依存關係 - 社會責任；道德，可持續性 <ul style="list-style-type: none"> <li>• 全球管理下的道德</li> <li>• 管理相互依存</li> </ul>	2	3
3	理解文化的角色 <ul style="list-style-type: none"> <li>• 文化對組織的影響</li> <li>• 文化價值維度</li> <li>• 互聯網與文化</li> </ul>	3	3
4	跨文化溝通 <ul style="list-style-type: none"> <li>• 溝通過程</li> <li>• 文化與溝通的關連</li> <li>• 管理跨文化溝通</li> </ul>	4	3
5	跨文化談判與決策制定 <ul style="list-style-type: none"> <li>• 談判的過程</li> <li>• 了解談判的風格</li> <li>• 談判的管理</li> </ul>	5	3
6	戰略的制定 <ul style="list-style-type: none"> <li>• 企業國際化的動因</li> <li>• 制定戰略的過程</li> <li>• 國際化與全球化戰略的形成過程</li> </ul>	6	4.5
	中期測驗 (第 1, 2, 3, 4, 5 章)		3



7	全球聯盟與戰略實施 <ul style="list-style-type: none"> <li>● 戰略聯盟</li> <li>● 在中小企業(SMES)和跨國公司(MNCs)之間建立聯盟</li> <li>● 戰略的實施</li> <li>● 環球供應鏈的風險</li> </ul>	7	3
8	組織結構與控制系統 <ul style="list-style-type: none"> <li>● 組織結構</li> <li>● 跨國公司組織結構的發展和演進</li> <li>● 實現全球化的組織</li> <li>● 全球運營的控制系統</li> <li>● 高效的管理監控系統</li> </ul>	8	3
9	全球運營中的員工雇傭、培訓與薪酬 <ul style="list-style-type: none"> <li>● 管理外派員工</li> <li>● 外派員工的培訓與薪酬</li> </ul>	9	3
	學生習作簡報		3
10	建設全球化管理團隊 <ul style="list-style-type: none"> <li>● 外派人員職業生涯管理</li> <li>● 回流計劃在培養全球化員工隊伍中的作用</li> <li>● 全球化管理團隊</li> <li>● 管理聚焦：女性在國際化管理中的角色</li> <li>● 在當地勞動關係制度下工作</li> </ul>	10	3
11	激勵與領導 <ul style="list-style-type: none"> <li>● 跨文化中的激勵</li> <li>● 環球領導的角色</li> </ul>	11	3
	期終考試（第6，7，8，9，10，11章）		3
	Total:		45

注意：上述上课时间安排是暂定，会根据学生的进度而有所調較。

## 教學方法

本課程通過一系列講課詳細介紹跨文化管理的理論背景。該課程包括課堂活動，練習，案例分析研究和分組討論，並結合了諸如視頻和網站之類的多媒體資源，以支援學生的學習。並通過一個小組學期專案，加深認識。期中考試和期末考試用於監控和衡量學生獲得的課程知識。

## 考勤要求

按《澳門理工學院學士學位課程教務規章》規定執行。

## 評分標準

此學習模組的評分為 100 分，其中 100 分是最高分，而 50 分為及格分。

		評估課程預期學習成果 (CILO No.)					百分比
		1	2	3	4	5	
1.	個人習作	√	√	√	√	√	10%
2.	小組習作	√	√		√		15%
3.	課堂參與個案討論	√	√	√	√	√	10%
4.	期中測驗	√	√	√			25%
5.	期終考試	√	√	√	√	√	40%
							100%

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。

## 嚴禁抄竊政策

學術誠信是學術成就的基礎。在作業，期中考試或期末考試中作弊或不誠實行為屬於嚴重罪行：最高將扣除 100% 的成績。

當學生提交作業前，有責任確保 Turnitin 軟體已檢查作業，而 Turnitin 軟體給出的相似性分數不能高於 30%。但特殊情況可以由教師確定。

*警告：抄竊是嚴重的學術不端行為，一經發現，將受嚴懲。*

## 教材

### 課本

國際管理 – 跨國與跨文化管理（第 8 版）

Helen Deresky 著

趙曙明等譯

中國人民大學出版社

ISBN 9787300209388

### 參考材料

#### 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.

#### 主要期刊

- Cross Cultural Management: An International Journal, Emerald (ejournal available via MPI)

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- 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)