

PIA6800: CONTEMPORARY MANAGEMENT FOR HOUSING MANAGERS

Effective Term

Semester B 2024/25

Part I Course Overview

Course Title

Contemporary Management for Housing Managers

Subject Code

PIA - Public and International Affairs

Course Number

6800

Academic Unit

Public and International Affairs (PIA)

College/School

College of Liberal Arts and Social Sciences (CH)

Course Duration

One Semester

Credit Units

3

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

English

Medium of Assessment

English

Prerequisites

Nil

Precursors

Nil

Equivalent Courses

POL6800 Contemporary Management for Housing Managers

Exclusive Courses

Nil

Part II Course Details

Abstract

This course aims to provide students with knowledge in applying the principles and theories of management studies with special application to the housing sector of Hong Kong and the Region. This course will cover general management theories, human and financial as well as strategic management.

Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if DEC-A1 app.)		DEC-A2	DEC-A3
1	Illustrate current and emerging theories of modern management in the areas of organization studies, human resources, financial and strategic management.		x		
2	Analyse new approaches in the organizational and management issues relating to your work setting with the management theories and models covered in the course.		x		
3	Develop new approaches in your work setting with the management theories and models covered in the course.				x
4	Critically appraise the applicability of theories of models of management studies to local organizational settings.			x	
5	Apply new models of management studies to local organizational settings.				x

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

Learning and Teaching Activities (LTAs)

LTAs		Brief Description	CILO No.	Hours/week (if applicable)
1	Lectures	Discuss and analyse theories and practice of Management Studies during lectures	1, 2, 3	2 hours per week
2	Presentations/ case studies in student-led seminars	Apply management theories and concepts to analyse your selected case studies and/or real-life examples in organizations.	1, 2, 3, 4, 5	1 hour per week

Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)
1	Seminar Participation	2, 3, 4	10	
2	Student-led Seminar	1, 2, 3, 4, 5	20	
3	Seminar Paper	1, 2, 3, 4, 5	30	
4	Test	1, 2, 3, 4, 5	40	

Continuous Assessment (%)

100

Additional Information for ATs

Students are required to pass BOTH the coursework assessment AND the examination before they can be awarded an overall passing grade of the course.

Assessment Rubrics (AR)**Assessment Task**

Seminar Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Degree and quality of participation as well as contribution to discussion in seminars

Excellent

(A+, A, A-) Very active and high quality participation, giving very constructive comments and raising very stimulating questions.

Good

(B+, B, B-) Active in participation, giving constructive comments and raising good questions.

Fair

(C+, C, C-) Fair participation, giving fair comments and raising fair questions for discussion.

Marginal

(D) Not very willing to participate in discussion.

Failure

(F) Not willing to participation in discussion or even not present in seminars.

Assessment Task

Student-led Seminar (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Ability in selecting and organising relevant case materials connecting with appropriate concepts and theories of management

Excellent

(A+, A, A-) Students demonstrate superior ability in selecting and organising relevant case materials as well as connecting such materials with the appropriate concepts and theories of management. In the classroom interactive session, the students are able to show excellent skills in both the clarity of presentation as well as the techniques in engaging/leading fellow classmates in discussion.

Good

(B+, B, B-) Students demonstrate good ability in selecting and organising relevant case materials as well as connecting such materials with the appropriate concepts and theories of management. In the classroom interactive session, the students are able to show good skills in both the clarity of presentation as well as the techniques in engaging/leading fellow classmates in discussion.

Fair

(C+, C, C-) Students demonstrate average ability in selecting and organising relevant case materials as well as connecting such materials with the appropriate concepts and theories of management. In the classroom interactive session, the students are able to show average skills in presentation as well as in engaging/leading fellow classmates in discussion

Marginal

(D) Students demonstrate weak ability in selecting and organising relevant case materials. In the classroom interactive session, the students are able to show weak skills in presentation as well as in leading discussion.

Failure

(F) Students demonstrate the lack of ability in selecting and organising relevant case materials. In the classroom interactive session, the students are unable to show the skills in presentation as well as in leading discussion.

Assessment Task

Seminar Paper (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Ability to critically evaluate management practices and give suggestions for future directions of practice

Excellent

(A+, A, A-) The seminar paper is able to reveal superior ability in critically reflecting the current practice in housing management as well as in deriving new directions of practice.

Good

(B+, B, B-) The seminar paper is able to reveal good ability in critically reflecting the current practice in housing management as well as in deriving new directions of practice.

Fair

(C+, C, C-) The seminar paper shows average ability in critically reflecting the current practice in housing management as well as in deriving new directions of practice.

Marginal

(D) The seminar paper is weak in the reflection of current practice in housing management as well as in deriving new directions of practice.

Failure

(F) Reflection of current practice in housing management is absence in the seminar paper.

Assessment Task

Test (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Describing current and emerging theories and practices of modern management and make connection to relevant housing management practice

Excellent

(A+, A, A-) The students demonstrate excellent ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Superior competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.

Good

(B+, B, B-) The students demonstrate good ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Good competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.

Fair

(C+, C, C-) The students demonstrate average ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Average competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.

Marginal

(D) The students demonstrate weak ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Weak competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.

Failure

(F) The students demonstrate no ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Lack of competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.

Assessment Task

Seminar Participation (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Degree and quality of participation as well as contribution to discussion in seminars

Excellent

(A+, A, A-) Very active and high quality participation, giving very constructive comments and raising very stimulating questions.

Good

(B+, B) Active in participation, giving constructive comments and raising good questions.

Marginal

(B-, C+, C) Fair participation, giving fair comments and raising fair questions for discussion.

Failure

(F) Not willing to participation in discussion or even not present in seminars.

Assessment Task

Student-led Seminar (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Ability in selecting and organising relevant case materials connecting with appropriate concepts and theories of management

Excellent

(A+, A, A-) Students demonstrate superior ability in selecting and organising relevant case materials as well as connecting such materials with the appropriate concepts and theories of management. In the classroom interactive session, the students are able to show excellent skills in both the clarity of presentation as well as the techniques in engaging/leading fellow classmates in discussion.

Good

(B+, B) Students demonstrate good ability in selecting and organising relevant case materials as well as connecting such materials with the appropriate concepts and theories of management. In the classroom interactive session, the students are able to show good skills in both the clarity of presentation as well as the techniques in engaging/leading fellow classmates in discussion.

Marginal

(B-, C+, C) Students demonstrate average ability in selecting and organising relevant case materials as well as connecting such materials with the appropriate concepts and theories of management. In the classroom interactive session, the students are able to show average skills in presentation as well as in engaging/leading fellow classmates in discussion

Failure

(F) Students demonstrate the lack of ability in selecting and organising relevant case materials. In the classroom interactive session, the students are unable to show the skills in presentation as well as in leading discussion.

Assessment Task

Seminar Paper (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Ability to critically evaluate management practices and give suggestions for future directions of practice

Excellent

(A+, A, A-) The seminar paper is able to reveal superior ability in critically reflecting the current practice in housing management as well as in deriving new directions of practice.

Good

(B+, B) The seminar paper is able to reveal good ability in critically reflecting the current practice in housing management as well as in deriving new directions of practice.

Marginal

(B-, C+, C) The seminar paper shows average ability in critically reflecting the current practice in housing management as well as in deriving new directions of practice.

Failure

(F) Reflection of current practice in housing management is absence in the seminar paper.

Assessment Task

Test (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Describing current and emerging theories and practices of modern management and make connection to relevant housing management practice

Excellent

(A+, A, A-) The students demonstrate excellent ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Superior competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.

Good

(B+, B) The students demonstrate good ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Good competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.

Marginal

(B-, C+, C) The students demonstrate average ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Average competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.

Failure

(F) The students demonstrate no ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Lack of competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.

Part III Other Information

Keyword Syllabus

The Housing Organization Context; Management Theories and Approaches relevant to Housing Managers; The Managers' Role; Motivation and Job Satisfaction; Making Judgement and Decisions; Issues of conflicts and power; Leadership and managerial styles; Introduction to strategic management; Environmental assessment; Industry and competitive analysis; Techniques to identify strategic options; Generic strategy alternatives.

Reading List**Compulsory Readings**

Title	
1	Anne Power, Peter William, H.R.H. (2000) The Prince of Wales Housing Management: a Guide to Quality and Creativity
2	Beer, Michael, Russell A. Eisenstat, and Bert A. Spector. (1990) Why Change Programs Don't Produce Change. Boston, MA: Harvard Business Review.
3	Carroll, John. (2001) Introduction to Organizational Analysis: The Three Lenses. MIT Sloan School of Management.
4	Collis, D. and C. Montgomery. (1997) Corporate Strategy: Resources And The Scope Of The Firm. Irwin, 1997.
5	Cusumano, M. A. and C.C. Mardikes, eds. (2001) Strategic Thinking For The New Economy. Jossey Bass.
6	Hamel, G. and C. K. Prahalad.(1996) Competing For the Future. Harvard Business School Press.
7	Hamel, G. Leading the Revolution. (2000) Harvard Business School Press.
8	Hayes, R., G. Pisano and D. Upton. (1996) Strategic Operations: Competing Through Capabilities. Free Press.
9	Kaplan, R. S. and D. P. Norton.(2001) The Strategy-Focused Organization. Harvard Business School Press.

Additional Readings

Title	
1	Nil