# City University of Hong Kong Course Syllabus

# offered by Department of Public and International Affairs with effect from Semester A 2024/25

Part I Course Overv	view
Course Title:	Contemporary Management for Housing Managers
Course Code:	PIA6800
Course Duration:	One Semester
Credit Units:	3
Level:	P6
Medium of Instruction:	English
Medium of Assessment:	English
Prerequisites: (Course Code and Title)	N/A
Precursors: (Course Code and Title)	N/A
<b>Equivalent Courses</b> : (Course Code and Title)	POL6800 Contemporary Management for Housing Managers
Exclusive Courses: (Course Code and Title)	N/A

#### Part II Course Details

#### 1. 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.

#### 2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs-	Weighting	Discov	ery-eni	riched
		(if	curricu	ılum rel	lated
		applicable)	learnin	g outco	omes
			(please	tick	where
			approp	riate)	
			Al	A2	A3
1.	Illustrate current and emerging theories of modern management				
	in the areas of organization studies, human resources, financial		X		
	and strategic management.				
2.	Analyse new approaches in the organizational and management				
	issues relating to your work setting with the management theories		X		
	and models covered in the course.				
3.	Develop new approaches in your work setting with the				x
	management theories and models covered in the course.				A
4	Critically appraise the applicability of theories of models of			X	
	management studies to local organizational settings.			A	
5	Apply new models of management studies to local organizational				x
	settings.				A
		100%			

#### 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.

# 3. Learning and Teaching Activities (LTAs)

(LTAs designed to facilitate students' achievement of the CILOs.)

LTA	Brief Description	CILO No.					Hours/week (if applicable)
		1	2	3	4	5	
Lectures	Discuss and analyse theories and practice of Management Studies during lectures	X	X	X			2 hours per week
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.	х	х	x	х	x	1 hour per week

# 4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

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 Tasks/Activities	CILO No.				Weighting	Remarks	
	1	2	3	4	5		
Continuous Assessment: 100%	Continuous Assessment: 100%						
Seminar Participation		X	X	X		10%	
Student-led Seminar	X	X	X	X	X	20%	
Seminar Paper	X	X	X	X	X	30%	
Test	X	X	X	X	X	40%	

# 5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

# Applicable to students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter

The tables below set out the assessment criteria for students in each of the two assessment tasks

Assessment Task	Criterion	Excellent	Good	Fair	Marginal	Failure
		(A+, A, A-)	(B+, B, B-)	(C+, C, C-)	(D)	(F)
Seminar	Degree and quality of	Very active and	Active in	Fair participation,	Not very willing to	Not willing to
Participation	participation as well	high quality	participation,	giving fair	participate in	participation in
	as contribution to	participation,	giving	comments and	discussion.	discussion or even not
	discussion in seminars	giving very	constructive	raising fair		present in seminars.
		constructive	comments and	questions for		
		comments and	raising good	discussion.		
		raising very	questions.			
		stimulating				
		questions.				
Student-led	Ability in selecting and	Students	Students	Students demonstrate	Students demonstrate	Students demonstrate the
Seminar	organising relevant case materials connecting	demonstrate superior ability in selecting	demonstrate good ability in selecting	average ability in selecting and	weak ability in selecting and organising relevant	lack of ability in selecting and organising
	with appropriate	and organising	and organising	selecting and organising relevant	case materials. In the	relevant case materials.
	concepts and theories of	relevant case	relevant case	case materials as well	classroom interactive	In the classroom
	management	materials as well as	materials as well as	as connecting such	session, the students are	interactive session, the
		connecting such	connecting such	materials with the	able to show weak skills	students are unable to
		materials with the	materials with the	appropriate concepts	in presentation as well as	show the skills in
		appropriate concepts	appropriate concepts	and theories of	in leading discussion.	presentation as well as in
		and theories of	and theories of	management. In the		leading discussion.
		management. In the classroom	management. In the classroom	classroom interactive session, the students		
		interactive session,	interactive session,	are able to show		
		the students are able	the students are able	average skills in		
		to show excellent	to show good skills	presentation as well as		
		skills in both the	in both the clarity of	in engaging/leading		
		clarity of	presentation as well	fellow classmates in		
		presentation as well	as the techniques in	discussion		
		as the techniques in	engaging/leading			
		engaging/leading fellow classmates in	fellow classmates in discussion.			
		discussion.	uiscussioii.			
		discussion.				l

Seminar Paper	Ability to critically evaluate management practices and give suggestions for future directions of practice	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.	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.	The seminar paper shows average ability in critically reflecting the current practice in housing management as well as in deriving new directions of practice.	The seminar paper is weak in the reflection of current practice in housing management as well as in deriving new directions of practice.	Reflection of current practice in housing management is absence in the seminar paper.
Test	Describing current and emerging theories and practices of modern management and make connection to relevant housing management practice	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.	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.	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.	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.	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.

# Applicable to students admitted from Semester A 2022/23 to Summer Term 2024

The tables below set out the assessment criteria for students in each of the two assessment tasks

Assessment Task	Criterion	Excellent	Good	Marginal	Failure
		(A+, A, A-)	(B+, B)	(B-, C+, C)	(F)
Seminar Participation	Degree and quality of participation as well as contribution to discussion in seminars	Very active and high quality participation, giving very constructive comments and raising very stimulating questions.	Active in participation, giving constructive comments and raising good questions.	Fair participation, giving fair comments and raising fair questions for discussion.	Not willing to participation in discussion or even not present in seminars.
Student-led Seminar	Ability in selecting and organising relevant case materials connecting with appropriate concepts and theories of management	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.	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.	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	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.
Seminar Paper	Ability to critically evaluate management practices and give suggestions for future	The seminar paper is able to reveal superior ability in critically reflecting	The seminar paper is able to reveal good ability in critically reflecting the current	The seminar paper shows average ability in critically reflecting the current practice in	Reflection of current practice in housing management is absence in the seminar paper.

	directions of practice	the current practice	practice in housing	housing management	
	-	in housing	management as well	as well as in deriving	
		management as well	as in deriving new	new directions of	
		as in deriving new	directions of	practice.	
		directions of	practice.		
		practice.			
Test	Describing current and	The students	The students	The students	The students
	emerging theories and	demonstrate	demonstrate good	demonstrate average	demonstrate no ability
	practices of modern	excellent ability in	ability in describing	ability in describing	in describing current
	management and	describing current	current and	current and	and emerging theories
	make connection to	and emerging	emerging theories	emerging theories	and practices of
	relevant housing	theories and	and practices of	and practices of	modern management
	management practice	practices of	modern	modern	and make connection
		modern	management and	management and	to relevant housing
		management and	make connection to	make connection to	management practice.
		make connection to	relevant housing	relevant housing	Lack of competence in
		relevant housing	management	management	analysing and develop
		management	practice. Good	practice. Average	new approaches in the
		practice. Superior	competence in	competence in	organizational and
		competence in	analysing and	analysing and	management issues
		analysing and	develop new	develop new	relating to their work
		develop new	approaches in the	approaches in the	setting with the
		approaches in the	organizational and	organizational and	management theories
		organizational and	management issues	management issues	and models covered in
		management issues	relating to their	relating to their work	the course.
		relating to their	work setting with	setting with the	
		work setting with	the management	management	
		the management	theories and	theories and models	
		theories and	models covered in	covered in the	
		models covered in	the course.	course.	
		the course.			

# Part III Other Information (more details can be provided separately in the teaching plan)

# 1. 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 identity strategic options; Generic strategy alternatives.

# 2. Reading List

# 2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

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.

#### 2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)