City University of Hong Kong Course Syllabus

offered by Department of Public Policy with effect from Semester A 2017 / 18

Part I Course Over	view
Course Title:	Contemporary Management for Housing Managers
Course Code:	POL6800
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
Equivalent Courses : (Course Code and Title)	N/A
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 (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	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 their work setting with the management theories and models covered in the course.		X		
3.	Develop new approaches in their 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	Experiment new models of management studies to local organizational settings.				X
		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 self-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. Teaching and Learning Activities (TLAs)

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

TLA	Brief Description		C	ILO	Hours/week (if applicable)		
		1	2	3	4	5	
Lectures on theories and practice of management studies		х	x	х			2 hours per week
Presentations/ case studies in student-led seminars		X	X	X	X	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
		2	3	4	5		
Continuous Assessment: 50%							
Student-led Seminars		X	X			50%	
Case studies	X	X				30%	
Examination: 50% (duration: 2 hours, if applicable)							

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.) 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)
Student-led Seminars	ability in selecting and	Students	Students	Students demonstrate	Students demonstrate	Students demonstrate the
and Case Studies	organising relevant case	demonstrate superior	demonstrate good	average ability in	weak ability in selecting	lack of ability in
	materials connecting	ability in selecting	ability in selecting	selecting and	and organising relevant	selecting and organising
	with appropriate	and organising	and organising	organising relevant	case materials. In the	relevant case materials.
	concepts and theories of	relevant case	relevant case	case materials and in	classroom interactive	In the classroom
	management	materials and in	materials and in	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	The seminar paper is	leading discussion.
		management. In the	management. In the	classroom interactive	weak in the reflection of	Reflection of current
		classroom	classroom	session, the students	current practice in	practice in housing
		interactive session,	interactive session,	are able to show	housing management as	management is absence
		the students are able	the students are able	average skills in	well as in deriving new	in the seminar paper.
		to show excellent	to show good skills	presentation as well as	directions of practice.	
		skills in both the	in both the clarify of	in engaging fellow		
		clarify of	presentation as well	classmates in		
		presentation as well	as the techniques in	discussion. The		
		as the techniques in	engaging fellow	seminar paper shows		
		engaging fellow	classmates in	average ability in		
		classmates in	discussion. The	critically reflecting		
		discussion. The	seminar paper,	the current practice in		
		seminar paper,	which students have	housing management		
		which students have	to complete in the	as well as in deriving		
		to complete in the	light of the seminar	new directions of		
		light of the seminar	presentation and	practice.		
		presentation and	discussion, should			
		discussion, should	be able to reveal			
		be able to reveal	good ability in			
		superior ability in	critically reflecting			
		critically reflecting	the current practice			
		the current practice in housing	in housing			
		management as well	management as well as in deriving new			
		as in deriving new	directions of			
		directions of	practice.			
		practice.	practice.			
		practice.				

Examination	describing current and	The students	The students	The students	The students	The students
	emerging theories and	demonstrate	demonstrate good	demonstrate	demonstrate weak	demonstrate no ability
	practices of modern	excellent ability in	ability in	average ability in	ability in describing	in describing current
	management and	describing current	describing current	describing current	current and emerging	and emerging theories
	make connection to	and emerging	and emerging	and emerging	theories and practices	and practices of
	relevant housing	theories and	theories and	theories and	of modern	modern management
	management practice	practices of	practices of	practices of modern	management and make	and make connection
		modern	modern	management and	connection to relevant	to relevant housing
		management and	management and	make connection to	housing management	management practice.
		make connection to	make connection to	relevant housing	practice. Weak	Lack of competence in
		relevant housing	relevant housing	management	competence in	analysing and develop
I		management	management	practice. Average	analysing and develop	new approaches in the
		practice. Superior	practice. Good	competence in	new approaches in the	organizational and
		competence in	competence in	analysing and	organizational and	management issues
		analysing and	analysing and	develop new	management issues	relating to their work
		develop new	develop new	approaches in the	relating to their work	setting with the
		approaches in the	approaches in the	organizational and	setting with the	management theories
		organizational and	organizational and	management issues	management theories	and models covered in
		management issues	management	relating to their	and models covered in	the course.
I		relating to their	issues relating to	work setting with	the course.	
		work setting with	their work setting	the management		
		the management	with the	theories and models		
		theories and	management	covered in the		
1		models covered in	theories and	course.		
		the course.	models covered in			
			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 <i>Housing Management: a Guide</i>
	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.)