City University of Hong Kong Course Syllabus

offered by Department of Public and International Affairs with effect from Semester A 2022/23

Part I Course Overview

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
Equivalent Courses : <i>(Course Code and Title)</i>	POL6800 Contemporary Management for Housing Managers
Exclusive Courses : <i>(Course Code and Title)</i>	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		very-eni ilum re	
		applicable)		ig outco	
		applicable)		tick	
			approp		where
			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 their work setting with the management theories		X		
	and models covered in the course.				
3.	Develop new approaches in their work setting with the				x
	management theories and models covered in the course.				Λ
4	Critically appraise the applicability of theories of models of			x	
	management studies to local organizational settings.			λ	
5	Experiment new models of management studies to local				v
	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	No.		Hours/week (if applicable)
		1	2	3	4	5	
Lectures	Theories and Practice of Management Studies will be discussed and analysed during lectures	x	x	x			2 hours per week
Presentations/ case studies in student-led seminars	Students will apply management theories and concepts to analyse selected case studies and/or real-life examples in organizations.	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	ivities CILO No.			Weighting	Remarks		
	1	2	3	4	5		
Continuous Assessment: 100%							
Seminar Participation		X	X	X		10%	
Student-led Seminar	X	X	X	X	X	20%	
Seminar Paper	Х	Х	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 in Semester A 2022/23 and thereafter

Assessment Task	Criterion	Excellent	Good	Marginal	Failure
		(A+, A, A-)	(B+, B)	(B-, C+, C)	(F)
Seminar	Degree and quality of		Active in participation,	Fair participation, giving	Not willing to participation
Participation	participation as well		giving constructive	fair comments and raising	in discussion or even not
1	as contribution to	giving very constructive	comments and raising	fair questions for	present in seminars.
	discussion in seminars	comments and raising very	good questions.	discussion.	1
		stimulating questions.			
Student-led	Ability in selecting	Students demonstrate	Students demonstrate good	Students demonstrate	Students demonstrate the
Seminar	and organising	superior ability in selecting	ability in selecting and	average ability in selecting	lack of ability in selecting
	relevant case	and organising relevant	e e	and organising relevant	and organising relevant
	materials connecting	case materials as well as	materials as well as	case materials as well as	case materials. In the
	with appropriate	connecting such materials	connecting such materials	connecting such materials	classroom interactive
	concepts and theories	with the appropriate	with the appropriate	with the appropriate	session, the students are
	of management	concepts and theories of	concepts and theories of	concepts and theories of	unable to show the skills in
		management. In the	management. In the	management. In the	presentation as well as in
		classroom interactive	classroom interactive	classroom interactive	leading discussion.
		session, the students are	session, the students are	session, the students are	
		able to show excellent	able to show good skills in	able to show average skills	
		skills in both the clarity of	both the clarity of	in presentation as well as	
		presentation as well as the	presentation as well as the	in engaging/leading fellow	
		techniques in engaging/leading fellow	techniques in engaging/leading fellow	classmates in discussion	
		engaging/leading fellow classmates in discussion.	engaging/leading fellow classmates in discussion.		
Seminar Paper	Ability to critically	The seminar paper is able	The seminar paper is	The seminar paper shows	Reflection of current
Sommar rupor	evaluate management	to reveal superior ability	able to reveal good ability	average ability in critically	practice in housing
	practices and give	in critically reflecting the	in critically reflecting the	reflecting the current	management is absence in
	suggestions for future	current practice in housing	current practice in housing	practice in housing	the seminar paper.
	directions of practice	management as well as in	management as well as in	management as well as in	1 1
	1	deriving new directions of	deriving new directions of	deriving new directions of	
		practice.	practice.	practice.	

The tables below set out the assessment	teria for students in each of the two asse	essment tasks
The thores over the discussion		

Assessment Task	Criterion	Excellent	Good	Marginal	Failure
		(A+, A, A-)	(B+, B)	(B-, C+, C)	(F)
Test	Describing current	The students demonstrate	The students demonstrate	The students demonstrate	The students demonstrate
	and emerging theories	excellent ability in	good ability in describing	average ability in	no ability in describing
	and practices of	describing current and	current and emerging	describing current and	current and emerging
	modern management	emerging theories and	theories and practices of	emerging theories and	theories and practices of
	and make connection	practices of modern	modern management and	practices of modern	modern management and
	to relevant housing	management and make	make connection to	management and make	make connection to
	management practice	connection to relevant	relevant housing	connection to relevant	relevant housing
		housing management	management practice.	housing management	management practice.
		practice. Superior	Good competence in	practice. Average	Lack of competence in
		competence in analysing	analysing and develop new	competence in analysing	analysing and develop
		and develop new	approaches in the	and develop new	new approaches in the
		approaches in the	organizational and	approaches in the	organizational and
		organizational and	management issues	organizational and	management issues
		management issues	relating to their work	management issues	relating to their work
		relating to their work	setting with the	relating to their work	setting with the
		setting with the	management theories and	setting with the	management theories and
		management theories and	models covered in the	management theories and	models covered in the
		models covered in the	course.	models covered in the	course.
		course.		course.	

Applicable to students admitted before Semester A 2022/23

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 high	Active in	Fair participation,	Not very willing to	Not willing to
Participation	participation as well	quality participation,	participation, giving	giving fair	participate in	participation in
	as contribution to	giving very	constructive	comments and	discussion.	discussion or even
	discussion in seminars	constructive	comments and	raising fair questions		not present in
		comments and	raising good	for discussion.		seminars.
		raising very	questions.			
		stimulating				
		questions.				
Student-led	Ability in selecting	Students	Students	Students	Students	Students
Seminar	and organising	demonstrate superior	demonstrate good	demonstrate average	demonstrate weak	demonstrate the lack
	relevant case	ability in selecting	ability in selecting	ability in selecting	ability in selecting	of ability in selecting
	materials connecting	and organising	and organising	and organising	and organising	and organising
	with appropriate	relevant case materials as well as	relevant case	relevant case	relevant case materials. In the	relevant case
	concepts and theories of management	connecting such	materials as well as connecting such	materials as well as connecting such	materials. In the classroom	materials. In the classroom
	01 management	materials with the	materials with the	materials with the	interactive session,	interactive session,
		appropriate concepts	appropriate concepts	appropriate concepts	the students are able	the students are
		and theories of	and theories of	and theories of	to show weak skills	unable to show the
		management. In the	management. In the	management. In the	in presentation as	skills in presentation
		classroom	classroom	classroom	well as in leading	as well as in leading
		interactive session,	interactive session,	interactive session,	discussion.	discussion.
		the students are able	the students are able	the students are able		
		to show excellent	to show good skills	to show average		
		skills in both the	in both the clarity of	skills in presentation		
		clarity of	presentation as well	as well as in		
		presentation as well	as the techniques in	engaging/leading		
		as the techniques in	engaging/leading	fellow classmates in		
		engaging/leading	fellow classmates in	discussion		
		fellow classmates in	discussion.			
		discussion.				

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

Assessment Task	Criterion	Excellent	Good	Fair	Marginal	Failure
		(A+, A, A-)	(B+, B, B-)	(C+, C, C-)	(D)	(F)
Seminar Paper	Ability to critically	The seminar paper is	The seminar paper is	The seminar paper	The seminar paper is	Reflection of current
	evaluate management	able to reveal	able to reveal good	shows average	weak in the	practice in housing
	practices and give	superior ability in	ability in critically	ability in critically	reflection of current	management is
	suggestions for future	critically reflecting	reflecting the current	reflecting the current	practice in housing	absence in the
	directions of practice	the current practice	practice in housing	practice in housing	management as well	seminar paper.
		in housing	management as well	management as well	as in deriving new	
		management as well	as in deriving new	as in deriving new	directions of	
		as in deriving new	directions of	directions of	practice.	
		directions of	practice.	practice.		
		practice.	-	-		
Test	Describing current	The students	The students	The students	The students	The students
	and emerging theories	demonstrate	demonstrate good	demonstrate average	demonstrate weak	demonstrate no
	and practices of	excellent ability in	ability in describing	ability in describing	ability in describing	ability in describing
	modern management	describing current	current and	current and	current and	current and
	and make connection	and emerging	emerging theories	emerging theories	emerging theories	emerging theories
	to relevant housing	theories and	and practices of	and practices of	and practices of	and practices of
	management practice	practices of modern	modern management	modern management	modern management	modern
		management and	and make	and make	and make	management and
		make connection to	connection to	connection to	connection to	make connection to
		relevant housing	relevant housing	relevant housing	relevant housing	relevant housing
		management	management	management	management	management
		practice. Superior	practice. Good	practice. Average	practice. Weak	practice. Lack of
		competence in	competence in	competence in	competence in	competence in
		analysing and	analysing and	analysing and	analysing and	analysing and
		develop new	develop new	develop new	develop new	develop new
		approaches in the	approaches in the	approaches in the	approaches in the	approaches in the
		organizational and	organizational and	organizational and	organizational and	organizational and
		management issues	management issues	management issues	management issues	management issues
		relating to their	relating to their work	relating to their work	relating to their work	relating to their
		work setting with	setting with the	setting with the	setting with the	work setting with
		the management	management	management	management	the management
		theories and models	theories and models	theories and models	theories and models	theories and models
		covered in the	covered in the	covered in the	covered in the	covered in the
		course.	course.	course.	course.	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.)