SUBJECT DESCRIPTION FORM

Subject title: Managing People in Construction and Real Estate Projects

Subject code: BRE573

Credit value: 3

Responsible staff and department:
Dr. Paul Fox and Dr. Martyn Hills (BRE)

Pre-requisite: Nil

Recommended background knowledge:
Students are expected to possess knowledge of the construction and real estate industries such as would be acquired through study on a degree in a built-environment discipline.

Mutual exclusions:
This subject is mutually exclusive with Human Resource Management subjects such as Human Resource Management (MM514); Managing Organizations and People (MM511); Organisational Behaviour (MM515). Students with a Diploma in Management Studies or equivalent are excluded.

Learning approach:
Topics are introduced through a study guide which is supplemented by materials delivered through workshops and lectures. The independent study comprises an individual term paper as well as guided reading. Students are part of small study groups who use two web-based media to share views and interact with the materials.

Contact hours:
- Lectures and seminars: 12 hours
- Workshop/role-plays: 12 hours

Independent study:
- Assignment (Term paper): 56 hours
- Self study (Guided reading): 60 hours
  140 hours

Assessment:
- Continuous assessment: 50%
- Examination: 50%

Objectives:
The subject aims to achieve the following learning outcomes:
1. Understanding of the human behavioural context of the construction and real estate industries.
2. Development of a knowledge of organisation culture and the role of a manager within it.
3. Understanding of the nature of group behaviour and conflict management.
4. Development of students’ personal skills in selected areas of people management.
Keyword syllabus:

Context:
Overview of the context and processes of management; the Construction & Real Estate Industry and employee resourcing; professional ethics.

Individual Behaviour:
Motivation of construction works & development project professionals; individual differences; stress management; job design in a construction context.

Small Group Behaviour:
Group formation; types of groups; interpersonal communication; leadership of projects.

Organisation Behaviour:
Organisational culture; organisational development and the management of change; Temporary Multi-Organisations (TMO); subcontract management; joint venture management; cross-cultural aspects of management.

Manager Skills:
Selection interviews - appraisal interviews; discipline/grievance interviews; negotiating; meetings (project/site meetings); investigation of incidents (site accidents); team building.

Indicative reading list and references:


Torrington D. (1991), Management Face-to-Face, Prentice Hall, Hemel Hempstead.

Vocational Training Council, Building & Civil Engineering Training Board (1999), Manpower Survey Report on the Building & Civil Engineering Industry, Hong Kong Government, Hong Kong.

