SUBJECT DESCRIPTION FORM

Subject title: Managing People in Projects

Subject code: BRE5731

Credit value: 3

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

Pre-requisite (Subject title and code no, if any): Nil

Recommended background knowledge:
Students are expected to possess knowledge of project-based industries, such as the construction and real estate industry.

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); Managing People in Construction and Real Estate Projects (BRE573). Students with a Diploma in Management Studies or equivalent are excluded.

Learning approach:
Topics are introduced through a study guide, 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.

Face-to-face teaching: Workshop/role-plays
Lectures and seminars

One-line participation: On-line tutorials and group bulletin board discussions
On-line exercises

Independent study: Assignment (Term paper)
Self study (Guided reading)

Assessment:
Continuous assessment 50%
Examination 50%

Objectives:
The subject aims to achieve the following learning outcomes:

1. Understanding of the human behavioural context of project-based industries.
2. Development of 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; Employee resourcing; professional ethics.

Individual Behaviour:
Motivation of project professionals; individual differences; stress management; job design.

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:


Selected Papers from International Refereed Journals or Conferences

Journal Papers as shown in the 2006/07 Study Guide and Readings Booklet.