

### Subject Description Form

<b>Subject Code</b>	BSE5517
<b>Subject Title</b>	Facilities Support Services Management
<b>Credit Value</b>	3
<b>Level</b>	5
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	Must have an understanding of the role and function of facility management as a profession and in the industry.
<b>Objectives</b>	<p>The subject's aims and objectives are to raise issues and debates in facility support service management and heightened awareness of issues pertaining to the acquisition and management of operational assets. The following topics are covered:</p> <ul style="list-style-type: none"> <li>• scope of Facility Support Services and Service Management – nature of service industry and service management;</li> <li>• brief overview of legal aspects in Facility Management with particular emphasis on statutory compliance in relation to operational facilities, required support services and employment;</li> <li>• evaluation of procurement options in Facility Support Services; and</li> <li>• managing service contracts and performance monitoring of services delivery.</li> </ul>
<b>Intended Learning Outcomes</b>	<p>On successful completion of this subject, the student will be able to:</p> <ol style="list-style-type: none"> <li>a. have a clear understanding of the nature of service management and its importance to facilities support services management;</li> <li>b. have a clear understanding of the basic requirements in defining facilities support services, their procurement and management;</li> <li>c. consider and evaluate potential risks associated with facility-related decisions and how to mitigate them;</li> <li>d. evaluate and apply the processes involved in assessing service demand (business operational demand); evaluation supply options (supply variables – internal and supply market) and make informed decisions of appropriate options in procurement and on-going management;</li> <li>e. apply the basics of performance management in managing service providers (internal and external) and monitoring outcomes.</li> </ol>
<b>Subject Synopsis/ Indicative Syllabus</b>	<p>One of the key roles of Facility Management is to ensure the appropriate delivery of fully functional serviced facilities to support uninterrupted business delivery. At a strategic level, the primary role is to ensure that, as far as possible, an economic balance is achieved between the supply of operational facilities and the demand for functional space. At an operational level, management focus is very much on managing operations over time. This subject will focus on the requirements of facilities support services management and provides an overview of the legal framework which governs both the procurement and delivery of facility services against a dynamic business environment.</p>

This emphasis of the subject is to provide the basic knowledge base required for professional facility managers to understand the fundamentals of service management, business demand assessment, supply market evaluation, the procurement process and management of facilities services delivery. The evolving trends in building procurement, outsourcing of facility services, facility management contract forms and partnerships of various forms, make this an increasingly important aspect of the role of facility managers in both private and public sector organisations.

The subject is comprised of four sections:

#### **Section 1 - Scope of Facility Support Services and Service Management**

- Objectives of subject and relationships with FM course structure
- The service Industry and nature of service management
- Facilities support services and service definition
- Contemporary issues

#### **Section 2 - Overview of Contracts and Contracts Management in FM**

- Building operations – overview of Health and Safety and Environmental requirements at workplace
- Facility services procurement – contract types and service levels agreements

#### **Section 3 - Procurement Trends in Facilities Support Services**

- Overview of procurement trends in facilities services
- Business drivers for outsourcing
- Demand assessment of service requirements – Internal (organizational)
- Supply evaluation of supply market – external (internal competency and supply market)
- Making the sourcing decision – matching supply to demand, risk evaluation and management
- Evaluation procurement options
- In-house provision, out-tasking, outsourcing – pros and cons
- Developments in service partnership arrangements

#### **Section 4 - Managing Service Contracts and Performance Monitoring**

- Contracts set-up and service performance monitoring
- Linking corporate objectives to service plans and promoting a performance culture
- Managing service providers' relationships and customers' expectations
- Defining, choosing and monitoring service performance
- Best practice review – case studies

**Teaching/Learning Methodology**

Subject/lecture material is provided only as a base for the student's further study/research. Assignments and final examination will be assessed on this basis.

Based on lecture material/direction, students will be expected to undertake research into the various parts of the subject. A high level of student involvement/interaction and independent research is mandatory. It is assumed that students will attend all the classes and will participate actively in class discussions. Attendance of the full-day workshop is essential for students taking the subject.

- Lectures/case studies
- Seminars and student presentations
- Workshops
- Independent study
- Assignment preparation

Assessment:

Examination	40%
Continuous assessment	60%

**Assessment Methods in Alignment with Intended Learning Outcomes**

Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
		a.	b.	c.	d.	e.
1. Essay Assignment	30%	✓	✓	✓		
2. Workshop & Report	30%			✓	✓	✓
3. Examination	40%	✓	✓	✓	✓	✓
<b>Total</b>	<b>100%</b>					

- i) The essay assignment is designed to assess the students' individual ability in attaining the intended outcomes a), b) & c), as an interim assessment on their individual learning progress.
- ii) The interactive workshop (facilitated by experienced professionals) is designed to encourage group discussion and exchange of experience via realistic case scenario. It is used to assess students' ability of knowledge application and presentation skills.
- iii) The written examination is to assess the overall ability of individual students in attaining the various intended outcomes.

**Reading List and References**

- Bernard Williams (2001). *Facilities Economics*. Building Economics Bureau.
- Bev Nutt & Peter M. (2000). *Facility Management – Risks and Opportunities*. Blackwell Science.
- Brian Atkin & Adrian Brooks (2015). *Total Facility Management (Fourth Edition)*. Wiley Blackwell.
- Chris Hodges & Mark Sekula (2013). *Sustainable Facility Management - The Facility Manager's Guide to Optimizing Building Performance*. IFMA.
- Frank Booty (2009). *Facilities Management Handbook (Fourth Edition)*. Elsevier.
- Harris J. (2008). *Maintenance for building services: how to acquire maintenance services contracts*. Building Services Research and Information Association (BSRIA).
- Hastak M. & Koo C. (2017). Theory of an Intelligent Planning Unit for the Complex Built Environment. *Journal of Management in Engineering*, 10.1061/(ASCE)ME.1943-5479.0000486.
- Joel Levitt (2013). *Facilities Management: Managing Maintenance for Buildings and Facilities*. Momentum Press.
- Jonathan Reuvid & John Hinks (2002). *Managing Business Support Services (Second Edition): Strategies for outsourcing & facilities management*. Kogan Page.
- Kathy O. Roper & Richard P. Payant (2014). *The Facility Management Handbook (Fourth Edition)*. AMACOM.
- Michel Theriault (2010). *Managing Facilities & Real Estate (First Edition): 50 strategies, approaches and leading practices*. WoodStone Press.
- Richard P. Payant & Bernard T. Lewis. (2007). *Facility Manager's Maintenance Handbook (Second Edition)*. McGraw-Hill.
- Shah, Sunil S. (2007). *Sustainable practice for the facilities manager*. Blackwell Publishing.