



**International College of Management Sydney**

In association with

**Macquarie University  
Division of Economic and Financial Studies  
Graduate Accounting and Commerce Centre**

**ICHM833**

**Unit Outline  
Semester 1 - 2007**

*Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit.*

**Lecturer:**

**David Leifer**  
[dleifer@arch.usyd.edu.au](mailto:dleifer@arch.usyd.edu.au)

## Table of Contents

1) Introduction.....	4
2) Unit Objectives .....	5
3) Unit Approach.....	5
4) Unit Time and Location .....	6
5) Subject Pre-requisite and Assessments.....	6
6) Case Study.....	8
Case Study Report .....	9
Case Study Presentation .....	10
Case Study Assessment .....	10
7) Exam .....	11
8) (Section deleted) .....	
9) Textbook and related materials .....	11
10) Teaching Staff .....	12
11) Cheating and Plagiarism .....	13
12) University Policy on Grading .....	13
13) Student Support Services .....	13
14) Dress Code for students at the International Campus in Manly .....	14

## 1) Introduction

All organisations use property for their operations. They do so to assist them to meet their goals and objectives.

The hospitality industry not only has to use buildings, business equipment and furniture in a functional sense, but these 'tools' also have to support the activities: for example, a run-down airport reflects badly on the airlines that use it even if it is working effectively otherwise.

Accommodation businesses in the hospitality industry are in particular distinguished from their competitors by their location, physical setting as well as the quality of the service offered. This means that they have to consider the presentation of their front-of-house and effectiveness of their back-of-house premises in terms of their core business irrespective of whether they own or lease their buildings.

Apart from the day-to-day operations necessary to keep it functioning, organisations change so rapidly that they often require alterations to be made to the workplace 'on-the-run'. Whilst business decisions can be made very quickly, there may be a long lead-in time before it's real estate can be changed; this can be due to the time taken to obtain statutory permissions, or many other practical reasons.

Despite the fact that premises costs are second in magnitude to labour very few organisations have dedicated managers for their premises. Every dollar saved on business operations equates to around five dollars or more of increased sales.

As a manager in the hospitality industry you will need to know how to deal with building management issues, the processes of change and alteration of premises, and how to work in teams with premises consultants.

This unit will discuss the issues underlying the management of facilities with an emphasis on the hospitality industry. It will cover the building process, and the statutory requirements and permits. It will describe the function of building professionals and other consultants with who you will deal with in the course of your careers.

The basics of 'buildings', the mechanical services which they require (electrical power, lifts, ventilation, air conditioning, communications infra-structure, fire

prevention and suppression systems, water and drainage) will be examined. This will require an ability to comprehend architectural drawings.

The unit will consider the day-to-day operational issues and their respective costs and quality control, as well as the strategic issues such as renovation, it's planning, and it's project management.

## 2) Unit Objectives

This unit is designed to provide students with an *overview* of facilities management in it's broadest sense. At the end of this unit, students should have:

An ability to:

- Read and understand building blue-prints.

An understanding of:

- The issues that underlie facilities management.
- The role of building professionals and consultants and how they effect the function of the hospitality industry manager.

An awareness of:

- The components and systems that comprise a building and workplace.
- The statutory processes constraining buildings and their alteration.

## 3) Unit Approach

This unit is lecture and tutorial-based. Typically, the class-time structure will be as follows<sup>1</sup>:

<b>Hour</b>	<b>Type</b>	<b>Activity</b>
<b>1<sup>st</sup></b>	<b>Lecture</b>	<ul style="list-style-type: none"> <li>▪ Brief discussion of questions you might have</li> <li>▪ Discussion of the current lecture's topics</li> <li>▪ Short break</li> </ul>
<b>2<sup>nd</sup></b>	<b>Lecture</b>	<ul style="list-style-type: none"> <li>▪ Continuation of discussion of the current lecture's topics</li> <li>▪ Answering questions you might have</li> <li>▪ Short break</li> </ul>
<b>3<sup>rd</sup></b>	<b>Tutorial</b>	<ul style="list-style-type: none"> <li>▪ Possibly a quiz (two per semester)</li> </ul>

<sup>1</sup> Please note that lecture and tutorial times will not always be run strictly to this pattern. Students should be prepared for the fact that in some weeks, the tutorials may start early. Also, there will be two surprise quizzes during the semester at the very beginning of the tutorial.

		<ul style="list-style-type: none"><li>▪ Case presentation by the assigned student team</li><li>▪ Discussion of case, lead by student team</li><li>▪ Closing comments</li></ul>
--	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

- During tutorials, student groups will present real-world cases and lead the class discussion. Generally, the focus here is on a thorough analysis of the situation by conducting research, applying theory to the case, evaluating possible options and recommending a realistic and promising solution. Further details regarding the case study assignment are discussed in section six.
- The lecture notes will be handed out at lectures.

#### **4) Unit Time and Location**

*Tuesday 2.00 to 5.00pm*

The lecture and tutorial times will not always be run strictly to these hours. So again, please be prepared for the fact that in some weeks the lectures may start up to 20 minutes. The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

#### **5) Subject Pre-requisite and Assessments**

It is assumed that all students have some experience of working in the hospitality industry.

The assessment components of this unit are as follows:

<b>Component</b>	<b>Weighting</b>	<b>Assessment</b>
<b>Case Study: Report</b>	<b>30%</b>	Individual mark
<b>Case Study: Presentation</b>	<b>30%</b>	Individual mark
<b>Final Exam</b>	<b>40%</b>	Individual mark
<b>Total</b>	<b>100%</b>	

- All students are required to complete any assigned reading; prepare for and attend all classes (i.e. class attendance and participation is compulsory); participate in class discussions; complete assignments (including case presentations); and complete the final examination.
- 80% attendance at classes (i.e. lectures and tutorials) is a prerequisite to passing this course. Attendance will be taken at the *beginning of class* to ensure this.
- Case assignments submitted after the due dates have to be accompanied by a doctor's certificate. Five marks will then be deducted for each day late. If you are unable to provide a doctor's certificate, you will be awarded zero marks.
- **Critical Pass:** Besides having to pass this unit *overall* (i.e. achieving a final mark of minimum 50 out of 100 points), students must also pass the final exam in order to pass this unit. Hence students must achieve a minimum of 25 out of 50 maximal points for the final exam (regardless of the mark achieved for the case study assignment). Students failing to meet this requirement will be awarded an F grade and will be required to repeat the unit.

## 6) Case Study

Case studies may be used to generate discussion and enrich your understanding of international marketing issues as well as to improve your information collection and interpretation skills. The purpose is to apply theoretical concepts to real-world cases. It is intended to be of benefit in that a number of perspectives and interpretations are presented; alternative points of view are encouraged.

*Rigorous critical analysis* of the case study is expected and further *substantial* research into relevant journals, newspapers, magazines, books and website material is essential. Effectively, you should base your analysis and argument not only on the

facts provided in the case description, but *“update” the case based on your research findings.*

### **Case Study Report**

Papers must be *referenced* using the **APA Style**. Marks will be deducted for failure to conform to this style. Students who are unclear about this referencing style should refer to the APA website:

- <http://www.apastyle.org>

**Please, absolutely no plagiarism** - you must acknowledge *all* sources of the ideas included in your report. Plagiarism amounts to academic misconduct, for which there are severe penalties. The same applies to cheating (e.g. during the exam). Where individual or group work is required for the purpose of assessment, the copying of the work of other individuals or groups without acknowledgment is considered to be cheating and plagiarism. *Please keep in mind that assignments can easily be checked by the marker for plagiarism using “Turnitin”, a software tool that detects suspicious cases.*

All papers submitted must be *proof-read* before being handed in. Proof-read in this context means that the paper must have *page numbering* and have been subjected to a complete *spell check and grammar check* (use programs which are now widely available in word processing packages, read the paper yourself several times and possibly ask a friend/colleague to read it as well). A substantial amount of marks will be deducted for significant levels of spelling and grammar mistakes (this is a university postgraduate level course!).

## Case Study Presentation

Students will prepare a *professional* (i.e. you might consider business attire for the purpose of this presentation) quality presentation of maximum 30 minutes duration (including Q&A). Stimulation of effective discussion and debate will be an important and integral part of the presentation assessment. This presentation can be structured in a similar way to the report, but you might want to – based on time constraints – set priorities and focus on the key issues that are relevant for the class discussion. In any case, you should not assume that everyone in class has read the material (although they should have of course) and therefore *you should start off with a proper introduction* on what the case is all about. You should *involve* the class (you can be creative here), *lead a discussion* at the end and demonstrate your knowledge (as a result of having conducted substantial research) on the material. *It is also important that the group presents a clear, realistic and doable recommendation for the company at hand!* A handout of your presentation (ideally 3 slides per page) should be provided to your lecturer prior to your presentation. *The case study presentations and discussions are examinable.* A few hints regarding your presentation:

- **Never** use hand-written overheads.
- **Do not** photocopy work from your assignment and put it on overhead, i.e. create new and separate (nice) slides.
- **Do not** use small fonts for your slides - 20 or above is a good size.
- **Do not** just read your report aloud in class → practice **free speech!**
- **Please don't panic!** This is your chance to practice public speaking in a *familiar* environment - and giving successful presentations is very much a matter of *practice*. So training and enhancing this skill will likely be beneficial for you in the future.

## Case Study Assessment

Your case study assignment will be marked based on the marking scheme to be found at <http://online.mq.edu.au>.

In addition to visual aids (e.g. overhead projectors, slides, videos, white board, etc.) you may use team members in supporting roles, *i.e. role-plays*. Students are reminded that presentation aids must be prepared *in advance* of the class and that *efficient setting-up procedures* are part of the overall presentation skills and will be included in assessment. Students will be penalised for the inappropriate use of class time. All teams must present their case study papers on the day they are due. There

will be no excuses accepted. Failure to present on the allocated day will result in a zero presentation mark.

## 7) Exam

The final exam will consist primarily of *essay-type questions* and will take place during week 13 during regular class times. It will consist of *four compulsory questions* that may contain sub-questions (e.g. 1a and 1b) and you will have two hours to write the exam, plus 10 minutes reading time at the beginning of the exam. This exam is *closed book* and *no dictionaries* will be allowed. You will be tested on all topics covered during class and tutorials, *including videos, class handouts; possible talk(s) of guest speaker(s) and material not mentioned in the official class notes*. Please note that, due to time constraints, it is impossible to cover each and every slide of the lecture notes during lecture time. It is incumbent upon all students to read the relevant textbook chapters as part of the overall course requirements and to study material not specifically discussed during class on their own (since this could also be tested). The exam also covers the assigned case studies discussed in tutorials.

The final exam *must* be taken when scheduled. The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at: <http://www.reg.mq.edu.au/Forms/APSCons.pdf>

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. Students should also note that supplementary exams are subject to a more rigorous marking procedure owing to the benefit of extra study time for the student.

## 8) Textbook and related materials

### Recommended text

Parlour.R.P, (2000) Building Services: A guide to integrated design engineering for architects, (3<sup>rd</sup> Ed), Integral Publishing, ISBN 0 646 34260 6

### Additional Facility Management readings

You do *not* need to buy these books. Occasionally, handouts thereof might be distributed in class. Additionally, should you wish to conduct further reading, you can try to borrow the books from the library (some should be in the Reserve Area) or use inter-library loans.

Huffadine.M (2000) Resort Design: Planning, Architecture, and Interiors, McGraw-Hill, ISBN 0 07 030871 3.

Mann.T (1992) Building Economics for Architects, Van Nostrand Reinhold, ISBN 0 442 00389 7 (Chapters 2, 3 and 4)

### 9) Teaching Staff

<b>Lecturers</b>	<b>David Leifer,</b> <i>BSc, B.Arch,</i> <i>M.Ed, Ph.D</i>	<ul style="list-style-type: none"> <li>▪ Email: <a href="mailto:dleifer@arch.usyd.edu.au">dleifer@arch.usyd.edu.au</a></li> </ul> See below for cv.
	<b>Paul Luciani</b>	Currently Facility Manager with the solicitors, Ernst & Young. He is currently completing a Ph.D at UTS on 'The Outsourcing of FM services'.
	<b>Paul Micallef</b>	Currently MD of Australis FM Pty Ltd, a facility management and consultancy company. He is specialised in FM Information Systems, and is a teacher at the University of Sydney.
	<b>Steve Gladwin</b>	Formerly MD of the Tungsten Group, and a Past National President of the Facility Management Association of Australia.

**David Leifer** obtained a Ph.D from Aberdeen in 1984 in Computer Aided Architectural Design after working as an architect for a private firm in London. He then taught at the Mackintosh School of Architecture (University of Glasgow, 1984-1986), The University of Queensland (1986-1993), The university of Auckland (1993-2000), before becoming the Coordinator of the Graduate Programme in Facilities Management at The University of Sydney (2001). He is both a Registered Architect and an Incorporated Engineer: He is past Chairman of the Queensland Chapter of the International Facilities Management Association of Australia, and a past President of the New Zealand Chapter of the Chartered Institution of Building Services Engineers. He was a member of the Committee that drafted the New Zealand Energy Code for Commercial Building (NZS4243:1996). He has a Masters degree in Education (2006).

## **10) Cheating and Plagiarism**

The University defines plagiarism in its rules: “Plagiarism involves using the work of another person and presenting it as one’s own”. Plagiarism is a serious breach of the University’s rules and carries significant penalties. You must read the University’s practices and procedures on plagiarism. These can be found here: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in unit, and/or referral to the University Discipline Committee.

## **11) University Policy on Grading**

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e. the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performance of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit. The process of scaling does not change the order of marks among students.

## **12) Student Support Services**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au/>.

### 13) Dress Code for students at the International Campus in Manly

**[The following section only applies to students taking MKTG 801 at ICMS, Manly]**

The International College of Management Sydney is a leading educator in hotel management, tourism and associated service industries. To encourage a spirit of excellence in personal appearance as part of our education program, preparing graduates for careers in service industries, the College expects all staff and students to conform to a professional level of dress while on College premises.

The College has a mandatory dress code for all its undergraduate students which Masters students are asked to respect. Below is the dress code that currently applies:

Female acceptable	Male acceptable
<ul style="list-style-type: none"> <li>- Coordinated business suit</li> <li>- Skirts knee length and below</li> <li>- Make up simple and natural</li> <li>- Panty hose are not compulsory but recommended</li> <li>- Boots only with business pants</li> <li>- Business like shoes</li> <li>- Business skirt or pants with shirt or high neck long sleeve top</li> <li>- Jumpers and vests over shirt/top</li> </ul>	<ul style="list-style-type: none"> <li>- Business suit</li> <li>- Business pants with shirt or high neck long sleeve top</li> <li>- Polo neck tops</li> <li>- Conventional haircut above the collar</li> <li>- Long hair in one ponytail</li> <li>- Trimmed and clean beards or moustaches</li> <li>- Business like shoes preferred however ankle boots permitted</li> <li>- Jumpers and vests over shirt/top</li> </ul>
Female not acceptable	Male not acceptable
<ul style="list-style-type: none"> <li>- Any denim</li> <li>- Open toe, platform or sports shoes</li> <li>- Wearing visible earrings or studs apart from on ear lobes</li> <li>- Visible tattoos</li> <li>- T-shirts</li> <li>- Revealing necklines</li> <li>- Extreme hair colours or styles</li> <li>- Stirrup pants</li> <li>- Midriff tops</li> </ul>	<ul style="list-style-type: none"> <li>- Any denim</li> <li>- Open toe, platform or sports shoes</li> <li>- Wearing visible earrings, studs, necklaces or bracelets</li> <li>- Visible tattoos</li> <li>- T-shirts</li> <li>- Extreme hair colours or styles</li> <li>- Rings on thumb or index finger</li> </ul>

All students taking MIB and MCom units at the International Campus are expected to abide by the dress code while attending classes or elsewhere on the Campus, including the computer laboratories or the Courtyard Café. Please note that the Pollard Resource Centre is free of dress rules.

**Students who do not respect the dress code may be asked to leave the campus.**

The College reserves the right to determine whether specific items of dress are within the code or not.

*Thank you for being part of our great College community. Not just an education! An experience!*

## ICHM 833 Facility Management Lecture and Tutorial – Hypothetical Outline

**Semester 1, 2007 – Tuesday Class**

Week	Date	Lecture	Chapter(s)	Tutorial
1	27 <sup>th</sup> Feb	<p style="text-align: center;">Topic: Introduction: <b>The Hospitality Industry</b></p> <p><b>What is the Hospitality Industry?</b></p> <p><b>What Facilities does it need?</b></p> <p><b>How much does it cost to provide?</b></p> <p><b>How much does it cost to run?</b></p> <p><b>Introduction to Assignment 1</b></p> <p><b>Activity:</b> Estimating Building Costs <b>Reading from:</b> Construction Cost Handbook, Rawlinsons, 2004</p>		
2	6 <sup>th</sup> Mar	<p style="text-align: center;">Topic: <b>Life-cycle Costs</b></p> <p><b>Construction Development (Site, Building, Fit-out)</b></p> <p><b>Operating Costs (Energy, R&amp;M, Cleaning etc.)</b></p> <p><b>Activity:</b> Life-cycle costing <b>Reading from:</b> Building Economics for Architects, (Chapter 4 &amp; Appendix 8), Thorbjoern Mann, Nostrand Reinhold, 1992, ISBN 0 442 00389 7</p>		
3	13 <sup>th</sup> Mar	<p style="text-align: center;">Topic: <b>Development</b></p> <p><b>What the design team does</b></p> <p><b>The Building Code of Australia</b></p> <p><b>The design brief</b></p> <p><b>Building Construction</b></p> <p><b>Refurbishment</b></p> <p><b>Activity:</b> Outlining a design brief <b>Reading from:</b> Project Management: Planning &amp; Control Techniques, Rory Burke, 4<sup>th</sup> Ed, Burke Publishing, 2003, ISBN 0 9582391 5 0</p>		
4	20 <sup>th</sup> Mar	<p style="text-align: center;">Topic: <b>Building Services</b></p>		

		<p><b>Mechanical Ventilation</b></p> <p><b>Refrigeration</b></p> <p><b>Air Conditioning</b></p> <p><b>Activity:</b> Sizing plant &amp; plant rooms  <b>Reading from:</b> Building Services: A guide to design Engineering for Architects, R.P.Parlour, 3<sup>rd</sup> Ed, Integral Publishing 2000, ISBN 0 646 34260 6</p>		
5	27 <sup>th</sup> Mar	<p>Topic: <b>Building Services (cont)</b></p> <p><b>Lifts and Escalators</b></p> <p><b>Electrical Installations</b></p> <p><b>Hydraulic Installations (h&amp;c, sewers)</b></p> <p><b>Fire Fighting Systems</b></p> <p><b>Communications Installations</b></p> <p><b>Kitchens &amp; bars</b></p> <p><b>Activity:</b> Mechanical services distribution  <b>Reading from:</b> Building Services: A guide to design Engineering for Architects, R.P.Parlour, 3<sup>rd</sup> Ed, Integral Publishing 2000, ISBN 0 646 34260 6</p>		
6	3 <sup>rd</sup> Apl	<p><b>Activity: Introduction to Assignment 2.</b>  <b>Reading from:</b></p>		
		<b>Mid Semester Break (18 Sep – 29 Sep)</b>		
		<b>Mid Semester Break (18 Sep – 29 Sep)</b>		5 <sup>th</sup> Case Study Allocation (Check WebCT)
7	24 <sup>th</sup> Apl	<p>Topic: <b>Energy Management</b></p> <p><b>Elements of Passive Design</b></p> <p><b>Active Design</b></p> <p><b>Activity:</b> Energy Audit  <b>Reading from:</b> Energy Efficiency in Buildings, CIBSE Guide F, 1998 ISBN 0 900953 86 1</p>		
8	1 <sup>st</sup> May	<p>Topic: <b>Repairs &amp; Maintenance</b></p> <p><b>Statutory Obligations</b></p> <p><b>Depreciation</b></p> <p><b>Wear &amp; Tear</b></p> <p><b>Obsolescence</b></p> <p><b>Activity:</b> CAPEX plan, Maintenance</p>		

		management <b>Reading from:</b> Building Services Component Life Manual, BIP, Blackwell Science, ISBN 0 632 05887 0 Maintaining Building Services, J.H.Armstrong, 1987, ISBN 0 7134 4743 5		
9	8 <sup>th</sup> May	Topic: <b>Other Costs (Dennis Doty)</b>  <b>Cleaning &amp; Security</b>  <b>Insurance</b>  <b>Waste Disposal</b>  <b>Etc.</b> <b>Activity:</b> Lecture/Discussions <b>Reading from:</b>		
10	15 <sup>th</sup> May	<b>Activity:</b> Operational Management (Steve Gladwin)		
11	22 <sup>nd</sup> May	Topic: <b>Facility Management Information Systems (Paul Micallef)</b>  <b>Asset Register</b>  <b>Condition Register</b>  <b>Schedule of Tasks</b>  <b>Activity:</b> Lecture/Discussion <b>Reading from:</b>		
12	29 <sup>th</sup> May	Topic: <b>In-house or Out source (Paul Luciani)</b>		
13	5 <sup>th</sup> June	<b>Final exam</b>  <i>4 questions to be answered within 2 hours</i>	--	None