

Research on the Effective Ways and Methods to Enhance the Management Capability of Property Project Managers in the Context of Developing New Productive Forces

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Abstract: *With the proposal and development of new productive forces, the property management field is undergoing comprehensive upgrades and transformations in technology, services, and management models. The property management industry is facing unprecedented challenges and opportunities. As the core and key role of the property management team, the management capability of property project managers directly affects the service quality of property projects and the competitiveness of enterprises. However, current property project managers exhibit varying degrees of deficiencies in communication and coordination, team management, business proficiency, emergency management, and the application of new technologies. This paper analyzes the main "shortcomings" of property project managers' management capabilities in the context of developing new productive forces and proposes suggestions for effectively enhancing the management capabilities of property project managers. The proposed methods include constructing personal development plans, providing specialized training, helping accumulate practical experience, refining leadership and communication skills, cultivating the ability to use technical tools, and establishing scientific performance evaluation systems, all with the enterprise as the main body. These recommendations aim to provide references for the sustainable development of the property management industry.*

Keywords: *new productive forces; property management; property project manager; management capability*

1. Development of New Productive Forces in the Field of Property Management

1.1 Background

With the vigorous rise and accelerated evolution of a new round of technological revolution and industrial transformation, the development of the economy and society has encountered unprecedented opportunities and challenges. At the same time, with the urgent need for China's economy to transition from a phase of rapid growth to a stage of high-quality development, a new theory of productive forces is required to guide and promote the sustainable and healthy development of the economy and society.

In September 2023, President Xi first proposed the concept of "new productive forces" during his inspection tour in Heilongjiang. He emphasized the need to integrate resources for technological innovation, lead the development of strategic emerging industries and future industries, and accelerate the formation of new productive forces. Since then, he has elaborated on this concept in several important forums, emphasizing that new productive forces are an intrinsic requirement and a critical focus for promoting high-quality development.[1]

New productive forces refer to contemporary advanced productive forces brought about by revolutionary breakthroughs in technology, innovative configurations of production factors, and deep industrial transformation and upgrading. They are characterized by the enhancement of the combination of labor, means of labor, and objects of labor, with technological innovation as the core element. New productive forces are innovative, high-quality, green, and systematic. They require continuous development through technological innovation, industrial upgrading, talent support, and policy guarantees.

1.2 Upgrades and Transformations in the Field of Property Management under the Development of New Productive Forces

Under the development of new productive forces, the field of property management is undergoing significant upgrades and transformations. These changes are comprehensively reflected in the dimensions of technology application, service models, and management requirements, profoundly influencing the overall development direction of the property management industry. The specific explanations are as follows:

1.2.1 Upgrades and Transformations in Technology Application

(1) Digitization and Intelligence: In terms of technology, property management can now achieve real-time data collection, integration, and analysis through cloud computing and big data technologies, thereby enhancing management transparency and decision-making accuracy. For example, management information platforms on property projects can integrate multi-dimensional data of property communities/parks, providing comprehensive and accurate information support for property management enterprises. The emergence and application of technologies such as artificial intelligence (AI) and the Internet of Things (IoT) allow property management enterprises to monitor the status of equipment in real-time, predict maintenance needs, and improve service response speed. For instance, the implementation of intelligent security, smart parking systems, and automated energy management systems can effectively enhance the efficiency and safety of property management.[2]

(2) Green Technologies: In terms of technology, property management can now optimize energy consumption, promote the circular economy, and facilitate sustainable development. For example, IoT technology can be used for real-time monitoring and intelligent regulation of energy consumption, reducing energy waste and achieving green operations.

1.2.2 Upgrades and Transformations in Service Models

(1) Personalized and Customized Services: New productive forces can drive property management to transition from traditional standardized services to personalized and customized services. Property management enterprises can leverage big data analysis technology to more accurately capture the needs of residents and provide service solutions that meet their personalized requirements. For example, by analyzing the living habits and preferences of residents in communities/parks, property management enterprises can offer customized cleaning, landscaping, maintenance, and other services, enhancing resident satisfaction and loyalty.

(2) Platformization and Ecologization: Property management enterprises can establish open information-sharing platforms to integrate upstream and downstream resources and provide more diversified services. For example, the introduction of value-added services such as smart home and community e-commerce can build a service ecosystem centered on residents. This transformation and innovation can not only broaden the revenue channels of property management enterprises but also improve the convenience and happiness of residents' lives.[3]

1.2.3 Upgrades and Transformations in Management Requirements

(1) The new productive forces drive property management enterprises to optimize management processes and achieve automated management, reducing manual intervention, lowering operating costs, and improving management efficiency. However, property management enterprises also need to focus on upgrading risk prevention and safe operation, timely identifying potential problems and taking appropriate measures to reduce safety risks, better understanding customer needs and behavior patterns, formulating more effective safety strategies, and enhancing the pertinence of safety prevention.

(2) The application of new productive forces raises higher requirements for the structure of business and management teams in the property management industry. To adapt to technology-driven service models, property management enterprises need to emphasize the recruitment and training of highly skilled business talents and establish diversified talent training mechanisms for management personnel, enhancing their leadership, digital management capabilities, and innovation abilities in the context of industry new trends.

(3) New productive forces also drive the organizational structure of property management enterprises toward flattening. Management needs to strengthen cross-departmental collaboration and information flow to promote decision-making efficiency. Meanwhile, it is essential to establish a learning organization, enabling the team to master new technologies and knowledge, thereby enhancing the adaptability and innovation capabilities of property management enterprises.[4]

In summary, the changes in the property management field under the development of new productive forces are significant and intense. As the most competitive "people" in the industry, they should adapt to these changes by significantly upgrading and transforming their knowledge, skills, and qualities. Particularly as the "helmsmen" of various projects in property management enterprises — the property project managers — they need to implement and adhere to the related visions and specific policies for the survival, operation, and expansion of property enterprises. They also need to lead their teams in achieving specific work goals and tasks, driving the development of the entire team and enterprise in sync. Thus, under the background of developing new productive forces, property project managers face more opportunities and greater challenges. How to effectively enhance their management capabilities not only affects the service quality and profitability of the property projects they manage but also bears the social responsibility of whether property enterprises can ensure residents' well-being and promote the healthy development of the industry. Additionally, the management capabilities of property project managers also concern the sustainable development of their own careers.

2. Current Status of Management Levels of Property Project Managers in the Property Management Industry

2.1 Main "Shortcomings" in the Management Capability of Property Project Managers

2.1.1 Deficiencies in Communication and Coordination Skills

Carnegie once said, "Management in the past was communication, now is communication, and in the future will still be communication." Communication skills are the most critical management capability for property project managers because communication and coordination skills largely rely on human emotional intelligence, empathy, social skills, and flexible responses to complex situations — qualities that large models cannot replace. Therefore, in the context of the development of new productive forces, communication and coordination skills play an even more crucial role and occupy a central position in management.[5]

Currently, many property project managers face issues with ineffective communication or coordination when dealing with employees, residents, suppliers, and other parties. This leads to misunderstandings, conflicts, or work delays in property projects.

2.1.2 Insufficient Team Management and Leadership Skills

Property project managers are responsible for multiple functions, including recruiting, training, motivating, and supervising team members. Many property project managers, starting from engineering positions, customer service roles, or other grassroots business positions, lack an understanding of systematic management theories and have limited progressive management practice. Therefore, when promoted to management positions due to their outstanding business skills, they often lack good team management and leadership skills. They may not lead effectively or understand how to motivate their teams, resulting in low morale, inefficiency, or high turnover, which affects the stability of the property project and the efficiency of achieving corporate goals.[6]

2.1.3 Deficiencies in Budgeting and Cost Control Abilities

One of the greatest challenges in the management capabilities of current property project managers is budgeting and cost control. Budgeting requires not only highly specialized knowledge and skills in financial accounting but also a comprehensive understanding of the actual needs of the property project and meticulous planning. Cost control involves strictly managing resource waste and overspending during project execution to prevent economic losses to the company. These two management capabilities are critical "hardcore skills" that many property project managers lack, severely impacting the survival, development, and achievement of economic and social goals of property enterprises.

2.1.4 Lack of Familiarity with Laws and Regulations, and Weak Compliance Awareness

Due to the generally lower educational background of property project managers, some are not familiar with the laws and regulations related to property management. This deficiency can lead to regulatory risks during project management. Additionally, some project managers lack proper compliance awareness, neglecting adherence to and enforcement of laws and regulations, which can result in unnecessary legal disputes and potential economic losses and reputational damage to property enterprises.

2.1.5 Insufficient Emergency Management Skills

In the context of the development of new productive forces, the emergency management capabilities of property project managers are particularly important. With technological progress and social development, the challenges faced by property management are increasing. Without strong emergency management skills, property project managers cannot ensure the stable operation of property projects, safeguard residents' interests, or enhance the brand image of property enterprises.

However, many property project managers lack sufficient emergency management skills. They may not develop comprehensive emergency plans or conduct adequate drills, leading to an inability to respond quickly and effectively to emergencies. In urgent situations, some project managers may react slowly or lack the necessary handling skills, failing to control the situation promptly and minimize losses.

2.1.6 Inadequate Ability to Utilize New Technologies and Informatization in Management

In recent years, the property management industry has been undergoing upgrades and transformations, with new technologies and informatization flooding in. However, many property project managers have low acceptance and learning capabilities for new technologies and are hesitant to apply them in management. This causes a significant disconnect between management levels and the development of productive forces, leading to inefficiency and limited service quality in the management work of property project managers.

2.2 Core Requirements for the Management Capabilities of Property Project Managers

In the context of the development of new productive forces, there are some expanded requirements for the management capabilities of property project managers to be qualified for their roles, as detailed below.

2.2.1 Ability to Innovate Management Models

Property project managers should be able to drive the transition from traditional management models to platform-based and ecosystem-based management. This involves establishing open information-sharing platforms oriented towards project residents, integrating upstream and downstream resources, and providing more diversified services to build a resident-centric service ecosystem.

Additionally, property project managers must strengthen cross-departmental collaboration to promote information flow and decision-making efficiency, pushing for a flatter organizational structure to adapt to the rapidly changing market environment and the trends of developing new productive forces.[7]

2.2.2 Ability to Bear More Social Responsibilities

In the context of developing new productive forces, property project managers should possess a strong sense of professional ethics, understand and align with the company's core values, and exhibit the qualities and attitudes required for property management roles. They also need to actively undertake social responsibilities and promote the sustainable development of the property management industry. This includes focusing on environmental issues during project management, taking effective measures to reduce energy consumption and pollution emissions, and working with local community committees and relevant departments to address community governance and public welfare issues, providing a safer and more harmonious living environment for residents.

2.2.3 Ability for Continuous Learning and Lifelong Learning

Facing the development of new productive forces, the continuously evolving industry, and the rapidly changing market environment and technological requirements, property project managers need to possess the ability for continuous learning and lifelong learning. They should constantly keep abreast of industry trends, technological advancements, and management developments, learning new knowledge, skills, and methods. Additionally, they need to enhance their self-reflection and summarization skills to continually improve their comprehensive qualities and management levels.

3. Pathways and Methods for Effectively Enhancing the Management Capabilities of Property Project Managers in the Property Management Industry

Based on the six identified "shortcomings" in the management capabilities of property project managers, and the higher management capability requirements in the context of developing new productive forces, the following measures are recommended to bridge these gaps and comprehensively

enhance the management competence of property project managers:

3.1 Develop Personal Development Plans for Property Project Managers

(1) Plan Career Advancement Paths: Enterprises should plan reasonable career advancement paths for property project managers. For example, they can set up positions such as "Assistant Property Project Manager - Property Project Manager - Regional Property Project Manager," each with different management scopes. Additionally, enterprises should provide career planning guidance and personalized career development consultations to help property project managers set short-term, medium-term, and long-term goals.

(2) Establish Incentive Mechanisms: Enterprises should establish performance-linked incentive mechanisms for property project managers. This includes bonuses, benefits, promotion opportunities, professional training, etc., to fully stimulate their enthusiasm and loyalty.[8]

3.2 Provide Professional Training and Lifelong Learning Opportunities for Property Project Managers

(1) Encourage Participation in Industry Certification Courses and Exams: Enterprises should encourage property project managers to participate in professionally recognized certification courses and exams, such as CPM (Certified Property Manager). This allows managers to systematically learn knowledge and skills in project management, property management, financial management, legal regulations, and more interdisciplinary fields. Additionally, possessing more professional certificates can improve the project's bidding qualifications and opportunities.

(2) Arrange Continuing Education: Enterprises should encourage property project managers to participate in regular industry seminars, forums, and online courses to stay updated on the latest industry dynamics, management concepts, legal regulations, technology applications, and market trends. Collaborating with educational institutions to organize related business training, benchmarking positions such as "Assistant Property Project Manager - Property Project Manager - Regional Property Project Manager," and offering tiered training programs such as "Reserve Talent - Competitive Talent - Leading Talent" with various types of courses, will ensure that property project managers continuously improve their business standards.

3.3 Provide Opportunities for Property Project Managers to Continuously Accumulate Practical Experience

(1) Implementing Job Rotation and Cross-training: Property project managers can be arranged to rotate in different types of property projects, such as residential, commercial, park, etc., to broaden their horizons and accumulate diversified management experience.

In addition, according to the principle of "what is missing", potential managers can be promoted by post exchange or one job and two jobs, so as to promote their growth into qualified property project managers as soon as possible. For example, the manager of the property customer service department and the manager of the security department exchange positions, and the manager of the property customer service department concurrently serves as the manager of the engineering department, etc. However, this dual-role approach should be limited to a maximum of two positions to prevent excessive workload. This strategy not only broadens the managerial knowledge and experience of department managers, laying a solid foundation for their eventual role as project managers but also reduces internal friction within the company caused by having too many departmental managers.

(2) Hold Case Study and Sharing Sessions: It is suggested to organize case sharing meetings among different projects within the enterprise regularly, analyze key and difficult cases of success and failure, extract lessons learned, and promote knowledge sharing and team collaboration within the entire enterprise team.

3.4 Develop Leadership Skills and Communication Techniques of Property Project Managers

(1) Organizing Frequent Leadership Seminars and Practices: By organizing regular leadership seminars and practices, project managers can improve their comprehensive abilities in influence, leadership skills, team motivation, decision making, conflict resolution, etc.

(2) Creating Effective Communication Workshops: In workshops, dedicated training on effective communication skills, including listening, presentation and non-verbal communication, was conducted to enable property project managers to better communicate with owners, team members and external partners.

3.5 Cultivate Technical Tool Application Abilities and IT Literacy of Property Project Managers

(1) Enhancing Digital Management Tool Usage through Training Activities: Through various means, property project managers can gradually master property management software, CRM system, big data analysis and other tools to improve work efficiency and management service quality.

(2) Improving Understanding and Application of Smart Technologies through Union Activities or Other Engaging Events: Through the activities, property project managers can understand and explore the application of technologies such as Internet of Things, AI and big data in the property industry and project management, so as to adapt to the development trend of the industry and improve the management effect.

3.6 Establish Scientific Performance Evaluation and Feedback Mechanisms for Property Project Managers

Developing a Scientific Performance Evaluation System: Clear KPIs (Key Performance Indicators) can be set, the performance of property project managers can be quantitatively evaluated on a regular basis, and training and assessment can be carried out simultaneously. This allows property enterprises to comprehensively understand and monitor the work performance, management effectiveness, and emergency handling capabilities of property project managers. Through feedback mechanisms, property project managers can better understand deviations in their work, optimize their management models, and be motivated to continuously innovate and strive to achieve the company's goals.

4. Summary

In summary, against the backdrop of new productive forces centered around information and intelligent technologies, industries across the board are undergoing profound transformations. In the property management sector, the trends of intelligence and informatization are evident. This evolving landscape has highlighted both the shortcomings in the management capabilities of property project managers and the higher demands placed on them by the upgrading and transformation of the industry.

Therefore, the effective enhancement of property project managers' management capabilities is crucial for their career sustainability. The management level of property project managers also impacts every aspect of property projects within the industry. The competence of countless property project managers is the core competitive edge for the sustainable development of the property management industry.

Property project managers must leverage diverse approaches and methods to enhance leadership, foster good team collaboration, improve personal professional skills, master digital, informational, and new technologies in management, and elevate service awareness and learning capabilities. By improving every aspect of the management process, property project managers can ensure high service quality for the properties they manage, provide better property management services to clients, enhance market competitiveness, increase customer satisfaction, and foster long-term cooperation, thus contributing to the success of the entire industry.

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