PROPERTY PORTFOLIO MANAGEMENT:
A LEADERSHIP AND ORGANISATIONAL PERSPECTIVE

SUMMARY

Property portfolio management is primarily administered at the strategic level. At this level, the corporate vision is conceived, objectives developed, strategies formulated and targets determined. At the operational level, implementation plans are mapped out, organisational structure and administrative mechanisms are set up. Performance measurement systems are reviewed in relation to operational strategies and decisions on portfolio balance and rationalisation.

Property portfolio management in the private sector was evaluated and discussed. Interviews were conducted with major property-based companies to appreciate the scope and organisation of property portfolio management in these companies. Most of these companies surveyed have broad-based property portfolios ranging from commercial, industrial, residential to hotel and conservation properties. Some are engaged in local as well as international level investment property projects. The managing director or general manager of these companies sets the direction on property portfolios development, investment and management.

A general approach to property portfolio management was considered and developed by relating academic approaches to practical difficulties. The general approach conceived was then reviewed and adapted to the management of HDB's property portfolios. HDB's property portfolios were reviewed and evaluated. HDB's role and foci for the 1990s were discussed. The anticipated changes, the bureaucratic nature of big government organisations and the political sensitivity of the HDB in the local setting were also discussed.

The concept of property portfolio management relative to leadership competence and resourcefulness of line and staff managers were examined. In the final analysis, whether a business is property-based or otherwise, the qualities for survival are the same. Clear and far-sighted vision, competent managers, a lean but flexible organisation structure are the fundamental attributes for organisation success.