

## **Skills and Competency in the Malaysian Property Management Industry**

### **Authors:**

Zarita Ahmad @ Baharum<sup>1</sup>, Ting Kien Hwa<sup>2</sup>,  
Sharuzaman Mohd Saleh<sup>3</sup>

### **Email:**

zarit928@uitm.edu.my<sup>1</sup>, tingkien@salam.uitm.edu.my<sup>2</sup>

**Abstract:** Welcome to "Skill and Competency in the Malaysian Property Management Industry" This book delves into the multifaceted world of property management in Malaysia, exploring the skills and competencies essential for success in this dynamic field. As the Malaysian property market continues to evolve, it becomes increasingly vital for property managers to possess a diverse set of skills and competencies to navigate challenges and capitalise on opportunities.

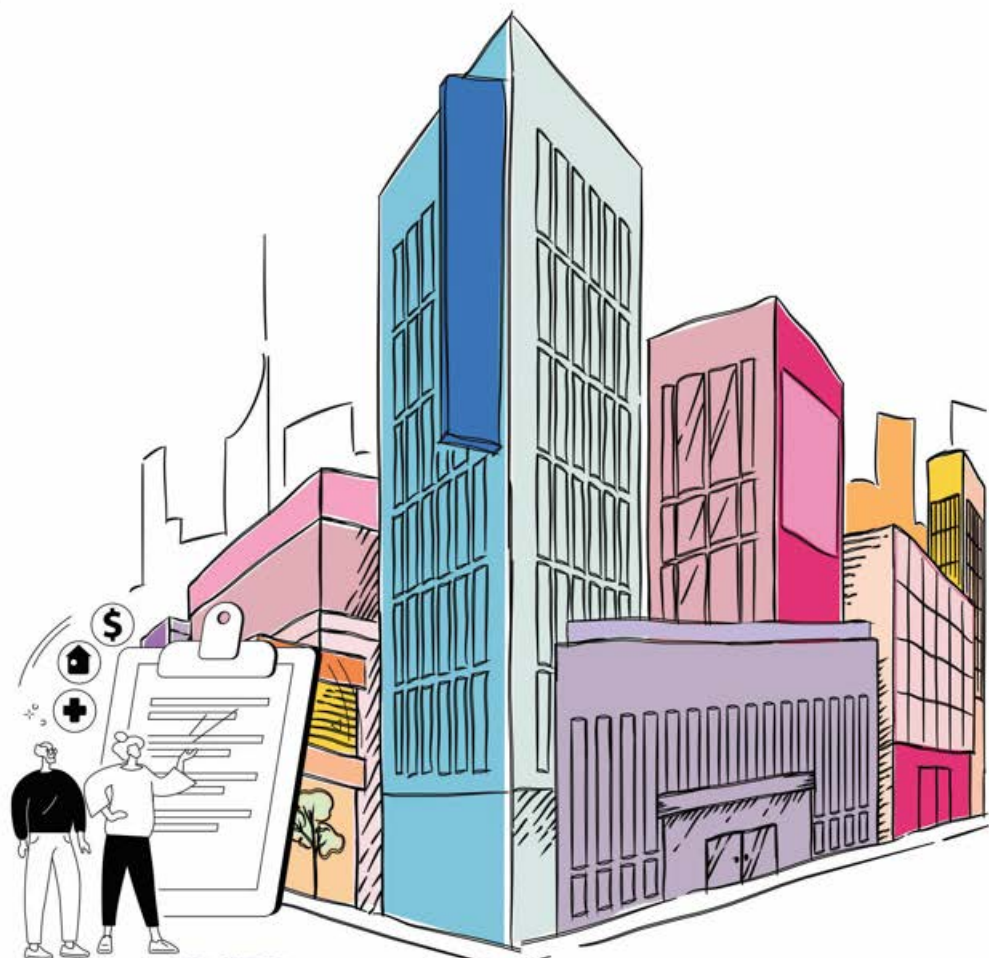
This comprehensive guide is designed to provide a deep understanding of the key aspects of property management specific to the Malaysian context. From regulatory frameworks to cultural nuances, and economic trends to technological advancements, each chapter offers valuable insights into the intricacies of property management in Malaysia

We aim to equip both aspiring and seasoned property professionals with the knowledge and tools necessary to excel in their roles. Whether you are a property manager, investor, developer, or industry stakeholder, this book serves as a valuable resource for enhancing your understanding of the Malaysian property market and honing your skills to thrive in this competitive industry.

Through a blend of theoretical concepts, practical case studies, and expert perspectives, "Skill and Competency in the Malaysian Property Management Industry" provides readers with actionable insights and best practices that can be applied in real-world scenarios. We delve into topics such as regulatory compliance, financial management, tenant relations, sustainability practices, and more, offering a comprehensive guide to navigating the complexities of property management in Malaysia.

As you embark on this journey through the Malaysian property management landscape, we encourage you to approach each chapter with curiosity and an open mind. May this book serve as a valuable companion in your quest for excellence in the Malaysian property management industry.

**Keywords:** Property management, professional competency, regulatory compliance, Malaysian market, facility management



# Skills and Competency in the Malaysian Property Management Industry

ZARITA AHMAD BAHARUM  
TING KIEN HWA  
SHARUZAMAN MOHD SALEH





# **Skills and Competency in the Malaysian Property Management Industry**



# Skills and Competency in the Malaysian Property Management Industry

ZARITA AHMAD @ BAHARUM  
TING KIEN HWA  
SHARUZAMAN MOHD SALEH



© Penerbit UTHM  
First Published 2024

Copyright reserved. Reproduction of any articles, illustrations and content of this book in any form be it electronic, mechanical photocopy, recording or any other form without any prior written permission from The Publisher's Office of Universiti Tun Hussein Onn Malaysia, Parit Raja, Batu Pahat, Johor is prohibited. Any negotiations are subjected to calculations of royalty and honorarium.

Perpustakaan Negara Malaysia

**Authors:** Zarita Ahmad @ Baharum, Ting Kien Hwa, Sharuzaman Mohd Saleh

**ISBN:** 978-629-490-120-9

Published by:

Penerbit UTHM  
Universiti Tun Hussein Onn Malaysia  
86400 Parit Raja,  
Batu Pahat, Johor  
Tel: 07-453 7051 / 7454  
Fax: 07-453 6145

Website: <http://penerbit.uthm.edu.my>  
E-mail: [pemasaran.uthm@gmail.com](mailto:pemasaran.uthm@gmail.com)  
<http://e-bookstore.uthm.edu.my>

Penerbit UTHM is a member of  
Majlis Penerbitan Ilmiah Malaysia (MAPIM)

Printed by:

FIRDAUS PRESS SDN. BHD.  
No. 28, Jalan PBS 14/4, Taman Perindustrian Serdang,  
43300 Seri Kembanfan, Selangor.  
Tel/Fax: 03-8940 5595



Cataloguing-in-Publication Data

Perpustakaan Negara Malaysia

A catalogue record for this book is available  
from the National Library of Malaysia

ISBN 978-629-490-120-9

---

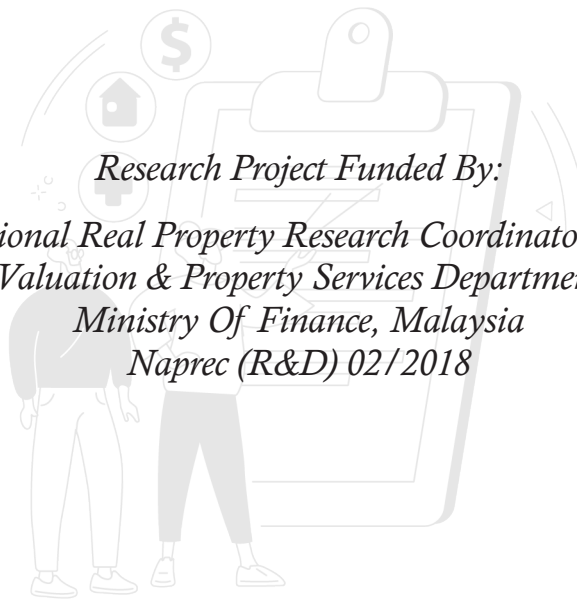
---

# Table of Contents

---

---

|  |      |
|--|------|
| List of Table  | ix   |
| List of Figures  | xi   |
| Preface  | xiii |
| <br>   |      |
| CHAPTER 1  |      |
| Introduction to the Property Management Industry         | 1    |
| <br>   |      |
| CHAPTER 2  |      |
| Skill and Competency of a Professional Property Manager  | 25   |
| <br>   |      |
| CHAPTER 3  |      |
| Skill and Competency of Property Management Team Members | 49   |
| <br>   |      |
| CHAPTER 4  |      |
| Training and Development                                 | 91   |
| <br>   |      |
| CHAPTER 5  |      |
| Conclusion   | 97   |
| <br>   |      |
| Appendix 1   | 101  |
| Bibliography   | 121  |



*Research Project Funded By:*  
*The National Real Property Research Coordinator (Naprec)*  
*Valuation & Property Services Department*  
*Ministry Of Finance, Malaysia*  
*Naprec (R&D) 02/2018*

---

---

## List of Tables

---

---

|           |   |    |
|-----------|---|----|
| Table 1.1 | Various Definitions of Property Management  | 2  |
| Table 1.2 | Differences in The Related Practices in Property Management   | 9  |
| Table 1.3 | Matrix of Property Management Functions   | 12 |
| Table 1.4 | The Fuctions of Property Management   | 15 |
| Table 1.5 | Job Positions in Basic Property Management Set-Up   | 22 |
| Table 1.6 | Job Positions in Comprehensive Property Management Set-Up (Extended from Table 1.5)                 | 23 |
| Table 2.1 | Matrix of Competencies by Category and Elements (Various Author)                                    | 37 |
| Table 2.2 | The Property Management Standards versus The Job Functions of Property Management Team              | 47 |
| Table 3.1 | Total Mean Score for The Different Competencies Categories  | 60 |
| Table 3.2 | Mapping of International Competencies at The Managerial Level with The Property Management Standard | 68 |

|           |   |    |
|-----------|---|----|
| Table 3.3 | Mapping of International Competencies at The Managerial Level with The Property Management Standard | 69 |
| Table 3.4 | Mapping of International Competencies at The Managerial Level with The Property Management Standard | 70 |
| Table 3.5 | Competencies Category and Elements - Managerial Level   | 72 |
| Table 3.6 | Competencies Category and Elements - Executive Level  | 77 |
| Table 3.7 | Competencies Category and Elements - Support Level  | 82 |

---

---

## List of Figures

---

---

|             |   |    |
|-------------|---|----|
| Figure 2.1  | Major Functional Areas of Property Management   | 32 |
| Figure 3.1  | Combination of Conceptual Technical, Diagnostic, and Interpersonal Skills According to Management Level | 51 |
| Figure 3.2  | A Conceptual Framework for Property Management Competencies   | 52 |
| Figure 3.3  | The Pyramid of Property Management Competencies   | 53 |
| Figure 3.4  | Mean Score for Personal Effectiveness Competencies  | 55 |
| Figure 3.5  | Mean Score for Academic Competencies  | 56 |
| Figure 3.6  | Mean Score for Workplace Competencies   | 56 |
| Figure 3.7  | Mean Score for Knowledge Competencies   | 57 |
| Figure 3.8  | Mean Score for Technical Competencies   | 58 |
| Figure 3.9  | Mean Score for Interpersonal Competencies   | 58 |
| Figure 3.10 | Mean Score for Leadership Managerial Competencies   | 59 |

# Preface

**W**elcome to "Skill and Competency in the Malaysian Property Management Industry." This book delves into Malaysia's multifaceted world of property management, exploring the skills and competencies essential for success in this dynamic field. As the Malaysian property market continues to evolve, it becomes increasingly vital for property managers to possess diverse skills and competencies to navigate challenges and capitalise on opportunities.

This comprehensive guide is designed to provide a deep understanding of the critical aspects of property management specific to the Malaysian context. From regulatory frameworks to cultural nuances and economic trends to technological advancements, each chapter offers valuable insights into the intricacies of property management in Malaysia.

We aim to equip aspiring and seasoned property professionals with the knowledge and tools necessary to excel in their roles. Whether you are a property manager, investor, developer, or industry stakeholder, this book is valuable for enhancing your understanding of the Malaysian property market and honing your skills to thrive in this competitive industry.

Through a blend of theoretical concepts, practical case studies, and expert perspectives, "Skill and Competency in the Malaysian Property Management Industry" provides readers with actionable insights and best practices that can be applied in real-world scenarios. We delve into topics such as regulatory compliance, financial management, tenant relations, sustainability practices, and more, offering a comprehensive

guide to navigating the complexities of property management in Malaysia.

We extend our gratitude to the Ministry of Finance, which funded this research through the NAPREC Research Grant, industry experts, and practitioners whose expertise and insights have enriched the content of this book. Their dedication to advancing the property management field in Malaysia is evident in the depth and breadth of knowledge presented within these pages.

As you embark on this journey through the Malaysian property management landscape, we encourage you to approach each chapter with curiosity and an open mind. May this book be a valuable companion in your quest for excellence in the Malaysian property management industry.

Happy reading!

## **CHAPTER 1**

# **Introduction to the Property Management Industry**

### **1.1 Introduction**

Property management involves overseeing and managing various commercial and residential real estate properties. It consists of a property's administration and daily operations, including collecting rent, handling maintenance, addressing tenant complaints, and ensuring compliance with laws and regulations.

Property management can be done on behalf of the property owner, who may hire a property manager to handle the responsibilities associated with managing their properties. The property manager acts as the middleman between the owner and the tenants, taking care of tasks that the owner may not have the time or expertise to handle.

### **1.2 Definition of Property Management**

The Valuers, Appraisers, Estate Agents and Property Management Act of 1981 (Act 242) defines property management as “the management and control of land, buildings, and any interest therein.” This supports the notion that property management is not merely the administration of the tangible portion of property ownership but rather encompasses the ownership's interests. This is supported by arguably the most frequently cited academic definition of property management, which is “the activity that seeks to control interest in the property by taking into account the short-term and long-term objectives and obligations of the property owner, as well as pursuing opportunities therein” (Singh, 1996; Scarrett, 1983).

## CHAPTER 2

# Skill and Competency of a Professional Property Manager

### 2.1 Introduction

A skill is the ability to perform a specific task or activity proficiently, usually due to training, practice, or experience. Skills are often practical and tangible, involving hands-on abilities or technical expertise in a particular area. Examples of skills include communication skills, technical skills (such as proficiency in using software or machinery), problem-solving skills, organisational skills, and interpersonal skills.

Competency encompasses a broader set of attributes beyond individual skills. It refers to the overall capability of an individual to effectively and efficiently perform a role or job function. Competency includes possessing relevant skills and the ability to apply those skills in various contexts, adapt to changing situations, make sound decisions, and achieve desired outcomes. Competency often involves skills, knowledge, attitudes, and behaviours that enable successful performance in a specific role or field.

In essence, skills represent the specific capabilities or proficiencies that individuals possess. At the same time, competency reflects individuals' overall effectiveness and ability to perform their roles successfully, drawing upon a combination of skills, knowledge, and attributes.

### 2.2 The Importance of Skill and Competency

Skills and competency are crucial for professionals across all industries, including property management, for several reasons:

## CHAPTER 3

# Skill and Competency of a Property Management Team Members

### 3.1 Introduction

In Malaysia, many new high-rise properties, e.g., office buildings, commercial buildings, condominiums, and apartments, are added yearly to the existing stock of stratified and high-rise properties. These buildings, whether owned by the public or private sector, require good property management and maintenance provided by well-trained and skilled property management human capital.

Property management is regulated under the Valuers, Appraisers, and Estate Agent Act 1981. The Board of Valuers, Appraisers and Estate Agents ensures that real estate professionals abide by the rules and guidelines and strengthen professional integrity and ethics. Hence, to achieve this, formulating a competency framework for the property management team will be very valuable and beneficial to the industry and the stakeholders.

The competency standards will strengthen the industry's overall professionalism and competitiveness by developing and setting the competency requirements for each level of property management services required by the building and property industry. The competency standards are benchmarks for the skills needed for performing different industry job functions, including industry-specific knowledge, professional skills, soft skills, etc.

Professional bodies in the property management industry urgently need a property management competency framework. Among such

## CHAPTER 4

# Training and Development

### 4.1 Definition of a Professional

A professional possesses specialised knowledge, skills, and expertise in a particular field or occupation and conducts themselves in a manner consistent with their profession's ethical standards and norms.

Key characteristics that define a professional:

1. **Expertise:** professionals typically have a high level of knowledge and proficiency in their chosen field. They have acquired specialised skills through education, training, and practical experience, allowing them to perform their duties effectively and deliver high-quality results.
2. **Ethical standards:** professionals adhere to a code of ethics or professional conduct that governs their behaviour and interactions with clients, colleagues, and the public. This includes honesty, integrity, confidentiality, and respect for others.
3. **Accountability:** professionals take responsibility for their actions and decisions, recognising their impact on clients, organisations, and society. They are accountable for upholding professional standards and delivering outcomes that meet or exceed expectations.
4. **Continuous learning:** professionals are committed to ongoing education and professional development to stay current with industry trends, advancements, and best practices. They seek

## CHAPTER 5

### Conclusion

Skills and competency are indispensable pillars in the Malaysian property management industry, serving as the cornerstone for excellence, professionalism, and sustainable growth. As the industry continues to evolve and face new challenges, the significance of honing skills and fostering competency among property management professionals cannot be overstated.

With a diverse range of responsibilities encompassing maintenance, financial management, tenant relations, and regulatory compliance, property managers in Malaysia must possess a multifaceted skill set and a high level of competency to navigate the complexities of their roles effectively.

Moreover, in a dynamic and competitive market environment, property management professionals must remain agile and adaptable, continuously refining their skills, embracing innovation, and staying abreast of industry trends and best practices. This commitment to lifelong learning and professional development not only enhances individual capabilities but also elevates the overall standards of the industry.

Furthermore, pursuing skills and competency is not solely confined to technical expertise but also encompasses crucial soft skills such as communication, leadership, and problem-solving. Effective communication with clients, tenants, and stakeholders fosters trust, while problem-solving abilities enable property managers to address challenges and deliver optimal outcomes proactively.

---

---

# Appendix 1

---

---

|                           |   |
|---------------------------|---|
| <b>JOB TITLE</b>          | <b>Senior Property Manager</b>  |
| <b>REPORTS TO</b>         | Director  |
| <b>JOB QUALIFICATIONS</b> | Education: Relevant professional and academic qualifications recognised by professional bodies and regulatory boards with commensurate experience<br>Experience: 8 - 10 years as property manager<br>License: Registered Valuer (desirable), Chartered Surveyor (desirable) |
| <b>JOB REQUIREMENTS</b>   | Ability:<br>To develop rapport with people at all levels<br>Strong report writing and presentation skills<br>Leadership and people management skills<br>Good command of languages<br>Strong negotiator, a team player and business acumen                                   |
| <b>JOB SUMMARY</b>        | Responsibilities involve the full range of property management functions, including budget preparation and execution, building operations, maintenance and repair, and tenant relations.  |

---

---

## Bibliography

---

---

- Abd. Latif Azmi, Noraziah Azmin (2006) *The study of problems property management faces in managing the high-rise condominium in Malaysia*. Master's thesis, Faculty of Civil Engineering Universiti Teknologi Malaysia.
- Aguinis, H. (2012). *Performance Management*, 3rd ed. Boston: Pearson Education, Inc.
- Bickell, Stephen (2013) Defining a profession: Core competencies for sustainability. *CEM Occasional Paper Series IP3/13*
- BIFM. (2012). *BIFM: Frequently Asked Questions*. Retrieved October 18, 2012, from British Institute of Facilities Management (BIFM): <http://www.wifm.org.uk>
- BIFM (2009) *The Revised Competencies*, BIFM, UK
- Bon, R. (1992). *Corporate Real Estate Management*. *Facilities*, 10(12), pp. 13 - 17.
- Chin, L., & Lam, K. P. (1999). *Implementing quality in property management - The case of Singapore*. *Property Management*, 17(4), pp. 310 - 320.
- Citibank. (2012). *Property Insight*. Kuala Lumpur: Citibank.
- Confederation of Asian and Pacific Accountants (2004) *Competent professional accountants and the challenges for professional*

*accountancy bodies – A case study*, Confederation of Asian and Pacific Accountants, Kuala Lumpur

Dent, P., Patrick, M., & Xu, Y. (2012). *Real Estate: Property Markets and Sustainable Behaviour*. New York: Routledge.

Dingsdag et al. (2006) *A Construction Safety Competency Framework: Improving OH&S*

*Performance by creating and maintaining a safety culture*, CRC Construction Innovation

Ebinger & Madritsch (2012) *A classification framework for facilities and real estate management*, *Facilities*, 30 (5/6)

Edington, G. (1997). *Property Management: A Customer Focussed Approach*. New York: Palgrave MacMillan.

Edwards, V., & Seabrooke, B. (1991). *Proactive property management*. *Property Management*, 9(4), pp 373 - 384.

FMA (2012) *Skills in Facilities Management*, FMA, Australia

Gaber, John and Gaber, Sharon (2007) *Qualitative analysis for planning and policy*. Planners Press, APA, Chicago.

Gardner, H. (2004) *Changing minds: The art and science of changing our own and other people's minds*. Boston, MA, Harvard Business Review Press.

Horton, S. (2002). Competencies in people sourcing. In S. Pilbeam, & M. Gorbridge, *People Resourcing: HRM in Practice* (pp. pp 491 - 515), Prentice Hall.

Human Resource Systems Group (2012) *Best Practices for Implementing Competencies*, Whitepaper

Ihfasuziella, I., Wan Zahari, W. Y., & Noor Sharipah, S. S. (2011). A Comparative Study on Elements of Space Management in Facilities Management at Higher Education Institutions. *International Conference on Sociality and Economics Development 2011* (pp. 74 - 78). Singapore: IACSIT Press.

# Skills and Competency in the Malaysian Property Management Industry

Welcome to "Skill and Competency in the Malaysian Property Management Industry" This book delves into the multifaceted world of property management in Malaysia, exploring the skills and competencies essential for success in this dynamic field. As the Malaysian property market continues to evolve, it becomes increasingly vital for property managers to possess a diverse set of skills and competencies to navigate challenges and capitalise on opportunities.

This comprehensive guide is designed to provide a deep understanding of the key aspects of property management specific to the Malaysian context. From regulatory frameworks to cultural nuances, and economic trends to technological advancements, each chapter offers valuable insights into the intricacies of property management in Malaysia.

We aim to equip both aspiring and seasoned property professionals with the knowledge and tools necessary to excel in their roles. Whether you are a property manager, investor, developer, or industry stakeholder, this book serves as a valuable resource for enhancing your understanding of the Malaysian property market and honing your skills to thrive in this competitive industry.

Through a blend of theoretical concepts, practical case studies, and expert perspectives, "Skill and Competency in the Malaysian Property Management Industry" provides readers with actionable insights and best practices that can be applied in real-world scenarios. We delve into topics such as regulatory compliance, financial management, tenant relations, sustainability practices, and more, offering a comprehensive guide to navigating the complexities of property management in Malaysia.

As you embark on this journey through the Malaysian property management landscape, we encourage you to approach each chapter with curiosity and an open mind. May this book serve as a valuable companion in your quest for excellence in the Malaysian property management industry.



ISBN 978-629-490-120-9



9 786294 901209

For more information,  
please scan the code

