

MBA Construction and Real Estate

Programme Specification

Academic year September 2015 to August 2016

Reference:

Version: 1.00

Status: Final

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Summary Programme Details

Final Award	
Award:	MBA
Title of (final) Programme	Construction and Real Estate
Credit points:	180
Level of award (QAA FHEQ):	7
Intermediate award(s)	
Intermediate award 1:	Postgraduate Diploma in Construction and Real Estate
Credit points:	120
Level of award (QAA FHEQ):	7
Intermediate award 2:	Postgraduate Certificate in Built Environment Studies
Credit points:	60
Level of award (QAA FHEQ):	7
Validation	
Validating institution:	The College of Estate Management (CEM)
Faculty	Management and Vocational
Date of last validation:	November 2013
Date of next periodic review:	November 2018
Professional accreditation	
Accrediting body:	The Royal Institution of Chartered Surveyors (RICS)
Date of last accreditation:	May 2014
Date of next periodic review:	November 2015
Accrediting body:	The Chartered Institute of Building (CIOB)
Date of last accreditation:	November 2014
Date of next periodic review:	November 2019
Accrediting body:	Chartered Association of Building Engineers (CABE)
Date of last accreditation:	August 2015
Date of next periodic review:	August 2020
Accrediting body:	Chartered Management Institute (CMI)
Date of last accreditation:	July 2015
Date of next periodic review:	July 2018
Miscellaneous	
QAA benchmark statement	Master's degree in business and management QAA (2007)
Date of commencement of first delivery	September 2014
Duration	2 years (standard route) or 18 months (accelerated route)

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Maximum period of registration	9 years
UCAS Code	n/a
Programming Code	n/a
Other coding as required	n/a

Programme Overview

Rationale

Our MBA, accredited by the CIOB and RICS, is a leading specialist MBA delivered by distance learning that focuses on business and management principles within the international construction and real estate sectors. The programme attracts real estate and construction professionals from all continents, offering virtual networking and exchanges of experiences in different international contexts. Students engage with subject experts in modules covering key subjects that blend technical knowledge in property and construction subjects with core management disciplines such as finance, organisational leadership, strategic management of change and marketing.

The programme is suitable for ambitious and experienced construction and real estate professionals in the public and private sectors. This stimulating, challenging and specialist MBA programme is suitable for current and aspiring senior managers who want to improve their leadership skills through strategic management and reach more senior positions. The flexible and life-changing programme increases the career options of its graduates, particularly in international markets.

Entry requirements

Entrants to this programme normally are required to have attained one of the following:

- a Bachelor Degree with honours at lower second standard (2.2) and three years' experience are required; or
- a Level 5 qualification as defined by Framework for Higher Education Qualifications for England, Wales and Northern Ireland (FHEQ) plus 5 years relevant experience, two of which should be at appropriate senior management level; or
- a professional qualification plus 5 years relevant experience - two of which should be at appropriate senior management level
- International Students English language Requirements:

All CEM programmes are taught and assessed in English. You will therefore be required to demonstrate adequate proficiency in the language before being admitted to a course:

- Grade B or above in English (Language or Literature) at GCSE or its equivalent
- Grade 6.0 or above, with at least 6.5 in the reading and writing modules, in the International English Language Testing System (IELTS) test administered by the British Council in the Social Sciences academic module
- 88 or above in the Internet option, 230 or above in the computer-

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based option or 570 or above in the paper-based option, of the Teaching of English as a Foreign Language (TOEFL) test

- Grade C or above in Use of English at A/S Level

Note: applicants with a Bachelor's degree that has been taught and examined in the English medium can be considered for entry in the absence of the qualifications detailed above.

Students may apply to enter the Programme in either semester.

Recognition of prior certificated learning (RPCL) or recognition of prior experiential learning (RPEL) routes into the Programme

CEM policy and procedures for Recognition of Prior Experiential Learning (RPEL) and Recognition of Prior Certificated Learning (RPCL) are set out in the CEM Code of Practice: Recognition of Prior Learning. This policy statement takes precedence in any such decision.

RPEL may be used for admission onto a level 7 programmes in accordance with the entry requirements stated in the section above. However, RPEL and RPCL do not normally enable transfer of credit into a level 7 programme nor enable exemption from any component on these programmes.

Programme progression

Successful completion of your MBA may enable you to take a PhD/ MPhil or to conduct research.

Award Regulations

- The MBA Construction and Real Estate is conferred upon successful completion of 180 credits of study.
- Postgraduate Diploma in Construction and Real Estate is conferred upon successful completion of 120 credits of study.
- Postgraduate Certificate in Built Environment Studies is conferred upon successful completion of 60 credits of study.

Awards are conferred in accordance with the CEM General and Academic Regulations for Students and the CEM Postgraduate Programme Assessment, Progression and Award Regulations.

Career prospects

This Programme equips students with the essential leadership and management knowledge, along with postgraduate skills and expertise to enable them to develop their careers within business management, focussing on the real estate and construction sectors.

The Programme provides an academic qualification that prepares students to progress onto membership of the Chartered Institute of Building (CIOB), the Royal Institution of Chartered Surveyors (RICS) and Chartered Association of Building Engineers (CABE).

Students completing the MBA will also achieve a Chartered Management Institute (CMI) Level 7 qualification in Strategic Management and Leadership. The CMI qualification will provide students with the opportunity to achieve membership of the leading professional body for managers and enhanced access to Chartered Manager status.

Programme Aims

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Programme aims

The MBA in Construction and Real Estate is designed to educate individuals as managers. It develops their ability to reflect on their business experience and solve complex business issues within the context of the Construction and Real Estate sectors. The Programme is designed to provide aspiring and current built environment professionals with an opportunity to develop leadership and management skills.

Market and internationalisation

This programme is aimed at a UK and broad international audience; however, it has as its basis UK law and regulatory controls. The programme aims to utilise international case studies to further understanding and where possible, international construction and surveying is considered along with international codes and conventions.

Learning Outcomes

Having successfully completed the programme, you will have met the following learning outcomes.

	Level 7	Relevant modules
A – Knowledge and understanding	A1	Contemporary and contextual leadership and business trends in Construction and Real Estate
	A2	Principles that enable detailed investigation into relevant emergent business and organisational issues
	A3	Theoretical and practical issues involved in the proactive planning and development of projects within the Construction and Real Estate sector
B – Intellectual skills	B1	Critically integrate theory and practice relating to complex business situations
	B2	Evaluate, analyse, interpret and synthesise complex business information to aid decision-making in different organisational contexts
	B3	Select relevant frameworks in appraising unpredictable organisational situations to generate considered and structured opinions demonstrating contextual influences
C – Subject practical skills	C1	Formulate business strategies within a changing and unpredictable business environment
	C2	Use relevant academic sources to present written work clearly and concisely to support decision-making
D – Key /	D1	Research independently, reflecting on philosophical underpinnings of the research

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Transferable skills	process applicable to a construction or real estate organisation D2 Think critically and creatively in solving complex leadership and management issues	
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Curriculum Map

This table indicates which study units assume responsibility for delivering (X) and summatively assessing (A) particular Programme learning outcomes.

Module	A1	A2	A3	B1	B2	B3	C1	C2	D1	D2
Strategic Management of Change	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A
Applied International Marketing	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A
Management Finance and Science	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A
Managing and Leading People	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A
Postgraduate Project	X A	X A		X A	X A	X A	X A	X A	X A	X A
Planning and Development	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A
Property Management	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A
Real Estate Investment	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A
Management of Construction	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A
Procurement and Tendering	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A

Programme Structure

Module List				
Code	Module	Level	Credits	Core /Elective
	Strategic Management of Change	7	20	Core

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	Managing and Leading People	7	20	Core
	Planning and Development	7	20	Core
	Applied International Marketing	7	20	Core
	Management of Finance and Science	7	20	Core
	Postgraduate Project	7	40	Core
	Property Management	7	20	Elective
	Real Estate Investment	7	20	Elective
	Management of Construction	7	20	Elective
	Procurement and Tendering	7	20	Elective

Notes:

Credits are part of the Credit Accumulation and Transfer System (CATS). Two UK credits are equivalent to one European Credit Transfer System (ECTS) credit.

The Postgraduate Project must be studied in the final semester of the Programme; however, an introduction and preparation advice is provided in the preceding semester.

Delivery Structure

Standard route (part-time)

	SEMESTER 1 (autumn UK)	SEMESTER 2 (spring UK)
Year 1	Strategic Management of Change	Management of Finance and Science
	Managing and Leading People	Applied International Marketing
Year 2	Property Management <i>or</i> Real Estate Investment	Management of Construction <i>or</i> Procurement and Tendering
	Postgraduate Project if last semester <i>otherwise</i> Planning and Development	Postgraduate Project if last semester <i>otherwise</i> Planning and Development

Accelerated route (full-time)

	SEMESTER 1 (autumn UK)	SEMESTER 2 (spring UK)
Year 1	Strategic Management of Change	Management of Finance and Science
	Managing and Leading People	Applied International Marketing

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		Property Management or Real Estate Investment	Management of Construction or Procurement and Tendering
	Year 2	Planning and Development	Planning and Development
		Postgraduate Project	Postgraduate Project

Module Summaries

CORE MODULES

Applied International Marketing

This module considers the application of marketing in international business within construction and real estate contexts. It highlights the challenges posed by diverse international business environments, together with the implications for professional marketing practice. In this module appropriate professional marketing strategies are appraised within a diverse, complex and changing international construction and real estate environment. Practical and ethical considerations are explored and analysed within different cultures.

Management Finance and Science

Finance defines the resource potential for, and the constraints on, exploiting business opportunities. An understanding of budgets and budgetary control mechanisms is therefore a necessary requirement of all management activity. A wider understanding of the organisation's financial performance and current position is also required both by managers for professional reasons and by stakeholders in general. In determining the availability of resources this financial management module is therefore relevant for the function of decision-making in all the course modules. Management science combines a platform for the development of quantitative skills with the introduction of tools to support operations management and to gauge risk.

Managing and Leading People

This module seeks to develop understanding of what a manager is and what managers do; and to distinguish leadership from management. It requires students to interrogate issues and contexts relating to managing people, and learn how to get the best out of people, in an environment of constant change.

The module aims to examine:

- the way that organisations - and the people who comprise them - behave, the tasks that they perform and the structures and methodologies that have evolved in attempts to understand and lead them
- management theories
- different schools of thought on leadership and the major strategies and approaches for the effective leadership of contemporary organisations and projects.

Planning and Development

This module provides an introduction to planning law and the planning process relevant to property development. The property development process, site selection and financial appraisal of development sites and their funding are considered. The module blends the basic knowledge of planning law with the implementation of a real estate development project.

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The module aims to examine:

- the context of planning within property development projects
- principles of site layout and design, introducing methods of appraisal of the financial viability of development schemes
- sources of funding for development projects.

Postgraduate Project

This module requires students to hone their research skills whilst providing them with a vehicle to conduct a self-directed research project that reflects the culmination of their studies in the relevant programme.

This is a dual-use module serving MSc awards and the MBA. For those students studying the MBA programme, the project should demonstrate leadership through strategic management. For those students studying the MSc programmes, the project requires students to demonstrate strong conceptual and theoretical understanding as applied within a business context.

Strategic Management of Change

The rationale for this module is to provide an integrated approach to corporate strategy and the management of change and innovation in a complex and uncertain business environment in construction and real estate. Part one considers frameworks to manage the long-term strategic direction of organisations within a construction and real estate setting. Part two focuses on enhancing students' understanding of, and response to organisational change. The determination of appropriate policies and strategies to meet stakeholder interests is explored within different cultural contexts.

ELECTIVE MODULES

Management of Construction

This module considers both the personnel and organisational aspects of construction management, with a focus on the managers of construction projects. It provides a comprehensive understanding of the skills required in managing, planning and controlling the safe implementation of a construction project.

The module aims to examine:

- the construction management environment
- the implications of health and safety for construction
- the personnel skills required of the construction manager
- construction management in practice.

Procurement and Tendering

Students will consider the various ways in which construction projects can be procured and the consequent effects of procurement strategies on tendering.

The module aims to examine:

- the effects of project risk allocation on the procurement process and how the choice of procurement method can impact on the subsequent phases of the project cycle
- procurement theories, together with examples of past and current practices
- how construction procurement is affected by, and can be used to affect, the wider economy.

Property Management

This module develops the principles of law and practice appropriate to the effective and efficient management of commercial property. The focus is principally on the landlord and

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tenant relationship within legal and regulatory frameworks, but also encompasses property held for owner occupation.

This module aims to examine:

- the significance of lease agreements from both the different landlord/investor and tenant/occupier perspectives
- the legal, regulatory and market constraints within which commercial property management is undertaken
- the handling of the different interests of parties involved in property management and the preferred solutions after consideration of all implications.

Real Estate Investment

This module focuses on the rationale and considerations for investing in property as an asset class and takes into account the trade-off between the present and future use of resources by organisations, with special reference to the returns and risks of real estate investments. The module will allow students to recognise property as an investment asset within the overall spectrum of other investment media. Investment return, risk, appraisal, performance measurement, modern portfolio theory and responsible investment concepts are considered and applied in the real estate investment context.

Learning, Teaching and Assessment

Study support

Induction module:

All students are expected to complete the non-credit bearing Induction Module before the Programme commences. The Induction Module is designed to equip students with the skills they need to study at CEM. The topics covered include:

- Studying at a distance
- Understanding your learning style
- How to manage your time
- Reading actively and critically
- Introduction to the e-library
- Developing academic writing
- Writing in your own words - a guide to how to reference your work

The induction topic 'Writing in your own words' prepares students for the online test in referencing and citation that must be completed and passed prior to commencement of their studies.

The resources within the Induction Module are available to students throughout the duration of their study with CEM.

Student learning support:

The Programme is delivered via the College virtual learning environment (VLE) and

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academic teaching and support is provided online giving students access to CEM tutors and other students worldwide.

The CEM Student Central will act as the main point of contact for students throughout the duration of their programme. The academic team will guide and support students' learning. Other CEM teams provide support for assignments, exams and technical issues including information and communication technologies (ICT). Each student, wherever their location, will have access to a wealth of library and online materials to support their studies.

English language support:

For those students whose first language is not English, or those students who wish to develop their English language skills, additional support is provided through online resources on the VLE in the resource 'Developing Academic Writing'. The resource includes topics such as sentence structure, writing essays and guidance for writing at master's level aimed at developing students' study skills.

Personal and professional development:

Students are undertaking vocational courses that are intrinsically linked to the accrediting professional bodies. Students are encouraged and supported to understand the need for the recognition of these bodies and guided as to how to meet the professional membership requirements. More generally, CEM has a dedicated careers advisor to ensure students have appropriate access to careers education, information, advice and guidance.

Programme Specific support:

Each programme has a minimum of a Programme Leader, Module Leader and Module Tutor to support the students throughout their time with the Programme. The CEM staff are accessible during normal UK working hours, during which they also monitor the 24/7 forums asynchronously and provide encouragement, assistance and necessary tutor and student feedback services. Access to the CEM e Library is on a 24/7 basis and CEM has a full time librarian during normal UK working hours.

Learning & Teaching Strategy

Knowledge and understanding

Module delivery follows a standard format incorporating a range of subject appropriate resources suitable for the online distance learner. This may include, but is not limited to, audio-visual presentations, interactive case studies and online journals. Modules will usually be supported by a core e-book.

In the Postgraduate Research Project module, self-directed learning and problem solving combined with supervisor consultation further enhances knowledge and understanding, focusing on students' own chosen research topics.

Throughout the Programme, students are encouraged to undertake independent study and enquiry to broaden their knowledge and understanding of the subject.

Intellectual skills

Students are encouraged to develop and apply their knowledge and understanding through a range of online activities and exercises. These require students to apply research and analysis within complex business scenarios.

Subject practical skills

Students are encouraged to share knowledge and ideas and to take the initiative and

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demonstrate leadership. Case studies and a range of online activities require students to analyse given information and make reasoned decisions.

Key/Transferable skills

The learning activities require students to undertake research, evaluate their findings and develop solutions. Teaching of module topics requires students' engagement with a range of online activities that develop research and evaluation skills and cultivate a systematic approach to problem solving.

Assessment Strategy

Knowledge and understanding

Formative assessment opportunities and feedback are provided throughout the Programme. These vary in format and may include self-assessment quizzes and tutor guided discussion. All are designed to motivate and support the student.

Summative assessment methods and formats vary across the modules and are appropriate to the module and its stated learning outcomes.

Intellectual skills

Intellectual skills are assessed through a range of coursework artefacts, examinations and a research project report.

Subject practical skills

A range of formative assessment activities are utilised to help develop the ability to formulate business strategies.

Summative assessment tests that the students have formulated appropriate business strategies using the most relevant academic sources.

Key/Transferable skills

Formative assessment is used to develop students' critical engagement with given scenarios, giving them feedback on their performance.

Summative assessment tests that the students are able to appraise and apply their research to given scenarios.

Assessment Diet.

The College of Estate Management distance-taught postgraduate programmes consist of a variety of assessment modes:

- assessed assignments (in essay, report, problem or short question format)
- written examination papers
- project or dissertation submissions
- work-based learning portfolios and other e-mediated submissions.

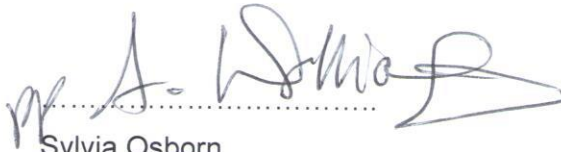
The exact combinations of assessment vary from programme to programme and from module to module.

Programme	Assessment pattern	CATS credits per module
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MBA Programme	1 assignment 1 final assessment (2 nd assignment or examination)	20
MBA Programme	1 initial assignment 1 final submission (project report)	40

Signed by Chair's action:


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Sylvia Osborn

Chair of the Postgraduate Board of Studies

Date:

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25/11/15
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