

Certificate of Higher Education: Retail Destination Management

Programme Specification 2016 -
2017

Reference:

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Status: Final

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Summary Programme Details

Final Award	
Award:	Certificate of Higher Education (Cert HE)
Title of (final) Programme	Retail Destination Management
Credit points:	120
Level of award (QAA FHEQ):	4
Intermediate award(s)	
Intermediate award 1:	None
Credit points:	
Level of award (QAA FHEQ):	
Intermediate award 2:	
Credit points:	
Level of award (QAA FHEQ):	
Validation	
Validating institution:	University College of Estate Management (UCEM)
Faculty	Management and Vocational
Date of last validation:	22nd March 2016
Date of next periodic review:	5 years post-validation
Professional accreditation	
Recognising body:	N/A
Date of last accreditation:	N/A
Date of next periodic review:	N/A
Miscellaneous	
QAA benchmark statement	<p>The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (October 2014). [Online]</p> <p>Available at: http://www.qaa.ac.uk/en/Publications/Documents/qualifications-frameworks.pdf [Accessed 9th February 2016]</p> <p>Reference: Quality Assurance Agency (QAA), Foundation Degree</p>

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	<p>Characteristics Statement (September 2015).</p> <p>Available at: http://www.qaa.ac.uk/publications/information-and-guidance/publication?PubID=2976#.VuGPE7FFCUk</p> <p>QAA (2014), <i>UK Quality Code for Higher Education, Part A: Setting and Maintaining Academic Standards, The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (October 2014)</i>, Gloucester: QAA.</p> <p>Available at: http://www.qaa.ac.uk/en/Publications/ [accessed 10 March 2016] and http://www.qaa.ac.uk/en/Publications/Documents/qualifications-frameworks.pdf [Accessed 9 February 2016]</p> <p>QAA (2010), <i>Foundation Degree Qualification Benchmark (May 2010)</i>, Gloucester: QAA.</p>
Date of commencement of first delivery	October 2016
Duration	18 months
Maximum period of registration	6 years
UCAS Code	N/A
Programme Code	UCHRAMS
Other coding as required	Period Codes USM10 and USM04

Programme Overview

Rationale

The proposed Certificate of Higher Education (Cert. HE) is level 4 qualification and is delivered via a fully supported on-line learning experience that is designed to appeal to a very broad spectrum of students.

The programme:

- develops appropriate and relevant knowledge, skills and techniques through a combination of academic study and work based learning;
- meets the needs of students and their employers in the retail property and asset management sectors. It also caters for students not employed in this sector or simply unemployed;
- provides a higher education entry point for students who currently do not have the relevant qualifications, or aspiration, to enroll onto a Degree programme;
- provides a progression opportunity to UCEM's own FdSc, BSc, and programmes at other higher education institutions, in order to acquire Level 6 estate management related qualifications.

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Entry requirements

Certificate of Higher Education

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

- Grade C or above in English (Language or Literature) and Maths at GCSE or its equivalent.
- International Students English Language Requirements:

All UCEM programmes are taught and assessed in English. The student will therefore be required to demonstrate adequate proficiency in the language before being admitted to a programme:

- Grade C or above in English (Language or Literature) at GCSE or its equivalent.
- Grade 6.0 or above, with at least 5.5 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.
- 79 or above in the Internet option, 213 or above in the computer-based option or 550 or above in the paper-based option, of the Teaching of English as a Foreign Language (TOEFL) test.

Applicants normally are expected to be 18 years old or over.

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

RPCL and RPEL routes are supported with the requirements being outlined within UCEM's various Codes of Practice, including the Code of Practice on Admissions and Recognition of Prior Learning (Section 12).

Programme progression

- Students will be allowed to progress onto level 5 of the Foundation Degree in Retail Asset Management (FdSc).

Award Regulations

- Awards are conferred in accordance with the current UCEM Academic and General Regulations for Students and the UCEM Undergraduate Assessment, Progression and Award Regulations.

Career prospects

Certificates are a springboard for further study and/or entry into the professional workforce. This programme equips students with the essential subject knowledge and study skills to enable them to enter and work within the retail property and asset management areas of practice within the property industry. The opportunities available are fairly extensive and include but are not limited to the following career paths;

- Shopping Centre Management,
- Contract management,
- Retail Asset Management,
- Project management,
- Property agency and management,
- Property development.

Programme Aims

Programme aims

UCEM's Certificate of Higher Education (Cert HE) is designed to provide access to higher education study for a wide range of applicants. These may include those who wish to enter the retail asset management profession but lack the appropriate academic qualifications, those who already work in the industry seeking career progression and recognition and those who are self-employed and require more formal and/or professional qualifications.

The programme provides flexibility and breadth of study opportunities for students whilst aligning this programme with UCEM's wider academic offer. It aims to:

- develop students' ability to engage with the professional environment in order to critically analyse, synthesize and report on business issues within the context of the retail asset sectors;
- provide and enhance an awareness of the importance of ethical standards within the profession;
- expose students to the various global information systems and software available for managing various aspects of their work within the built environment;
- provide both current and aspiring built environment, property and asset management and project management professionals with an opportunity to develop appropriate skills and competencies in an area of retail asset management that allows them to further enhance their careers, including achievement of membership of relevant professional bodies;
- provide an educational programme that is sufficiently flexible to give access to appropriately motivated students to allow them entry onto either a Foundation or an Honours degree programme.

The Cert HE lends itself to advanced placement should students ultimately wish to continue on to the Foundation Degree Retail Asset Management.

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Market and internationalisation

Indicators are bullish in respect of the demand for trained and qualified staff within the shopping centre sector. For the first time since the onset of the recession, development pipeline showed a positive return and is set to grow over the next two years. The recession has brought about a focus on the effective management of property assets with key themes being efficiency and adding value. This has translated into the focus upon all levels of management and especially the added value derived from site-based management teams. Source: Cushman & Wakefield LLP (2015), *European Shopping Centre Development Report*, London: Cushman & Wakefield LLP, April 2015

In terms of age profile; the programme, at entry level, is expect to attract applications both from mature candidates with industry experience who want a professional qualification and recognition, as well as new entrants to the industry at post 'Apprenticeship level. As a result of previous UCEM statistics available for similar programme offerings within this specific areas, it is anticipated that the majority of students on this programme will be between 25 and 45 years of age, working full-time and have little or no prior higher education experience. As such, our entry requirements and the process of recognising prior experience recognise such parameters. In order to ensure that the programme is sustainable, it is to be offered internationally as opposed to just within the UK market. The aim of the programme is to develop a greater knowledge and understanding of property and asset management, specifically within the retail sector of the property industry.

It has been identified that this programme would be of interest to people within both the property and potentially the retail industries.

Whilst it is recognised that the award of the Cert HE would not qualify for RICS membership in its own right, please see Appendix A which sets out the modules of the programme as they seek to assist candidates in meeting the assessment criteria for the RICS Associate Assessment Commercial Property Management route. The Foundation Degree (FdSc) Retail Asset Management programme qualifies holders to 2 years off the experience requirement for AssocRICS for the Commercial Property Management pathway.

UCEM has a long-standing reputation for delivering programmes within the built environment on an international basis. International students will be specifically supported by the use of International Case Studies, highlighting the cultural differences between different retail markets and methods of business establishment and trading. Where there is specific information which deals with regulations, law, financial standards and taxation, the use of Professional, Statutory and Regulatory Bodies (PSRB's), within the market will be considered, as well as partner/employer local offices. It is the intention of the programme to engage international guest speakers for on-line activities such as webinars, programme seminars etc. Other opportunities for students to understand the industry may arise during the delivery of this programme, such as CPD events etc. UCEM have offered and continue to offer a range of CPD events to students to enhance their studies, both in the UK and outside. Opportunities for other events including field trips will be considered as and when they become available.

Learning Outcomes

	Level 4	Relevant modules
A – Knowledge and understanding	<p>A4.1 Establish the scope and workings of the retail assets industry and differentiate between the various professions working in the industry.</p> <p>A4.2 Evaluate and compare the general concepts of marketing and promotion of retail assets.</p> <p>A4.3 Identify methods by which resources and the companies working in the industry are managed.</p>	<p>Introduction to Real Estate Practice</p> <p>Marketing the Retail Asset</p> <p>Introduction to Real Estate Practice</p> <p>People & Organisational Management</p>
B – Intellectual skills	<p>B4.1 Examine and critique the contractual implications upon the management of assets.</p> <p>B4.2 Apply prescribed techniques to examine and analyse key concepts in case studies provided.</p>	<p>Contract & Lease Management</p> <p>Introduction to Real Estate Practice</p> <p>Technical & Professional Communication</p> <p>People & Organisational Management</p> <p>Marketing the Retail Asset</p>
C – Subject practical skills	<p>C4.1 Evaluate, critique and communicate concepts relating to the industry to peers.</p> <p>C4.2 Analyse possible solutions to maximise retail assets value.</p>	<p>Technical & Professional Communication</p> <p>Marketing the Retail Asset</p> <p>Marketing the Retail Asset</p> <p>Multi-Channel Retailing</p>
D – Key / Transferable skills	<p>D4.1 Manage and evaluate the development of one’s own learning.</p> <p>D4.2 Evaluate and perform various numerical techniques.</p> <p>D4.3 Illustrate various methods of communicating information.</p> <p>D4.4 Critically evaluate and solve problems within guided environments.</p>	<p>Portfolio of Learning from the Workplace.</p> <p>Valuation Context & Principles</p> <p>Technical & Professional Communication</p> <p>Technical & Professional Communication</p> <p>Portfolio of Learning from the Workplace</p> <p>Valuation Context & Principles</p>

Programme Structure

Module List					
Semester	Code	Module	Level	Credits	Core /Elective
1&2	MAN4COM	<i>Technical and Professional Communication</i>	4	20	Core
1	MAN4POM	<i>People & Organisation Management</i>	4	20	Core
1	MAN4MRA	Marketing the Retail Asset	4	20	Core
2	MAN4MCR	Multi-Channel Retailing	4	20	Core
2	REP4REP	<i>Introduction to Real Estate Practice</i>	4	20	Core
1&2	MAN4CLM	Contract & Lease Management	4	20	Core
Notes:					
<i>Italics</i> – existing modules on other programmes					
Semester 1 October					
Semester 2 April					

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Delivery Structure

The normal Delivery of this programme is to take two modules per semester.

Autumn start:

Semester	1 (Autumn UK)
Oct	<i>Technical and Professional Communication</i>
	<i>People & Organisation Management</i>
April	<i>Introduction to Real Estate</i>
	Multi-Channel Retailing
Oct	Marketing the Retail Asset
	Contract & Lease Management

Spring Start:

Semester	2 (Spring UK)
April	<i>Technical and Professional Communication</i>
	<i>Introduction to Real Estate</i>
Oct	Marketing the Retail Asset
	<i>People & Organisation Management</i>
April	Contract & Lease Management
	Multi-Channel Retailing

However, it is possible to study either more or fewer modules in each semester. Students' can take single modules at a time over a longer period of time as long as the programme is completed within the period of registration.

Module Summaries

Please also see the separate module descriptors, available on the VLE for more detailed module information.

Technical and Professional Communication

This module consolidates students' existing knowledge and communication skills and enhances such skills as a sound basis for the study of the other modules included in the programme.

People & Organisation Management

This module seeks to;

- explain the role and function of management within organisations in the construction, land and estate management industries, both public and private sectors,

- explore the question “what is management?” and distinguish it from leadership,
- consider the role of change as a central theme as organisations seek to come to terms with issues that are constantly impacting, both positively and negatively, on the people, management and the structures of businesses,
- consider contemporary organisational behaviour as applied to the relevant sectors of industry.

Marketing the Retail Asset

This module provides an outline of the principles of marketing, which, in the contemporary competitive retail environment, is assuming ever increasing importance. The module considers retail assets becoming a brand in their own right and explores brand image development and exploitation. The module explores the many disciplines which contribute to the effective marketing of shopping centres from a business to business and business to consumer perspective, covering such topics as leasing, communications, public relations, mall events and promotions, new research techniques, e-commerce, permission marketing, customer relationship management and customer services.

Multi-Channel Retailing

This module provides an insight into retailers and the dynamic retailing methods and their application in retail and retail-led asset classes. This will provide the knowledge and understanding of retailing, the appreciation of which is an essential skill for retail asset and shopping centre management. This module explores the world of retail and seeks to improve the understanding of how retail works and what makes retailers tick. Students will develop their understanding of retailing and how this is important for store managers. Additionally, the module will explore areas of customer service provided by the shopping centre and how such a service benefits both the retailer and the landlord.

Introduction to Real Estate Practice

This module introduces the main principles of practice and law relevant to the efficient management of commercial property.

The module focuses primarily on the management of leases but also introduces the different bases of building measurement used and basic rental appraisal.

Contract & Lease Management

This module provides the knowledge to enable students to understand common basic English legal problems relating to contracts and leases including such matters as termination of leases and the liabilities of both landlord and tenants.

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 UCEM.

The induction topic about referencing 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 UCEM.

Student learning support:

The programme is delivered via UCEM's Virtual Learning Environment (VLE) and academic teaching and support is provided online giving student's access to UCEM tutors and other students worldwide.

UCEM's 'Student Central' function will act as the main point of contact for students throughout the duration of their programme. In addition, the programme has a dedicated Programme Administrator.

The academic team will guide and support students' learning. Furthermore, all students who do not engage with initial assessment or the VLE will receive additional support from the Programme team. Other UCEM administrative teams provide support for coursework, examinations and technical issues including ICT.

Each student, wherever their location, will have access to a wealth of library and online materials to support their studies. International students will be supported through international case studies and guest speakers from the region will be invited to UCEM's webinar delivery.

Support for specific learning needs is provided via a dedicated Disability and Wellbeing team at UCEM. Additional information can be found in the UCEM Background documentation.

English language support:

English is the common language for all programmes. It is appreciated that some students will need additional support. Therefore, the VLE provides additional resources on developing academic writing skills to help students whose first language is not English.

Personal and professional development:

Whilst it is recognised that the award of the Cert HE would not qualify for RICS membership in its own right, this programme has been closely mapped to the RICS Commercial Property Management Pathway for Associate Membership (please see Appendix A which sets out the modules of the programme as they seek to assist candidates in meeting the assessment criteria for the RICS Associate Assessment Commercial Property Management route). The full Foundation Degree (FdSc) Retail Asset Management programme qualifies holders to 2 years off the experience requirement for AssocRICS for the Commercial Property Management pathway.

Learning & Teaching Strategy

Module delivery follows a standard format incorporating a range of subject-appropriate resources suitable for the online supported learner. This may include, but is not limited to, audio visual presentations, interactive case studies, online journals and subject relevant videos. Modules are supported by on-line access to subject specialist tutors, core texts and access to the UCEM e-library. This is provided via UCEM's Virtual Learning Environment (VLE).

Students are encouraged to develop and apply their knowledge and understanding through a range of online activities and exercises. These require students to apply their awareness and comprehension to simple industry related scenarios and issues.

Students are encouraged to share knowledge and ideas in relation to the retail property industry and their studies. A range of online activities require students to investigate and research given information and make reasoned decisions.

Teaching of module topics requires students' engagement with a range of on-line activities that develop communication and collaboration skills. The timing of these activities within the study period requires the development of effective time management skills.

Following close reference to the Framework documents sourced from the QAA and the FHEQ, a process of research has been undertaken involving a wide selection of sources including but not limited to; students (past and present), the Programme team of the FdSc (Surveying Practice) and employers. From the results of our research, the main emphasis of the programme is, firstly, based upon the essential subject knowledge and study skills required to equip students appropriately to enter employment within the retail property and asset management sector. Thereafter, the programme facilitates the opportunity for students to progress to UCEM's Foundation and Bachelors programmes.

UCEM has always recognised the student as an individual with differing demands upon them from employment and life circumstances. This has been reflected within the structure and content of the Cert HE.

The sector specific nature of the programme will specifically attract property and asset management based students and their employers. However additional students, who may not be in employment within this sector, or who may be in employment elsewhere, or be unemployed, and have a desire to study such programmes are potential targets. The programme has been so designed to cater for these eventualities by the use of;

- i. The use of synchronous and asynchronous activities.
- ii The employment of 'Flipped-Teaching' techniques.
- iii. Work experience facilitators.
- iv. Shadowing and other similar voluntary engagement.
- v. The use of International Case Studies.
- vi. The use of industry and region specific guest speakers.
- ix. Case studies and other examples of professional tasks derived from consultancy.

The majority of such opportunities will be arranged directly by the students concerned. However, this will be supported by UCEM's networks, including our alumni, which will be engaged where possible to connect students with potential work experience opportunities to allow skill and knowledge acquisition and to give heuristic opportunities for personal growth and maturity. UCEM's Virtual Learning Environment (VLE) contains a careers section which includes a job vacancy element.

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The opportunities to study for the Cert HE Retail Destination Management remotely and whilst engaged in full-time employment, should act as strong incentive. The provision of case study materials will be attractive to those not currently employed in the sector and potential offers a new phase in the development of UCEM's provision.

The emphasis, after the compulsory Induction module (which must be completed by every UCEM student as a prelude to their chosen programme of study), is one in which modules are presented in a structured manner and study skills progressively introduced around academic and applied (work-related) topics. The essence of the programme is that it is vocational, and students apply their studies within a work-related context wherever possible.

Assessment Strategy

Formative assessment

The purpose of formative assessment is to provide regular and constructive feedback to students to motivate and guide them through their learning. Formative assessment opportunities and feedback are provided on each module. These vary in format and may include self-assessment quizzes and tutor guided discussion. Students are encouraged to engage in group discussions and collaborative learning with their peers and tutors. A range of formative assessment activities are utilised to help develop the students' ability to investigate practical issues thoroughly and provide reasoned advice. All are designed to motivate and support the student.

Summative assessment

Summative assessment methods and formats vary across the modules and include Computer Marked Assessments (CMAs), coursework, projects, portfolios and examinations. All are appropriate to the subjects of the individual module, its academic level and stated learning outcomes. At this level, reflective thinking and critical analysis must be demonstrated. The programme seeks to adopt a supportive and engaging approach to assessment. Upon the Cert HE programme, the use of Computer Marked Assessments (CMAs) will be employed to encourage engagement with the VLE materials at an early stage.

Assessment Diet.

Module	Core /Option	Cat pts	Level	Assessment
<i>Technical and Professional Communication</i>	Core	20	4	2 x cma's 30% 1 x cw 70%
<i>People & Organisation Management</i>	Core	20	4	1 x cw 40% 1 x exam 60%
Marketing the Retail Asset	Core	20	4	2 x cma's 30% 1 x cw 70%
Multi-Channel Retailing	Core	20	4	2 x cma's 30% 1 x cw 70%
<i>Introduction to Real Estate</i>	Core	20	4	2 x cma's 30% 1 x cw 70%
Contract & Lease Management	Core	20	4	2 x cma's 30% 1 x cw 70%

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QAA Benchmark Mapping

The programme has been written to be cogniscent of the guidance in the QAA (2014) Qualifications Framework for Foundation Degrees.

The Foundation programme has also been informed by the latest QAA (2015) Characteristics Statement for Foundation Degrees.

QAA (2015), *Characteristics statement, Foundation Degree, September 2015, UK quality code for higher education, Part A: Setting and maintaining academic standards*, Gloucester: QAA [online].

Available at: <http://www.qaa.ac.uk/en/Publications/> [accessed 10 March 2016] and <http://www.qaa.ac.uk/en/Publications/Documents/Foundation-Degree-Characteristics-15.pdf> [accessed 8 March 2016].

QAA (2014), *UK Quality Code for Higher Education, Part A: Setting and Maintaining Academic Standards, The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (October 2014)*, Gloucester: QAA [Online].

Available at: <http://www.qaa.ac.uk/en/Publications/> [accessed 10 March 2016]

APPENDIX A

PSRB Benchmark Mapping

Whilst it is recognised that the award of the Cert HE would not qualify for RICS membership in its own right, set out below are the modules of the programme as they seek to assist candidates in meeting the assessment criteria for the RICS Associate Assessment Commercial Property Management route as an integral part of the Retail Asset Management programme.

Technical competencies

Landlord and tenant		Modules
Description	This competency covers the management of the landlord and tenant relationship. It has a broad scope covering all aspects of lease negotiations arising between landlord and tenant. The candidate will be expected to understand the issues and how they affect both parties.	Contract & Lease Management
Requirements	Demonstrate knowledge and understanding of the law and practice relating to landlord and tenant. Apply the principles of the law and practice relating to landlord and tenant. Carry out relevant negotiations to provide solutions to issues affecting both owners and occupiers of real estate.	Contract & Lease Management
Measurement and inspection of land and property		
Description	This competency covers all aspects of the measurement and inspection of land or property for management and valuation purposes.	Introduction to Real Estate Practice
	Candidates will be expected to show a good knowledge of building construction and defects but be able to recognise when additional specialist advice	Introduction to Real Estate Practice

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	may be needed.	
Requirements	Demonstrate knowledge and understanding of the principles and limitations of measurement and inspection for a range of different purposes. Apply the principles of measurement and inspection for property management and valuation purposes.	Introduction to Real Estate Practice
Property management		
Description	This competency covers all aspects of the day to day functions associated with property management. It includes issues relating to maintenance works, health and safety, landlord and tenant relationships, and service charges. In general, it includes any matter associated with the smooth running of a property.	Introduction to Real Estate Practice
Requirements	Demonstrate knowledge and understanding of property management and the relationship between owner and occupier. Apply the principles of property management to provide solutions to issues affecting both owners and occupiers of real estate.	Contract & Lease Management
Property records/information systems		
Description	This competency deals with the use, management, and development of property information systems for the purposes of supporting the management and/or valuation of property.	Technical & Professional Communication
Requirements	Demonstrate knowledge and understanding of the factors required for property records/ information systems, including the sourcing and collation of data. Demonstrate your ability to apply knowledge to analyse data and assemble it for use in a database.	Technical & Professional Communication
Rental appraisal		
Description	This competency covers the preparation and provision of properly researched advice relating to property management related appraisals of rents.	Introduction to Real Estate Practice
Requirements	Demonstrate knowledge and understanding of rental appraisals requiring analysis and understanding of lease terms. Undertake rental appraisals for a variety of different types for property management purposes (such as lease renewals and rent reviews).	Technical & Professional Communication
Plus one of the following five competencies		
Building information modelling (BIM) management		
Description	This competency encompasses the establishment and management of the information modelling systems on projects. It covers collaborative process and technological principles involved in implementing Building Information Modelling (BIM).	Introduction to Real Estate Practice
Requirements	Demonstrate knowledge and understanding of the technical, process and collaborative aspects of the use of BIM on projects. Develop and apply management systems to facilitate the use of BIM on projects including unified control and reporting procedures.	Introduction to Real Estate Practice

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Leasing/letting		
Description	This competency covers the market for and marketing of leasehold property and includes assignments and sub-lettings. Candidates should be able to demonstrate understanding and experience (if appropriate) of working for both landlord and tenant. The candidate should have knowledge of the whole transactional market for property.	Marketing the Retail Asset Contract & Lease Management
Requirements	Demonstrate knowledge and understanding of how various types of property are let (or a similar interest is acquired for a client) and the different types of interests that may be placed on the market. Demonstrate an understanding of the economics of the market for such interests and the appropriate legal frameworks. Apply your knowledge and skills to the leasing/letting of all types of property and demonstrate practical experience of the associated decision-making process, marketing, reporting, and completion of the transaction. Demonstrate knowledge and understanding of other forms of property transaction, and of the reasons supporting the decision to proceed along the chosen leasing or letting route.	Marketing the Retail Asset Contract & Lease Management
Local taxation/assessment		
Description	This competency covers the valuation and negotiation of rating appeals.	Introduction to Real Estate Practice
Requirements	Demonstrate knowledge and understanding of the provisions for taxation of real estate, plant and machinery and/or other property types at a local/municipal level. Undertake valuations and negotiations for a variety of different property types using different valuation methods for the purposes of local/municipal taxation.	Introduction to Real Estate Practice
Property management accounting		
Description	This competency covers accounting aspects of property management primarily in the commercial sector. The candidate would be expected to have knowledge of all the statutory requirements and be able to report to clients as well as to other stakeholders regarding the accounting results.	Technical & Professional Communication
Requirements	Demonstrate knowledge and understanding of any legal or regulatory principles (including taxation implications where appropriate) that apply to property management accounts and service charge accounts. Undertake day-to-day management and recording of property management accounts and service charge accounts.	Technical & Professional Communication
Valuation		

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Description	This competency covers the preparation and provision of properly researched valuation advice, made in accordance with the appropriate valuation standards, to enable clients to make informed decisions regarding real estate.	Technical and Professional Communication
Requirements	Demonstrate knowledge and understanding of the purposes for which valuations are undertaken; the relevant valuation methods and techniques; the appropriate standards and guidance and any relevant statutory or mandatory requirements for valuation work. Demonstrate practical competence in undertaking both capital and rental valuations and detailed involvement with the preparation and presentation of client reports. Demonstrate your ability to use valuation methods and techniques appropriate to your area of practice. Show how the relevant valuation standards and guidance have been applied to your valuation experience.	Introduction to Real Estate Practice
Mandatory competencies		
Title	Requirement	
Client care	<p>Demonstrate knowledge and understanding of the principles and practice of client care including:</p> <ul style="list-style-type: none"> • the concept of identifying all clients/colleagues/third parties who are your clients and the behaviours that are appropriate to establish good client relationships • the systems and procedures that are appropriate for managing the process of client care, including complaints • the requirement to collect data, analyse and define the needs of clients. <p>Demonstrate practical application of the principles and practice of client care in your area of practice.</p>	Introduction to Real Estate Practice
		Managing People and Organisations
		Managing People & Organisations
		Technical & Professional Communication
Communication and negotiation	<p>Demonstrate knowledge and understanding of effective oral, written, graphic and presentation skills including the methods and techniques that are appropriate to specific situations.</p> <p>Demonstrate practical application of these skills in a variety of situations, specifically including where negotiation is involved.</p>	Technical and Professional Communication Technical and Professional Communication
Conduct rules, ethics and professional practice	Although this is demonstrated through the RICS ethics module (see Candidate Guide) you should still refer to it (where applicable).	Introduction to Real Estate Practice

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	<p>Demonstrate knowledge and understanding of the role and significance of RICS and its functions. Also an appreciation of your personal professional role and society's expectations of professional practice and RICS Rules of Conduct and regulations, including the general principles of law and the legal system, as applicable in your country of practice.</p> <p>Demonstrate practical application in your area of practice, being able to justify actions at all times and demonstrate personal commitment to the RICS Rules of Conduct and RICS ethical standards.</p> <p>Demonstrate that you have applied these in the context of advising clients.</p>	<p>Introduction to Real Estate Practice</p>
		<p>Introduction to Real Estate Practice</p>
		<p>Technical & Professional Communication</p>
<p>Conflict avoidance, management and dispute resolution procedures</p>	<p>Demonstrate knowledge and understanding of the techniques for conflict avoidance, conflict management and dispute resolution procedures including for example adjudication and arbitration, appropriate to your pathway.</p>	<p>Managing People & Organisations</p>
<p>Data management</p>	<p>Demonstrate knowledge and understanding of the sources of information and data, and of the systems applicable to your area of practice, including the methodologies and techniques most appropriate to collect, collate and store data.</p>	<p>Technical & Professional Communication</p>
<p>Health and safety</p>	<p>Demonstrate knowledge and understanding of the principles and responsibilities imposed by law, codes of practice and other regulations appropriate to your area of practice.</p> <p>Demonstrate practical application of health and safety issues and the requirements for compliance, in your area of practice.</p>	<p>Introduction to Real Estate Practice</p>
		<p>Introduction to Real Estate Practice</p>
<p>Sustainability</p>	<p>Demonstrate knowledge and understanding of why and how sustainability seeks to balance economic, environmental and social objectives at global, national and local levels, in the context of land, property and the built environment.</p>	<p>Introduction to Real Estate Practice</p>
<p>Team working</p>	<p>Demonstrate knowledge and understanding of the principles, behaviour and dynamics of working in a team.</p>	<p>Managing People & Organisations</p>