

MBA in Real Estate and Construction Management

Programme Specification

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Approval History

Version	Date	Name	Organisation
1.00	14/10/2014	Validation Panel	UCEM
2.00	13/04/2016	Postgraduate Board of Studies	UCEM
3.00	18/07/2017	Joint Boards of Studies	UCEM

Document History

Version	Date	Reason	Person
0.01	13/08/2014	Initial document	Dr Bekithemba Mpofu
0.02	01/10/2014	Amendment after rehearsal event	Dr Bekithemba Mpofu
1.00	02/02/2015	Post validation version following approval by the validation panel	Dr Bekithemba Mpofu
1.01	26/03/2016	Annual revision	Dr Bekithemba Mpofu
2.01	31/05/2017	Annual revision	Dr Andrew Green

Summary Programme Details

Final Award	
Title of (final) Programme award:	MBA in Real Estate and Construction Management
Credit points:	180
Level of award (QAA FHEQ):	7
Interim award(s)	
Interim award 1:	Postgraduate Diploma in Real Estate and Construction Management
Credit points:	120
Level of award (QAA FHEQ):	7
Interim award 2:	Postgraduate Certificate in Management Studies
Credit points:	60
Level of award (QAA FHEQ):	7
Validation	
Validating institution:	University College of Estate Management (UCEM)
Date of last validation:	14 th October 2014
Date of next periodic review:	October 2019
Professional accreditation	
Accrediting body:	Royal Institution of Chartered Surveyors (RICS)
Date of last programme accreditation:	October 2015
Date of next periodic review:	TBC
Accrediting body:	Chartered Institute of Building (CIOB)
Date of last accreditation:	October 2015
Date of next periodic review:	November 2019
Miscellaneous	
QAA benchmark statement	<i>Master's degrees in business and management (QAA, 2015)</i>
For students continuing	2017

Programme Overview

Rationale

An MBA programme by its nature is a management programme that is meant to equip students with Level 7 academic competencies. Traditionally, MBAs have been general programmes in nature, with teaching on the programme generic enough to meet the expectations of any business, regardless of sector. While this generic approach could be appropriate for some of the management skills expected from such programmes, it becomes evident at the turn of the century that these skills need to be sector-sensitive. The academic sector responded to this need by introducing sector-specific MBAs. However, in doing so there emerged a need to differentiate these programmes with other master's degree provision. In particular, the need to ensure the MBA remains a management programme whose objectives are to advance knowledge and understanding of business and management. The QAA Business Master's degree document of 2007, provided guidelines that are now used to either place or differentiate the MBA with other business masters programmes. These guidelines also reflect the programme content expectations of organizations that accredit MBAs.

The MBA in Real Estate and Construction Management, hereinafter referred to as MBA RECM, is a sector-wide MBA that enables aspiring and current leaders within the built environment to acquire business skills and competencies. While assessing and providing scenarios and case studies within the built environment, the programme provides a platform for students to up-skill in an area of the sector that will further develop their knowledge base. As a supported distance learning programme, this programme will be accessible to a range of students with access to the internet. The programme is not appropriate for those wishing to enter the built environment, since its focus is not on the technical skills within the sector, but on business knowledge for the sector. That said, potential students aspiring to manage within the sector will not be barred to enrol.

Entry requirements

This is a run out programme. No new students will be accepted onto the programme.

Accredited prior learning (APL) or accredited prior experiential learning (APEL) routes into the Programme

UCEM policy and procedures for Accreditation of Prior Experiential Learning (APEL) and Accreditation of Prior Certificated Learning (APCL) are set out in UCEM Code of Practice: Accreditation of Prior Learning. This policy statement takes precedence in any such decision.

Accredited prior experiential learning (APEL) may be used for admission onto a Master's Programme in accordance with the entry requirements stated in the section above. However APEL and APCL do not normally enable transfer of credit into a Master's Programme, nor enables exemption from any component on these Programmes.

Programme progression

All modules on this Programme are set at QAA FHEQ level 7 (Master's level). Apart from the Research Module, which is required to undertake a Dissertation, there are no other co-requisites or prerequisites in the study Programme.

Assessments are conducted in accordance with UCEM General and Academic Regulations for Students, and the MBA Programme Assessment, Progression and Award Regulations.

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Awards

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

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

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 topics covered include:

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

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 the UCEM VLE, and academic teaching and support is provided online, giving students access to UCEM tutors and other students worldwide.

The UCEM Advice Team will act as the main point of contact to students throughout the duration of their Programme. The academic team will guide and support students' learning. Other UCEM teams provide support for coursework, exams 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.

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 an interactive 'English for Academic Purposes' learning resource, designed to help students whose first language is not English.

Programme Aims

Programme aims

The MBA in Real Estate and Construction Management is designed to:

- Develop students' ability to reflect on prior experience, analyse, synthesize and solve complex business issues within the context of the construction and real estate sectors.
- Provide aspiring and current built environment professionals with an opportunity to up-skill and research in an area of construction and real estate that develops their skills.

Learning Outcomes

A: Knowledge and Understanding

Learning outcomes

By the end of the programme students should be able to demonstrate a critical understanding of:

- A1:** Contemporary business trends in Construction and Real Estate, informed by leading edge research and best practice in the field;
- A2:** Practical and theoretical approaches to appraising the viability of projects within Construction and Real Estate;
- A3:** Organisational contexts and implications on management;
- A4:** Techniques sufficient to allow detailed investigation into relevant emergent business issues such as sustainability to inform strategic organisational responses;
- A5:** The professional and personal skills required by managers in formulating strategies to navigate around changing business contexts in the Construction and Real Estate sector;
- A6:** The theoretical and practical issues involved in the proactive planning and development of projects within the Construction and Real Estate sector;
- A7:** The philosophical and rigorous methodological underpinning of research processes to aid sound data collection, analysis and presentation of results in the Construction and Real Estate sector.

Teaching and Learning

Learning outcomes A1 to A7 will be met through:

- Distance learning using customised, web based VLE resources, a textbook and a programme binder with study papers.
- Case studies and short scenarios which are presented to students throughout the programme of study together with self-assessment quizzes, webinars and other individual as well as group activities.

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- Audio and video materials on the VLE and these will be used to further reinforce and bring to life difficult conceptual areas, getting students to work collaboratively to develop solutions to given challenges.
- The dissertation module, where self-directed learning and problem solving combined with supervisor consultation further enhances knowledge and understanding.
- The encouragement of the students to undertake independent study and enquiry to broaden their knowledge and understanding of the subject.

NB: The material used in the module will be tailored to suit the construction and real estate environment.

Assessment methods

Students are required to complete extensive pieces of coursework in the modules which are assessed within strict time frames. Modules are also examined using the unseen closed book method. Dissertations and projects are assessed according to strict guidelines and marking scheme.

B: Cognitive skills

Learning outcomes

By the end of the programme students should be able to demonstrate how to:

- B1:** Integrate theory and practice;
- B2:** Analyse and interpret;
- B3:** Select and apply appropriate quantitative techniques of analysis and appraisal;
- B4:** Write clearly and concisely at a professional level;
- B5:** Define, solve and advise on problems;
- B6:** Research, collect and synthesise information from a variety of sources;
- B7:** Think logically and critically.

Teaching and Learning

Learning outcomes B1 to B7 will be met through:

- Prescribed reading, seminars, coursework and detailed feedback. The reading includes core texts, papers and relevant web-based material.
- Coursework, which varies across the modules, but collectively covers learning outcomes B1-B7. Feedback includes direct coursework comment, e-mailed advice and web-based answer guides. Content includes materials such as webinars, power point slides, study papers as well as VLE-based group activities.
- Facilitated web-based discussion forums between tutors and students. Activities offering a collegial environment where students will critique each other's work and therefore develop interpersonal and teamwork skills allowing them to challenge one another in a supportive collegial environment.
- Student engagement with content and each other and the application of the different theoretical concepts; analysis of given situations, drawing out inferences allowing them to make recommendations on the given challenges.

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- The dissertation or project process that further embraces intellectual learning outcomes B1-B7.

The majority of case studies, exercises, coursework and examination questions which are set throughout the Programme are presented within the context of real estate and construction. Some refer to `development`, which incorporates both Real Estate and Construction elements.

Assessment methods

Intellectual skills are assessed through coursework, problems, reports and appraisals plus unseen examinations and dissertation or project report production.

C: Practical and professional skills

Learning outcomes

By the end of the programme students should be able to demonstrate how to:

- C1:** Locate information sources; and assemble and present information in a variety of contexts;
- C2:** Collect, record, analyse and present statistical material;
- C3:** Apply appropriate qualitative and/or quantitative techniques;
- C4:** Assess and analyse techniques of team building;
- C5:** Communicate in a range of formats, using standard English;
- C6:** Successfully apply critical skills and technical expertise when managing in complex and uncertain situations;
- C7:** Investigate and communicate appropriately, using the Harvard referencing system;
- C8:** Assess the validity and rigour of a range of published research and assess its relevance to further research.

Teaching and learning

Learning outcomes C1 to C8 will be met through:

- Study papers and scenarios used to prompt students to make choices of appropriate tools to deploy towards identified organisational problems.
- Programme materials, which together with the use of web-based research provide data to enable the student to build confidence in the assembly use and application of such data to particular circumstances.
- Learning outcomes C1-C3 and C5-C8 are mainly developed through the Dissertation or Project Module. Detailed guidelines are provided and explained on the VLE and in webinar sessions.
- Short scenarios and case studies will be presented throughout the programme of study together with self-assessment activities. Situational problem solving will be based on examples drawn from International learner experience and their employing organisations.
- Programme materials provide many explained examples of solving business problems within the context of real estate and construction. Some refer to `development`, which incorporates both Real Estate and Construction elements.

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Assessment methods

Relevant assessment of these skills is undertaken mainly through module coursework and examinations, thus:

- Learning outcomes C1-C8 are also assessed through coursework.
- Learning outcomes C3, C5 and C6 are assessed through an unseen examination.
- Learning outcomes C1-C3 and C5-C8 are assessed through the dissertation or project.

D: Key/transferrable skills

Learning outcomes

By the end of the programme students should be able to demonstrate how to:

- D1:** Develop the capacity to analyse and articulate the complex management issues in the Real Estate and Construction industry;
- D2:** Source material and knowledge from a variety of fields and effectively judge what can be integrated and applied;
- D3:** Be confident in applying learning experience to practical management situations.
- D4:** Assess what knowledge is transferable from other contexts into the management approaches within this working context;
- D5:** Attain and apply research skills;
- D6:** Explain and critically evaluate research aims, objectives and methodologies;
- D7:** Demonstrate the ability to identify, use, interrogate and critically evaluate available sources of information.

Teaching and Learning

In-depth evaluation of ideas and issues through VLE discussion, seminar discussion and problem solving exercises – conducted individually and in groups – plus coursework, provide the mix to internalise these aspects both separately and together through different learning methods.

Most of the case studies, exercises, coursework and examination questions which are set throughout the Programme are presented within the context of real estate and construction. Some refer to `development`, which incorporates both real estate and construction elements.

Assessment methods

Coursework provides the main means of assessing how the introduction and development of these skills are progressing. The coursework will assess the skills aspect to a general level of transfer appropriate at Master's level.

The dissertation or project provides the main means to ascertain maturing in some of these areas, at depth, within a focused topic.

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Programme Structure

Semester	Module	Core /Elective	Credit points
June Semester	International Professional Practice	Core	10
June Semester	Management Finance and Science	Core	20
June Semester	Appraising and Financing a Construction Development	Elective	20
June Semester	Investment and Forecasting Methods within Construction Development	Elective	20
June Semester	Real Estate Investment	Elective	20
June Semester	Research Methods	Elective	20
June Semester	Dissertation or Project*	Core	40
December Semester	Marketing	Core	10
December Semester	Leading and Managing Organisations	Core	20
December Semester	Strategic Sustainable Development	Core	20
December Semester	Strategic and Change Management in Real Estate and Construction	Core	20
December Semester	Dissertation or Project*	Core	40

Notes:

*Available in both semesters.

The Dissertation and the Project module must normally be studied in the final semester of the programme.

Distinctive features of the Programme

- *Students will pick two options from those that are available that semester. Which electives will run will be subject to the demand for each elective; those with sufficient interest from the student body will be delivered.*

Signed..........

Alan Hill
Chair of the Joint Boards of Studies

Date.....8 AUGUST 2017.....

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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	Programme Outcomes																																		
	A1	A2	A3	A4	A5	A6	A7					B1	B2	B3	B4	B5	B6	B7	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3	D4	D5	D6	D7		
International Professional Practice	X A		X A	X A	X		A					X A	X A		X A	X A	X A	X A	X A	X A		X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	
Marketing	X A	X A	X A	X A	X A	X A	A					X A	X A	X A	X A	X A	X A	X A	X A	X A		X A	X A	X A	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	A					X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A		X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	
Leading and Managing Organisations	X A		X A		X A		A					X A	X A		X A	X A	X A	X A	X A	X A			X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	
Strategic Sustainable Development	X A	X A		X A		X A	A					X A	X A		X A	X A	X A	X A	X A	X A			X A	X A	X A	X A	X A		X A	X A	X A	X A	X A	X A	
Strategic and Change Management in Real Estate and Construction	X A	X A	X A	X A	X A	X A	A					X A	X A		X A	X A	X A	X A	X A	X A		X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	
Research Methods		X A				X A	X A					X A	X A	X A	X A	X A	X A	X A	X A	X A		X A		X A	X A	X A	X A		X A	X A	X A	X A	X A	X A	
Appraising & Financing a Construction Development		X A			X A	X A	X A					X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A		X A	X A	X A	X A	X A	X A	
Investment and Forecasting Methods within Construction Development		X A				X A	X A					X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A	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	X A	X A	X A	X A	X A	X A	X A	X A	X A	X A		X A	X A	X A	X A	X A	X A	
Dissertation	X A		X A		X A		X A					X A	X A	A	X A	X A	X A	X A	X A	X A	A	X A		X A		X A	X A		X A	X A	X A	X A	X A	X A	
Project	X A	X A	X A		X A	X A	X A					X A	X A	X A	X A	X A	X A	X A	X A	X A		X A		X A		X A	X A	X A	X A	X A	X A	X A	X A	X A	X A