



UNIVERSITY COLLEGE
OF ESTATE MANAGEMENT

MBA Construction and Real Estate

Programme Specification

Academic year September 2017 to August 2018

Reference:

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Status: Final

Author: Peter Escreet

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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:	University College of Estate Management (UCEM)
Faculty	Real Estate
Date of last validation:	November 2013
Date of next periodic review:	November 2018
Professional accreditation	
Accrediting body:	Royal Institution of Chartered Surveyors (RICS)
Date of last accreditation:	November 2015
Date of next periodic review:	At next partnership meeting, due academic year 2016/2017.
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

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Miscellaneous	
QAA benchmark statement	Master's Degree in Business and Management QAA (2015)
Date of commencement of first delivery	September 2014
Duration	2 years
Maximum period of registration	9 years
UCAS Code	N/A
Programme Code	PMBCCRS
Other coding as required	N/A

Programme Overview

Rationale

Our MBA, accredited by Royal Institution of Chartered Surveyors (RICS), Chartered Institute of Building (CIOB), Chartered Management Institute (CMI) and Chartered Association of Building Engineers (CABE), is a leading specialist MBA delivered by supported online 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 middle managers 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), or equivalent; for MBA entry, a Bachelor Degree with honours at lower second standard (2.2) and three years' experience are required; or
- a Bachelor Degree, or equivalent, plus experience in a relevant field

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 (for MBA entry, two of which should be at appropriate senior management level); or

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Entry requirements

- a professional qualification plus 5 years relevant experience (for MBA entry, two of which should be at appropriate senior management level) 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:

- GCSE Grade C or above in English Language or English Literature (Grade 4 for applicants holding newly reformed GCSEs in England), or an equivalent qualification. For further information on equivalent qualifications please contact: admissions@ucem.ac.uk.
- Grade 6.0 or above, with at least 6.5 in the reading and writing modules, in the International English Language Testing System (IELTS) academic test administered by the British Council.
- 88 or above in the Internet option, 230 or above in the computer-based option or 570 or above in the paper-based option, of the Teaching of English as a Foreign Language (TOEFL) test.

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.

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

UCEM policy and procedures for Recognition of Prior Experiential Learning (RPEL) and Recognition of Prior Certificated Learning (RPCL) are set out in the UCEM Code of Practice: Admissions and 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 the MBA may enable the student 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.

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Award Regulations

Assessments are conducted and awards are conferred in accordance with the UCEM Academic and General Regulations for Students. [For UCEM's Academic and General Regulations, please click here.](#)

Details of exit awards are located in Section 6 of the UCEM Single Postgraduate 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), Chartered Management Institute (CMI), 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, subject to confirmation by the student that they wish to be registered for this award. 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

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 broader 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, the student 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 / Transferable skills	D1	Research independently, reflecting on philosophical underpinnings of the research process applicable to a construction or real estate organisation.
	D2	Think critically and creatively in solving complex leadership and management issues.

Curriculum Map

This table indicates which study units assume responsibility for delivering (X) and summatively assessing (A) particular programme learning outcomes. In Autumn 2020 a new, updated curriculum will begin. To prepare you to succeed with this new curriculum, we have made some changes to the modules and the order of modules that you take. These changes depend on when you started your studies with us. Due to these changes, the structure and module information below is out of date. For up to date information, please view the relevant Module Information Sheet [on your programme page of the VLE](#). You will still meet the same programme learning outcomes as outlined in this specification.

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	X A	X A	X A	X A	X A	X A	X A
Management Finance and Science	X A	X	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	X A	X A	X A	X A	X A	X A	X A	X A	X
Property Management	X	X A	X	X A	X A	X	X A	X A	X A	X
Real Estate Investment	X	X A	X	X A	X A	X	X A	X A	X A	X
Management of Construction	X A	X	X A	X A	X A	X A	X A	X A	X A	X A
Procurement and Tendering	X	X A	X A	X A	X A	X	X A	X A	X A	X

Programme Structure

In Autumn 2020 a new, updated curriculum will begin. To prepare you to succeed with this new curriculum, we have made some changes to the modules and the order of modules that you take. These changes depend on when you started your studies with us. Due to these changes, the structure and module information below is out of date. For up to date information, please view the relevant Module Information Sheet [on your programme page of the VLE](#). You will still meet the same programme learning outcomes as outlined in this specification.

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Module List

Code	Module	Level	Credits	Core /Elective
MAN7SMC	Strategic Management of Change	7	20	Core
MAN7MLP	Managing and Leading People	7	20	Core
PLN7PLD	Planning and Development	7	20	Core
MAN7AIM	Applied International Marketing	7	20	Core
MAN7MFI	Management of Finance and Science	7	20	Core
PRJ7PRJ	Postgraduate Project	7	40	Core
PTY7PRM	Property Management	7	20	Elective
INV7REV	Real Estate Investment	7	20	Elective
CON7CMC	Management of Construction	7	20	Elective
QSP7SPT	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.

Delivery Structure

(Part-time) – September Entry

Year 1

Semester 1 (Autumn UK)	Semester 2 (Spring UK)
Strategic Management of Change	Management of Finance and Science
Managing and Leading People	Applied International Marketing

Year 2

Semester 1 (Autumn UK)	Semester 2 (Spring UK)
Property Management; or Real Estate Investment	Management of Construction; or Procurement and Tendering
Postgraduate Project	Postgraduate Project
Planning and Development	

The Postgraduate Project Module can be studied over either a 22-week or a 40-week delivery time.

Where required, the 22-week Project will run in the final semester only.

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Delivery Structure

(Part-time) – March Entry

Year 1

Semester 1 (Spring UK)	Semester 2 (Autumn UK)
Management of Finance and Science	Strategic Management of Change
Applied International Marketing	Managing and Leading People

Year 2

Semester 1 (Spring UK)	Semester 2 (Autumn UK)
Management of Construction; or Procurement and Tendering	Property Management; or Real Estate Investment
Postgraduate Project	Postgraduate Project
Planning and Development	

The Postgraduate Project Module can be studied over either a 22-week or a 40-week delivery time.

year.

Where required, the 22-week Project will run in the final semester only.

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.

	Weighting
Assessment 1 – coursework (2,000-2,500 words)	30%
Assessment 2 – applied project (4,000-4,500 words)	70%
Pass mark	50%

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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 programme 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.

	Weighting
Assessment 1 – 2,000 – 2,500 word written piece of assessed coursework to be submitted by a due date as timetabled.	50%
Assessment 2 – 2,000 – 2,500 word written piece of assessed coursework to be submitted by a due date as timetabled.	50%
Pass mark	50%

Managing and Leading People

This module enables students to develop an 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 enables students to appreciate:

- 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.

	Weighting
Assessment 1 – 3,000-3,500 word coursework	50%
Assessment 2 – Examination (2 hours)	50%
Pass mark	50%

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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.

The module enables students to understand:

- 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.

	Weighting
Assessment 1 – 2,500 – 3,000 word coursework	40%
Assessment 2 – Examination (2.5 hours)	60%
Pass mark	50%

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 module serves MSc and the MBA awards and topics selected are expected to reflect the students' respective programmes of study. Additionally, MBA students are expected to choose projects which offer evidence of one or more of the following central facets of their programme: reflective practice, leadership and strategic management

The Postgraduate Project Module can be studied over either a 22-week or a 40-week delivery time.

	Weighting
Coursework 1 Research Proposal (2500 words)	25%
Coursework 2 Project (10,000 words)	75%
Pass mark	50%

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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.

	Weighting
Assessment 1 – 3,000-3,500 word essay	50%
Assessment 2 – Examination (2 hours)	50%
Pass mark	50%

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 enables students to understand:

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

	Weighting
Assessment 1 – 3,000-3,500 word report	50%
The assessment will provide construction management problems for solution	
Assessment 2 - Examination – two hours	50%
Pass mark	50%

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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 enables students to understand:

- 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.

	Weighting
Assessment 1 – Report (2,500 -3,000 words)	40%
Assessment 2 – Examination (2.5 hours)	60%
Pass mark	50%

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

This module enables students to understand:

- 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.

	Weighting
Assessment 1 – 2,500 – 3,000 word coursework	40%
Assessment 2 – Examination (2.5 hours)	60%
Pass mark	50%

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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.

	Weighting
Assessment 1 – 2,500-3,000 word essay	40%
Assessment 2 – 3,500-4,000 word essay	60%
Pass mark	50%

Learning, Teaching and Assessment

Study support: Induction Module

The purpose of the Induction Module is to;

- begin to prepare the student for studying with UCEM;
- enable UCEM to identify further ways in which the Institution may be able to facilitate and support the student as they progress through their learning journey.

There is a variety of resources which will help the student to get started. These include tutorials regarding how to use the VLE (Virtual Learning Environment), the VitalSource Bookshelf, the UCEM e-Library and information regarding how to join a webinar. All of this information is key to having a successful start to supported online learning with UCEM.

There is a compulsory, 'Writing in Your Own Words' e-learning resource and associated quiz. This resource aims to provide the student with a relevant examples of referencing, and a clear understanding of what plagiarism is and how to avoid it. Additionally, it is essential to complete the 'Readiness for Learning' questionnaire, which will prompt the student to consider the practicalities surrounding their studies. This element of the Induction Module is non-compulsory, but designed to provide feedback to the Institution in order to identify further ways in which UCEM may be able to facilitate and support the student as they progress. Further information relating to study skills support is also included.

Student Learning Support:

The programme is delivered via the Institution's virtual learning environment (VLE) and academic teaching and support is provided online, giving students access to UCEM tutors and other students worldwide. The Academic Programme Leader is the first point of contact for academic queries.

The Academic Programme Leader 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 UCEM teams provide support for assessments, 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.

The Learning & Teaching Enhancement Team work across faculties and departments to promote student retention, achievement and success. This work is achieved through a multi-faceted approach which consists of;

- identifying students who are at risk of deferring, suspending and/or with-drawing at specific points in the academic calendar,
- working with Faculty Heads, Programme Leaders and tutors to identify ways in which student success can be further facilitated,
- supporting both students and academic staff through timely interventions which may include creating support materials and providing academic study skills support through academic skills surgeries.

Relevant research is also carried out to inform proactive interventions, and to develop policy and practice.

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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 programmes 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, UCEM 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 Programme Leader, Module Leaders and Module Tutors to support students throughout their time with the programme. UCEM 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 UCEM e-Library is on a 24/7 basis and UCEM 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 supported 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 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 demonstrate leadership. Case studies and a range of online activities require students to analyse given information and make reasoned decisions.

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Learning & Teaching Strategy

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 University College of Estate Management supported online-taught postgraduate programmes consist of a variety of assessment modes:

- assessed coursework (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.

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Programme	Assessment pattern	CATS credits per module
MBA Programme	1 assessment 1 final assessment (2 nd coursework or examination)	20
MBA Programme	1 initial assessment 1 final assessment (Dissertation)	40