

This table indicates the modules included in this programme and the structure which they follow.

Should you require further information about the modules, please contact admissions@ucem.ac.uk

2 years.

Duration is 29 months within an Apprenticeship Programme (including 24 months for the MBA degree).*

Please note:

Students can either start in September or February. For the February module information sheet, please see our website.

Where considered necessary to do so at any stage, UCEM may seek to make variations to programme content, entry requirements and methods of delivery, and to discontinue, merge or combine programmes. This is subject to consultation with relevant students and other stakeholders, setting out the reasons for the proposed amendment(s), and compliance with the requirements of the UCEM Code of Practice on Programme Monitoring, Amendment, Review and Discontinuation. Should such an eventuality occur during the admissions and registration process, applicants will be informed immediately of any change and the alternative arrangements that have been put in place.

** The actual duration is determined by when the employer and UCEM deem the apprentice to be ready to undertake the CMI Chartered Manager end-point assessment.*

| Yr | September Semester | February Semester |
|----|--|---|
| 1 | Strategic Management of Change (20 Credits) Managing & Leading People (20 Credits) | Management Finance & Science (20 Credits) Principles of Marketing (20 Credits) |
| 2 | Elective modules (choose one from): <i>Professional Cost Management (20 Credits)</i> <i>Planning and Development (20 Credits)</i> | Elective modules (choose one from): <i>Procurement & Tendering (20 Credits)</i> <i>Investment Appraisal & Portfolio Management (20 Credits)</i> <i>Property Transactions (20 Credits)</i> |
| | Elective modules (choose one from): <i>Management of Construction (20 Credits)</i> <i>Property Management (20 Credits)</i> | |
| | Postgraduate Project (40 Credits) | |
| | Core Modules Elective Modules | |

Year 1

Strategic Management of Change (core)

Aims

This module provides 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 are explored within different cultural contexts to meet stakeholder interests.

Assessment

| | Weighting |
|---------------------------|-----------|
| Assessment 1 - Coursework | 30% |
| Assessment 2 - Coursework | 70% |
| Pass mark: 50% | |

Managing & Leading People (core)

Aims

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

This module enables students to understand:

- 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

Assessment

| | Weighting |
|---------------------------|----------------|
| Assessment 1 - Coursework | 30% |
| Assessment 2 - Coursework | 70% |
| | Pass mark: 50% |

Management Finance & Science (core)

Aims

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.

Assessment

| | Weighting |
|---------------------------|----------------|
| Assessment 1 - Coursework | 50% |
| Assessment 2 - Coursework | 50% |
| | Pass mark: 50% |

Principles of Marketing (core)

Aims

This module considers the application of marketing within construction and real estate contexts. It highlights the challenges posed by diverse 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 construction and real estate environment. Practical and ethical considerations are explored and analysed within different cultures.

Assessment

| | Weighting |
|--------------------------------|----------------|
| Assessment 1 - Coursework | 30% |
| Assessment 2 - Applied project | 70% |
| | Pass mark: 50% |

Year 2

The assessment methods for the following modules, which will be delivered from September 2020, are currently in design and will be confirmed closer to the time. The assessments will consist of a variety of methods including:

- assessed coursework (such as essays, reports, portfolios, reflections, problem or short questions or video presentations)
- computer marked assessments
- project submissions

Professional Cost Management (elective)

Aims

This module brings together various cost management subjects and allows the exploration of a range of issues and challenges which contribute to the development of the cost management aspects of the quantity surveying profession. Therefore, it develops the knowledge, understanding and skills in construction quantification/ measurement and cost management required to operate in a dynamic, International and contemporary construction environment.

Planning and Development (elective)

Aims

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.

Management of Construction (elective)

Aims

This module develops both the personnel and organisational issues of construction management, with a focus on the managers of construction projects. Comprehensive understanding and practice of skills in managing, planning and controlling the safe production of a construction project are investigated.

This module enables students to understand, in an international context:

- The construction management agenda, drivers and landscape environment.
- Risk, Health & Safety implications and assessment in construction projects.
- Project and management skill sets required of the construction manager.
- The role of construction management in resourcing projects and adding value.

Property Management (elective)

Aims

This module develops the principles of law and practice appropriate to the effective and efficient management of property, both in the UK and globally. 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 also examines key issues, such as the strategic use of property, property performance evaluation, positive tenant management and life cycle planning, and evaluates how these issues inform the development of strategic advice.

Procurement & Tendering (elective)

Aims

This module develops the principles and application of international project procurement, the tendering process and understanding and managing risk within a digital environment.

This module enables students to understand, in an international context:

- Procurement principles in an international arena;
- The tender process applied to a procurement strategy;
- The digital environment that supports international procurement and tendering;
- The effect of using different international standard forms of contract.

Investment Appraisal and Portfolio Management (elective)

Aims

This module focuses on key principles underpinning commercial property investment in international markets. Detailed 'Discounted Cashflow' appraisal models using Microsoft Excel are applied to 'real world' scenarios to determine the viability (NPV/IRR) of both multi-tenanted commercial property investments and mixed portfolios. Sensitivity analysis techniques are used to analyse the risk/return characteristics of property investment. International property markets are profiled to identify the potential risks, barriers and opportunities that may exist in cross-border investment. Direct property investment is also compared to indirect property investment via securitisation.

The module also focuses on key considerations of commercial property portfolio management, including the stages involved in creating a property portfolio, the styles of portfolio management (i.e. core, core plus, value-added, opportunistic), how to benchmark a property portfolio's performance, the strategies and objectives in portfolio mandates, portfolio restructuring techniques used to protect and improve the risk/return profile of the property portfolio.

Property Transactions (elective)

Aims

This module introduces students to the practice of estate agency, focusing on the commercial property market in the UK. It deals with the relationship between a client and agent during the contract for property agency and looks at the logic of location theory for commercial uses for leasing and sale. It seeks to explain how price is determined, and to introduce students to the dynamics of various property markets and the art of property negotiation. In selected module topics students draw comparison between arrangements in the UK and their own jurisdictions.

Postgraduate Project (core)

Aims

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.