Leading & Managing People (core)

Aims
The critical importance of leading and managing well, and understanding how organisations work, is now widely recognised. This module provides a broad base of knowledge and skills development for students moving from a technical background into a management environment. This module underpins other parts of the programme. The rationale for the module is to provide learners with an integrated approach to leading and managing an organisation in a complex, volatile environment sometimes in an international context. It will provide the knowledge, understanding and opportunities for skills development within the context of change, globalisation and sustainable development. It will emphasise the development of insight, intuition and wisdom in leading and managing people and organisations. This module aims to examine:

→ The way that organisations – and the people who comprise them – behave, the tasks that they perform and the structures and methodologies that have evolved in attempts to understand and lead them.

→ The different schools of thought on effective leadership and management; and the major strategies and approaches for the effective management of contemporary organisations and projects.

→ Emerging research that influences dynamic managerial approaches to leading and managing.

→ Analytical frameworks and paradigms for managing within the construction and real estate environments.
Management Finance & Science (core)

Aims
This module is concerned with managerial decision-making – in particular, it looks at the part that quantitative concepts, methods and skills can play in giving managers a greater insight into problems and their solutions. It enables students to model solutions to problems and thereby understand how more effective decisions can be made that achieve corporate objectives. In addition, the module seeks to impart specific knowledge and understanding of how modern organisations, contemporarily, use finance and quantitative data efficiently. The module is in two parts: in part one the role and content of financial processes, internal and external, are introduced to enable better understanding of this key aspect in decision-making. In part two, the module concentrates on the role that statistical concepts can aid decision makers and stakeholders within a construction and real estate setting. This module aims to examine:

→ The role that contemporary financial accounting plays and can play within the overall framework of managerial finance within an organisation;
→ How financial and statistical analysis of data can be used in organisations within the built environment, to assist improvements in decision-making;
→ The risks associated with the business and project decision-making process, and to allow questioning of the contemporary decision-making method;
→ Potential future decision-making tools and methodologies to prepare students for a corporate future.

Principles of Marketing (core)

Aims
This module will provide an integrated approach to marketing. It will explore principles that have a relevance to most sectors and industries, including the built environment. The module has four core themes, including:

→ Defining marketing and the marketing process;
→ Understanding the market and creating customer value;
→ Defining a customer-oriented marketing strategy;
→ Extending marketing.

The module is designed to appeal to, and support, learners who wish to acquire a knowledge of marketing, and to see how marketing principles relate to practical situations across many sectors and industries.

Strategic Management of Change (core)

Aims
This module will provide an integrated approach to corporate strategy and the management of change in a complex and uncertain international business environment in construction and real estate. Initially, consideration is given for frameworks to manage the long-term strategic direction of organisations within a construction and real estate setting. The remaining focus is then on enhancing students’ understanding of, and response to, organisational change through leadership and associated factors. The determination of appropriate policies and strategies are explored within different cultural contexts to meet stakeholder interests. This module aims to examine in an international context:

→ The increasingly complex role of corporate strategic management and business planning within the real estate and construction environment, including an examination of the evolution of strategic management concepts;
→ Emerging contemporary research that influences dynamic managerial approaches to managing change;
→ Practical analytical frameworks for managing change within the construction and real estate environment;
→ Internal and external influences on organisational performance, and the impact these have on global corporate social responsibilities.
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. This module aims to examine in an international context:

→ Complex problems and provide added value in the area of professional management of costs;
→ Underlying concepts and theoretical principles in the measurement and quantification of construction projects and professional cost management;
→ The future requirements of a professional cost manager working in the international construction industry.

Planning & 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 real estate implementation of a development project. This module aims to:

→ consider the context of planning within property development projects;
→ examine the principles of site layout and design, and to introduce methods of appraisal of the financial viability of development schemes;
→ identify 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 aims to examine 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. This module aims to:

→ Evaluate the evolving attributes of strategic property management within the commercial and residential sectors;
→ Critically evaluate the influence of the landlord/tenant relationship in determining the strategic objectives of commercial and residential portfolios;
→ Evaluate ways of managing a client’s expectations through appropriate and ethical advice relating to the strategic management of an asset or portfolio;
→ Critique techniques and approaches used to monitor and optimise value at asset and portfolio level;
→ Discuss the significance of lease agreements from both the different landlord/investor and tenant/occupier perspectives, and analyse the legal, regulatory and market constraints within which property management is undertaken.

**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 aims to examine 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 & 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 you 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 you to the dynamics of various property markets and the art of property negotiation. In selected module topics you will draw comparison between arrangements in the UK and your own jurisdictions. This module aims to examine:

→ Practices associated with the acquisition and disposal of real estate;
→ The stages and processes of the acquisition and disposal of real estate;
→ Value and market dynamics;
→ The practical market skills required of a real estate advisor for successful client/agent relationships.

**Postgraduate Project (core)**

**Aims**
This module requires you to develop your research skills within the context of the built environment and your chosen career path, and the workplace. You are required to relate the practicalities of the case study to the academic concepts and ideas that underpin it, providing you with the vehicle to conduct a self-directed study to demonstrate your research and expertise in a specific area. This module also requires you to reflect on the knowledge and skills that you have developed during your programme of studies and requires you to demonstrate the development of your professional competence, with reference to the appropriate professional framework. It is recognised that you may not be in relevant employment and, in these cases, you will select a case study in the public domain.