



UNIVERSITY COLLEGE
OF ESTATE MANAGEMENT

RICS Associate 900 Study Hours

Programme Specification 2020-
2021

Version: 9.00

Status: Final

Date: 04/06/2020

Summary Programme Details

Final Award

Award: Certificate of Personal and Professional Development (CPPD)

Title of (final) Programme: RICS Associate 900 Study Hours

Credit points: 100

Level of award (QAA FHEQ): 5 and 6

Intermediate award(s)

None

Validation

Validating institution: University College of Estate Management (UCEM)

Date of last validation: March 2015

Date of next periodic review: N/A – programme closing

Date of commencement of first delivery: April 2015

Duration: 1.5 years

Maximum period of registration: 4 years

UCAS Code/ HECoS Code: N/A/ 100216

Programming Code: UXXC

Other coding as required: UXXC90

Professional accreditation / recognition

Accrediting/recognising body: **Royal Institution of Chartered Surveyors (RICS)**

Details of the accreditation/recognition: Recognised by Royal Institution of Chartered Surveyors (RICS) as providing study hours to satisfy the requirements for 900 hours Associate progression route.

Date of last programme accreditation/recognition: N/A

Date of next periodic review: N/A

QAA benchmark statement

[UK Quality Code for Higher Education \(opens new window\)](#)

[The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies \(opens new window\)](#)

[Quality Assurance Agency \(QAA\) Subject Benchmark Statement: Land, Construction, Real Estate and Surveying October 2016 \(opens new window\)](#)

Programme Overview

Rationale

The RICS Associate 900 Study Hours Certificate of Personal and Professional Development (CPPD) programme is designed for students seeking progression from AssocRICS to gain chartered membership. The CPPD programme is designed to enable students to undertake a selection of modules from the accredited UCEM BSc (Hons) provision. There are various pathways in the programme suited to the various professional disciplines. These have been chosen to reflect the pathways typically chosen by students undertaking similar programmes in the past.

Entry Requirements

Entrants to this programme normally are required to have:

- AssocRICS; or
- be seeking AssocRICS, plus 2 years' experience in relevant employment.

If an applicant does not meet the standard entry requirements, and is over 21 years of age, UCEM will consider the application on an individual basis. In these cases, the application will be assessed by the Programme Leader, who will give careful consideration to any professional and life experiences as well as any academic or vocational qualifications the applicant may hold. The applicant may be asked to provide a detailed personal statement and/or a reference or letter of support from an employer or mentor to support the application.

Applications are assessed in accordance with the UCEM [Code of Practice: Admissions and Recognition of Prior Learning \(opens new window\)](#).

English language requirements

All UCEM programmes are taught and assessed in English. In addition to the programme entry requirements listed above, all applicants will therefore be required to demonstrate adequate proficiency in the language before being admitted to a programme. Therefore, applicants must possess one of the following:

- GCSE Grade C (or 4) or above in English Language or English Literature, or an equivalent qualification. For further information on equivalent qualifications please contact: admissions@ucem.ac.uk.
- Grade 5.5 or above, with at least 5.0 in the reading, writing, and listening modules in the International English Language Testing System (IELTS) academic test administered by the British Council.
- 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.
- Grade C or above in "Use of English" at A/S Level.

For English language requirements please go to: [How to meet the language requirements \(opens new window\)](#).

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 \(opens new window\)](#). This policy statement takes precedence in any such decision.

RPEL may be used for admission onto an undergraduate programme in accordance with the entry requirements stated in the section above. UCEM also recognises credit awarded by higher education degree awarding bodies in accordance with the relevant higher education qualifications framework and allows that credit to count towards module exemption from an undergraduate programme.

Normally the maximum credit for prior learning that can be counted towards a programme is 66% (two thirds). RPEL and RPCL do not enable the transfer of credit/exemption from classification modules.

Programme Progression

Students who are successful in completing this CPPD programme and obtaining membership of the RICS would be eligible to undertake one of UCEM's postgraduate programmes, within 7 years of award of the CPPD.

Award Regulations

Students who successfully complete the required 100 credits, with a minimum of 40 credits at level 6, will be awarded the Certificate of Personal and Professional Development (CPPD) RICS Associate 900 Study Hours.

Career Prospects

This programme supports students in furthering their professionalism within industry and will enhance their career path opportunities.

Programme Aims

Programme aims

The CPPD programme is designed for holders of the AssocRICS qualification or those in the final stages of seeking AssocRICS wishing to progress to full chartered membership. It meets the RICS requirement stipulated for this route to full membership of a minimum number of 900 study hours, which need to be taken from an accredited academic programme. Academically it develops a student's ability to integrate theory and practice and to collate and evaluate data in order to solve complex problems.

Market and internationalisation

- A cohesive mix of modules at levels 5 and 6 designed to support students' study;
- The flexibility to choose the start date – two intakes per academic year (October or April semester);

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- The flexibility for students to choose the pace of their study;
- The ability to interact with students from different programmes and in varied geographical locations locally and internationally via the VLE;
- International professional, personal and academic networking opportunities, and;
- RICS recognition.

Learning Outcomes

Having successfully completed the programme, the student will have met the following learning outcomes.

Level 6

A – Knowledge and understanding

Learning Outcomes	Relevant modules
A6.1 Awareness and systematic understanding of issues and the wider business environment including the political, economic, legal, social, technological, cultural, health and safety, sustainability and global influences within which property, construction and client organisations operate.	Due to the nature of the Programme all modules will assess all of the Learning Outcomes
A6.2 Evaluation of the theories and techniques utilised in the built environment sector.	

B – Intellectual skills

Learning Outcomes	Relevant modules
B6.1 Assess a range of resources including contemporary sources, draw on evidence to reflect and evaluate competing explanations to provide appropriate conclusions.	Due to the nature of the Programme all modules will assess all of the Learning Outcomes
B6.1 Analyse and solve complex problems using appropriate models and methods.	
B6.2 Transfer appropriate knowledge and methods from one topic to another within or between modules.	
B6.3 Select and apply appropriate techniques of analysis and appraisal.	

C – Subject practical skills

Learning Outcomes	Relevant modules
C6.1 Acquire, analyse and evaluate data and judge its relevance and validity to a range of built environment situations.	Due to the nature of the Programme all modules will assess all of the Learning Outcomes

D - Key / Transferable skills

Learning Outcomes	Relevant modules
D6.1 Communicate clearly and concisely at an appropriate academic level on programme related issues.	Due to the nature of the Programme all modules will assess all of the Learning Outcomes
D4.1 Demonstrate the academic ability to research from a range of sources to formulate arguments.	

Programme Structure

Module List

Code	Module	Level	Credits	Core/ Elective
QSP5CPR	Contract Administration and Practice	5	20	E
MAN6CMC	Commercial Management in Construction	6	20	E
MAN6CPM	Commercial Property Management	6	20	E
LAW5PRL	Property Law	5	20	E
BSU5PCO	Planning and Conservation	5	20	E
BSU6BPA	Building Pathology	6	20	E
LAW6CON	Construction Law	6	20	E
BSU6PSP	Professional Surveying Practice	6	20	E
QSP5BEC	Building Economics	5	20	E
QSP6CQS	Contemporary QS Practice	6	20	E
PMA6CPM	Construction Project Management	6	20	E
VAL5VCP	Valuation Context and Principles	5	20	E

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Code	Module	Level	Credits	Core/ Elective
VAL5VCM	Valuation: Core Methods	5	20	E
BSU6BSP	Building Surveying Practice	6	20	E
BSU5DES	Design and Structures	5	20	E
INV6INV	Investment	6	20	E
VAL6APP	Applied Valuation	6	20	E

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.

Students may study up to two modules part time in any semester. The complete programme is recommended to be studied over a 1.5-year period. Students are advised to take only 1 module in their first semester.

All modules are elective; however, students are advised to first choose a pathway and then modules from the selected pathway. (See following diagrams for clarification).

See [Appendix A](#) for information about appropriate equivalent modules that can be substituted for those above from autumn 2020, due to the run out of this programme.

Delivery Structure

Pathways: To support the various RICS APC pathways it is recommended that students choose their modules from the following pathways.

Please note that due to the run out of this programme you may not follow the structure outlined below from autumn 2020. See [Appendix A](#) for information about appropriate equivalent modules that can be substituted for those above from autumn 2020. You will be provided a personal programme outline detailing the modules you must take from autumn 2020.

Autumn (UK) Entry

Semester	Quantity Surveying	Building Surveying	Real Estate
October	Induction	Induction	Induction
October	Contract Procedures (level 5)	Planning and Conservation (level 5)	Professional Surveying Practice (level 6)
April	Building Economics (level 5)	Design and Structures (level 5)	Valuation – Core Methods (level 5)
April	Contemporary Quantity Surveying Practice (level 6)	Building Surveying Practice (level 6)	Valuation – Context and Principles (level 5); <i>or</i> Applied Valuation** (level 5)

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Semester	Quantity Surveying	Building Surveying	Real Estate
October	Commercial Property Management (level 6); <i>or</i> Construction Law* (level 6)	Professional Surveying Practice (level 6)	Commercial Property Management (level 6)
October	Commercial Management in Construction (level 6)	Building Pathology (level 6)	Property Law (level 5)

*Students will be advised that this module requires previous study of law,

** The Applied Valuation elective is only available in the April semester and students may extend the programme to take this module.

Spring (UK) Entry

Please note that due to the run out of this programme you may not follow the structure outlined below from autumn 2020. See [Appendix A](#) for information about appropriate equivalent modules that can be substituted for those above from autumn 2020. You will be provided a personal programme outline detailing the modules you must take from autumn 2020.

Semester	Quantity Surveying	Building Surveying	Real Estate
April	Induction	Induction	Induction
April	Building Economics (level 5)	Design and Structures (level 5)	Valuation – Context and Principles (level 5)
October	Contract Procedures (level 5)	Planning and Conservation (level 5)	Commercial Property Management (level 6); <i>or</i> Property Law (level 5)
October	Commercial Management in Construction (level 6); <i>or</i> Construction Law* (level 6)	Building Pathology (level 6)	Professional Surveying Practice (level 6); <i>or</i> Property Law (level 6)
April	Contemporary Quantity Surveying Practice (level 6)	Construction Project Management (level 6)	Valuation – Core Methods (level 5)
April	Construction Project Management (level 6)	Building Surveying Practice (level 6)	Investment/Applied Valuation** (level 6)

*Students will be advised that this module requires previous study of law,

** The Applied Valuation elective is only available in the April semester and students may extend the programme to take this module.

Module Summaries

Elective modules

QSP5CPR Contract Administration and Practice

This module develops the knowledge gained from contract and tort law to focus on the specific aspects of construction projects where it is common to find standard forms of building contracts. The purpose of the module is to develop a broader understanding of law and to apply it to common eventualities on construction and building services projects. This module will provide students with the contractual knowledge required to deal on behalf of all parties associated with construction contracts from inception to completion.

MAN6CMC Commercial Management in Construction

This module explores a range of strategic and operational issues in commercial management of construction experienced by contracting organisations. The dynamic business environment within which contracting organisations operate means that they need to be astute when competing or bidding for work and seeking to sustain their turnover and profit margin whilst enhancing stakeholder value. This module therefore provides an opportunity for the student to develop the knowledge, understanding and skills required to operate in this competitive commercial environment.

MAN6CPM Commercial Property Management

This module aims to examine the role that commercial property plays for both an investor and an occupier; examine the management strategies of property owners and how the commercial property manager helps develop and implement these strategies; and examine the breadth of responsibilities of the professional commercial property manager at both a strategic and a fundamental level.

LAW5PRL Property Law

This module provides an introduction to the system of land law (including sales) in England and Wales with consideration of Scottish Law differences. It gives students a grounding in the basic principles of ownership of land (freehold and leasehold) including the acquisition and protection of third-party rights. It also provides an understanding of the common law and statutory rules governing the landlord and tenant relationship and aims to develop an analytical approach to legal problem-solving.

BSU5PCO Planning and Conservation

This module provides a brief introduction to the evolution of buildings from the 18th to the 21st centuries. It also provides a brief introduction to the UK planning system. It comprises the dating of buildings through the evolution of materials and architectural styles; planning policy and plan making; the regulations affecting development; and contemporary planning issues. The overall emphasis is on a practical approach to the subject.

BSU6BPA Building Pathology

This module is concerned with the pathology of buildings. It will develop students' ability to effectively diagnose and evaluate a range of commonly encountered building defects through a process of inspection, testing, survey and analysis.

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LAW6CON Construction Law

This module aims to provide students with an understanding of the major issues of law embraced by construction projects. It enables students to analyse professional liability and evaluate methods of extending/limiting liability, and to assess the extent of liability outside the contractual relationship. The module also aims to give students an in-depth understanding of the issues related to construction disputes and the various commonly used methods of dispute resolution.

BSU6PSP Professional Surveying Practice

This module focuses on professional surveying practice. It comprises the following fields of practice: international roles; regulations and codes; neighbouring and boundary matters (including party walls and rights of light); and dilapidations. The module builds on previous modules of law and building technology to give a greater level of academic and practical awareness, which will be of use to those wishing to learn more about these fields of professional practice or those developing their competence in those fields.

QSP5BEC Building Economics

This module provides students with a comprehensive understanding of commercial aspects of a construction project during the pre-contract phase including costs, financing, value management and cost control and where applicable the profitability of development opportunities.

QSP6QSQ Contemporary Quantity Surveying Practice

This module aims to provide the student with opportunity to explore a range of issues which contribute in various ways to the development of the quantity surveying profession in different parts of the world.

PMA6CPM Construction Project Management

This module explores a range of strategic and operational issues in construction project management. The construction project manager (CPM) plays a key role at all stages of the construction process for diverse client organisations that operate in a dynamic environment. The fundamental need for clients to enhance value in their construction projects and, increasingly, to also engage stakeholders, means that the CPM has a critical contribution to make. This module therefore provides an opportunity to develop the knowledge, understanding and skills required to operate as a CPM in the context of the property and construction industries.

VAL5VCP Valuation Context and Principles

This module sets property valuation in the broad economic and financial context and examines the purpose of property valuations. It considers the stakeholders in the valuation process and regulatory, ethical and sustainability issues. It also provides an overview of the main valuation methodologies. It is complementary to the Valuation – The Five Methods module also studied at this level and together these modules aim to provide the foundation of knowledge underpinning Applied Valuation, that will be studied at level 6.

VAL5VCM Valuation: Core Methods

This module examines in details the three key property valuation methods; comparative, investment and residual. It is primarily based on calculation and analysis and aims to develop the skills required to undertake valuations of the most common property types, namely residential, offices, retail and industrial.

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BSU6BSP Building Surveying Practice

This module focuses on building surveying practice. It comprises the following topics: building surveying, professionalism ethics and conduct, maintenance theory and practice; and building adaptation theory and practice. Legislation is based on England and Wales. The module will enhance the students' ability to recognise, analyse and remedy building maintenance issues and develop their ability to apply building surveying practice, maintenance and adaptation to different situations.

BSU5DES Design and Structures

This module covers key aspects in the theory and practice of design for buildings and also structures for buildings. It builds on the building, environment and technology covered in previous modules and applies them to normal design situations. It also builds on the structural elements within the preceding building, environment and technology modules and introduces structural calculation, theory and application on building approval.

It comprises; The nature and relevance of design; parameters, design information and data; site; space; technology fabric; technology services; aesthetics; the nature and relevance of structures; extent of parameters, structural information and data such as design codes and 'rules of thumb'; structural theory, structural calculations, practical application for building control.

INV6INV Investment

This module aims to develop the student's ability to understand and analyse investments. It will allow them to recognise property as an investment asset within the overall spectrum of other investment categories. Principles of investment, risk, investment appraisal and portfolio management will be considered in this module to ensure the development of practical skills that enable informed investment decisions for clients.

VAL6APP Applied Valuation

This module covers the application of valuation principles to more complex situations and introduces more sophisticated valuation concepts including discounted cash flow techniques and specialist valuation processes. It develops students' understanding of both theoretical and practical limitations in valuing property and its environments and how these affect value. It also considers the application of professional regulations in valuation work and issues of professional negligence and valuation accuracy.

Learning, Teaching and Assessment

Learning & Teaching

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, webinars, interactive case studies and online journals and subject relevant field trips. Modules are supported by online access to subject-specialist tutors, core texts and access to the UCEM e-library. This is provided by 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 to investigate and research given information. These require students to apply their awareness and comprehension to simple industry-related scenarios and issues.

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Students are encouraged to share knowledge and ideas in relation to the construction industry and their studies. Teaching of module topics requires students' engagement with a range of online activities that develop communication and collaboration skills. The timing of these activities within the study period requires the development of effective time-management skills.

Assessment

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. All are designed to motivate and support the student.

Students are encouraged to engage in group discussions and collaborative learning with their peers and tutors. Formative assessment of the work-based learning element will be through regular reviews of, and feedback on, students' progress.

Where appropriate, both the workplace facilitator and the student receive review comments to help refine the students' work.

Communication, collaboration and time-management skills are tested through the range and requirements of summative assessment throughout the programme.

Summative assessment

Summative assessment methods and formats vary across the modules and include coursework, examination and portfolio work. All are appropriate to the individual module, its academic level and stated learning outcomes.

Cognitive skills are summatively assessed through a range of coursework tasks and examinations.

Practical and professional skills are summatively assessed through a range of coursework tasks and examinations.

Communication, collaboration, analysis and problem-solving skills are tested through the range of formative and summative assessments.

Assessment Diet

Level 5

1 coursework plus 1 final assessment (examination or second coursework)
20 credits per module

Level 6

1 coursework plus 1 final assessment (examination or second coursework)
20 credits per module

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 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 are 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 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 compulsory and 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 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.

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.

Special Needs support is provided via a dedicated Disability and Wellbeing team at UCEM. The Learning and 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, Associate Heads of Faculty, 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.

English language support

English is the common language for all programmes. It is appreciated that some students will need additional 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' within the Study Skills area. The resource includes topics such as sentence structure, writing essays and guidance for writing 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 E-careers and employability 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 the students throughout their time with the programme. The 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.

Appendix A

This appendix outlines appropriate equivalent modules that can be substituted for those identified in the main body of the programme specification, from autumn 2020, due to the run out of this programme.

- QSP5DEC Design Economics and Cost Planning can be taken in the place of QSP5BEC Building Economics
- QSP6QSP Professional Quantity Surveying Practice can be taken in the place of QSP6CQS Contemporary QS Practice
- VAL5FTM Valuation – The Five Methods can be taken in the place of VAL5VCM Valuation: Core Methods
- DES5DES Design and Structures can be taken in the place of BSU5DES Design and Structures
- INV6IAP Investment Appraisal and Portfolio Management can be taken in place of INV6INV Investment.

Module Summaries

QSP5DEC Design Economics and Cost Planning

Available spring semester

This module aims to provide students with an appreciation of construction costs and their control, from inception to completion of a project. It considers what affects the cost of a building, and how the costs of the development can be controlled, both at the pre-contract and the post contract stages. The application of the Royal Institution of Chartered Surveyors (RICS) New Rules of Measurement (NRM) is considered when undertaking pre-contract cost control activities. Building Information Management (BIM) is introduced to allow an appreciation of how this can be used to create cost plans and help control costs. The importance of lifecycle costs and the maintenance management of a building are also considered.

QSP6QSP Professional Quantity Surveying Practice

Available spring semester

This module explores a range of issues and challenges within the quantity surveying profession in the UK and other parts of the world. The significant changes experienced in the construction industry globally over the past decade have required quantity surveyors to adapt their traditional practices and embrace new philosophies, in order to contribute effectively to construction projects. This module therefore provides the student with an opportunity to develop the knowledge, understanding and skills required to operate in a dynamic and contemporary construction environment.

VAL5FTM Valuation – The Five Methods

Available spring semester

This module examines the traditional property valuation methods: comparative, investment, residual, profits and cost based. There is also an introduction to modern methods of valuation. The module is primarily based on calculation and analysis and aims to develop the skills required to undertake valuations of the most common property types, namely residential, offices, retail and industrial. It aims to develop a sound understanding of the methods and their application.

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DES5DES Design and Environmental Science

Available spring semester

This module covers key aspects of the theory and practice of design for buildings and the relation of the building to the study of the environment. It applies the building, environment and technology theories covered in previous modules to normal design situations. The module focuses on the understanding of how a building is affected by its design, environment and its occupants, and, vice versa, what effect that building has on the environment and people living in and around it. The relationship is a complex one, which is addressed here by using 'human comfort' as the overarching theme, and breaking that down into individual factors of heat, air, moisture, sound and light. These factors are placed into the context of a domestic dwelling, with the many and varied conditions that can result, based on different expectations and perceptions of comfort.

INV6IAP Investment Appraisal and Portfolio Management

Available autumn semester

This module aims to develop the student's ability to understand and analyse investments. It will allow them to recognise property as an investment asset within the overall spectrum of other investment categories. Principles of investment, risk, investment appraisal and portfolio management will be considered to ensure the development of practical skills that enable informed investment decisions for clients.