



UNIVERSITY COLLEGE
OF ESTATE MANAGEMENT

Commercial Property Management

Module Descriptor

Module Code: MAN6CPM

Version: 8.00

Status: Final

Date: 22/07/2020

Summary Module Details

Module details

Module Title: Commercial Property Management

Module Leader: Natasha Collins

Module Mode: Supported online learning

Semester: Autumn (UK)

Level: 6

Credits: 20

Learning Hours: 200

Contact & Study Hours:

Directed Study Time: 90hrs (45%)

Self-Directed Study Time: 50hrs (25%)

Assessment Study Time: 60hrs (30%)

Assessment Type:

Coursework: 100%

Computer Marked Assessment: 0%

Self-directed Research Project: 0%

Portfolio: 0%

Module Summary

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;
- examine the breadth of responsibilities of the professional commercial property manager at both a strategic and a fundamental level.

Taken on which Programme

BSc (Hons) Building Surveying (E)

BSc (Hons) Real Estate Management (C)

Core (C) or Elective (E)

Module Aims

This module aims to:

- encourage an understanding of the role of property in investment and occupational contexts;
- provide an overview of management principles and their application in property management to optimise the benefits of estates to investors and users;
- provide an understanding of alternative management strategies and their implementation with regard to the aims of owners;
- examine the various functions involved in managing property assets and demonstrate the application of legislation on property managers' roles and responsibilities.

Module Learning Outcomes

- LO1. Define and analyse the role of commercial property for investors and occupiers.
- LO2. Demonstrate a systematic understanding of the management strategies for commercial property assets in portfolio, asset and individual building contexts and the characteristics of effective property owner/tenant relationships.
- LO3. Interpret and apply statute and regulations that govern the work and responsibilities of property managers; the obligations of landlord and tenant; and the principal provisions of leases.
- LO4. Critically evaluate arguments, assumptions and data; identify a range of solutions; and communicate in a clear and reasoned manner.
- LO5. Develop strategies to optimise the benefits of estates in order to meet owners' goals.

Indicative Module Content

Module topics

- **Property and management.**

Basic management principles; management and objectives, management control systems, the role of the manager, property portfolio management, asset management, the role of the building and management surveyor and portfolio performance.

- **The strategic role of an asset manager.**

Provide an overview of tactical strategies used in property management, why property management is more than operations, compare definitions of asset management, property management and facilities management. Understanding the business environment and how this relates to property. Understanding a client's goals and how to realign its property portfolio with its culture, mission and values and the need to develop a longer-term strategic investment plan. Understanding how real estate can support business processes, activities and work styles.

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- **Health and Safety and sustainability.**

Green leases and their impact in the market place, measuring and benchmarking property for sustainability, corporate social responsibility, sustainability and refurbishment. Health and Safety statutes, Disability Discrimination Acts.

- **Tenant selection and letting.**

Factors determining tenant selection, the tenant mix, the letting process, drafting the lease, implications of lease clauses, lease or licence, turnover rents, common area commercialisation.

- **Lease renewals of business tenancies**

Landlord & Tenant Act 1954 and lease renewals and the importance of negotiation in relation to lease renewals and rent reviews. Using the 1954 Act and the rent review process strategically.

- **Alienation – Assignment and Sub Letting.**

Landlord & Tenant (Covenants) Act 1995.

- **Rent arrears and rent recovery and dispute resolution.**

Lease covenants, the property manager's role, pre-emptive actions by the landlord, rent recovery, insolvent tenants. Settling disputes, alternative dispute resolution, expert determination, adjudication, arbitration, litigation.

- **Repairs.**

The full repairing lease, enforcement, schedules of condition, the repairing clause, minor repairs, contract procedures of major repairs, financing repairs. Landlord & Tenant Act 1927.

- **Proactive and reactive maintenance of buildings.**

Definition of maintenance, maintenance activities, maintenance policy, organisation for maintenance, and a maintenance department, programming maintenance, planned preventative maintenance, contingency maintenance systems, controlling maintenance, monitoring performance, areas of maintenance need, classification and procedures of maintenance works, maintenance needs at the design stage, equipment used by the management surveyor.

- **Service charges.**

Growth of service charges, owner-occupiers, service charge payments, contractual basis of service charges, RICS Code of Practice, service charge components, apportionment, determining a budget, long term planning, refurbishment, sinking funds and VAT, certifying service charge budgets, clients' money, tenant's service charge audit, impact of service charges on rental value and building design.

- **Commercial property insurance and principles of risk management.**

Risk management process, the code for leasing business premises 2007, who should insure, the scope of different insurances, procedures when loss occurs, the property manager's responsibilities.

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- **Property management records.**

Property management information, accounting records, professional regulations and client accounts, insurance records, health & safety records, inspections, taking on new management, examples of property management sectors, the relationship between property management and real estate agency. The importance of General Data Protection Regulations and cyber security.

- **Understanding the practical side of benchmarking and real estate performance measurement**

An understanding of how to measure the performance of each asset based on income, lease terms, tenant covenant and building condition and recognising what is working well and where there are problems in portfolio performance. Benchmarking against appropriate international sustainability standards, across all sectors. How to develop a Stacking Plan.

- **Hold, Change, Sell.**

Using the information determined through the benchmarking and performance measurement to identify cases for holding, developing or selling an asset. Selecting appropriate locations, buildings and configurations which suit a portfolio strategy. Understanding why it is important to consistently re-evaluate the portfolio. Know how to identify when key dates fall due which allow for the portfolio's performance to be enhanced and have an action plan for implementation. Form an understanding that this is a continuous process and one that regularly needs to be reviewed. Construct and evaluate life-cycle planning from pre-acquisition to disposal in an effort to maximise profit during tenure.

This content will be reviewed and updated regularly to reflect the legal, moral and financial changes in professional standards and practice.

Overview of Summative Assessment

Module learning outcomes	Assessment	Word count or equivalent	Weighting
LO1, LO2, LO3, LO4, LO5	Assessment 1 Coursework	2,000	40%
LO1, LO2, LO3, LO4, LO5	Assessment 2 Coursework	3,000	60%

Module Pass Mark (as a weighted average of all assessments): 40%

Key Module Learning Resources

Core Sources and Texts

The core reading resources within each module will be provided via the specific Virtual Learning Environment (VLE) module pages and within the e-Library. Additional reference

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material and supplementary resources to support your studies are available through the UCEM e-Library.

Module tools

Students will have access to study materials, dedicated academic support, student forums, and learning activities via an online learning platform (VLE).

The module page on the VLE is broken down into structured study weeks to help students plan their time, with each week containing a mixture of reading, case studies, videos/recordings and interactive activities to go through. Online webinars/seminars led by the Module Leader can be attended in real time and provide opportunities to consolidate knowledge, ask questions, discuss topics and work through learning activities together. These sessions are recorded to support students who cannot attend and to enable students to recap the session and work through it at their own pace. Module forums on the VLE provide further opportunities to discuss topics with other students, complete collaborative work and get extra help from the module team.

Professional online resources

The e-Library provides access to trusted, quality online resources, selected by subject specialists, to support students' study. This includes journals, industry publications, magazines, academic books and a dissertation/work-based library. For a list of the key industry specific and education resources available please visit [the VLE e-Library](#).

Other relevant resources

Access is also provided to further information sources that include the British Library and Open University UK catalogues, as well as providing a monthly current awareness service entitled, **Knowledge Foundations** - a compendium of news, research and resources relating to the educational sector and the Built Environment.

The module resource list is available on the module website and is updated regularly to ensure materials are relevant and current.