

Valid for 2022-23-24.HS

Module name: Processes, Engineering and Procurement	
Module Code	n.MA.RE.PEP.23HS
Module Description	This module focuses the principles and tools of business planning and effective management of both internal and external services, on internal and external processes in compliance with procurement standards which help organisations to cope strategically with ongoing economic changes and addresses how these processes can be converted from strategic initiatives into projects and which key elements will lead to a successful execution of these projects.
Program and Specialisation	Master of Science in Real Estate & Facility Management (MSc REFM)
Legal Framework	Academic Regulations for the Master's Programme MSc REFM dated 01.08.2024, Appendix to the Academic Regulations for the Master's Programme, first adopted on 30.08.2011
Module Category	Module Type: Compulsory
ECTS	5
Organisational Unit	N Institute for Facility Management (IFM)
Module Coordinator	Prof. Dr. Markus Hubbuch (hubb)
Deputy Module Coordinator	Dr. Manuel Waltert (wate)
Prerequisite Knowledge	Sustainable Finance and Governance; Public and Corporate Real Estate;
Contribution to Programme Learning Goals (Affected by Module)	<ul style="list-style-type: none"> ■ Specialised expertise ■ Methodological skills ■ Interpersonal skills ■ Self-competence
Contribution to Programme Learning Objectives	<p>Specialised expertise</p> <ul style="list-style-type: none"> ■ Understanding & knowledge of theory & practice-oriented content ■ Application, analysis, and linking of theory & practice-oriented content ■ Evaluation of theory & practice-oriented content <p>Methodological competence</p> <ul style="list-style-type: none"> ■ Problem solving & critical thinking ■ Scientific methods ■ Working methods, techniques & procedures ■ Information literacy ■ Creativity & innovation <p>Social competence</p> <ul style="list-style-type: none"> ■ Written communication ■ Oral communication ■ Cooperation in a team & conflict resolution ■ Interculturalism & empathy <p>Self-competence</p> <ul style="list-style-type: none"> ■ Self-management & self-reflection ■ Ethical & social responsibility ■ Learning & transformation
Module Learning Objectives	<p>Students</p> <ul style="list-style-type: none"> ■ demonstrate knowledge and understanding of how business planning activities contribute to the achievement of corporate objectives. ■ can effectively manage both internal and external services. ■ can apply project management methodologies in a broader context ■ understand the correlation in between strategy, portfolio - and project management. ■ understand how to make infrastructures flexible using real options. ■ can perform a real estate valuation for a flexible engineering system. ■ can present and report facts, figures and report concisely. ■ provide evidence of application of the principles and demonstrate their ability to use the tools of business planning appropriate to their (potential) area of practice.
Module Content	<ul style="list-style-type: none"> ■ Developing sourcing strategies based on the business strategy ■ Procurement standards and regulations in FM, contracts ■ Determining the ratio between internal and external services in FM ■ Companies with REFM process organization ■ Business process modelling and business reengineering ■ Project and project portfolio management fundamentals ■ Role of the project manager and project team structures ■ Success factors of a project-oriented organisation (POO) ■ Introduction to engineering systems ■ Uncertainties & scenarios ■ Real options & flexibility ■ Introduction to processes enabling flexibility in engineering systems

	<ul style="list-style-type: none">■ Real-world application: Parking garage case study■ Students are coached individually		
Links to Other Modules	The content of this module is linked to the following modules: Public and Corporate Real Estate Leadership, ethics, change		
Methods of Instruction	<ul style="list-style-type: none">■ Lecture■ Interactive instruction■ Application tasks■ Case studies■ Exercises■ Research-based learning■ Literature review	Social Settings Used: Divers	
Digital Resources	<ul style="list-style-type: none">■ Reader■ Teaching videos■ Practice and application exercises (with answers)■ Case studies (with answers)■ Livestream lectures■ Laptop with Windows operating system		
Type of Instruction	Classroom Instruction	Guided Self-Study	Autonomous Self-Study
Lecture	36 h	-	
Practical work	-	16 h	
Project work	-	-	
Seminar	-	-	
Total	36 h	16 h	98 h
Double teaching may occur. Double teaching is not included in the time planning.			
Performance Assessment For the following performance assessments, resubmission is offered in accordance with § 12 and § 12a of the study regulations for the Master's degree programme in Real Estate & Facility Management at the Zurich University of Applied Sciences.			
End-of-module exam	Form	Length (min.)	Weighting
-	-	-	-
Permitted resources	-	-	
Others	Assessment	Length (min.)	Weighting
Exam	Written individual work		70.00 %
Presentation	Oral individual work	2-5	30.00 %
Participation in Academic Challenges, e.g., CORENET, IFMA, may be in lieu of the certificate of achievement required herein. The results are to be presented to the class (30%) and a report on this is to be submitted (70%). The Module Coordinator is to be consulted.			
Classroom Attendance Requirement	Mandatory attendance: none but recommended.		
Language of Instruction/ Examination	English. For students from other German-language study programmes, the assessment can be held in German.		
Compulsory Reading	See the provided reading list		
Recommended Reading	See the provided reading list		
Comments	Adjustments to the module or assessments may occur at short notice.		