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EUROPEAN CREDIT TRANSFER SYSTEM (ECTS)

Consecutive Sheet																															
Study Programme	MSc in Facility Management																														
Study Year	2018_19																														
Course	Real Estate Strategy and Innovation																														
Code	n.MA.FM.RESI.16HS.V																														
Module	Real Estate Strategy and Innovation																														
Status	Compulsory Course																														
*Type	C X R M																														
Regulations applicable	RPO vom 29. Januar 2008, Studienordnung für den Masterstudiengang MSc in Facility Management vom 24. März 2011, Anhang für den Masterstudiengang MSc in Facility Management vom 30. August 2011, angepasst am 14. April 2015 <i>(Non-binding translation: General Academic Regulations for Bachelor's and Master's degree programmes at the Zurich University of Applied Sciences on 29 January 2008, Academic Regulations for the Master's programme in Facility Management at the Zurich University of Applied Sciences on 24 March 2011, Annexe to the Academic Regulations Master of Science in Facility Management on 30 August 2011, amended on 14 April 2015)</i>																														
Total Workload (hours) <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th></th> <th style="text-align: center;">1. Sem.</th> <th style="text-align: center;">2. Sem.</th> <th style="text-align: center;">3. Sem.</th> <th style="text-align: center;">4. Sem.</th> <th style="text-align: center;">5. Sem.</th> </tr> </thead> <tbody> <tr> <td><i>Lectures</i></td> <td style="text-align: center;">46</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Coached Self-study</i></td> <td style="text-align: center;">20</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Autonomous Self-study</i></td> <td style="text-align: center;">64</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Total Workload</i></td> <td style="text-align: center;">120</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			1. Sem.	2. Sem.	3. Sem.	4. Sem.	5. Sem.	<i>Lectures</i>	46					<i>Coached Self-study</i>	20					<i>Autonomous Self-study</i>	64					<i>Total Workload</i>	120				
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Course Coordinator	Prof. Markus Hubbuch																														
Telephone / Email	+41 58 934 58 32	markus.hubbuch@zhaw.ch																													
Lecturer(s)	Prof. Markus Hubbuch																														
Speaker(s)																															
Associate(s)	Simon Ashworth, MSc FM																														

EUROPEAN CREDIT TRANSFER SYSTEM (ECTS)

**Learning Outcomes
and Competencies**

The students will get an understanding of how to align the Facility Management (FM) strategy with Real Estate (RE) strategy, and corporate strategy.

Upon completion of this module students will have relevant knowledge and competencies as follows:

RE Strategy:

- Describe and assess the interdependencies between the different strategies
- Understand the importance and different views of owners, users and RE operators and to consider and evaluate these on a case by case basis
- Usage of key indicators to estimate construction costs, price, value and renting cost of buildings


- Define and identify key FM issues in regard to Real Estate to meet users and the organisation's needs
- Establish long and medium term strategic goals for the operation, maintenance and optimizing of a RE portfolio from a FM perspective
- Assess the strategic success factors for FM in RE
- Describe the impact of a RE portfolio on the long term performance of an organisation including:
 - Review an organisation's RE portfolio from a FM perspective
 - Condition of the RE portfolio
 - RE maintenance and operation strategy and model
 - Aligning with FM strategy
 - Roles and responsibilities for RE operation
 - Service contracts and performance levels

RE Innovation:

- Understand innovative role models (owners, users, facility managers, service providers) in the context of the various strategies (corporate strategy, RE strategy and FM strategy)
- Knowledge of new business models for using and operating Real Estate
- Adapting RE to ever faster changing demands from core business
- Optimisation of the whole life cycle of a building
- Understand how data and information can be used for innovation in RE

Energy Management and Sustainability:

- Create corporate policies with respect to sustainability and energy management for the RE portfolio.
- Knowledge of the rapidly changing technology and energy supply and its impact on RE
- Knowledge of ISO 50001
- Awareness of the main influence factors on energy consumption and sustainability
- Knowledge of principles, strategies and importance of energy procurement

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Course Content	<p>The course focuses on the interdependencies and interactions between RE and FM.</p> <p>Scientific theories and concepts are used together with examples of best practice from industry to explain the importance of FM strategy across the life cycle of buildings. The course explores how FM can ensure, through strategic planning, that an organisation's RE portfolio meets the core business needs of the organisation and is in alignment with the corporate mission, vision and business objectives.</p> <p>In the section "innovation" the students will learn about the roles of key players in the life cycle of a building with a specific focus on the role of the facility managers. FM knowledge is used to ensure that both new and existing buildings are managed in a sustainable and operationally optimal way. The buildings shall meet the organisation's business needs as well as cost and energy demand targets.</p> <p>The following topics will be presented for discussion and analysis during the course with students:</p> <ul style="list-style-type: none"> • The development of specific strategy approaches to help to manage an organisation's portfolio of buildings • The introduction of innovation in RE management to improve operation, value and optimise service delivery • The role aspects of owner, facility manager, facility service provider and user during the planning phase focusing on the importance of designing the building to meet the users/organisations needs in the operational phase • The importance and benefits to FM of engaging with new and innovative ways to capture and manage data • The basics of energy management necessary for RE operation
Language of Instruction	English
Expected Attendance	Attendance is expected and strongly recommended. Mandatory attendance is required on selected dates – the exact dates will be provided at the beginning of the course. Attendance by all students for the graded presentation is mandatory.
Assessment	40% of the module grade for a presentation in class during the semester. Written exam (open book) in the exam period counts for 60% of the module grade.
Bibliography	Materials will be provided. The subject of FM and Real Estate requires students to be familiar with key standards and regulations. These will be used during the course and will be applicable when students start working careers.

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Entrance Requirements	Knowledge of Real Estate basics by a former study program or by studying the content of the slides Corporate Real Estate Management from A. Müller, BSc FM 6. Semester
Follow-up Courses	Electives / Research Labs; Master's Thesis
Comments	<p>The course will use a variety of teaching and learning methods to help students understand the course material and and become competent in the relevant skills. These will include:</p> <ul style="list-style-type: none"> • Subject matter lectures given by lectures • Class discussions with lecturer feedback • Reading specific pieces of literature • Exercises and small case studies • Presentation in class by students <p>There will be a strong emphasis on class discussions and student presentations. Each student will be expected to participate and fully engage in the class and group discussion and to make presentations for lecturer feedback.</p>