

Broaden your horizons, broaden your knowledge

Master of Business Administration International Real Estate and Facility Professional





Breda, the Netherlands

Breda is a historical city with approximately 175,000 inhabitants. It is located in the south of the Netherlands and only 100 km from both Amsterdam and Brussels. It is a great place to live and study, with 13,500 other young people studying in Breda.



Introduction

NHTV Breda and Hochschule Kufstein are Universities of Applied Sciences with an international reputation for excellence in teaching and research in the disciplines of Real Estate and Facility Management.

The focus of this new masters degree is on effective management of a wide range of functional areas. This helps participants acquire a deep understanding of cross-cultural corporations and the way businesses interact. Throughout the program the emphasis is on strategic issues and sustainability.



The MBA International Real Estate and Facility Professional provides future and practicing managers with the theoretical underpinnings, practical knowledge and personal, managerial and leadership skills needed for the dynamic business environment of today. Both universities are accredited by the IFMA Foundation and are members of EuroFM.

We look forward to welcoming you in the Netherlands and Austria,

Kufstein, Austria

In an area rich in cultural varieties, the city of Kufstein in Tirol has always played an important role in national and international strategic issues. Kufstein is the centre for many scientific, cultural and economic activities.

René Hermans

Dean of Academy
of Facility Management,
NHTV Breda University
of Applied Sciences



Thomas Madritsch

Director of Facility and Real Estate
Management Studies,
Hochschule Kufstein University
of Applied Sciences



MBA International Real Estate and Facility Professional

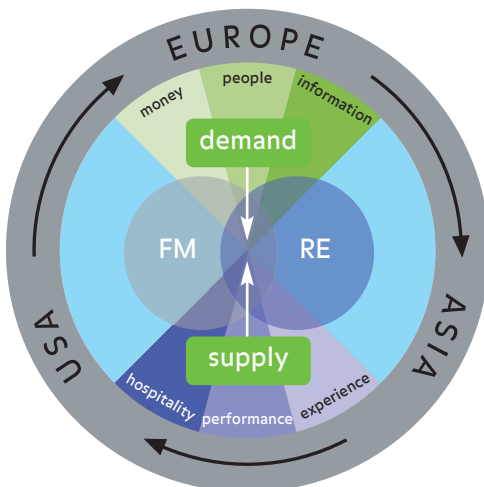
The best ticket to the global Real Estate and Facility workplace

The supporting role played by real estate and facilities is vital in enabling organizations to manufacture, sell and distribute their products and services. They stand alongside other key resources such as people, finance and information. Real estate and facility expertise is crucial to the success and survival of organizations world-wide.

Why apply for this MBA?

- Study in the USA, Asia, the Netherlands and Austria
- Share your knowledge with international students
- Meet with international professionals
- Create your own international network for your future career
- Deal with all relevant topics, ranging from Research and Finance to Imagineering and Cross-Cultural Understanding
- Be involved in entrepreneurial projects
- Experience a great variety of educational methods

International Real Estate and Facility Professional



Degree

- Master of Business Administration in Real Estate and Facility Management
Issued by Hochschule Kufstein, Austria
- Masters in Real Estate and Facility Management
Issued by NHTV Breda University of Applied Sciences, the Netherlands

EuroFM

european facility management network

'The MBA International Real Estate and Facility Professional is unique and outstanding. In professional organisations - public, for profit and also not for profit - the Facility Manager is not only responsible for Real Estates, Operations and Maintenance. The Facility Manager is delivering a pro-active contribution to the success of corporations and public or non profit organisations. And above of that to get educated not only based on national views as also across borders or even globally. New ways and new tools for FM & RE are asked in order to bring even a higher than expected added value to the core business. EuroFM is very much impressed and grateful about the offered program and is looking forward to the next stage professionals of FM & RE education. This program will bring the degree holder a new level of recognition.'

Albert MM Pilger
CFM Chairman of
EuroFM and
IFMA Fellow





THEME 1

Internationalizing RE&FM

- > globalization
- > cross-cultural understanding

Internationalizing



*Frans van Vliegen,
Lecturer Facility
Management, NHTV
Breda University of
Applied Sciences*

'The FM/RE professional of the future is able to switch flawlessly from global to local, from international to national and from Strategic to Operational.'

Testimonial

*A.M.A. Mickers,
Senior Director Facility Management EMEA
Philips Electronics Nederland B.V.*

'More and more companies decide to outsource their facility services to one single supplier. The supplier must be able to put himself in the shoes of the commissioner. Reciprocally, the commissioner also needs to understand what motivates the supplier. In the work environment, there is a need for people on both sides of demand and supply who know the do's and don'ts and realize which responsibilities they need to take. Every company expects professionalism from its suppliers, but it is just as important that they, too, are professional.'

With the ever increasing importance of multinational companies and their suppliers, today's real estate and facility professionals are having to deal with the impact of globalization as never before.

In this respect, the main challenges are:

- To what extent do we have to centralize?
- Do all subsidiaries have to standardize their services?
- Many multinationals prefer contracting only one or two global suppliers; others would rather work with local suppliers.
- Global RE&FM managers need to understand local cultures.

In some countries Real Estate and Facility Management (RE&FM) is not very developed. Imagine you are responsible for realizing a complex relocation project for the local organization. Is it wise to send an expert from the headquarters or should you assign the job to local people, who are less experienced, but who are familiar with local legislation, rules and habits?

You will be able to manage the complexities involved in operating in a multi-national and cross-cultural environment. You will understand the human, regulatory and legal issues in transferring operations to other countries.





THEME 2

Sourcing RE&FM

- > business alignment
- > performance management

Sourcing



*Paul Stadlöder,
CFMFMC Facility-
Management
Consulting GmbH*

‘In today’s globalized world internationally active companies are increasingly focusing on efficiency and effectiveness taking into consideration the various cultures, laws and norms.

Therefore it is vital for Real Estate and Facility Managers to understand how to optimize processes in the right way. The fast changing market will put increasing pressure on decision makers and Real Estate and Facility Management will play a key role in the sustainable success of a company.’

A growing number of companies are choosing to completely outsource their real estate and facility services. This decision is usually based on strategic, economic and political considerations. However, in many cases not enough attention has been paid to the best methods for and structuring of outsourcing. An important question for the outsourcing company is: to what extent can they afford to rely on the supplier to manage and control all relevant aspects? Or do they themselves need to retain overall control?

It is important to know how to find the right balance. The monitoring of which products and services can be left to the suppliers; and which have to be controlled by the demand organization? What exactly does ‘being in control’ mean and how should this be arranged? On the other hand, the suppliers must consider how they should distinguish themselves from their competitors. Is it by offering the cheapest quotation? Or is it by being able to adapt to the organization’s culture and policy?

You will be able to take into account all aspects relevant to outsourcing real estate and facility management operations. You will be able to evaluate and control all relevant performance issues involved in make or buy decisions.

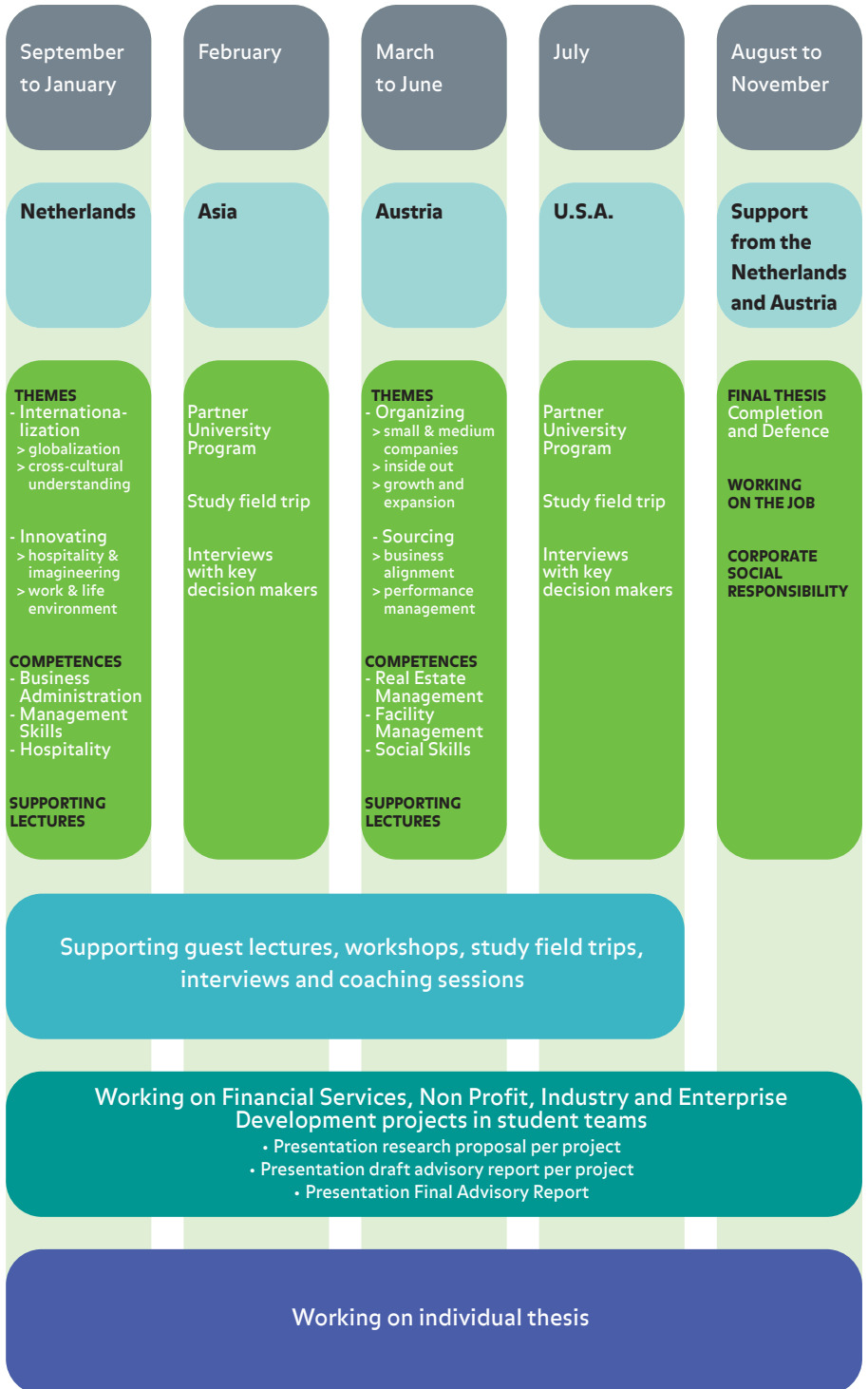
Testimonial

*Ed Berkel,
Asset Manager Europe, Shell International BV Real Estate*

‘One of the most important success factors that the supplier must take into account is the ability to understand and empathize with our company. This is called business alignment. The supplier will have to immerse themselves in our culture, values and habits, and thus know to act. Only then can they be of added value.’



Framework Master program



The program

The framework illustrates the focus of the MBA program. The content is explained below.

Demand - Supply

Outsourcing is becoming increasingly important. Total facility management is one of the key topics in today's marketplace. Both a professional commissioner (demand) and a professional contractor (supply) are needed for successful outsourcing. On the demand side, as well as on the supply side, there is a need for managers who understand the commissioning and contracting process.

Globalization

The proliferation of multinationals has led to the erosion of geographic borders. For today's managers, who are responsible for global processes, it is necessary to be able to deal with other cultures, customs and life styles. Simultaneously, they need to come to terms with legislation and rules that can differ widely from country to country.

Real Estate and Facility Management

In some countries no distinction is made between these two professions, whereas in other countries they are clearly distinguished. However, providing any organization with an optimal work environment is reliant on a smart match and fusion of these two fields.

Perspectives

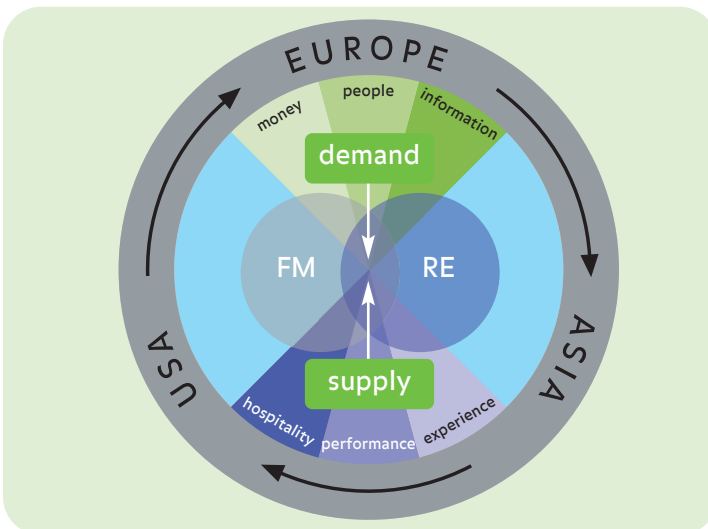
Throughout the MBA, students will approach the study of Real Estate and Facility Management from three distinct perspectives: hospitality, imagineering and performance measures. Hospitality is a rather new perspective within this field. This is the result of a shift in focus within many organizations, from buildings and services towards people, in their roles as occupants, visitors and clients. To tackle this new paradigm successfully requires the second perspective: imagineering. We need imagineering to innovate business logic from the experience perspective. Finally, the performance of the whole organization needs to be monitored and evaluated by means of appropriate performance measures.

Content

Regardless of whether managers see themselves as real estate manager, facility manager, or both for that matter, in the final analysis, people, money and information are the only real resources which they have at their disposal. The challenge for managers is to utilize these resources at the right point in time, in the right quantity and in the right way.

'Facility management is the professional field that is concerned with optimizing work and care by giving attention to the physical and virtual environment and to services. Buildings and installations play second fiddle to hospitality and experience. The facility focus of today is on people; the motto being "Getting the best out of people".'

*Bernard Drion,
Associate Professor
Facility Management,
NHTV Breda
University of
Applied Sciences*



Corporate Social Responsibility

CSR is usually associated with organizations caring for the environment. However, it is important to note that it also relates to the interests of society from a broader perspective: taking responsibility for the impact of their activities on all stakeholders. CSR can be defined as the continuous commitment by businesses to behave ethically and contribute to economic development, while improving the quality of life for their workforce and their families as well as of that of the local community and society at large. CSR means operating a business enterprise in a manner that consistently meets or exceeds the environmental, ethical, legal, commercial and public constraints set by society.



THEME 3

- Organizing RE&FM
- > small & medium companies
- > inside out
- > growth and expansion

Organizing

This MBA is not only interesting for managers that already operate within multinationals, either on the commissioning or the supply side, but also for managers within any medium-sized organization considering cross-border expansion. In this second situation, there is clearly a need for developing knowledge and insight necessary for dealing with matters pertaining to international expansion. For example, legislation, culture and habits, key players, labour force law, culture and characteristics will differ per country and per region. Dealing with these changing conditions plays a pivotal role within this theme.



Verona Hotter,
Lecturer Facility
and Real Estate
Management Studies,
Hochschule Kufstein
University of
Applied Sciences

'International experience is increasingly qualified as a "must have" criterion in the field of Real Estate and Facility Management. This unique Master Programme provides professionals with different academic and cultural approaches and ideally combines them with the practical application of knowledge in real life business cases. Graduates of this programme will strongly benefit from the problem-based learning environment and its global network.'

You will be able to appraise the pertinent factors which are crucial to successfully competing in an international environment.



Testimonial

Ir. Dr. John D. Gilleard, IFMA Fellow

'To facilitate the rapidly changing business environment, organizations are challenged. To meet these challenges, the discipline and professional practice of facility management continues to evolve. The International Real Estate and Facility Professional MBA degree program at Hochschule Kufstein and NHTV Breda is a response to these developments. The program promotes an international understanding of trends and cross cultural practices that shape the professional discipline of facility management. Existing and aspiring facility management professionals are strongly recommended to further develop their career by studying this exceptional new MBA program.'



THEME 4

Innovating RE&FM

- > hospitality & imagineering
- > work & life environment

Innovating

Over the next few years, the working environment will change dramatically influenced by the continuously changing society, rapid developments in ICT and increasing congestion problems. Thanks to ICT and the internet the role of buildings is evolving. Technically speaking, in the foreseeable future, we will be able to work individually anywhere, anytime. As a result, the challenge now is to still be able to create teams of motivated and committed employees.



Wim Jansen,
Lecturer Real Estate &
Facility Management,
NHTV Breda University
of Applied Sciences

'Be part of as a professional in Real Estate and Facility Management. Your future is based on Creating the feeling, you are in the position to change thinking and working in new ways of the environment and workplaces.'

Fortunately, most people realize that face to face meetings will remain necessary. Virtual meetings, such as teleconferencing and video conferencing, are valuable additions, but will never fully replace them. Simultaneously has come the realization that buildings, installations and services, the traditional focus points for Real Estate and Facility professionals, have gradually become commodities. The real focus is on people. Today's managers need to optimize performance by paying attention to the working environment, both virtual and physical.

You will be able to understand the impact of societal, technological and ICT developments on the working environment from a strategic perspective. This will enable you to optimize employee' satisfaction and performance.

Testimonial

José García Cuartero,
Managing Director Grupo Cador
Member Board of Directors of IFMA

'This program takes RE/FM education to a new dimension. It seamlessly combines business savvy with a truly international approach and applies it to one of the most promising business fields of the future: That of creating and managing sustainable infrastructures and environments for companies, institutions and people at large.'





Body of knowledge

The MBA is taught using a competency based learning approach.

The program is designed to provide an optimal learning environment that stimulates students to perform at the highest level.

Strategic Facility Management:

Safety & Security, Sustainability, ICT, Sourcing, Maintenance, Client Management

Real Estate Management:

Development, Valuation, Utilization, Housing, Asset & Portfolio Management, Market Analyses

Business Administration:

Finance, Marketing, Controlling, Quality Management, HRM, Law, Management, Leadership, Innovation Management

Social Skills:

Moderation, Presentation, Argumentation, Conflict Management, Negotiation, Intercultural Behaviour

Research:

Scientific thesis, Benchmarking, Project Management

Organization and tuition

The MBA program starts at the end of September and runs for 15 months. The full program represents a total of 90 European Credit Points (ECTS). For more specific information please visit <http://www.mba-refm.eu>

Admission requirements

The admission requirements are that you have successfully completed a Bachelor degree in Facility Management, Real Estate Management, Engineering, Architecture or other related studies. Furthermore, students need to demonstrate proficiency in English (IELTS minimum score 6.0 or TOEFL minimum score 79 internet-based or equivalent). Eligible candidates will be invited for an interview.

Costs

Costs for this MBA are 15,000 euro. This fee does not include accommodation in Breda and Kufstein or travel and accommodation expenses for the study field trips in Asia and USA.



Scholarships & loans

Excellent non-EU students can apply for scholarships. Check <http://www.mba-refm.eu> under Scholarships for more information about eligibility, application procedures and deadlines. It is also important to note that in the last few years, many students have successfully applied for an international 'education' bank loan. Check your local bank branch to find out more about the possibilities.

More information

For further information about scholarships, visa, residence permits and application procedures, please send an e-mail to info@mba-refm.eu





NHTV Breda University of Applied Sciences

Established in 1966, NHTV Breda University of Applied Sciences has developed into an international centre of knowledge and expertise in the following disciplines: Digital Entertainment, Hotel & Facility, Leisure, Tourism and Urban Development, Logistics & Mobility. NHTV has a strong international character and develops its curriculum based on three main themes: imagineering, cross-cultural understanding and social responsibility. NHTV has more than 6,500 national and international students, and over 600 employees. The Bachelor program Real Estate and Facility Management of the Academy of Facility Management was recently voted the best Facility Management Bachelor program in the Netherlands.

The core values of the Academy are:

- We explore: internationalization
- We experience: imagineering
- We acknowledge: responsibility
- We customize: communication
- We innovate: hospitality & facility

NHTV Breda
University of Applied Sciences

Sibeliuslaan 13
P.O. Box 3917, 4800 DX Breda, The Netherlands
Phone +31 76 533 27 80
info@mba-refm.eu
www.mba-refm.eu

Hochschule Kufstein University of Applied Sciences

Established in 1997, Hochschule Kufstein University of Applied Sciences has developed into an internationally recognised multi-cultural educational institute, providing high quality courses and high standard degree programs. Annual rankings prove the premium position of Hochschule Kufstein as one of the leading universities.

Hochschule Kufstein is proud to have a dynamically growing network of 143 partner universities worldwide. The focus of this network is to create a continuous exchange of knowledge and expertise, supplemented by staff exchange programs.

Furthermore, Hochschule Kufstein offers a network of more than 300 companies where students can do their internships.

For many students an internship is the first steps towards a successful future career. Hochschule Kufstein plays a pivotal role in strengthening the link between the worlds of business and science through staging international workshops and conferences.

Hochschule Kufstein
University of Applied Sciences

Andreas Hofer Straße 7
A-6330 Kufstein, Austria
Phone +43 5372 718 190
info@mba-refm.eu
www.mba-refm.eu



Hochschule Kufstein
UNIVERSITY OF APPLIED SCIENCES



**Breda University
of Applied
Sciences**

Hochschule Kufstein
University of Applied Sciences
Andreas Hofer Straße 7
A-6330 Kufstein, Austria
Phone +43 5372 718 190
info@mba-refm.eu
www.mba-refm.eu



NHTV Breda
University of Applied Sciences
Academy of Facility Management
Sibeliuslaan 13
P.O. Box 3917
4800 DX Breda, The Netherlands
Phone +31 76 533 27 80
info@mba-refm.eu
www.mba-refm.eu