

# International Real Estate and Facility Professionals

## Master of Business Administration



# Welcome

- ✦ The MBA of NHTV-Breda and Kufstein University of Applied Sciences provides managers and business leaders with the management understanding and knowledge, leadership skills and personal development needed for the dynamic business environment of today in international real estate and facility management.

# Challenge

- ✦ You may be already heard of the international reputation that Breda and Kufstein University has for excellence in teaching and research in the real estate and facility management discipline. If new to the subject, you may be exploring your options to develop skills and expertise in the international real estate and facility management sector. Alternatively, as an established real estate and facility management professional, you may wish to enhance and/or update your existing skills.

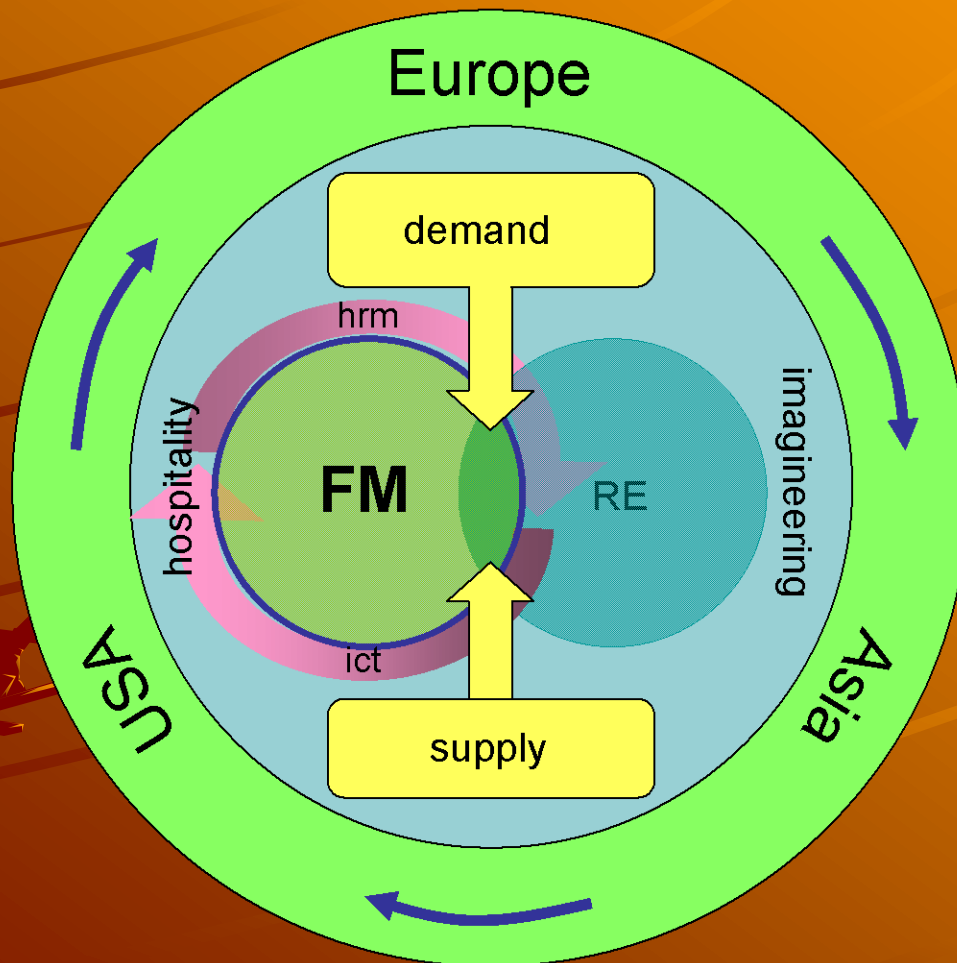
# Understanding RE and FM

- ✦ All organizations need real estate and facilities as a resource if they are distribute, manufacture, sell, provide services and undertake administration. It stands alongside other key resources: people, finance and information. Because land and property are scarce and they have value. Is it the right building? Should the business buy or rent space? Could any of the land be surplus to the operational requirement of the business and be redeveloped? How can we manage the best service for the core business? All of these questions require the advice of a real estate and facility management professional to identify the best course of action.
- ✦ Real estate and facilities is owned not only as a necessary recourse but also as an investment. What return should the property provide? How does that compare to other form of investment? What product does the market want? What term and conditions should be agreed? What is the value of the portfolio? Again, a real estate and facility management professional will be involved with this issues.
- ✦ As a key resource, real estate and facility assets are crucial to the success and survival of organizations world-wide.



# International Real Estate and Facility Professional

Innovative\* way of entering the global world of work and living environment



## international real estate & facility management

- globalization
- cross cultural understanding

## strategic sourcing

- business alignment
- corporate social responsibility
- performance management

## environment & imagineering

- sustainability
- hospitality, human business
- work & life environment

\*) co-creation by students

# Reasons to choose

- ◆ A commitment to preparing future management generations on international level.
- ◆ We training students for management positions in the fields real estate, hospitality & facility management. We are a modern and dynamic higher education institute with 6,000 students from over 50 countries.
- ◆ An international recognized standard of quality in business education.
- ◆ We are a education institute with a strongly international character, constantly seeking to enhance this international dimension. Based in the Netherlands, which certified by the International Facility Management Association (IFMA) Houston.. One of the main objectives is to make a substantial contribution to the development of knowledge. Our lecturers expertise is frequently drawn upon to assist in international consultancy projects. Imagineering is a new field of knowledge, aimed at the creation of memorable experiences in Real Estate and Facilities.
- ◆ A cross-broader approach to modern business practices
- ◆ We provides a truly European, Asia en America framework for the programs and transcends local contexts and international identities. The curriculum combines theory and practice and program participants also benefit from the opportunity to get hands-on experience in international business through residencies in partner university around the world.
- ◆ An extensive alumni network
- ◆ An outstanding faculty
- ◆ Research is never restricted to the boundaries of academic disciplines or to the traditional business school curriculum. Members of our international faculty are leaders in their respective academic fields.

# Entrepreneurial projects

- ✦ Participants get the chance to propose a project they would like to work on during the course. Additional project suggestions come from partner companies and companies that sponsor participants. This practice ensures that program participants work on projects that are taken straight from the current business world. Participants assemble teams based on the skill set required for their particular project. In this way, participants add relevant and valuable experience to their profession.

# Embracing the real world

- ✦ Our aim is to enable the participants to effectively manage a wide range of functional areas in an integrative way and to gain a deep understanding of corporations and the way different businesses interact. In de concept relevant topics such as sustainability, maintenance, leadership, negotiation, intercultural behaviour, moderation and scientific thesis require attention.



# Program Mission

- ✦ The starting point is your Bachelor's degree. You are not required to have a background in a specific field of study in order to enrol, because the typical management background does not exist. Therefore, our students have a great variety of backgrounds. They come from many educational institutions in Europe and abroad.
- ✦ The course program will enable you to build on the knowledge you have acquired and to expand it with new skills and state-of-the-art business knowledge which can give your future career an extra boost, whatever your field. As mentioned, knowledge and experience in management are not required. But managerial ambitions and a sense of leadership are very important. It is only with these qualities that we can fulfill our mission of educating and training you so that you can become a professional who will excel in any environment.
- ✦ The emphasis in education is put on knowledge, self-responsibility and an innovative and pro-active attitude.

# Basic set-up

- ✦ The students will study, in depth, a number of relevant topics by focusing on these topics within the context of four real life projects. These real life projects are linked to prominent organisations in the real estate and facility management industry. Each project encompasses a challenge to the students to develop practical solutions, based on solid research, for the challenge facing the case company in question. Research needs to be based both on applying real life data (including constraints set by the case company) and thorough reference points based on a discussion and analysis of relevant theories and models.
- ✦ Ultimately, students need to fulfil two criteria:
  - A thorough understanding of theoretical knowledge within the field of a prescribed list of relevant topics.
  - A thorough understanding of how to apply this theoretical knowledge to a practical situation within the field of real estate and facility management.

# Educational methods

- ✦ The Figures contains a schematical representation. It shows that students will work on their individual thesis 1 day/week throughout the course. The other 4 days/week students will attend lectures, workshops, coaching sessions and various other types of face-to-face meetings, but also work by themselves in groups on the four real life projects. Furthermore, various study trips and excursions are included in this program.
- ✦ A team consisting of (1) a professional (e.g. a representative of the case company), (2) a professor (an expert from the field of Facility Management), and (3) a (process) coach will guide and counsel the students and coordinate these activities.
- ✦ The time table is divided into three main components:
  - Constructing a research proposal for each of the three cases.
  - Preparing draft versions of the three advise reports.
  - Finalising the research projects and prepare the final advice reports.

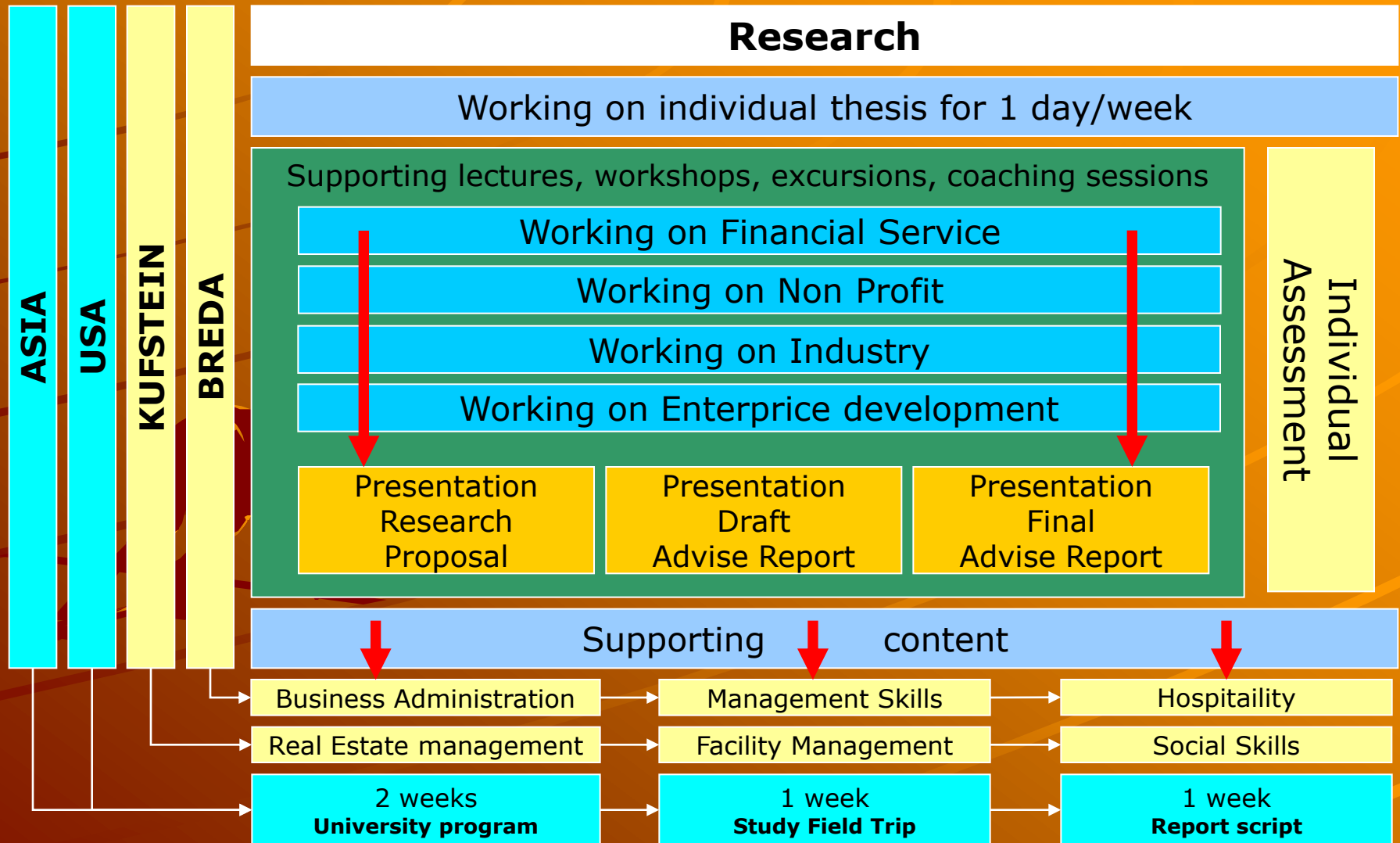


# Educational methods

- ✦ Within each of these periods, students study all relevant topics, including research methods and tools, and apply this to the four real life cases. The first two periods are concluded with a group presentation on the research proposals and the draft advice reports respectively. These reports and the presentations need to be approved by a committee consisting of case company representatives (including the professional mentioned above) and lecturers (including the professor mentioned above) to progress to the next period. In case a report or presentation is not considered to be of sufficient quality, the report and/or presentation will need to be adjusted/improved and handed in for approval again.
- ✦ To assist students in acquiring all necessary knowledge and skills to fulfil the above mentioned criteria and live up to the quality criteria for reports and presentations, Virtual Action Learning is applied as the main educational concept.



# Project and Individual thesis



# Assesement

- ✦ The individual assessment encompasses written tests, individual presentations, discussions and writing assignments. The performance of each individual student during this assessment, combined with the performance of each individual student on the Virtual Action Learning Community with respect to the two criteria mentioned above (i.e. knowledge level and ability to apply this knowledge) are used as input for the lecturers to determine the final grade for each student.

# Theme

**Integration People Planet Profit**  
**People Place Process (IFMA-competences)**

**International real estate & facility management**  
-globalization  
-cross cultural understanding

**Strategic sourcing**  
-business alignment  
-corporate social responsibility  
-performance management

**Environment & Imagineering**  
-sustainability  
-hospitality, human business  
-work & life environment

**Small Medium Companies in International environment**  
-collaboration  
-outsourcing  
-housing  
-workplace concept

Project  
Financial  
Services

Project  
Industry

Project  
Non Profit

Project  
Enterprise  
Development

# Generic Competences

Always focussing on competency development, we create an excellent and effective learning environment for students to perform on the highest quality level

◆ Strategic Facility Management

◆ Real Estate Management

◆ Business Administration

◆ Management Skills

◆ Social Skills

◆ Research

◆ Safety & Security, Sustainability, ICT, Sourcing, Maintenance, Clientmanagement

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

◆ Finance, Marketing, Controlling, Quality management, HRM, Law

◆ Leadership, Negotiation, Intercultural Behavior, Innovation Management

◆ Moderation, Presentation, Argumentation, Conflict Management

◆ Scientific thesis, Benchmarking, Projectmanagement



# Driving Force

- ✦ We explore
- ✦ We experience
- ✦ We acknowledge
- ✦ We customise
- ✦ We innovate



- ✦ Internationalization
- ✦ Imagineering
- ✦ Responsibility
- ✦ Communication
- ✦ Hospitality & facility

We have a clear vision on the future

# Time Table

◆ Breda

◆ Asia

◆ Kufstein

◆ USA

◆ Company bloc theses

◆ Defence

◆ September till December

◆ Januar

◆ Februar till May

◆ June

◆ July till October

◆ November

Breda & Kufstein – Academy Bloc

# ECTS

✦ Breda

✦ Asia

✦ Kufstein

✦ USA

✦ Theses

✦ Project 1 – 10 credits, Project 2 – 10 credits and Management/Social – 5 credits

✦ Research/Interviews/Paper – 5 credits

✦ Project 3 – 10 credits, Project 4 – 10 credits and Management/Social – 5 credits

✦ Research/Interviews/Paper – 5 credits

✦ Theses 30 credits



Total of 90 ECTS

# General Finance / first overview

Amount		Unit	Developing	Operating
Visiting Professors Lectures Program Manager Prospects Administration Advising/Marketing Didactical System/Software Developing Cost Annual Quality Improvements Overhead/Infra+travel+etc...	Each 1 week 1 fulltime equiv./25 Stud. 1 day/week  1 day/week  4 people sum 1 men year  35% of personal	8 € 8.000	          € 20.000  € 60.000	€ 64.000 € 60.000 € 25.000 € 10.000 € 5.000 € 20.000 € 10.000  € 15.000 € 50.000
			€ 80.000	€ 259.000

Income			
Students Sponsors Foundation	15 Students 4 Maincompanies	15 € 15.000 4 € 10.000	€ 225.000 € 40.000
			€ 265.000

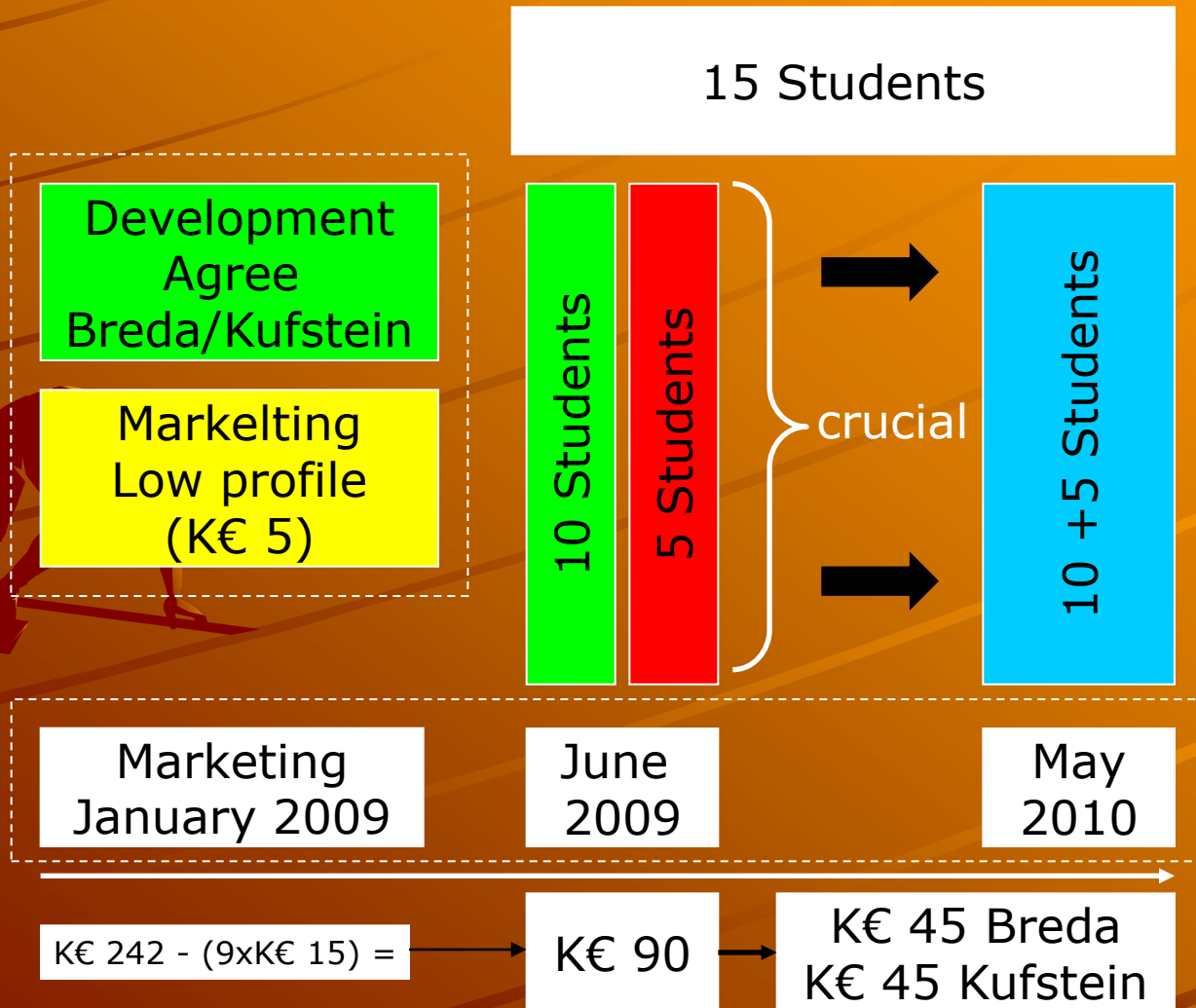


# Detail Finance 12.12.2008

	hours week		weeks	SUM I	Taxes, LNK, eg. 30%+35% Overhead	Travelling & Housing	SUM II	
	€/hour							
Professor NL+A	125	4	24	12000	21060	4800	€	25.860
Professor USA/Asia	125	16	4	8000	14040	0	€	14.040
Lecturers NL+A	100	12	24	28800	50544	0	€	50.544
Guidings Students USA+Asia	100	12	8	9600	16848	10000	€	26.848
Program Manager Administration/CEO	80	8	60	38400	67392		€	67.392
Scientific Project Manager Kufstein	870	15					€	13.050
Annual Quality Improvement							€	15.000
Marketing Advertising							€	20.000
Didactical System / Software							€	10.000

€ 242.734

# Consider Finance



# Recommendation

- ◆ Albert Pilger (EuroFM)
- ◆ José Cuartero (IFMA)
- ◆ President Europe (RICS)



Letter of intens

# Organization

- ◆ Student Information
- ◆ Housing facilities
- ◆ Traveling (USA/Asia)
- ◆ Finance the program
- ◆ Admission requirements
- ◆ Registration
- ◆ Fee
- ◆ Certification
- ◆ Accreditation



# Questions

- ◆ Motivation for participate
- ◆ Committee of recommendation  
Advice Board
- ◆ Accreditation Thomas Madritsch
- ◆ Participation of Finance
- ◆ Target group...! (RE, FM, Architect, ...!)
- ◆ Company Jobs – 4 month?
- ◆ Flyer/Brochure...!
- ◆ Delivery Contractors...!
- ◆ Delivery Organizations...! }
- ◆ Actions for promotion...!

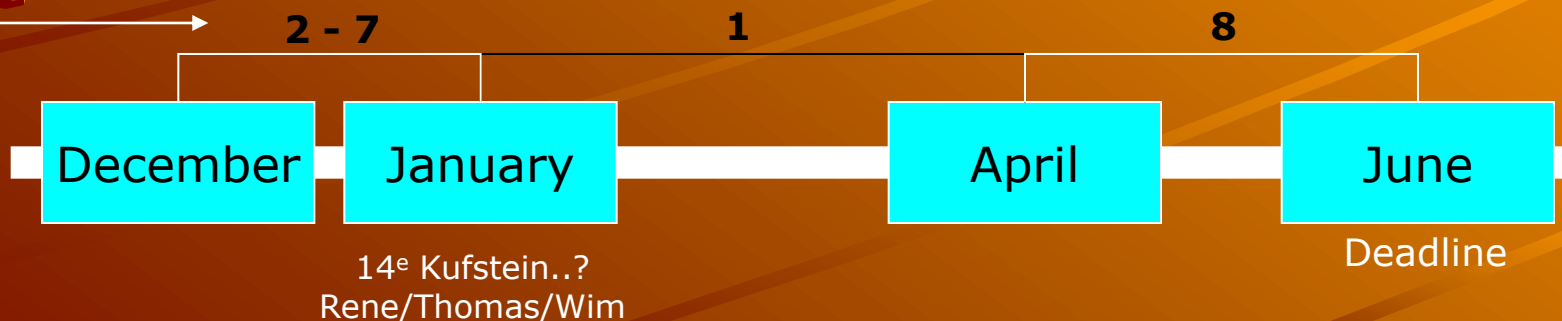
# Engagements

- ◆ Contract between Breda / Kufstein
- ◆ Grant K€ 10 international
- ◆ Bank loan
- ◆ Company foundation



# Next Steps

1. Request accreditation release
2. Discus program with Rene Hermans
3. Brochure concept
4. University masters – check (2 semester/60 ETCS)
5. Marketing/registration students
6. Contact University USA and Asia
7. Contact Professoren and Companies
8. Final program



# Promotion

- ◆ IFMA
- ◆ EuroFM
- ◆ FMN and BIFM etc..
- ◆ Newspaper
- ◆ Business/trade Magazine
- ◆ Companies
- ◆ Website