

**NED UNIVERSITY OF ENGINEERING AND TECHNOLOGY
DEPARTMENT OF ARCHITECTURE AND PLANNING**

MASTERS OF REAL ESTATE MANAGEMENT

LIST OF COURSES

Compulsory Courses		Credit Hours
AR-651:	Organisational System	3
AR-652:	Accounting and Financial Management	3
AR-653:	Strategic Planning and Decision Making	3
AR-654:	Project Management Framework and Tools	3
AR-655:	Real Estate: Principles and Practices	3
Electives Courses		
AR-656:	Professional Trends in Real Estate	3
AR-657:	Special Topics in Real Estate Management	3
AR-658:	Legal and Administrative Issues in Real Estate	3
AR-659:	Safety and Security in Real Estate Schemes	3
AR-660:	Market Analysis in Real Estate	3
AR-661:	Smart Growth: Principles and Practice	3
AR-662:	Negotiations and Dispute Resolution	3
AR-663:	Real Estate Valuation and Feasibility Studies	3
AR-664:	Social Responsibilities and Real Estate	3
AR-665:	Real Estate Development and Urban Spatial Form	3
AR-666:	Capital Markets and Real Estate	3
AR-667:	Real Estate Finance	3
AR-668:	Seminar in Real Estate Development in Pakistan	3
AR-600:	Independent Study Project	6
AR-699:	Dissertation	9

Compulsory Courses

AR-651 Organisational System

Definitions of management; Evolution of management thought, classical, quantitative and behavioral schools; interactions between organisations and their environments. The planning process; strategic and tactical planning, developing planning premises, nature of managerial decision making, quantitative aids, management by objectives. Organizational structures; behavior of the individual, work group, and organization; coordination and spans of control, the informal organization; authority delegation and decentralization, groups and committees, managing organizational change and conflict. Motivation, performance and satisfaction; building a high-performance team; leadership, interpersonal and organizational communication, staffing and personal function. The control process; budgetary and non-budgetary methods of control; team performance measurement and improvement strategies. Use of management information systems.

AR 652 Accounting and Financial Management

Foundations of finance with applications in corporate finance and investment management. Major financial decisions made by corporate managers and investors with focus on process valuation. Criteria for investment decisions, valuation of financial assets and liabilities, relationships between risks and return, market efficiency, and the valuation of derivative securities. Major corporate financial instruments including debt, equity and convertible securities. Analysis and projection of financial statements, cost elements in pricing, cost control and design of accounting systems.

AR-653 Strategic Planning and Decision Making

Critical issues in shaping the competitive strategy for real estate companies in a turbulent business environment; corporate mission; key result areas and situational analysis including strengths, weaknesses, opportunities and threats; identifying planning assumptions, critical issues, setting objectives, formulating strategy. Managing technology as a strategic resource of the firm; understanding of the process, roles and rewards of technological innovation; integrating the strategic relationship of technology with strategic planning, marketing, finance, government, societal and international issues; issues pertaining to cultural diversity and ethical concerns. Subjective, judgmental and expert decisions; conflict resolution in strategic decisions involving technological alternatives; hierarchical decision modeling; individual and aggregate decisions; decision discrepancies and evaluation of group disagreements.

AR-654 Project Management Framework and Tools

Role of projects in organisation's competitive strategy; Standards methodologies for managing projects; Project life cycle; Design-implementation interface; Estimating: preliminary and detailed; Contractual risk allocation; Scheduling: PBS; WBS; Integration of scope, time, resource and cost dimensions of a project; Evaluation of labour, material, equipment, and subcontract resources; Scheduling techniques including CPM/PERT, GERT, critical chain; Solving real-world project schedules; Monte Carlo simulating; Cost budgeting; Cost baseline; Cash flow analysis; Earned value analysis; Cost control; Proposal presentation; Application of softwares for project management (MS Project, Primavera Project Planner-P3).

AR-655: Real Estate: Principles and Practices

Concepts and terminologies; Acquisition statutes, administration and procedures; development options; convincing; future use control; fixtures; amalgamation and sub division issues; normative approaches in real estate development; trends and case examples of real estate development in Pakistan; case studies can include military housing authorities; Real Estate Investment Trust; private developers and urban development authorities in the country and region.

Electives Courses

AR-656: Professionals Trends in Real Estate

Personality and grooming traits in real estate profession; data base management in real estate management; IT tools and applications; sales promotion techniques in real estate; scientific documentation and review of real estate market behavior; evolving innovation and new trends in real estate; examples and best practices from the region and local context. Modes and approaches of real estate advisory services extended in Pakistani context shall be studied with a focus on scale, of operations, geographical specialization, range of services and performance parameters.

AR-657: Special Topics in Real Estate Management

Licensing and regulatory regime; case studies in rise and fall of real estate markets; support tools for real estate practitioners and investors; perception analysis in real estate; prospects and predicaments in investing in multi-storeyed real estate enterprises. Interface between real estate and capital markets; link between construction costs, building products and other controlling factors on real estate development.

AR-658: Legal and Administrative Issues in Real Estate

Legal frameworks in respect to land, ownership, zoning, transactions, environmental concerns and development possibilities; building and town planning laws and regulations; institutional structure at national, provincial and local level; property development guides and manuals – review and analysis. Case examples from legal perspective on real estate and institutional arrangements shall be studied.

AR-659: Safety and Security in Real Estate Schemes

Concepts and terminologies; types of built environment context and corresponding safety and security issues; roles and responsibilities of stakeholders; assessment of safety and security conditions; physical barriers and safety; gated communities; tools and practices in safety and security in neighbourhoods; national and international case studies.

AR-660: Market Analysis in Real Estate

Situating real estate in the context of global economy; context of real estate markets; trends and practices; performance indicators of real estate markets; key policy issues that impact real estate market; frameworks in market analysis and performance review; formal and informal market

environments; case studies in market analysis and assessment. Tools of real estate market analysis; information requirements and dissemination methods.

AR-661: Smart Growth: Principles and Practice

Definitions; types and setting; locational pre-requisites pertinent to smart growth and development; infill development; wasteland and brown field re-development; sub urban developments; resource mobilization issues in smart growth; amenity profile for smart growth; case examples; tool kits in smart growth.

AR-662: Negotiation and Dispute Resolution

Basic theories and applications in negotiation and dispute resolution; administration, legal and professional dimensions in negotiations; communications in negotiation and conflict resolutions; case examples in negotiations and dispute resolution; alternative approaches in dispute resolution; issues in ethics and social values. Case studies of negotiations and dispute resolutions can include various resettlement schemes related to transportation and other infrastructure development projects.

AR-663: Real Estate Valuation and Feasibility Studies

Concepts and terminologies; Income, market, costing and pricing approaches; theories and practices in value creation in real estate development; form and trends in property ownership; real estate enterprises, their composition and performance; issues in income, cash flow and risk calculation; case examples. Case studies related to local contexts shall be examined to review the peculiar conditions of real estate development and transaction in Pakistan.

AR-667: Real Estate Finance

Introduction; Capital, credit, interest ratio; finance theory; Mortgage finance, options, applications and trends; primary and secondary mortgage; financing and property values; valuation of mortgage securities; loan processing; taxation; sources of funding for commercial real estate properties. Examples in development and performance of mortgage programmes for individuals and financing schemes for realtors.

AR-668: Seminar in Real Estate Development in Pakistan

This course is designed as a seminar based discourse. Knowledgeable professionals in the field shall be invited as guest speakers on an assortment of relevant topics to share experience and give appraisals on ongoing practices. The students shall be guided to select specific topics of interest from thematic issues in real estate development with particular reference to Pakistan. Presentations, panel reviews and guided visits to locations of real estate significance may be done, as per the course build up.