

Study regulations of the Master's course

Facility & Real Estate Management

To obtain the academic degree

Master of Arts in Business,
abbreviated MA

as an appendix to the statutes of the
HOK | University of Applied Sciences Kufstein Tirol

Organizational form: part-time

Duration: 4 semesters

Scope: 120 ECTS

Places for beginners per academic year: 25

Version 1

Adopted by the Faculty on June 24, 2026

Program starts WS 2027/28

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1 OCCUPATIONAL PROFILES

1.1 Career opportunities

Graduates of the Master's program in Facility & Real Estate Management have a wide range of career opportunities in facility and real estate management. Their responsibilities range from planning and implementation to organization, management, and controlling, as well as procurement, management, and utilization of building and facility infrastructure.

Facility Management Strategies: Development and implementation of FM concepts based on corporate strategy, supported by information management and benchmarking. Optimization of processes, assumption of controlling tasks, and participation in investment and divestiture decisions as well as in the design of service portfolios—both internally and with external service providers.

Corporate & Public Real Estate Management (CREM/PREM): Strategic management of corporate and public real estate portfolios in alignment with the respective overall strategy, including unlocking potential, cost optimization, efficient management, and disposal strategies for properties not required for operations or that are unused.

Real Estate Portfolio Management and Controlling: Planning, implementing, and monitoring acquisition and disposition programs; evaluating portfolio relationships from economic, legal, technical, environmental, and social perspectives; managing relevant key performance indicators; conducting competitive benchmarking; and performing financial closing and reporting tasks in accordance with national and international standards.

Real Estate Valuation: Valuations of developed and undeveloped properties are necessary in many situations. The determined market or fair market value forms the basis for transaction decisions and is also central to other tasks such as portfolio management, brokerage, and disposition.

Real Estate Brokerage and Sales: An important area of activity is the collection, analysis, and preparation of information for marketing purposes. Based on this, marketing measures are planned and implemented—ranging from market-driven pricing and appropriate distribution channels to communication strategies. Management responsibilities lie at the portfolio level, from which guidelines for individual sales are derived. In international real estate brokerage firms, they are responsible for preparing portfolios and developing complex marketing strategies.

Real Estate Development: As project developers, they conduct in-depth market and site analyses as well as feasibility studies for large-scale construction projects—ranging from individual properties such as shopping centers or logistics sites to urban development projects. Their responsibilities extend beyond regional residential development activities to include cross-border projects and specialty real estate. Risks are factored into decisions, and the interests of various stakeholders are taken into account.

Management and Optimization of Building Operations: Core responsibilities include developing strategic concepts for cost-effective, functional, and safe building operations, including leveraging potential savings in energy and contracting management. This is particularly relevant for organizations with high technical and safety-related requirements (e.g., healthcare, cultural, industrial, airport, or public facilities). Another key to success is the establishment of appropriate maintenance strategies:

Based on the corporate strategy, interdisciplinary, optimized concepts are developed that take into account legal and safety-related framework conditions as well as risks, thereby improving results.

Employment opportunities for graduates in the following corporate sectors:

- **Industrial and large corporations**
 - Strategic Facility Management and Corporate Real Estate Management for production, logistics, and administrative portfolios; responsibilities in FM strategies, CREM, acquisition and divestiture programs, portfolio controlling, maintenance and operational optimization, energy and contracting management
 - Roles such as CREM/FM Manager, Portfolio Manager, Head of Technical Operations, Real Estate Asset and Investment Manager
- **Finance and Investment Sector (banks, insurance companies, funds, international brokerage and investment firms):**
 - Real estate portfolio management and controlling in accordance with national and international standards; property valuation as the basis for transactions; risk and benchmarking analyses; buy-and-sell programs; marketing and disposition strategies
 - Roles such as Real Estate Valuation/Advisory Lead, Asset/Portfolio Manager, Transaction Manager, Real Estate Investment Strategist
- **Public Sector and Public Enterprises**
 - Public Real Estate Management (PREM) for administrative, infrastructure, and special-purpose properties; value enhancement, cost and space optimization, management and disposition of non-operational properties, oversight of large-scale renovation and new construction programs
 - Roles include, for example, PREM Manager, Head of Property and Facility Management, Program Manager for public construction and operations portfolios
- **Real estate industry (international developers, project developers, residential developers, property managers, trustees, brokerage networks)**
 - Project development of large-scale projects and neighborhoods, market and location analyses, profitability and risk assessments, portfolio management, brokerage, and asset realization, including complex marketing strategies
 - Roles such as Project Developer, Development Manager, Head of Property/Asset Management, Portfolio and Marketing Manager
- **Planning, engineering, and construction firms; general planners**
 - Life-cycle-oriented planning and implementation, client representation, technical due diligence, integration management between planning, construction, and operations, development of operating models
 - Roles, e.g., Planning/Construction Project Manager, Real Estate Technical Due Diligence Manager, Lifecycle/Operations Consultant, BIM/Project Management Lead
- **Facility Services and Operations Companies**
 - Development and management of FM service portfolios (internal/external), benchmarking, information and process management, SLA monitoring, outsourcing/insourcing decisions, operation of strategically and technically complex property portfolios
 - Roles include, for example, FM Strategist, Key Account/Operations Director for FM, Service Portfolio Manager, Head of Maintenance & Operations
- **Specialty Real Estate and Complex Operating Organizations**
 - Management and optimization of technically and safety-critical building portfolios (healthcare, culture, transportation, airports, industrial parks, educational campuses);

strategic operations management, energy and contracting programs, resilient maintenance strategies, stakeholder management

- Roles, e.g., Director of Facilities/Special Assets, Campus/Hospitality/Airport Property Manager, Head of Building Operations, Energy & Contracting Manager

1.2 Qualification profile

The qualification objectives and learning outcomes of the master's program [Topic] correspond to both academic and professional requirements and to ISCED level 0788 (International Standard Classification of Education). The content taught qualifies graduates for the professional fields of activity mentioned in previous chapters.

Professional Field	Responsibilities	Competency Description	Competency Mapping	Curriculum Modules
Facility Management Strategies	Development of strategic FM concepts, management of operational processes	Ability to analyze technical, organizational, and economic requirements and derive strategic FM measures	Technical and Academic Competence	Strategic Facility Management; Operations and Maintenance Management; Workplace Management & Human Factors
		Ability to lead teams, facilitate change processes, and handle communication situations professionally	Interpersonal & Social Competence	Collaborative Leadership & Mediation; Collaboration & Interpersonal Skills
Corporate & Public Real Estate Management	Management of real estate portfolios in corporate and public administration	Ability to evaluate real estate as a strategic resource, develop usage concepts, and efficiently manage real estate processes	Technical and Academic Competence	Corporate Real Estate Management; Compendium of Real Estate Economics; Regional & Real Estate Economics
		Ability to negotiate, facilitate, and engage in solution-oriented communication with a diverse range of stakeholders	Personal & Social Competence	Collaborative Leadership & Mediation; Study Trip & International Experience
Real Estate Portfolio Management & Controlling	Analysis, Valuation, and Management of Real Estate Portfolios	Ability to methodically evaluate real estate portfolios, analyze risks, and derive management measures	Technical and Academic Competence	Asset & Portfolio Management; Investment & Risk Management; Compendium of Real Estate Economics
		Ability to clearly communicate complex valuation and analysis results and coordinate them within teams	Personal & Social Competence	Scientific Communication; Collaboration & Interpersonal Skills
Real Estate Valuation	Market Value and Location Appraisals, Derivation of Fair Market Values	Ability to apply valuation methods and integrate legal, economic, and sustainability-related factors	Technical and Scientific Competence	Real Estate Valuation; Regional & Real Estate Economics; Facility Management Compendium
		Ability to present valuation results in a manner tailored to the audience and to handle inquiries professionally	Personal & Social Competence	International Urban & Community Development Project; Study Trip & International Experience
Real Estate Brokerage & Sales	Marketing, Negotiation, and Transaction Support	Ability to develop marketing strategies, analyze market potential, and professionally manage transactions	Technical and Academic Competence	Real Estate Valuation; Real Estate Development & Revitalization; Strategic Facility Management

		Ability to communicate in a customer-oriented manner, mediate, and conduct negotiations professionally	Personal & Social Competence	Collaborative leadership and mediation; collaboration and interpersonal skills
Real Estate Development	Project Development, Site Analysis, Design of Sustainable Real Estate Projects	Ability to integrate technical, economic, and urban planning aspects into project development	Technical and scientific expertise	Real Estate Development & Revitalization; Energy & Building Simulation; Smart Cities & Communities
		Ability to collaborate across disciplines, communicate with stakeholders, and demonstrate cultural sensitivity	Personal & social skills	International Urban & Community Development Project; Collaboration & Interpersonal Skills

2 CURRICULUM

2.1 Curriculum data

	PT	Comments (if any)
First Year of Study (YYYY/MM ₊₁)	2027/28	
Standard duration of study (Number of semesters)	4	
SWS (Total for all semesters)	53	
ASWS (Total for all semesters)	55	
ECTS (Total for all semesters)	120	
Winter Semester Start (Date, Note: possibly calendar week)	Calendar Week 40	
Winter semester end (Date, Note: possibly calendar week)	Calendar Week 5	
Start of summer semester (Date, Note: possibly calendar week)	Calendar Week 11	
End of semester (Date, Note: possibly calendar week)	Calendar Week 28	
Winter Semester Weeks	15	
SS weeks	15	
Mandatory semester abroad (Semester specification)	No	
Language of Instruction (Specify)	German	28.3% English
Professional internship (Semester, duration in hours)	No	

2.2 Curriculum matrix

The curriculum matrix for the Master's program in Facility & Real Estate Management is presented below. The time commitment for supervising Master's theses is not included in the following overview of courses. For each thesis supervised, 0.6 SWS is allocated; that is, with 25 accredited study places, this results in an additional ASWS workload of 15 ASWS. This brings the total ASWS workload to 70 ASWS over all 4 semesters, including Master's thesis supervision.

The 22 ECTS credits for the master's thesis are divided into 20 ECTS credits for the thesis itself and 2 ECTS credits for the final examination before a committee.

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
CIS	Collaboration & Interpersonal Skills (E)	ILV		X	1	1	1	15	CIS	1
DAM	Data Analytics & Modeling	ILV	X		2.5	1	2.5	37.5	DAM	4
FKM	Compendium of Building Services & Facility Management	ILV	X		2.5	1	2.5	37.5	FMK	5
IWK	Compendium of Real Estate Economics	ILV			2.5	1	2.5	37.5	IWK	5
PRM	Advanced Project Management & Design Thinking (E)	ILV	X	X	2.5	1	2.5	37.5	PRM	5
RIO	Regional & Real Estate Economics	ILV			2.5	1	2.5	37.5	RIO	5
SCI.1	Scientific Communication (E)	ILV		X	2.5	1	2.5	37.5	SCI	5
Total line:					16.0		16.0	240.0		30
Course hours = Total WSH x course weeks					240.0					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
ESG	Energy & Building Simulation	ILV	X		2.5	1	2.5	37.5	EGS	5
IRE	Real Estate Development & Revitalisation	ILV	X		2.5	1	2.5	37.5	IRE	5
IRM	Investment & Risk Management (E)	ILV		X	2.5	1	2.5	37.5	IRM	5
SCC	Smart Cities & Communities	ILV	X		2	1	2	30	SCC	4
SCI.2	Master's Research Seminar 1 - Research Question	SE			2.5	1	2.5	37.5	SCI	3
VAL	Real Estate Valuation	ILV			2.5	1	2.5	37.5	VAL	5
WPM	Workplace Management & Human Factors	ILV	X		1.5	1	1.5	22.5	WPM	3
Total line:					16.0		16.0	240.0		30
Course hours = Total WSH x course weeks					240.0					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
APM	Asset & Portfolio Management	ILV			2.5	1	2.5	37.5	APM	5
BIM	Operations and Maintenance Management	ILV	X		1.5	1	1.5	22.5	BIM	3
CRP	Corporate Real Estate Management	ILV			2	1	2	30	CRP	4
ESG	Sustainable Building Certification & ESG Management	ILV	X		2.5	1	2.5	37.5	ESG	5
INW	International Urban & Community Development Project (E)	PT	X	X	2	2	4	60	INW	2
MED	Collaborative Leadership & Mediation (E)	ILV		X	2.5	1	2.5	37.5	MED	4
SCI.3	Master's Research Seminar 2 - Research Design & Methodology	SE			1	1	1	15	SCI	2
SFM	Strategic Facility Management	ILV			2.5	1	2.5	37.5	SFM	5
Total line:					16.5		18.5	277.5		30
Course hours = Total WSH x course weeks					247.5					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
IBR	Innovation, Business & Research Transfer	ILV	X		1.5	1	1.5	22.5	IBR	3
SCI.4	Master's Thesis Colloquium - Preparing for Publication	SE			1	1	1	15	SCI	2
SCI.5	Master's Thesis	ILV			0	1	0	0	SCI	22
STI	Study Trip & International Experience (E)	ILV		X	2	1	2	30	STI	3
Total line:					4.5		4.5	67.5		30
Course hours = Total WSH x course weeks					67.5					

* The 22 ECTS credits for the master's thesis are divided into 20 ECTS credits for the thesis itself and 2 ECTS credits for the final oral examination.

Abbreviations	
E	Lecture in English language
ECTS	ECTS – Credit points
LV	Course
LVS	Course hour(s)
WSH	Weekly semester hour(s)
T	Lecture with technical background
WP	Elective subject

Summary curriculum data

Description	WSH	ASWS	ALVS	ECTS
Total number of courses over all semesters	53	55	825	120
Total number of courses in 1st year of study	32	32	480	60
Total number of courses in 2nd year of study	21	23	345	60
Total number of courses in 3rd year of study				
Total number of technical events over all semesters	23.5			44
Percentage of technical courses over all semesters based on WSH / ECTS	44.34 %			36.67 %
Total number of specialized courses in English over all semesters	15			25
Proportion of specialized courses in English over all semesters (Calculation excluding language courses)	28.3 %			20.83 %

2.3 Modularization

Module number:	Collaboration & Interpersonal Skills	Scope:	
CIS		1	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Advanced		
Previous knowledge	1. Semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Collaboration & Interpersonal Skills (E) /ILV / LV-Nr: CIS / 1.Semester / ECTS: 1</u> - Bender, F. (2022). A Roadmap to Intercultural Proficiency: Navigating Through Cultural Diversity and Inclusion. Springer International Publishing. https://doi.org/10.1007/978-3-031-04899-9 - Moussa, M., Doumani, T., McMurray, A., Muenjohn, N., & Deng, L. (2022). Cross-Cultural Performance Management: Transcending Theory to a Practical Framework. Springer International Publishing. https://doi.org/10.1007/978-3-030-91268-0 - Schauer, G. A. (2024). Intercultural Competence and Pragmatics. Springer International Publishing. https://doi.org/10.1007/978-3-031-44472-2 - Stolz, I., & Oldenziel Scherrer, S. (Eds). (2022). International Leadership: Effecting Success Across Borders in a Boundaryless World. Springer Fachmedien Wiesbaden. https://doi.org/10.1007/978-3-658-37306-1		
Acquisition of skills	<u>Collaboration & Interpersonal Skills (E) /ILV / LV-Nr: CIS / 1.Semester / ECTS: 1</u> The participants: • actively shape the establishment of well-functioning student teams and take responsibility for shared tasks. • apply basic communication and feedback techniques in order to interact respectfully and in a solution-oriented manner. • recognize and reflect on group processes, roles and dynamics in newly formed teams. • develop and test, in semester-long academic settings, strategies for constructive conflict resolution and for dealing with different personality and working styles within their student cohort and their professional environment. • foster a positive, learning-conducive team culture through cooperative behavior, openness and empathy. • analyze, within the context of everyday academic life, individual and organizational factors influencing students' work-life balance and derive situation-specific measures for regulating their own stress that can be integrated into the course of the semester and into professional employment. • assess gender-related inequalities in work and learning contexts and develop measures to promote non-discriminatory, gender-inclusive collaboration.		
Course contents	<u>Collaboration & Interpersonal Skills (E) /ILV / LV-Nr: CIS / 1.Semester / ECTS: 1</u> - Fundamentals of intercultural communication - Communication styles, value orientations and handling misunderstandings - Team roles and decision-making processes in culturally diverse groups - Intercultural conflict patterns and resolution strategies - Building trust, empathy and perspective-taking in international contexts - Diversity, inclusion and ethical dimensions of collaboration - Reflecting on one's own cultural background and communication preferences - Models and methods for analysing stress and resources (work-life balance) - Mechanisms of gender roles, bias and structural disadvantage, along with practical approaches to gender-inclusive design of work and learning environments - Practical exercises for team building and collaboration in international settings		
Teaching and learning methods	<u>Collaboration & Interpersonal Skills (E) /ILV / LV-Nr: CIS / 1.Semester / ECTS: 1</u> Lectures, exercises, presentations		
Evaluation Methods Criteria	<u>Collaboration & Interpersonal Skills (E) /ILV / LV-Nr: CIS / 1.Semester / ECTS: 1</u> Portfolio exam		

Module number:	Data Analytics & Modeling	Scope:	
DAM		4	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Advanced		
Previous knowledge	1. Semester: Fundamentals of statistics & data management from the bachelor's program; basic knowledge of digital tools		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Data Analytics & Modeling /ILV / LV-Nr: DAM / 1.Semester / ECTS: 4</u> - De Wolf, C., Çetin, S., & Bocken, N. M. P. (Eds). (2024). A Circular Built Environment in the Digital Age. Springer International Publishing. https://doi.org/10.1007/978-3-031-39675-5 - Garg, V., Goel, R., Tiwari, P., & Döngül, E. S. (2024). Handbook of Artificial Intelligence Applications for Industrial Sustainability: Concepts and Practical Examples (1st edn). CRC Press. https://doi.org/10.1201/9781003348351 - Heath, C., & Starr, K. (2022). Making numbers count: The art and science of communicating numbers (First Avid Reader Press hardcover edition). Avid Reader Press. - Viceconti, M., & Emili, L. (Eds). (2024). Toward Good Simulation Practice: Best Practices for the Use of Computational Modeling and Simulation in the Regulatory Process of Biomedical Products. Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-48284-7		
Acquisition of skills	<u>Data Analytics & Modeling /ILV / LV-Nr: DAM / 1.Semester / ECTS: 4</u> The participants: • analyze large, heterogeneous data volumes from FM/RE contexts and identify relevant patterns, anomalies and correlations. • evaluate big data architectures as well as data-quality and data-integration processes with regard to their suitability for strategic decisions in real estate and facility management. • model forecasts, clusters or scenarios using advanced analytical methods and design data-based decision models for complex questions. • reflect on ethical, data-protection and organizational challenges of data-driven decision-making processes and develop guidelines for responsible big data use.		
Course contents	<u>Data Analytics & Modeling /ILV / LV-Nr: DAM / 1.Semester / ECTS: 4</u> - Big data fundamentals in real estate - Data quality, data governance, ETL processes and data pipelines - Exploratory data analysis & feature engineering for large data volumes - Modeling techniques - Big data tools & ecosystems		
Teaching and learning methods	<u>Data Analytics & Modeling /ILV / LV-Nr: DAM / 1.Semester / ECTS: 4</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Data Analytics & Modeling /ILV / LV-Nr: DAM / 1.Semester / ECTS: 4</u> Portfolio exam		

Module number:	Compendium of Building Services Engineering & Facility Management	Scope:	
FMK		5	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Introductory		
Previous knowledge	1. Semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Compendium of Building Services & Facility Management /ILV / LV-Nr: FKM / 1.Semester / ECTS: 5</u> - Gondring, H., & Wagner, T. (2018). Facility Management: Handbuch für Studium und Praxis (3. Aufl.). Vahlen. - Nävy, J., & Schröter, M. (2013). Facility Services: Die operative Ebene des Facility Managements. Springer Vieweg. - Kaiser, C., Nusser, J., & Schrammel, F. (2018). Praxishandbuch Facility Management. Springer Vieweg. - Daniels, K. (2003). Advanced Building Systems: A Technical Guide for Architects and Engineers. Birkhäuser. - Schröder, W. (2010). Ganzheitliches Instandhaltungsmanagement: Aufbau, Ausgestaltung und Bewertung. Gabler.		
Acquisition of skills	<u>Compendium of Building Services & Facility Management /ILV / LV-Nr: FKM / 1.Semester / ECTS: 5</u> The participants: • identify the key technical systems of a building and describe their basic operating principles and functions in building operation. • analyze the interrelationships between building services, user requirements and facility management processes and highlight the central interfaces in operation. • compare basic operating and maintenance models for technical systems and explain how these affect cost-effectiveness, safety and availability. • formulate simple technical specifications and service level agreements for selected technical systems and structure criteria for their assessment. • name the central duties of operator responsibility and develop initial risk-based conclusions for safe building operation.		
Course contents	<u>Compendium of Building Services & Facility Management /ILV / LV-Nr: FKM / 1.Semester / ECTS: 5</u> - Overview of building systems (heating, ventilation, air conditioning, plumbing, electrical, fire protection, elevators) as well as basic terminology and simple operating principles (without in-depth engineering) - Maintenance, inspection, repair - basic principles of upkeep - Key legal foundations in facility management - SLAs & specifications of services with a technical focus		
Teaching and learning methods	<u>Compendium of Building Services & Facility Management /ILV / LV-Nr: FKM / 1.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Compendium of Building Services & Facility Management /ILV / LV-Nr: FKM / 1.Semester / ECTS: 5</u> Portfolio exam		

Module number:	Compendium of Real Estate Management	Scope:	
IWK		5	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Introductory		
Previous knowledge	1. Semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Compendium of Real Estate Economics /ILV / LV-Nr: IWK / 1.Semester / ECTS: 5</u> - Gondring, H., & Wagner, T. (Hrsg.). (2010). Real Estate Asset Management: Handbuch für Praxis, Aus- und Weiterbildung (1. Aufl.). Vahlen. - Malloth, T. (Hrsg.). (2013). Immobilienmanagement Österreich (5. Aufl.). ÖVI Wien. - Artner, S., Kohlmaier, K., et al. (2017). Praxishandbuch Immobilienrecht (2. Aufl.). Linde. - Riccabona, C., & Mezera, K. (2010). Baukonstruktionslehre 2 bis 5 (aktuellste Aufl.). Manz. - Bienert, S., Funk, M., et al. (2020). Immobilienbewertung Österreich (4. Aufl.). ÖVI. - Klaubetz, E., et al. (2016). Handbuch Immobilienprojektentwicklung. Linde.		
Acquisition of skills	<u>Compendium of Real Estate Economics /ILV / LV-Nr: IWK / 1.Semester / ECTS: 5</u> The participants: • analyze real estate economics interrelationships and structure their significance for the market, use, life cycle and value development. • systematically classify legal framework conditions and assess their impact on real estate decisions. • evaluate economic factors and derive their relevance for investment and management processes. • identify relevant sources of information and interpret these with regard to use, risk and development potential. • model simple valuation approaches and confidently apply basic calculation methods. • develop fundamental project development concepts by integrating site, market and potential analyzes.		
Course contents	<u>Compendium of Real Estate Economics /ILV / LV-Nr: IWK / 1.Semester / ECTS: 5</u> - Property analysis using the land register and cadastre, zoning plans, submission plans and development regulations, as well as area definitions - Basic knowledge of financial mathematics and real estate metrics - Fundamentals of construction technology (building materials and structures) - Basic knowledge of the Austrian Tenancy Act (MRG) and the Condominium Act (WEG) - Fundamentals of real estate valuation - Fundamentals of project development - Fundamentals of building management		
Teaching and learning methods	<u>Compendium of Real Estate Economics /ILV / LV-Nr: IWK / 1.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Compendium of Real Estate Economics /ILV / LV-Nr: IWK / 1.Semester / ECTS: 5</u> Portfolio exam		

Module number:	Advanced Project Management & Design Thinking	Scope:	
PRM		5	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Advanced		
Previous knowledge	1. Semester: Fundamentals of project management		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Advanced Project Management & Design Thinking (E) /ILV / LV-Nr: PRM / 1.Semester / ECTS: 5</u> Kuster, J., Bachmann, C., Hubmann, M., Lippmann, R., & Schneider, P. (2023). Project management handbook: Agile - traditional - hybrid (Second edition). Springer. Lock, D. (2018). Project management (Seventh edition). Routledge, Taylor & Francis Group.		
Acquisition of skills	<u>Advanced Project Management & Design Thinking (E) /ILV / LV-Nr: PRM / 1.Semester / ECTS: 5</u> The participants: • analyze complex project structures in facility & real estate management and derive from them critical success factors as well as risks for different stakeholder groups • evaluate advanced project management methods (agile-hybrid-traditional) with regard to their suitability for various FM/RE use cases and structure project-relevant decision-making processes. • design iterative innovation processes based on the Design Thinking model and develop user-centered solution approaches for complex problems in real estate and building operations. • critically reflect on their own project and innovation practice and derive improvement strategies to enhance team performance, user orientation and solution quality.		
Course contents	<u>Advanced Project Management & Design Thinking (E) /ILV / LV-Nr: PRM / 1.Semester / ECTS: 5</u> - Hybrid and agile project management frameworks - Stakeholder, risk and complexity analysis in life-cycle-oriented construction and existing-building projects - Design Thinking & user research in buildings using personas, customer journeys, service blueprints - Rapid prototyping for building, service and process innovations		
Teaching and learning methods	<u>Advanced Project Management & Design Thinking (E) /ILV / LV-Nr: PRM / 1.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Advanced Project Management & Design Thinking (E) /ILV / LV-Nr: PRM / 1.Semester / ECTS: 5</u> Portfolio exam		

Module number:	Regional & Real Estate Economics	Scope:	
RIO		5	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Introductory & Advanced		
Previous knowledge	1. Semester: Fundamentals of economics		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Regional & Real Estate Economics /ILV / LV-Nr: RIO / 1.Semester / ECTS: 5</u> - Maier, G., & Tödtling, F. (2006). Regional- und Stadtökonomie 1: Standorttheorie und Raumstruktur. Springer. - Schulte, K.-W. (2008). Immobilienökonomie (Bd. 4): Volkswirtschaftliche Grundlagen. De Gruyter. - Krugman, P., Obstfeld, M., & Melitz, M. (2011). Internationale Wirtschaft: Theorie und Politik der Außenwirtschaft. Pearson Studium.		
Acquisition of skills	<u>Regional & Real Estate Economics /ILV / LV-Nr: RIO / 1.Semester / ECTS: 5</u> The participants: • analyze core concepts of regional economics, compare theoretical growth approaches and assess their relevance for European and Austrian regions. • examine the significance of space in economic models, interpret regional development models and derive implications for regional policy. • diagnose economic-geography problems, structure spatial data sets and select suitable methods for identifying, visualizing and assessing regional economic phenomena. • analyze real estate markets, assess market mechanisms and develop well-founded assessments of price formation and location processes. • critically transfer economic analysis methods to real estate issues and evaluate their explanatory power for management and investment decisions.		
Course contents	<u>Regional & Real Estate Economics /ILV / LV-Nr: RIO / 1.Semester / ECTS: 5</u> - Introduction to core concepts of regional economics, regional growth theories and urban and regional development - Analysis of the objectives, instruments and mechanisms of Austrian and European regional policy - Application of spatial data and methods, including the fundamentals of spatial econometrics - Understanding the macroeconomic role of real estate markets within the micro- and macroeconomic environment - In-depth study of real estate economics fundamentals such as market mechanisms, price formation and demographic factors - Examination of risks and market phenomena such as real estate price bubbles - Application of portfolio-theory approaches to real estate issues		
Teaching and learning methods	<u>Regional & Real Estate Economics /ILV / LV-Nr: RIO / 1.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Regional & Real Estate Economics /ILV / LV-Nr: RIO / 1.Semester / ECTS: 5</u> Portfolio exam		

Module number:	Scientific Communication	Scope:	
SCI		34	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
	4. Semester		
Level	1. Semester: Advanced / 2. Semester: Advanced / 3. Semester: Advanced / 4. Semester: Advanced		
Previous knowledge	1. Semester: Fundamentals of academic work & communication / 2. Semester: Fundamentals of academic work at bachelor's level / 3. Semester: Research methods from the bachelor's program or another piece of academic work / 4. Semester: Master's Thesis Colloquium / 4. Semester: Scientific Communication		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Scientific Communication (E) /ILV / LV-Nr: SCI.1 / 1.Semester / ECTS: 5</u> - Daevicius, R. (2025). Human-Centered Scientific Data Cuisalisation: Making complex data accessible for everyone. Springer. - Hey, B. (2024). Mastering Scientific Presentations: Unlocking Your Communication Skills. Springer Fachmedien Wiesbaden. https://doi.org/10.1007/978-3-658-44184-5 - Murphy, L., & Alley, M. (2023). The Craft of Scientific Films: How to Make Videos of Your Laboratory, Research, or Technical Projects. Springer International Publishing. https://doi.org/10.1007/978-3-031-25645-5		
	<u>Master's Research Seminar 1 - Research Question /SE / LV-Nr: SCI.2 / 2.Semester / ECTS: 3</u> - American Psychological Association (Washington, District of Columbia) (Ed.). (2020). Publication manual of the American psychological association (Seventh edition).		
	<u>Master's Research Seminar 2 - Research Design & Methodology /SE / LV-Nr: SCI.3 / 3.Semester / ECTS: 2</u> - American psychological association (Ed.). (2020). Publication manual of the American psychological association: The official guide to APA style (7th ed). American psychological association.		
	<u>Master's Thesis Colloquium - Preparing for Publication /SE / LV-Nr: SCI.4 / 4.Semester / ECTS: 2</u> - American psychological association (Ed.). (2020). Publication manual of the American psychological association: The official guide to APA style (7th ed).		
	<u>Master's Thesis /ILV / LV-Nr: SCI.5 / 4.Semester / ECTS: 22</u> - American psychological association (Ed.). (2020). Publication manual of the American psychological association: The official guide to APA style (7th ed).		
Acquisition of skills	<u>Scientific Communication (E) /ILV / LV-Nr: SCI.1 / 1.Semester / ECTS: 5</u> The participants: • analyze complex specialist content and prepare it clearly, appropriately for the audience and in an impact-oriented manner for different target groups. • design professional communication formats for science communication and evaluate their impact. • develop compelling storytelling strategies for science-related topics and deploy narrative techniques purposefully in written and oral communication. • structure data, arguments and specialist content appropriately for the medium and visualize these using suitable digital tools. • assess communicative challenges and make well-founded decisions on clarity, transparency and ethical responsibility in science communication.		
	<u>Master's Research Seminar 1 - Research Question /SE / LV-Nr: SCI.2 / 2.Semester / ECTS: 3</u> The participants: • analyze a complex specialist problem field and identify research-relevant gaps as well as theoretical and practical points of reference. • formulate a precise, verifiable and theory-based research question at master's level and justify its academic relevance. • develop a suitable conceptual approach and structure key terms, variables and theoretical references for the planned research project. • assess the feasibility of the research project taking data access, methodology, schedule and ethical framework conditions into account. • present their research question and project planning appropriately for the audience and reflect on specialist feedback to optimize the research design.		
	<u>Master's Research Seminar 2 - Research Design & Methodology /SE / LV-Nr: SCI.3 / 3.Semester / ECTS: 2</u>		

	The participants: • analyze various academic research designs and methods and assess their suitability with regard to their own research question. • develop a consistent research design for their master's thesis that coherently links the research question, objective, methodology and data basis. • structure methodological approaches and justify these on the basis of academic criteria. • evaluate ethical, academic and practical challenges of their design and formulate measures for quality assurance. • argue their research design in a peer discussion and reflect on feedback for methodological further development.
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Acquisition of skills	<u>Master's Thesis Colloquium - Preparing for Publication /SE / LV-Nr: SCI.4 / 4.Semester / ECTS: 2</u> The participants: • analyze academic publication and presentation formats and assess their suitability for presenting their own research. • develop an audience-appropriate academic presentation of their master's thesis and formulate clear academic contributions. • design a professional defense presentation and argue research results clearly, consistently and in a discussion-ready manner.
	<u>Master's Thesis /ILV / LV-Nr: SCI.5 / 4.Semester / ECTS: 22</u> The participants: • analyze complex specialist, methodological and academic problems in their research field and derive a precise research question together with a theoretical frame of reference. • develop a robust research design and justify the choice of methods, data collection and analysis procedures on the basis of academic quality criteria. • collect, structure and evaluate empirical data or literature and theory materials and synthesize valid academic findings from them. • produce a logically structured, linguistically precise and academically sound master's thesis and argue the results reflectively with regard to their academic and practical contribution. • evaluate the quality, limitations and transferability of their research and formulate recommendations for action as well as approaches for further research. • present and defend their research work convincingly, in a discussion-ready manner and appropriately for the audience as part of the final examination.
Course contents	<u>Scientific Communication (E) /ILV / LV-Nr: SCI.1 / 1.Semester / ECTS: 5</u> - Fundamentals of professional scientific communication and principles of accessible knowledge transfer - Audience-oriented writing and presenting for specialist and non-specialist audiences - Storytelling methods for the structured and narrative preparation of complex content - Design and analysis of media formats - Visualising data and arguments with digital tools - Communication ethics, transparency and responsibility in conveying science-related topics
	<u>Master's Research Seminar 1 - Research Question /SE / LV-Nr: SCI.2 / 2.Semester / ECTS: 3</u> - Identifying relevant research fields and deriving a precise master's thesis research question - Structuring theoretical foundations and defining key terms and variables - Developing an initial research design including method selection and feasibility - Analysing the availability of data and sources as well as ethical and organizational conditions - Discussing and presenting the planned master's thesis project
	<u>Master's Research Seminar 2 - Research Design & Methodology /SE / LV-Nr: SCI.3 / 3.Semester / ECTS: 2</u> - Methodological grounding - Quality criteria of empirical research - Methodological research risks & bias - Presentation and peer discussion of the research design
	<u>Master's Thesis Colloquium - Preparing for Publication /SE / LV-Nr: SCI.4 / 4.Semester / ECTS: 2</u> - Scientific dissemination - Scientific presentation skills - Publication ethics & quality assurance
	<u>Master's Thesis /ILV / LV-Nr: SCI.5 / 4.Semester / ECTS: 22</u> - Preparation of the master's thesis - Academic writing & argumentation - Preparation for the final examination
Teaching and learning methods	<u>Scientific Communication (E) /ILV / LV-Nr: SCI.1 / 1.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work
	<u>Master's Research Seminar 1 - Research Question /SE / LV-Nr: SCI.2 / 2.Semester / ECTS: 3</u> Lectures, discussions, exercises, case studies, group work
	<u>Master's Research Seminar 2 - Research Design & Methodology /SE / LV-Nr: SCI.3 / 3.Semester / ECTS: 2</u> Lectures, discussions, presentation
	<u>Master's Thesis Colloquium - Preparing for Publication /SE / LV-Nr: SCI.4 / 4.Semester / ECTS: 2</u> Lectures, discussions, presentation
	<u>Master's Thesis /ILV / LV-Nr: SCI.5 / 4.Semester / ECTS: 22</u>

	Master's thesis, presentation, final examination
Evaluation Methods Criteria	<u>Scientific Communication (E) /ILV / LV-Nr: SCI.1 / 1.Semester / ECTS: 5</u>
	Portfolio exam
	<u>Master's Research Seminar 1 - Research Question /SE / LV-Nr: SCI.2 / 2.Semester / ECTS: 3</u>
	Portfolio exam
	<u>Master's Research Seminar 2 - Research Design & Methodology /SE / LV-Nr: SCI.3 / 3.Semester / ECTS: 2</u>
	Portfolio exam

Evaluation Methods Criteria	<u>Master's Thesis Colloquium - Preparing for Publication /SE / LV-Nr: SCI.4 / 4.Semester / ECTS: 2</u>
	Portfolio exam
	<u>Master's Thesis /ILV / LV-Nr: SCI.5 / 4.Semester / ECTS: 22</u>
	Master's thesis

Module number:	Energy & building simulation	Scope:	
EGS		5	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Introductory & Advanced		
Previous knowledge	2. Semester: Fundamentals of building services engineering		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Energy & Building Simulation /ILV / LV-Nr: ESG / 2.Semester / ECTS: 5</u> - Wolfram Pistohl. (2009). Handbuch der Gebäudetechnik I: Allgemeines/Sanitär/Elektro/Gas (7. Aufl.). Werner Verlag. - Pistohl, W. (2009). Handbuch der Gebäudetechnik II: Heizung/Lüftung/Energiesparen (7. Aufl.). Werner Verlag. - Klaus Daniels. (2000). Gebäudetechnik. Ein Leitfadens für Architekten und Ingenieure. Oldenbourg. - Wolfgang M. Willems, & Mitarbeitende. (2010). Formeln und Tabellen Bauphysik: Wärmeschutz – Feuchteschutz – Klima – Akustik – Brandschutz. Vieweg + Teubner.		
Acquisition of skills	<u>Energy & Building Simulation /ILV / LV-Nr: ESG / 2.Semester / ECTS: 5</u> The participants: • analyze thermal and energy building models and assess their explanatory power for planning and operational decisions. • model building services systems systematically and examine the interactions between the building envelope, user profiles and plant technology. • develop simulation-based scenarios for increasing efficiency and evaluate different refurbishment strategies with regard to energy demand, cost-effectiveness and comfort. • validate model assumptions and input data and draw well-founded conclusions about the quality and reliability of the simulation results. • produce simulation-supported decision bases for facility and real estate management and communicate results appropriately to technical and non-technical stakeholders.		
Course contents	<u>Energy & Building Simulation /ILV / LV-Nr: ESG / 2.Semester / ECTS: 5</u> - Thermal and energy building modeling with a focus on components, user profiles and building physics - Modeling of plant systems including heating, ventilation and control systems - Coupling of building and plant simulation to represent holistic energy flows - Assessment of efficiency measures based on simulation-based metrics and load profiles - Development and analysis of refurbishment scenarios taking energy-related, economic and operational-organizational factors into account - Validation of simulation models and derivation of decision-relevant interpretations for facility management and real estate practice		
Teaching and learning methods	<u>Energy & Building Simulation /ILV / LV-Nr: ESG / 2.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Energy & Building Simulation /ILV / LV-Nr: ESG / 2.Semester / ECTS: 5</u> Portfolio exam		

Module number:	Real Estate Development & Revitalisation	Scope:	
IRE		5	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Advanced		
Previous knowledge	2. Semester: Fundamentals of building services engineering, spatial planning and real estate economics		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Real Estate Development & Revitalisation /ILV / LV-Nr: IRE / 2.Semester / ECTS: 5</u> - Blecken, U., Meinen, H., & weiteren Autor:innen. (2014). Praxishandbuch Projektentwicklung: Immobilienwirtschaftliche Grundsätze – planerischer und rechtlicher Rahmen – Finanzierung und Bewertung – Vermarktung und Betrieb. Reguvis Fachmedien. - Diederichs, C. J. (2006). Immobilienmanagement im Lebenszyklus: Projektentwicklung, Projektmanagement, Facility Management, Immobilienbewertung. Springer. - Kallinger, W., Gartner, H., & Stingl, W. (2011). Bauträger & Projektentwickler: Immobilien erfolgreich entwickeln, sanieren und verwerten. MANZ. - Schäfer, J., & Conzen, G. (2013). Praxishandbuch der Immobilien-Projektentwicklung. C. H. Beck.		
Acquisition of skills	<u>Real Estate Development & Revitalisation /ILV / LV-Nr: IRE / 2.Semester / ECTS: 5</u> The participants: • analyze urban-planning and spatial-planning framework conditions and assess their significance for development and revitalisation projects. • model economic metrics, calculate life-cycle costs and evaluate return parameters for new-build and existing-building developments. • compare different revitalisation and development scenarios and derive strategic recommendations for project decisions. • synthesize technical, planning and economic requirements into integrated solution approaches for complex real estate developments. • develop sustainable site and district concepts and examine their technical, ecological and functional feasibility. In doing so, they integrate diversity and inclusion requirements into strategic planning and design.		
Course contents	<u>Real Estate Development & Revitalisation /ILV / LV-Nr: IRE / 2.Semester / ECTS: 5</u> - District and site development - Urban-planning and spatial-planning framework conditions - Diversity and inclusion factors in project development - Calculation and interpretation of life-cycle costs - Analysis and assessment of return parameters for new-build, existing-building and revitalisation strategies - Integration of technical and planning requirements from building services engineering and spatial planning into development concepts		
Teaching and learning methods	<u>Real Estate Development & Revitalisation /ILV / LV-Nr: IRE / 2.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Real Estate Development & Revitalisation /ILV / LV-Nr: IRE / 2.Semester / ECTS: 5</u> Portfolio exam		

Module number:	Investment & Risk Management	Scope:	
IRM		5	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Advanced		
Previous knowledge	2. Semester: Fundamentals of investment & financing		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Investment & Risk Management (E) /ILV / LV-Nr: IRM / 2.Semester / ECTS: 5</u> - Hull, J. C. (2023). Risk Management and Financial Institutions (6th ed.). John Wiley & Sons. - Hull, J. C. (2017). Options, Futures, and Other Derivatives (10th ed.). Pearson. - Geyer, A., Hanke, M., Littich, E., & Nettekoven, M. (2023). Grundlagen der Finanzierung: verstehen – berechnen – entscheiden (7. Aufl.). Linde Verlag.		
Acquisition of skills	<u>Investment & Risk Management (E) /ILV / LV-Nr: IRM / 2.Semester / ECTS: 5</u> The participants: • analyze financing models, capital structures and relevant risk parameters and assess their effects on investment decisions. • develop sophisticated investment and cost-effectiveness calculations and interpret the results critically with regard to uncertainty and market volatility. • identify real-estate-related risk types and examine their significance for project, portfolio and financing strategies. • assess behavioral patterns and decision heuristics from a behavioral finance perspective and derive their implications for investment decisions. • synthesize financial, risk-related and behavioral-economic insights into viable strategies for complex investments.		
Course contents	<u>Investment & Risk Management (E) /ILV / LV-Nr: IRM / 2.Semester / ECTS: 5</u> - Financing models - Investment appraisal and cost-effectiveness analysis taking complex uncertainties into account - Real-estate-related risk analysis covering market, property, financing and ESG-related risk types - Behavioral finance in investments - Application of quantitative risk and valuation methods - Linking financing, risk and decision-making strategies		
Teaching and learning methods	<u>Investment & Risk Management (E) /ILV / LV-Nr: IRM / 2.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Investment & Risk Management (E) /ILV / LV-Nr: IRM / 2.Semester / ECTS: 5</u> Portfolio exam		

Module number:	Smart Cities & Communities	Scope:	
SCC		4	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Introductory & Advanced		
Previous knowledge	2. Semester: Fundamentals of regional economics & spatial planning		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Smart Cities & Communities /ILV / LV-Nr: SCC / 2.Semester / ECTS: 4</u> - Arbizzani, E., Cangelli, E., Clemente, C., Cumo, F., Giofrè, F., Giovenale, A. M., Palme, M., & Paris, S. (Eds). (2023). Technological Imagination in the Green and Digital Transition. Springer International Publishing. https://doi.org/10.1007/978-3-031-29515-7 - Belaid, F., & Arora, A. (Eds). (2024). Smart Cities: Social and Environmental Challenges and Opportunities for Local Authorities. Springer International Publishing. https://doi.org/10.1007/978-3-031-35664-3 - Bevilacqua, C., Balland, P.-A., Kakderi, C., & Provenzano, V. (Eds). (2023). New Metropolitan Perspectives: Transition with Resilience for Evolutionary Development (Vol. 639). Springer International Publishing. https://doi.org/10.1007/978-3-031-34211-0 - Bisello, A., Vettorato, D., Bottero, M., & Kolokotsa, D. (Eds). (2024). Smart and Sustainable Planning for Cities and Regions: Results of SSPCR 2022. Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-39206-1 - Evers, D., Katuric, I., & Van Der Wouden, R. (2024). Urbanization in Europe: Past Developments and Pathways to a Sustainable Future. Springer International Publishing. https://doi.org/10.1007/978-3-031-62261-8 - Ikeda, S. (2024). A City Cannot Be a Work of Art: Learning Economics and Social Theory From Jane Jacobs. Springer Nature Singapore. https://doi.org/10.1007/978-981-99-5362-2 - Rey, E., Laprise, M., & Lufkin, S. (2022). Neighbourhoods in Transition: Brownfield Regeneration in European Metropolitan Areas. Springer International Publishing. https://doi.org/10.1007/978-3-030-82208-8		
Acquisition of skills	<u>Smart Cities & Communities /ILV / LV-Nr: SCC / 2.Semester / ECTS: 4</u> The participants: • analyze urban and regional economic framework conditions including diversity and inclusion requirements and assess their significance for smart city and smart community developments. • develop integrated concepts for smart districts and examine their technical, ecological, social and economic rationale as well as the consideration of diversity and inclusion requirements. • identify relevant digital and infrastructural technologies and assess their potential applications for urban transformation processes. • evaluate challenges and risks and make well-founded decisions for sustainable urban and district development.		
Course contents	<u>Smart Cities & Communities /ILV / LV-Nr: SCC / 2.Semester / ECTS: 4</u> - Smart cities and smart communities as strategic urban and regional development approaches - Digital and infrastructural technologies such as IoT, mobility solutions, energy systems and data platforms - Urban transformation processes with a focus on energy, mobility, spatial structure and governance - Analysis of urban-planning and spatial-planning foundations for smart district concepts - Diversity and inclusion principles in smart city concepts - Assessment approaches for smart measures in terms of sustainability, quality of life, cost and acceptance - Stakeholder management and participatory decision-making processes in municipal transformation projects		
Teaching and learning methods	<u>Smart Cities & Communities /ILV / LV-Nr: SCC / 2.Semester / ECTS: 4</u> Lectures, discussions, exercises, case studies, group work, field trip		
Evaluation Methods Criteria	<u>Smart Cities & Communities /ILV / LV-Nr: SCC / 2.Semester / ECTS: 4</u> Portfolio exam		

Module number:	Real Estate VALuation	Scope:	
VAL		5	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Advanced		
Previous knowledge	2. Semester: Fundamentals of real estate economics		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Real Estate Valuation /ILV / LV-Nr: VAL / 2.Semester / ECTS: 5</u> - Kranewitter, H. (2017). Liegenschaftsbewertung (7. Aufl.). Wien: Manz. - Seiser, F. J., & Kainz, F. (2014). Der Wert von Immobilien: Standards und Praxis der Bewertung (2. Aufl.). Graz: Seiser + Seiser Immobilien Consulting. - Bienert, S., & Funk, M. (Hrsg.). (2022). Immobilienbewertung Österreich (4. Aufl.). Wien: ÖVI. - Kleiber, W., Fischer, R., & Werling, U. (2017). Verkehrswertermittlung von Grundstücken: Kommentar und Handbuch zur Ermittlung von Marktwerten und Beleihungswerten sowie zur steuerlichen Bewertung unter Berücksichtigung der ImmoWertV (8. Aufl.). Köln: Bundesanzeiger Verlag. - The European Group of Valuers' Associations (TEGoVA). (2020). European Valuation Standards (EVS) – 9th ed.		
Acquisition of skills	<u>Real Estate Valuation /ILV / LV-Nr: VAL / 2.Semester / ECTS: 5</u> The participants: • analyze complex properties, plots and estates taking technical, legal, economic and market-related factors into account and derive key value-relevant parameters. • value properties using national and international methods and compare their explanatory power for different use types and scenarios. • develop robust valuation models including sensitivity and risk analyzes and justify the methodological approach as well as the derivation of assumptions. • structure appraisals, valuation reports and decision papers in accordance with applicable standards and argue the results appropriately for the audience. • evaluate special cases such as development properties, revitalisations, ESG-related changes in value or volatile markets and formulate professional recommendations for action.		
Course contents	<u>Real Estate Valuation /ILV / LV-Nr: VAL / 2.Semester / ECTS: 5</u> - National & international valuation standards - Derivation and review of value-relevant factors - Derivation of property yield rates, discount rates, market rents & operating costs - Valuation of special property types - Review and plausibility-check methods, risk analysis, model validation		
Teaching and learning methods	<u>Real Estate Valuation /ILV / LV-Nr: VAL / 2.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Real Estate Valuation /ILV / LV-Nr: VAL / 2.Semester / ECTS: 5</u> Portfolio exam		

Module number:	Workplace Management & Human Factors	Scope:	
WPM		3	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Introductory & Advanced		
Previous knowledge	2. Semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Workplace Management & Human Factors /ILV / LV-Nr: WPM / 2.Semester / ECTS: 3</u> - Glatte, T. (2021). Corporate Real Estate Management. Springer Fachmedien Wiesbaden. https://doi.org/10.1007/978-3-658-32222-9 - Redlein, A., Höhenberger, C., & Turnbull, P. (2020). Workplace Management. In A. Redlein (Ed.), Modern Facility and Workplace Management (pp. 177–222). Springer International Publishing. https://doi.org/10.1007/978-3-030-35314-8_6		
Acquisition of skills	<u>Workplace Management & Human Factors /ILV / LV-Nr: WPM / 2.Semester / ECTS: 3</u> The participants: • analyze spatial, ergonomic and psychological factors influencing workplaces and assess their effects on health, productivity and user satisfaction. • develop workplace-related concepts such as activity-based working or flexible workplace models and examine their organizational and human implications. • identify the requirements of different user groups and derive from these evidence-based design recommendations for workplace and floor-area concepts. • identify the requirements of different user groups and derive from these evidence-based design recommendations for workplace and floor-area concepts.		
Course contents	<u>Workplace Management & Human Factors /ILV / LV-Nr: WPM / 2.Semester / ECTS: 3</u> - Workplace design from ergonomic, psychological and health-related perspectives - Human factors in work environments - Flexible workplace models - Space typologies and floor-area concepts - User experiences and feedback processes for evaluating workplaces and their continuous optimization - Health, safety and comfort in work environments - Change management in workplace transformations		
Teaching and learning methods	<u>Workplace Management & Human Factors /ILV / LV-Nr: WPM / 2.Semester / ECTS: 3</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Workplace Management & Human Factors /ILV / LV-Nr: WPM / 2.Semester / ECTS: 3</u> Portfolio exam		

Module number:	Asset- & Portfolio Management	Scope:	
APM		5	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Advanced		
Previous knowledge	3. Semester: Fundamentals of real estate development, investment & risk management		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Asset & Portfolio Management /ILV / LV-Nr: APM / 3.Semester / ECTS: 5</u> - Uddin, W., Hudson, W., & Haas, R. (2013). Public Infrastructure Asset Management (2nd ed.). New York, NY: McGraw-Hill Education. - Balzer, G., & Schorn, C. (2020). Asset Management für Infrastrukturanlagen – Energie und Wasser (3. Aufl.). Wiesbaden, Germany: Springer Vieweg. - Gondring, H., & Wagner, T. (Eds.). (2010). Real Estate Asset Management – Handbuch für Praxis, Aus- und Weiterbildung (1. Aufl.). München, Germany: Vahlen. - Malloth, T. (Ed.). (2013). Immobilienmanagement Österreich (5. Aufl.). Wien, Austria: ÖVI.		
Acquisition of skills	<u>Asset & Portfolio Management /ILV / LV-Nr: APM / 3.Semester / ECTS: 5</u> The participants: • analyze value-enhancement potential of real estate properties and portfolios on the basis of real estate economics, technical and strategic criteria and derive robust optimization scenarios. • evaluate due diligence results with regard to risks, opportunities and ESG-relevant factors and prioritize measures for investment decisions. • develop property- and portfolio-related optimization strategies and argue their economic and qualitative effects. • produce commercial budgeting and cost-effectiveness models and examine their sensitivities for management decisions. • derive investment decisions at the portfolio level, structure decision bases appropriately for the audience and reflect on the effects on risk, financing and sustainability objectives.		
Course contents	<u>Asset & Portfolio Management /ILV / LV-Nr: APM / 3.Semester / ECTS: 5</u> - Methods of property and portfolio analysis - Due diligence processes & risk assessment - Value-enhancement & optimization strategies - Portfolio management, diversification, risk & performance metrics - Budgeting, cash-flow models, life-cycle considerations, scenario analyzes - Decision preparation for management & investors		
Teaching and learning methods	<u>Asset & Portfolio Management /ILV / LV-Nr: APM / 3.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work, field trip		
Evaluation Methods Criteria	<u>Asset & Portfolio Management /ILV / LV-Nr: APM / 3.Semester / ECTS: 5</u> Portfolio exam		

Module number:	Operations & Maintenance Management	Scope:	
BIM		3	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Advanced		
Previous knowledge	3. Semester: Fundamentals of building services engineering and real estate development		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Operations and Maintenance Management /ILV / LV-Nr: BIM / 3.Semester / ECTS: 3</u> - Hastings, N. A. J. (2021). Physical asset management: With an introduction to the ISO 55000 series of standards (Third edition). Springer. - Kraus, J. (2025). Verkehrssicherungspflicht in der Immobilienwirtschaft: Betreiberverantwortung, Risikomanagement und Kommunikation. Springer Fachmedien Wiesbaden. https://doi.org/10.1007/978-3-658-45613-9 - Mobley, R. K. (with Mobley, R. K.). (2002). Introduction to Predictive Maintenance (2nd ed). Elsevier Science & Technology.		
Acquisition of skills	<u>Operations and Maintenance Management /ILV / LV-Nr: BIM / 3.Semester / ECTS: 3</u> The participants: • evaluate maintenance strategies (preventive, predictive, condition-based) with regard to risks, cost-effectiveness and life-cycle impact and make well-founded decisions at the tactical level. • develop integrated operating concepts for buildings and technical systems taking statutory operator duties into account and assess their effectiveness. • evaluate digital technologies for performance-oriented operational control and formulate recommendations for action.		
Course contents	<u>Operations and Maintenance Management /ILV / LV-Nr: BIM / 3.Semester / ECTS: 3</u> - Technical building operation - Maintenance strategies and life-cycle models - Operator responsibility & technical compliance - Performance metrics for operation & maintenance - Sensor technology/IoT, condition monitoring, digital fault management, CAFM, BIM-FM - Tactical decision preparation for building operation		
Teaching and learning methods	<u>Operations and Maintenance Management /ILV / LV-Nr: BIM / 3.Semester / ECTS: 3</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Operations and Maintenance Management /ILV / LV-Nr: BIM / 3.Semester / ECTS: 3</u> Portfolio exam		

Module number:	Corporate Real Estate Management	Scope:	
CRP		4	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Advanced		
Previous knowledge	3. Semester: Real Estate Development & Revitalisation		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Corporate Real Estate Management /ILV / LV-Nr: CRP / 3.Semester / ECTS: 4</u> - Glatte, T. (2021). Corporate Real Estate Management. Springer Fachmedien Wiesbaden. https://doi.org/10.1007/978-3-658-32222-9 - Hoendervanger, J. G. (2025). Corporate Real Estate Management: Integrating organizational, individual, and social values and needs. BOOKBROTHERS. - Jensen, P. A., & Voordt, T. van der. (2020). Facilities Management and Corporate Real Estate Management as Value Drivers: How to manage and measure adding value. ROUTLEDGE.		
Acquisition of skills	<u>Corporate Real Estate Management /ILV / LV-Nr: CRP / 3.Semester / ECTS: 4</u> The participants: • analyze corporate real estate portfolios with regard to space, site, user and cost structures and derive organization-relevant optimization needs. • evaluate CREM options for action (make-or-buy, site relocation, space strategy, rental/ownership policy) on the basis of strategic, financial and organizational criteria and make well-founded recommendations. • develop integrated corporate real estate strategies that coherently link corporate objectives, workplace approaches, sustainability and organizational requirements. • evaluate innovative CREM concepts and formulate strategic measures for the further development of the corporate property portfolio.		
Course contents	<u>Corporate Real Estate Management /ILV / LV-Nr: CRP / 3.Semester / ECTS: 4</u> - The role and organization of the corporate real estate function - Corporate property strategies - CREM governance, policies & stakeholder management - Space & site portfolio analysis - CRE options for action: densification, consolidation, expansion, flex-space models - Interfaces with workplace management, HR, sustainability, finance - Decision preparation for management		
Teaching and learning methods	<u>Corporate Real Estate Management /ILV / LV-Nr: CRP / 3.Semester / ECTS: 4</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Corporate Real Estate Management /ILV / LV-Nr: CRP / 3.Semester / ECTS: 4</u> Portfolio exam		

Module number:	Sustainable Building Certification & ESG Management	Scope:	
ESG		5	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Advanced		
Previous knowledge	3. Semester: Real Estate Development & Revitalisation		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Sustainable Building Certification & ESG Management /ILV / LV-Nr: ESG / 3.Semester / ECTS: 5</u> - Wallbaum, H., Kytzia, S., & Kellenberger, S. (2011). Nachhaltig Bauen: Lebenszyklus, Systeme, Szenarien, Verantwortung (1. Aufl.). Zürich, CH: vdf Hochschulverlag. - König, H., Kohler, N., Kreißig, J., & Lützkendorf, T. (2009). Lebenszyklusanalyse in der Gebäudeplanung: Grundlagen – Berechnung – Planungswerkzeuge (1. Aufl.). München, DE: Institut für Internationale Architektur-Dokumentation. - Kummert, K., May, M., & Pelzeter, A. (2013). Nachhaltiges Facility Management (1. Aufl.). Berlin/Heidelberg, DE: Springer Vieweg.		
Acquisition of skills	<u>Sustainable Building Certification & ESG Management /ILV / LV-Nr: ESG / 3.Semester / ECTS: 5</u> The participants: • evaluate national and international building certification systems and make well-founded selections of system and criteria for different building types and project contexts. • develop strategies for the sustainable transformation of existing-building and new-build projects taking ecological, economic and social sustainability dimensions into account and justify their impact on value, risk and carbon footprint. • structure certification processes across the life cycle and argue quality and evidence requirements to stakeholders. • design ESG monitoring and reporting structures and formulate feasible measures for the continuous improvement of sustainability performance.		
Course contents	<u>Sustainable Building Certification & ESG Management /ILV / LV-Nr: ESG / 3.Semester / ECTS: 5</u> - Regulation & framework conditions - Comparison of building certification systems - Ecological & economic sustainability assessment - ESG management in real estate practice - Certification across the life cycle - Stakeholder, risk & evidence management		
Teaching and learning methods	<u>Sustainable Building Certification & ESG Management /ILV / LV-Nr: ESG / 3.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Sustainable Building Certification & ESG Management /ILV / LV-Nr: ESG / 3.Semester / ECTS: 5</u> Portfolio exam		

Module number:	International Urban & Community Development Project	Scope:	
INW		2	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Advanced		
Previous knowledge	3. Semester: Fundamentals of project management, sustainability & energy		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>International Urban & Community Development Project (E) /PT / LV-Nr: INW / 3.Semester / ECTS: 2</u> The literature is selected for the specific project topics and will be announced at the beginning or during the course of the project. It includes current scientific publications, case studies, international reports, and practice-oriented resources on sustainable urban and community development.		
Acquisition of skills	<u>International Urban & Community Development Project (E) /PT / LV-Nr: INW / 3.Semester / ECTS: 2</u> The participants: • develop, in an interdisciplinary team, innovative solution approaches for real-world problems in the area of Sustainable Urban & Community Development. • communicate and present project results appropriately for the audience in an international context. • reflect on team processes, cultural perspectives and their own role in interdisciplinary projects.		
Course contents	<u>International Urban & Community Development Project (E) /PT / LV-Nr: INW / 3.Semester / ECTS: 2</u> - Project work on real-world case examples taking economics and ESG criteria into account - Teamwork in interdisciplinary and intercultural groups - Development and presentation of an innovative project concept		
Teaching and learning methods	<u>International Urban & Community Development Project (E) /PT / LV-Nr: INW / 3.Semester / ECTS: 2</u> Project & problem-based learning		
Evaluation Methods Criteria	<u>International Urban & Community Development Project (E) /PT / LV-Nr: INW / 3.Semester / ECTS: 2</u> Portfolio exam		

Module number:	Collaborative Leadership & Mediation	Scope:	
MED		4	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Introductory & Advanced		
Previous knowledge	3. Semester: Fundamentals of communication & leadership		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Collaborative Leadership & Mediation (E) /ILV / LV-Nr: MED / 3.Semester / ECTS: 4</u> - Busch, D. (Ed.). (2023). The Routledge handbook of intercultural mediation. Routledge. https://doi.org/10.4324/9781003227441 - Landier, H. (2024). Mediation and Transdisciplinarity: Navigating Conflicts in Times of Crisis. Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-78405-7 - Schienle, W., & Steinborn, A. (2025). Psychological Conflict Management: Professional Tools for Specialists and Managers. Springer Fachmedien Wiesbaden. https://doi.org/10.1007/978-3-658-47281-8		
Acquisition of skills	<u>Collaborative Leadership & Mediation (E) /ILV / LV-Nr: MED / 3.Semester / ECTS: 4</u> The participants: • analyze conflict structures and HRM-related areas of conflict in organizational contexts and assess their effects on teams and leadership situations. • develop mediative intervention strategies and professionally deploy suitable methods of conflict facilitation. • shape collaborative leadership processes and steer decision-making and communication processes in heterogeneous teams. • select appropriate conversation-management and de-escalation techniques and conduct mediation and clarification discussions in a structured manner. • assess ethical, legal and organizational framework conditions of mediation-oriented HRM practice and make well-founded decisions in demanding leadership situations.		
Course contents	<u>Collaborative Leadership & Mediation (E) /ILV / LV-Nr: MED / 3.Semester / ECTS: 4</u> - Mediation in an organizational context - HRM-related areas of conflict - Methods of collaborative leadership - Mediative intervention techniques - Facilitation methods for conflict situations		
Teaching and learning methods	<u>Collaborative Leadership & Mediation (E) /ILV / LV-Nr: MED / 3.Semester / ECTS: 4</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Collaborative Leadership & Mediation (E) /ILV / LV-Nr: MED / 3.Semester / ECTS: 4</u> Portfolio exam		

Module number:	Strategic Facility Management	Scope:	
SFM		5	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Advanced		
Previous knowledge	3. Semester: Fundamentals of facility management, maintenance management, CREM		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Strategic Facility Management /ILV / LV-Nr: SFM / 3.Semester / ECTS: 5</u> - Gondring, H., & Wagner, T. (2018). Facility Management: Handbuch für Studium und Praxis (3., vollständig überarbeitete Aufl.). München, Deutschland: Vahlen. - Kummert, K., May, M., & Pelzeter, A. (2013). Nachhaltiges Facility Management. Berlin/Heidelberg, Deutschland: Springer Vieweg. - Krimmling, J. (2013). Facility Management: Strukturen und methodische Instrumente (?, Aufl.). Stuttgart, Deutschland: Fraunhofer-IRB-Verlag. - Preuß, N., & Schöne, L. (2010). Real Estate und Facility Management: Aus Sicht der Consultingpraxis. Berlin, Deutschland: Springer. - Najork, E. (Hrsg.) (2009). Rechtshandbuch Facility Management. Berlin/New York, Deutschland: Springer.		
Acquisition of skills	<u>Strategic Facility Management /ILV / LV-Nr: SFM / 3.Semester / ECTS: 5</u> The participants: • analyze FM organizations, service delivery models and governance structures and assess their effectiveness with regard to corporate objectives, cost and service quality. • develop strategic FM concepts and justify their effects on value creation, risks and resources. • structure FM strategies along organizational, digital and sustainability-related requirements and argue their contribution to corporate performance. • evaluate innovative business and service models and formulate recommendations for organizational development. • design decision bases appropriate for the audience for top management and reflect on the interactions between FM, CREM, ESG and corporate strategy.		
Course contents	<u>Strategic Facility Management /ILV / LV-Nr: SFM / 3.Semester / ECTS: 5</u> - FM strategies & organizational models - Service delivery & contract models - FM organization & change management - Strategic cost & performance management - Interfaces & integration - Future topics & trends - FM strategies & organizational models		
Teaching and learning methods	<u>Strategic Facility Management /ILV / LV-Nr: SFM / 3.Semester / ECTS: 5</u> Lectures, discussions, exercises, case studies, group work		
Evaluation Methods Criteria	<u>Strategic Facility Management /ILV / LV-Nr: SFM / 3.Semester / ECTS: 5</u> Portfolio exam		

Module number:	Innovation, Business & Research Transfer	Scope:	
IBR		3	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	4. Semester		
Level	4. Semester: Advanced		
Previous knowledge	4. Semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Innovation, Business & Research Transfer /ILV / LV-Nr: IBR / 4.Semester / ECTS: 3</u> aktuelle wissenschaftliche Publikationen sowie praxisorientierte Beiträge aus Fachzeitschriften, Reports, Fallstudien, Verbandsunterlagen		
Acquisition of skills	<u>Innovation, Business & Research Transfer /ILV / LV-Nr: IBR / 4.Semester / ECTS: 3</u> The participants: • identify and classify current developments and innovation impulses from academia, industry and research within the context of facility and real estate management. • analyze practice and research examples with regard to their relevance and transferability to professional issues. • reflect on the significance of research, innovation and interdisciplinary exchange for their own professional development. • transfer selected insights into application-oriented ideas, strategies or improvement proposals for practice.		
Course contents	<u>Innovation, Business & Research Transfer /ILV / LV-Nr: IBR / 4.Semester / ECTS: 3</u> Students gain insights into current topics, developments and research findings in facility and real estate management. A range of experts from academia, industry and research provide practice-oriented impulses on questions of innovation and transfer. The content is explored in greater depth through moderated discussions, fireside chats or field trips and reflected upon with regard to its relevance for professional practice. Topics covered include: - current innovation and research trends in the sector - examples of successful corporate and research collaborations - approaches to knowledge and technology transfer - sustainable and digital transformation processes in the real estate industry - reflection on one's own learning and transfer processes in a professional context		
Teaching and learning methods	<u>Innovation, Business & Research Transfer /ILV / LV-Nr: IBR / 4.Semester / ECTS: 3</u> Lectures, discussions, case studies, field trips		
Evaluation Methods Criteria	<u>Innovation, Business & Research Transfer /ILV / LV-Nr: IBR / 4.Semester / ECTS: 3</u> Portfolio exam		

Module number:	Study Trip & International Experience	Scope:	
STI		3	ECTS
Degree program	University of Applied Sciences Master's Program Facility & Real Estate Management part-time		
Position in the curriculum	4. Semester		
Level	4. Semester: Advanced		
Previous knowledge	4. Semester: all modules from the 1st to the 4th semester		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Study Trip & International Experience (E) /ILV / LV-Nr: STI / 4.Semester / ECTS: 3</u> - Jones, E. L. (2006). Cultures Merging: A Historical and Economic Critique of Culture. Princeton, NJ: Princeton University Press. - Thomas, A. (Ed.). (2003). Handbuch Interkulturelle Kommunikation und Kooperation: Band 1 – Grundlagen und Praxisfelder (1st ed.). Göttingen, Germany: Vandenhoeck & Ruprecht. - Thomas, A. (Ed.). (2003). Handbuch Interkulturelle Kommunikation und Kooperation: Band 2 – Anwendungsfelder und Praxis der interkulturellen Kommunikation (1st ed.). Göttingen, Germany: Vandenhoeck & Ruprecht.		
Acquisition of skills	<u>Study Trip & International Experience (E) /ILV / LV-Nr: STI / 4.Semester / ECTS: 3</u> The participants: • analyze and compare international best practices in facility & real estate management with regard to sustainability, digitalization and operational organization. • assess different building concepts, operator strategies and cultural approaches in the real estate and facility management context. • reflect on intercultural communication and cooperation processes in the professional environment. • document and present the insights of the field trip in a structured specialist report using academic working methods. • transfer international perspectives to local challenges in their own professional practice.		
Course contents	<u>Study Trip & International Experience (E) /ILV / LV-Nr: STI / 4.Semester / ECTS: 3</u> - Preparation for the study trip: thematic and organizational planning - Introduction to international facility & real estate management - Visits to companies, real estate projects, trade fairs or universities in the destination country - Expert discussions with practitioners, authorities, project developers or research institutions - Observation of international management and sustainability strategies - Intercultural communication and professional conduct in an international context - Follow-up: presentation of results, reflection and transfer into the study program		
Teaching and learning methods	<u>Study Trip & International Experience (E) /ILV / LV-Nr: STI / 4.Semester / ECTS: 3</u> Lectures, discussions, group work, study trip		
Evaluation Methods Criteria	<u>Study Trip & International Experience (E) /ILV / LV-Nr: STI / 4.Semester / ECTS: 3</u> Portfolio exam		

3 ADMISSION REQUIREMENTS

The general admission requirements are governed by § 4 FHG as amended; accordingly, the subject-specific admission requirement for a university of applied sciences master's program is a completed, subject-relevant bachelor's degree from a university of applied sciences or the completion of an equivalent program comprising at least 180 ECTS credits at a recognized domestic or foreign postsecondary educational institution.

1. For the purposes of this application, bachelor's degree programs or equivalent postsecondary educational qualifications in the social and economic sciences (based on ISCED 2013, Fields of Education and Training 03/04) are considered relevant to the field if they cover the following core subject areas (based on ISCED 2013, Fields of Education and Training 031/032/041), covering a total of at least 30 ECTS credits:
 - 031 Social and Behavioral Sciences
 - 041 Economics and Public Administration
 - 042 Law
 - 0521 Environmental Sciences
 - 053 Physical Sciences
 - 054 Mathematics and Statistics
 - 058 Interdisciplinary Programs and Qualifications Involving the Natural Sciences, Mathematics, and Statistics
 - 061 Information and Communication Technologies
 - 071 Engineering Professions
 - 0722 Materials (glass, paper, plastics, and wood)
 - 0724 Mining and Extraction
 - 073 Architecture and Construction
 - 078 Interdisciplinary programs and qualifications that involve engineering, manufacturing, and construction

2. In its program structure, Kufstein University of Applied Sciences in Tyrol provides for the integration of bachelor's and master's programs in accordance with the Bologna Process: Upon successful completion of a bachelor's degree, graduates have several options for pursuing a master's degree both at and outside of Kufstein University of Applied Sciences in Tyrol. For this Master's program, graduates of the following degree programs at Kufstein University of Applied Sciences in Tyrol (regardless of the program's organizational structure) would be eligible for admission based on the aforementioned academic background:
 - Coding & Digital Design
 - Drone Engineering
 - Energy & Sustainability Management
 - Facility Management & Real Estate Management
 - Facility & Real Estate Management
 - International Business Management
 - Leadership & Business Management
 - Marketing & Communications Management
 - Sports, Culture, & Event Management
 - Industrial Engineering
 - Business Psychology & Management

3. The languages of instruction and examination at Kufstein University of Applied Sciences in Tyrol are German and English across all degree programs. Therefore, students from non-German-speaking countries must provide appropriate proof of proficiency in German.
4. Verification of compliance with the admission requirements is the responsibility of the program director of the Master's program in Facility & Real Estate Management.