

## IFM year 4: Course units International Facility Management 2018-2019

CODE	Course name: period 1 & 2: 10-09-2018 / 01-02-2019 (incl. exams)	ECTS
4.1 & 4.2 ISDS	<p><b>Strategy in Demand and Supply</b>  <b>MAIN LEARNING OUTCOME:</b> The student combines different business disciplines in order to formulate or reformulate strategic FM policy and the associated change process.</p>	(30)
IFVB18SDSOOP	<p><b>Strategic Change Plan Research Design</b>  <i>Main Learning Outcome:</i> The student compares and evaluates theoretical frameworks and models relating to strategy, quality and improvement processes in order to determine which are suitable for a specific problem, as identified by the student (and the client) through conducting exploratory research into the business processes and strategy of an organisation, for the purposes of devising a sound research design.  <i>Learning outcomes. The student:</i></p> <ul style="list-style-type: none"> <li>- conducts exploratory research into the context of the assignment</li> <li>- selects, compares and assesses relevant theoretical frameworks and models</li> <li>- designs a suitable approach for the independently defined problem, which is reliable and valid</li> </ul>	5
IFVB18SDSOND	<p><b>Research</b>  <i>Main Learning Outcome:</i> The student conducts an interview using the correct method, and analyses and reports the results.  <i>Learning outcomes. The student:</i></p> <ul style="list-style-type: none"> <li>- devises interview questions</li> <li>- understands the interview research method</li> <li>- demonstrates an understanding of bias, reliability and validity</li> <li>- analyses transcription and coding, and reports the results</li> </ul>	2
IFVB18SDSFIM	<p><b>Financial Management</b>  <i>Main Learning Outcome:</i> The student describes the business consequences of changes to facility products/services and the facility service process, and draws up a facility policy plan on this basis, including the necessary financial statements.  <i>Learning outcomes. The student:</i></p> <ul style="list-style-type: none"> <li>- draws up a cost-benefit analysis for a facility management issue, assesses its feasibility and uses it to formulate a recommendation</li> <li>- makes a well-informed judgement about proposed investments on the basis of an investment selection method with time preference, uses this judgement to formulate a recommendation, draws up an investment budget and explains the consequences for the cash budget</li> <li>- draws up an operating account for facility products/services and facility departments, among other things using ratios</li> </ul>	2
IFVB18SDSREC	<p><b>Law</b>  <i>Main Learning Outcome:</i> The student describes and analyses potential business/legal risks which may affect the continuity of a given business.  <i>Learning outcomes. The student:</i></p> <ul style="list-style-type: none"> <li>- names the various legal aspects of management (personnel, production, commercial, financial and strategic)</li> <li>- demonstrates an understanding of the legal quality of the organisation</li> <li>- demonstrates an understanding of the potential business/legal risks that the organisation runs and how they are managed</li> <li>- devises measures to manage or reduce these business/legal risks</li> </ul>	2

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4.1 & 4.2 ISDS	Strategy in Demand and Supply (cont'd)	
IFVB18SDSSVP	Strategic Change Plan	16
	<b>Main Learning Outcome: The student:</b>	
IFVB18SDSSVP-1 Advisory Report	<ul style="list-style-type: none"> <li>- Produces a strategic change plan, based on research, which describes the gaps between the existing and desired situation for an organisation's facility and accommodation processes and strategy, and makes recommendations for suitable changes to effective and efficient facility and accommodation processes/concepts (relating to energy, sustainability and hospitality, for example) and how they can be implemented.</li> </ul>	0
IFVB18SDSSVP-2 Final Talk	<ul style="list-style-type: none"> <li>- Defends, justifies and evaluates the strategic change plan produced in a presentation, and reflects on the approach, the process, personal performance, professionalism and dilemmas.</li> </ul>	0
	<i>Learning outcomes. The student:</i>	
	Competence 2:	
	<ul style="list-style-type: none"> <li>- develops a vision on changes and trends in the external environment and on developing relationships, networks and chains</li> <li>- carries out a strategic market analysis to identify opportunities and threats in the market (both nationally and internationally)</li> <li>- translates the benefits and risks of potential multidisciplinary partnerships with other organisations (Make, Buy, Ally) into strategic choices for the organisation</li> </ul>	
	Competence 4:	
	<ul style="list-style-type: none"> <li>- applies human resource management in the context of the organisation's strategy</li> <li>- makes theoretically underpinned recommendations regarding the leadership style that is appropriate to the change process and the change organisation in an intercultural context</li> <li>- develops an HR strategy, taking into account the individual abilities of employees within the multicultural context of the organisation</li> <li>- selects the right HR tools (e.g. development, pay, performance management) to improve employees' performance, motivation and their agreed services</li> </ul>	
	Competence 5:	
	<ul style="list-style-type: none"> <li>- manages and improves business and organisational processes</li> <li>- compares the corporate processes relating to facility management and the strategy of an organisation in order to evaluate the effectiveness and efficiency of the primary process for the deployment of people and resources, and to determine the required multidisciplinary strategy. This is achieved by collecting and analysing information and by determining the strategy</li> </ul>	
	Competence 7:	
	<ul style="list-style-type: none"> <li>- develops and makes proposals for the evaluation of a change process</li> </ul>	

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<b>4.2 &amp; 4.2 ISDS</b>	<b>Strategy in Demand and Supply (cont'd)</b>	
IFVB18SDSETH	<p><b>Ethics and CSR</b></p> <p><i>Main Learning Outcome:</i> The student performs an ethical analysis on the basis of ethical theories, CSR, sustainability and corporate governance, in order to make a well-informed judgement on an organisation's policy, and uses this judgement to make a recommendation on possible measures and the associated consequences.</p> <p><i>Learning outcomes. The student:</i></p> <ul style="list-style-type: none"> <li>- demonstrates an understanding of the basic ethical theories and insights that are necessary in order to approach issues of business ethics in an objective way</li> <li>- designs a basic code of conduct/ethical guidelines for socially responsible, sustainable operations and identifies ethical themes</li> <li>- understands the different methods that are used to tackle ethical dilemmas within a business</li> <li>- obtains insights into business ethics and the development of a socially responsible strategy</li> <li>- translates the vision for CSR into policy, based on a sustainable approach to business</li> </ul>	2
IFVB18SDSACP	<del>Academic Career Planning 4: n/a/ for exchange students</del>	4
	Total	30 29