



## **Module Specification**

### **Estates and Strategic Management**

Version: 2026-27, v2.0, Approved

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## Part 1: Information

**Module title:** Estates and Strategic Management

**Module code:** UBLM88-15-M

**Level:** Level 7

**For implementation from:** 2026-27

**UWE credit rating:** 15

**ECTS credit rating:** 7.5

**College:** College of Arts, Technology and Environment

**School:** CATE School of Architecture and Environment

**Partner institutions:** None

**Field:** Architecture and the Built Environment

**Module type:** Module

**Pre-requisites:** None

**Excluded combinations:** None

**Co-requisites:** None

**Continuing professional development:** No

**Professional, statutory or regulatory body requirements:** None

## Part 2: Description

**Overview:** Having regard to commercial property, this module will explore how a properly formulated and implemented corporate property strategy (CPS) and maintenance strategy could make a positive contribution to meeting an organisation's objectives.

**Features:** Not applicable

**Educational aims:** This module aims to:

Consider the management of an organisation's built estate in relation to the wider physical, social, political and statutory environment.

Analyse the role of built asset management in the achievement of corporate goals, particularly in the public sector.

Critically consider the role of data collection, recording and analysis for effective built asset management.

Analyse costs in use, including costs and funding arrangements for the various types of maintenance.

Examine issues related to the whole life of the buildings and their surroundings that make up the estate - life cycles, obsolescence, renewal, re-use of facilities, space management etc.

**Outline syllabus:** The focus of this module is a strategic approach to built assets; it attempts to develop the ability of students to make sustainable decisions about the effective use of those assets. The management of a built estate (buildings and their surroundings) needs to be related to the broader environment, physically and socially, both within an organisation and outside. This module is not restricted to ideas of estate management in the narrow senses of economics, or maintenance and refurbishment. Rather, it seeks to contextualise asset management activity, examining different perspectives of the role in order to increase students' engagement with complexity and uncertainty and with the relationship to organisational goals, and the impact on the wider community.

The module will focus on topics such as:

Public sector estates, although there will be reference to other sectors.

Estate strategy and its relationship to more general organisational management,

mission, vision and goals, corporate governance, corporate and social responsibility etc. and the tensions created by competing rationalities and value systems.

Approaches to financial accountability for the effective use of built assets (related to Best Value, and procurement).

The management of space, with particular attention to the interaction between use and physical precision over time and between 'core business and building' property professionals.

Standards and performance indicators in built asset management (monitoring the performance of the physical assets and of the management operation). Particular emphasis will be given to the processes by which industry and in-house standards are set and performance monitored, considering issues of vested interests, comparability, validity, the relationship to statutory requirements, etc.

The development of strategy and its implementation in maintenance and renewal - 'just-in-time', response/planned maintenance and refurbishment for buildings, services and grounds.

Data collection, including condition surveys, and the identification of the need for expert input. The briefing of specialists.

### **Part 3: Teaching and learning methods**

**Teaching and learning methods:** The module will include a mixture of lectures, workshops, tutorials and independent learning, and will encourage students to question both theory and practice. Support material will consist of a Module Guide, a Reader (extracts from papers, journal articles and books, together with a commentary directing students' attention to particular aspects), introductory reading, and handouts on specific issues. Faculty research and consultancy in this area will be used to underpin teaching and will feed directly into some sessions.

Material designed to challenge aspects of current practice, will be sent to students before the first contact session with the intention of stimulating thought in preparation for a workshop. The periods between contact days will be used for: directed reading and activities; preparation for workshops and assessments; reflection on the module topics; and, where appropriate, relating the module to the work situation and previous experience.

**Module Learning outcomes:** On successful completion of this module students will achieve the following learning outcomes.

**MO1** Explain the use of a range of different management structures and approaches when related to the asset management of complex estates of different function and built form.

**MO2** Discuss the contribution of the built estate to the achievement of goals (including those related to corporate governance of corporate responsibility), Explain the process of the management of maintenance of a built estate, outlining the factors involved in setting standards and performance monitoring, and the connections between strategic and operational activities.

**MO3** Analyse the process of data collection, recording and management as part of the management of a built estate; be able to brief specialists, refine policy, and develop a strategy for asset management.

**Hours to be allocated:** 150

**Contact hours:**

Independent study/self-guided study = 113 hours

Face-to-face learning = 37 hours

**Reading list:** The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/modules/ublm88-15-m.html) via the following link <https://uwe.rl.talis.com/modules/ublm88-15-m.html>

## **Part 4: Assessment**

**Assessment strategy:** The Assessment:

Report (4500 words) - There is a single submission for this module. this is intended to give students space to make connections holistically and to explore aspects in depth. At interim stages in the development of their projects, students are required to discuss their work in tutorials and to submit an outline and section, formative feedback will be given on these stages.

Resit Report - a similar brief to that described above, which may include some topic changes.

**Assessment tasks:****Report (First Sit)**

Description: Project Report (4,500 words)

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3

**Report (Resit)**

Description: Project Report (4,500 words)

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3

**Part 5: Contributes towards**

This module contributes towards the following programmes of study:

Building Surveying [Frenchay] MSc 2025-26

Building Surveying [Frenchay] MSc 2026-27

Building Surveying [Frenchay] MSc 2026-27