



PROJACS ACADEMY  
by egis



# Real Estate Portfolio Management and Development

ادارة المحافظ العقارية الاستثمارية وتطويرها

08 – 12 May 2023

Istanbul / Turkey

## Introduction

Today's increasing pace of change, rapid communications and demands for housings are bringing real estate industry practices to the forefront in most private, public sector and non-government organizations. There is a need to apply the new approaches and models in Real Estate on its huge investment projects. This training course is directed to the experts working in Real Estate Industry to minimize the losses of risks and to optimize the performance of their projects. Modern governance policies and practices are being substantially updated to require explicit attention to real estate industry. However, there has been almost no opportunity for public and private sector managers and senior staff to acquire an awareness of modern Real Estate Management concepts and practical assessment models and tools. This course will help them acquire new competencies to support modern governance in real estate organizations.

This training course describes the philosophy, principles, practices, and techniques for managing real estate investment projects, with a particular focus on complex or large-scale project activities. The approaches contained here may also be applied to simple purchases of goods and services, although with considerable simplification. Managing real estate projects is important to:

- Managers, because it improves the basis for making decisions to meet strategic investment requirements and achieve their project and program objectives.
- Project Staff, because it helps to identify things that can go wrong in the project process and operation and offers ways to address them effectively.
- End users, because it contributes to satisfying needs and achieving value for money in acquiring major assets and capabilities.
- Suppliers and contractors, because a sensible approach to manage real estate projects leads to better planning and better outcomes for them.
- Financiers, who must ensure they obtain a financial reward commensurate with the risks involved; and
- Insurers, who require comfort that risks in real estate investments are being managed prudently within the project prior to determining whether and how much to charge for financing residual risks.

## Objectives

This course gets to the nuts and bolts of property investing -all the practical issues of how to select and manage tenants, risks, and refurbishments, voids- but also all the financial aspects such as fund management and organization, tax issues for those countries that have tax regimes, and accounting. This course is designed for organizations or people, who are managing real estate, either in a fund management role or a company.

Although many managers do not use the term ‘management’ when they undertake their real estate activities, the concept of management is central to what they are doing. Better management of real estate projects is the key for more successful activities and outcomes.

The scope of real estate management for projects includes all management techniques associated with the overall business approach and concept, the design and delivery of the project, transition into service, and the detailed operations and processing activities of the delivered asset.

- Business management includes all those management tools that might impact on the viability of the enterprise, including market, industry, technology, economic and financial factors, government and political influences.
- Project management includes all those management tools that might impact on the cost, schedule or quality of the real estate project.
- Operations and processing management include all those management tools that might impact on the design, procurement, construction, commissioning, operations and maintenance activities, including major hazards and catastrophic events.

Upon completion of this training course, participants will know:

- Understand real estate investment, lease and management techniques.
- Apply real estate management techniques individually.
- Serve on a team conducting a real estate management study.
- Make significant contributions to the conduct of the company's real estate management program.

## Who Should Attend?

This course is recommended for all employees involved with any type in real estate:

- Top Management,
- Financial personnel,
- Human Resources Personnel,
- Contracts Officers and Managers,
- Project Managers,
- Construction Engineers,
- Tendering Personnel,
- Maintenance planer,
- Systems personnel,
- Facilities personnel, and
- Operation personnel.

## Course Outline

### Day One

#### **PART (1): REAL ESTATE BACKGROUND**

##### **I. Introduction to Real Estate Industry**

- A. Why Real Estate Development?
- B. Who is involved in Real Estate Development?
- C. Areas of Law Covered
- D. Real Estate Industry within the Larger Global Economy
- E. Glossary of Real Estate Terms

**Case Study (1):** Real Estate Industry Situation in Gulf

**Workshop (1):** Real Estate Project Model in Gulf

##### **II. Developing a Real Estate Project**

- A. Market Assessment
- B. Contract
- C. Pre-Closing
- D. Closing
- E. Construction
- F. Move In
- G. Implied Duty of Good Development

**Case Study (2):** Feasibility Study for a Real Estate Project in Gulf

**Case Study (3):** Duties for a Good Real Estate Development

**Workshop (2):** Architectural Drawings in a Real Estate Project in Gulf

**Workshop (3):** BOQ for a Real Estate Project in Gulf

**Workshop (4):** Construction Method Statement for a Real Estate Project in Gulf

### Day Two

#### **PART (2): REAL ESTATE INVESTMENT**

##### **III. Introduction to Real Estate Project Cost Estimate**

- A. Introduction to Real Estate Project Cost Estimate
- B. Role and Qualifications of Cost Engineer
- C. Types of Real Estate Project Cost Estimate
- D. The Final Project Cost Estimate
- E. Real Estate Project Budgeting
- F. Setting of a Real Estate Cost Estimate Model
- G. Real Estate Cost Estimate Computer Program



**Workshop (5)** : Historical Comparative Budget Estimate

**Workshop (6)** : Parametric Budget Estimate

**Workshop (7)** : Parametric Concept Design Estimate

#### IV. Real Estate as an Investment

- A. Properties Valuation Theories and Applications
- B. Property Taxation, Valuation and Framework
- C. Real Estate in Gulf – Stock Markets

**Case Study (4)**: Land and Property Valuation

**Case Study (5)**: Distribution of Properties by Type

#### V. Financing Property Purchase

- A. Bank Loans for Property Investment
- B. Secondary Loans
- C. Islamic Financial Structures for Real Estate Investment
- D. Equity Investment
- E. Calculation of Returns

**Case Study (6)**: The Role of an Islamic Bank in Real Estate Lending

**Case Study (7)**: Financial Models for Real Estate Investment Analysis

### **Day Three**

#### **PART (3): REAL ESTATE LEASING**

#### VI. Leases in Project Development

- A. Fundamentals
- B. The Space Lease

#### VII. Site Acquisition – The Land Purchase Contract

- A. Different Types of Properties
- B. Different Types of Contracts
- C. Options versus Contracts
- D. Earnest Money
- E. Minimal Requirements of a Contract
- F. Parties to a Contract
- G. Property Description
- H. Reformation
- I. Price and Form of Payment
- J. Due Diligence
- K. Closings

- L. Remedies
- M. Miscellaneous

**Case Study (8):** Different Types of Leasing Contract Forms

**VIII. Land Use Regulation**

- A. Background
- B. Environmental Regulation
- C. Zoning
- D. Platting
- E. Flood Plains

**Case Study (9):** Zoning Law in GCC

**IX. Construction Contracts**

- A. Owner-Architect Contract
- B. Owner-Contractor Agreement
- C. Construction Management Arrangements
- D. Bonds and Mechanics Liens

**Day Four**

**PART (4): REAL ESTATE MANAGEMENT**

**X. Real Estate Project Planning**

- A. Why Plan?
- B. Putting together a Real Estate Project Plan
- C. The Requirements Definition
- D. Writing the Project Goal
- E. Important Elements of the Goal

**XI. Real Estate Project Planning Processes**

- A. Scope Planning and Scope Definition
- B. Activity Definitions
- C. Resource Planning
- D. Activity Sequencing
- E. Duration Estimating
- F. Cost Estimating
- G. Schedule Development
- H. Budgeting
- I. Project Plan Development

**Workshop (8) :** Real Estate Planning Process

## **XII. Real Estate Project Scheduling and Budgeting**

- A. Tasks and subtasks
- B. Rules for brainstorming
- C. Work breakdown structure (WBS)
- D. Using a WBS for cost mapping
- E. Time allocations
- F. Costs estimations
- G. Resource requirements
- H. Obtaining resources for your project
- I. Assigning resources to your project
- J. Motivating resources for project success
- K. Project Risk assessment
- L. Sensitivity(the “What If”) analysis

### **Workshop (9) : Real Estate Scheduling Processes**

## **XIII. Review of Real Estate Project Scheduling**

- A. Bar–Chart
- B. Networks (CPM & PERT)
- C. Time – Location Diagram (TLD) & Linear Scheduling Method (LSM)\
- D. Line of Balance (LOB)
- E. Construction Project Time Reduction (Crashing)
- F. Construction Project Time Management (Updating)

## **XIV. Resources Management for Real Estate Projects**

- A. Project Group (Managing and Reporting)
- B. Resources and Service Management
- C. Customer Service Management
- D. Enterprise Asset Management
- E. Scheduling Resources
- F. Resources Pool

### **Workshop (10) : Real Estate Resources Management**

## **XV. Quality Systems in Real Estate Projects**

- A. Quality: an Overview
- B. History of Quality
- C. Quality Control (QC)
- D. Quality Assurance (QA)

### **Workshop (11) : Real Estate Quality Management**

## **XVI. The Project Risk Management Approach**

- A. Overview

- B. Approach
- C. Establish the Context
- D. Risk Identification
- E. Qualitative Risk Assessment
- F. Semi-Quantitative Risk Assessment
- G. Risk Treatment
- H. Monitoring and Review of the Risk Management Process
- I. Communication and Reporting
- J. Project Process and Plans
- K. Simplifying the Process
- L. Managing Opportunities
- M. Other Approaches to Project Risk Management
- N. Technical Tools and Techniques
- O. Risk Management Process Checklist
- P. Worksheets and Evaluation Tables
- Q. Software: Project Risk Management ModuleS

**Workshop (12)** : Real Estate Contracts and Risk Allocation

**Workshop (13)** : Real Estate Market Testing and Outsourcing

**Workshop (14)** : Real Estate PPP and Private Financing

## **Day Five**

### **PART (4): REAL ESTATE MANAGEMENT (CONTINUE)**

#### **XVII. Property Management**

- A. Advanced Operations And Facilities Management
- B. Occupational Health And Safety
- C. Maintenance And Structural Preservation
- D. Procurement And Supply Chain Management
- E. Property Life Cycle Planning
- F. Sustainability And Real Estate Management
- G. Increasing Energy Efficiency

**Workshop (15)** : Software Systems for Real Estate Property Management

#### **XVIII. Examples of Methods to Assess a Property's Energy Use and Supply**

- A. Information Technology
- B. Staffing
- C. Management
- D. Contracts And Outsourcing

**Workshop (16)** : Site Visit to Properties



## **XIX. Asset and Portfolio Management**

- A. Business Management
- B. Real Estate Strategy
- C. Ownership Forms And Goals
- D. Operational Property Portfolio Planning
- E. Portfolio Analysis

**Workshop (17)** : Preparing a Sales Marketing Plan for a Commercial Property

**Workshop (18)** : Real Estate Investment and Occupancy Strategies for Companies in Gulf

**Workshop (19)** : Government Real Estate Planning, Institutions and Strategies in the Gulf

**Workshop (20)** : Sale and Leaseback

## Training Method

- Pre-assessment
- Live group instruction
- Use of real-world examples, case studies and exercises
- Interactive participation and discussion
- Power point presentation, LCD and flip chart
- Group activities and tests
- Each participant receives a binder containing a copy of the presentation. slides and handouts.
- Post-assessment

## Program Support

This program is supported by interactive discussions, role-play, case studies and highlight the techniques available to the participants.

## Schedule

The course agenda will be as follows:

- |                     |                  |
|---------------------|------------------|
| • Technical Session | 08.30-10.00 am   |
| • Coffee Break      | 10.00-10.15 am   |
| • Technical Session | 10.15-12.15 noon |
| • Coffee Break      | 12.15-12.45 pm   |
| • Technical Session | 12.45-02.30 pm   |
| • Course Ends       | 02.30 pm         |

## Course Fees\*

- **3,200 USD**  
*\*VAT is Excluded If Applicable*

## المقدمة

إن وتيرة التغيير المتزايدة اليوم، والاتصالات السريعة والطلبات على المساكن تجعل ممارسات قطاع العقارات في المقدمة في معظم القطاع الخاص والقطاع العام والمنظمات غير الحكومية. هناك حاجة لتطبيق الأساليب والنماذج الجديدة في العقارات على مشاريعها الاستثمارية الضخمة. هذه الدورة التدريبية موجهة للخبراء العاملين في صناعة العقارات لتقليل خسائر المخاطر وتحسين أداء مشاريعهم. يتم تحديث سياسات وممارسات الحوكمة الحديثة بشكل كبير لتتطلب اهتماماً واضحاً بصناعة العقارات. ومع ذلك، لم تكن هناك فرصة تقريباً لمديري القطاعين العام والخاص وكبار الموظفين لاكتساب الوعي بمفاهيم إدارة العقارات الحديثة ونماذج وأدوات التقييم العملية. ستساعد هذه الدورة على اكتساب كفاءات جديدة لدعم الحوكمة الحديثة في المؤسسات العقارية.

تصف هذه الدورة التدريبية الفلسفة والمبادئ والممارسات والتقنيات لإدارة مشاريع الاستثمار العقاري، مع التركيز بشكل خاص على أنشطة المشاريع المعقدة أو واسعة النطاق. يمكن أيضاً تطبيق الأساليب الواردة هنا على المشتريات البسيطة للسلع والخدمات، على الرغم من التبسيط الكبير. تعتبر إدارة المشاريع العقارية مهمة من أجل:

- المديرين، لأنها تحسن أساس اتخاذ القرارات لتلبية متطلبات الاستثمار الاستراتيجي وتحقيق أهداف مشاريعهم وبرامجهم؛
- موظفو المشروع، لأنه يساعد على تحديد الأشياء التي يمكن أن تسوء في عملية المشروع وتشغيله ويوفر طرقاً لمعالجتها بفعالية؛
- المستخدمين النهائيين، لأنه يساهم في تلبية الاحتياجات وتحقيق القيمة مقابل المال في الحصول على الأصول والقدرات الرئيسية؛
- الموردون والمقاولون، لأن اتباع نهج معقول لإدارة المشاريع العقارية يؤدي إلى تخطيط أفضل ونتائج أفضل لهم؛
- الممولين، الذين يجب عليهم التأكد من حصولهم على مكافأة مالية تتناسب مع المخاطر التي تنطوي عليها؛ و
- شركات التأمين، الذين يحتاجون إلى الراحة من أن المخاطر في الاستثمارات العقارية تدار بحكمة داخل المشروع قبل تحديد ما إذا كان سيتم احتساب تكلفة تمويل المخاطر المتبقية ومقدارها.

## الاهداف

تتناول هذه الدورة جوانب الاستثمار العقاري - جميع القضايا العملية المتعلقة بكيفية اختيار وإدارة المستأجرين، والمخاطر، وعمليات التجديد، والفراغات - ولكن أيضاً جميع الجوانب المالية مثل إدارة الصناديق والتنظيم، والمسائل الضريبية لتلك البلدان التي لديها أنظمة ضريبية ومحاسبة. تم تصميم هذه الدورة للمنظمات أو الأشخاص الذين يديرون العقارات، سواء في دور إدارة الأموال أو في شركة.

على الرغم من أن العديد من المديرين لا يستخدمون مصطلح "الإدارة" عند قيامهم بأنشطتهم العقارية، إلا أن مفهوم الإدارة أساسي لما يقومون به. الإدارة الأفضل للمشاريع العقارية هي المفتاح لمزيد من الأنشطة والنتائج الناجحة.

يشمل نطاق إدارة العقارات للمشاريع جميع تقنيات الإدارة المرتبطة بنهج العمل العام ومفهومه، وتصميم وتسليم المشروع، والانتقال إلى الخدمة، والعمليات التفصيلية وأنشطة المعالجة للأصل المسلم.

- تشمل إدارة الأعمال جميع أدوات الإدارة التي قد تؤثر على جدوى المؤسسة، بما في ذلك عوامل السوق والصناعة والتكنولوجيا والعوامل الاقتصادية والمالية والحكومة والتأثيرات السياسية.
- تشمل إدارة المشروع جميع أدوات الإدارة التي قد تؤثر على تكلفة المشروع العقاري أو جدولته الزمني أو جودته.
- تشمل إدارة العمليات والمعالجة جميع أدوات الإدارة التي قد تؤثر على التصميم والمشتريات والبناء والتكليف والعمليات وأنشطة الصيانة، بما في ذلك المخاطر الكبرى والأحداث الكارثية.
- عند الانتهاء من هذه الدورة التدريبية، سوف يعرف المشاركون:
- فهم تقنيات الاستثمار العقاري والتأجير والإدارة.
- تطبيق تقنيات إدارة العقارات بشكل فردي.
- العمل ضمن فريق يقوم بإجراء دراسة إدارة العقارات.
- تقديم مساهمات كبيرة في إدارة برنامج إدارة العقارات للشركة.

### الحضور

يوصى بهذه الدورة لجميع الموظفين المعنيين بأي نوع من أنواع العقارات:

- الإدارة العليا،
- الموظفين الماليين،
- موظفو الموارد البشرية،
- مسؤولي ومديري العقود،
- مدراء المشاريع،
- مهندسو البناء،
- موظفي المناقصات،
- مخططي الصيانة،
- موظفو الأنظمة،
- أفراد المرافق،
- أفراد العمليات.