

■ EUROPEAN MANAGEMENT II INSTITUTE COURSE DESCRIPTIONS

CREATING VALUE THROUGH AN EFFECTIVE BUSINESS AND OPERATIONAL PLAN

You'll better understand the many roles the business plan will play to maximise operational efficiencies, net operating income and to enhance long-term centre value in today's competitive environment. The basic components of effective business planning will be discussed including the leasing plan, marketing plan, capital plan and budget detail. Operational topics include supervision of contractors and in-house labor assigned to the physical plant (including maintenance and security), fiscal direction and control.

MANAGING MIXED USE AND URBAN CENTRES

Learn how to meet the requirements and overcome the unique problems of managing properties of incorporating retail with other uses as well as centres located in urban areas. Specific topics include management of the physical plant and addressing the problems and opportunities particular to these centres: tenant mix; dealing with competing centres and retailers; developing a policy manual and bidding procedures; lease administration and reporting practices.

SHOPPING CENTRE FINANCE

Master the concepts of shopping centre value, including the time value of money; net operating income and rate of return; capitalisation rates; cost of working capital; and the internal rate of return and payback of let deals (particularly those with substantial capital requirements). The emphasis of this course is on the return on investments, increasing funds from operations (FFO) and shopping centre valuation. Tools covered include monthly financial statements, pro formas, annual budgets and forecasts.

LEASING AND DEVELOPMENTAL STRATEGIES

You will take an in-depth look at the retail environment, which includes a discussion of the importance of letting to a shopping centre's fiscal soundness and a detailed examination of the multiple components of the let document. This course emphasises tenant mix and analyses how to devise leasing strategies to select and pursue tenants that maximise the centre's total productivity. Specific subjects include lease terms; minimum and percentage rents; performance requirements; tenant improvement allowances; common area maintenance (CAM) charges and lease negotiations.

LAW AS IT APPLIES TO SHOPPING CENTRE MANAGEMENT

Learn what to do and what not to do to diminish exposure and keep legal fees to a minimum. As an experienced manager, you will gain a far better understanding of the legal principles underlying your duties and daily responsibilities. This course analyses and dissects the many contractual and non-contractual relationships created and maintained by the property manager. You will have a firm basis for determining when legal advice should be sought and when sound business judgment is sufficient to solve a problem.

ADVANCED MARKET RESEARCH

Learn how market research is the foundation of all facets of the decision making process. Review the details of the research process from formulation to implementation, including the analysis and formulation of strategies involving operations, marketing and letting. Learn about redevelopment opportunities uncovered through the analysis process. Topics include shopping centre needs assessment and specific market characteristics, methodology and analytic tools.

SECURITY AND CRISIS MANAGEMENT—NEW!

All new for Management Level II, the first comprehensive course combining security operations with crisis management tactics. Learn how to hire the "right" security officer and learn the training techniques necessary to make that officer a proactive member of your management team. Security "mechanics"—lighting, electronic devices, patrolling, and customer service—are discussed in depth. Development of a major incident management plan and how it applies to all manner of crisis events such as flood, earthquake, fire, criminal activity, protests, strikes, etc make up a significant part of this course. See how teamwork between the shopping centre management team, local officials and corporate support staff work together to ensure the integrity of the property when disaster strikes and how positive public perception is preserved through even the most trying of circumstances.

THE TEAM APPROACH TO ASSET MANAGEMENT

See how letting, specialty letting, marketing and property management teams can work together to increase productivity. Strategies, collaborative and cooperative methods are reviewed to focus discussion on relationships among owners/developers, management, tenants, lenders and customers. You will participate in exciting workshops that review effective teamwork techniques employed to improve a centre's competitive position and enhance its net operating income.