



College ESLG

Two year review of the study program Management of Real Estate and Infrastructure (MA)

1. THE STUDY PROFILE AND STRUCTURE

The mission of the study program is in full accordance with the mission of institution of College ESLG. The mission, the profile and structure of the program are designed to create the elitary leaders in the field of real estate management through unique teaching methodologies.

The implementation of research-based teaching and interdisciplinary activities in some of interrelated courses as a pilot project was very successful during the period 2017-2019.

The focus on research-based teaching and inclusion of students in research projects of professors, and research projects of ESLG such as SEEB/HERD and OSCAR is considered as a unique teaching methodology.

The research assignments with reviews resembling the peer to peer journal publication is also considered as an innovation in teaching methodology.

The structure of the program contains four key disciplines 1) property law; 2) architecture and urban planning 3) real estate finance and economics and 4) real estate appraisal and recording and it follows strict recommendations also by the Supervisory Board of Licensing of Real Estate Appraisers and resembles the Real Estate Appraisal Licensing Exam. It is also highly regarded by the supervisory Board of Licensing of Real Estate Appraisers and other professional community of appraisers in Kosovo. Most of them are students of Real Estate department.

2. METHODS OF TEACHING AND ASSESMENT

The main method of teaching at master study program is research-based teaching and project group work. Both teaching methodologies are unique, highly regarded by students and professional community.

The interdisciplinary activity is a teaching and assesment method that is quite unique. It has been succesfully implemented in several interrelated courses with the same professor.

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However, it remains a challenge to use this teaching and assessment method in different courses of different disciplines with different professors.

The chosen methods of teaching and assesment are considered to be in accordance with the objectives and learning outcomes of the study program. A key important learning outcome is that students will be able to write publications and publish articles in scientific research journals, which is achieved through research-based teaching and research publication simulated setting.

3. PRACTICAL IMPLEMENTATION

All the courses have been implemented in accordance with ECTS workload where all lectures, exercises and other assignments are calculated in detail according to ECTS credits of each course.

All the courses have started in time and finished in due time during the semester. The number of cancelled lectures was very low. In 2017-2018 and 2018-2019 only professor Ferim Gashi of Real Estate recording led with the highest number of cancelled lectures, whereas other professors mainly held lectures in time and finished lectures in time.

The assessments were carried out as per syllabus and in times set up in syllabus. There was no deviation from the syllabus from the side of professors.

In lectures, the compatibility rate of lectures with the syllabus content was 80 %. Only in several courses professors updated topics. In the course of Sustainable Facility Management when it was delivered by Prof. Dr. Mimoza Dugolli, we can notice a high level of incompatibility of the delivered courses with the syllabus content. The component of sustainability was not included to the extent as foreseen by learning outcomes of the program and learning outcomes of the course syllabus. In 2017-2018 we notice a level of incompatibility, which is addressed in 2018-2019, when the course was delivered by Professor Visar Hoxha with the assistance of Teaching Assistant Besnik Vrella.

Also the course of Sustainable Urban Design taught by Professor Dr. Elvida Pallaska contains 20 % deviations from sustainability learning outcome towards general urban planning and design.

Also, the course Sustainable Architecture (lecture part) deviated 20 % from the learning outcome of sustainability since it focused on environmentally friendly architecture in

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2017-2018 by Professor Mimoza Dugolli and in 2018-2019 on green architecture when taught by Professor Elvida Pallaska and not fully on three levels of sustainability such as economic, social and environmental architecture. The exercises part was held by Teaching Assistant Albana Gjonbalaj and was in full compliance with the course syllabus and course and program learning outcomes. The deviation in lecture part occurred due to the fact that PhD of professor Dugolli is in environmental architecture and professor Pallaska's PhD is in urban planning. The training from NTNU for Teaching Assistant Albana Gjonbalaj had a positive effect on achieving a full compliance with the course syllabus and learning outcomes.

The practical implementation of the program is characterized by research-based teaching and students were involved in the research projects of Kosovo professors cooperating with NTNU professors, whose articles were successfully published in various impact factor journals.

The interdisciplinary activity was used by Professor Hoxha as a unique teaching methodology meeting a part of course requirements in two parallel related courses Sustainable Building Materials and Energy Buildings in both years 2017-2018 and 2018-2019 where students with the Joint Group Project for both courses address buildings from the perspective of sustainable building materials and from the perspective of calculation of heating and energy performance of the building.

The interdisciplinary activity was also used to meet the parts of course requirements also in two courses with different professors Real Estate Valuation with Professor Hoxha and Theory of Probability in Real Estate Investment with Professor Sabri Sadiku, where students with the Monte Carlo Simulation used for real estate valuation purposes met the part of course requirements for both of these courses.

In the course Academic Writing in 2016-2017 there were some challenges since the Professor Greiçevci focused more on essay writing rather than research methods, and students of the generation faced challenges afterwards when preparing diploma theses. In next years 2017-2018 and 2018-2019 the focus on research methods was greater.

In the course of Execution of Innovative Projects in Public and Private Sector, in student surveys students claim that there is incompatibility between course syllabus and the lectures of professors in three particular weeks within the 15-week course program in 2017-2018, which was further addressed in 2018-2019 by Professor Islam Hasani who addressed three course content discrepancies.

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Students faced problems in master thesis preparation, which was addressed through tutors and teaching assistants serving as mentor assistants for the academic year 2017-2018 student generation.

In courses of Municipal Infrastructure, there only few site visits to infrastructure projects given the fact that the course is delivered in the Winter Semester and the winter conditions deteriorated in 2016-2017 and 2017-2018 and the infrastructure works in road and water and sewage infrastructure works stopped in mid of November.

4. NUMBER OF APPLICANTS IN RELATION TO OFFERED PLACES

There were around 130 applicants in 2016-2017 who applied for 50 study places and only 40 were admitted due to meeting the GPA requirement especially those coming from Law and Economics undergraduate programs of public universities and private colleges.

In 2017-2018 there were 120 applicants but only 42 were admitted because the rest did have very low GPA from the Law and Economics study programs. For students with technical undergraduate degrees, the GPA requirement was not fully taken into account because the technical programs are harder than social sciences programs.

In 2018-2019 the number of applicants was 79 but only 39 were admitted and successfully completed the enrollment process.

5. PROGRAM COMPLETION

In 2016-2017 the student drop out from enrolled students was 20 % and 80 % met the conditions to enroll in second year of studies. Only 25 % of the students have graduated within 2.5 years threshold. The rest are still in the diploma thesis preparation. The reason is that the Regulation on Diploma Thesis for Master students is quite hard and seminary workshops were provided to alleviate the problem.

In 2017-2018 the student drop out was only 8 % and 92 % met the conditions to enroll in the second year of studies. 40 % of students have graduated within 2.5 years threshold. The rest are still in the diploma thesis preparation and are expected to graduate within 3

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years framework. The reason is that the Regulation on Diploma Thesis for Master students is quite hard and seminary workshops were provided to alleviate the problem.

6. GRADE DISTRIBUTION

6.1. Review for academic year 2017-2018

In the academic year 2017-2018 the average GPA in all courses is 8.85, which is greater than 8.50. The minimum average GPA is in Sustainable Urban Design with 7.17 and the maximum in Sustainable Building Materials of 9.90. The grade distribution in the courses delivered in academic year 2017-2018 has been presented below:

Table 1: Grade distribution in academic year 2017-2018

Course	Professor	Average GPA
Property Law	Assoc. Prof. Dr. Visar Hoxha	9.23
Academic Writing	Assoc. Prof. Dr. Visar Hoxha	9.41
Sustainable Architecture	Dr. Mimoza Dugolli	8.23
Sustainable Facility Management	Dr. Mimoza Dugolli	8.35
Sustainable Urban Design	Dr. Elvida Pallaska	7.17
Sustainable Building Materials	Assoc. Prof. Dr. Visar Hoxha	9.94
Energy Buildings	Assoc. Prof. Dr. Visar Hoxha	9.12
Entrepreneurship in real estate	Dr. Islam Hasani	8.47
Execution of innovative projects in public and private sector	Dr. Islam Hasani	8.65
Quantitative Techniques in Real Estate Investment	Assoc. Prof. Dr. Sabri Sadiku	9.47
Real Estate Valuation	Assoc. Prof. Dr. Visar	8.78

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	Hoxha	
Real Estate Registration	Assistant Professor Dr. Ferim Gashi	9.45
Sustainable Municipal Infrastructure	Assoc. Prof. Dr. Visar Hoxha	9.06
Energy infrastructure	Assoc. Prof. Dr. Visar Hoxha	8.60
Partnership in real estate: Negotiation of agreements in the development phase	Dr. Islam Hasani	8.87

The descriptive statistics of grade distribution of the master program has been presented below:

Table 2: descriptive statistics of GPA of master program

Descriptive statistics	
Mean	8.853333
Standard Error	0.172051
Median	8.87
Mode	#N/A
Standard Deviation	0.666351
Sample Variance	0.444024
Kurtosis	1.838354
Skewness	-0.90173
Range	2.77
Minimum	7.17
Maximum	9.94
Sum	132.8
Count	15

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Whereas the mean is 8.85, the median is 8.87 with the standard deviation of 0.66 between average GPA in each course.

The inclusion of interdisciplinary activity in the courses of Sustainable Building Materials and Energy Buildings has had a tremendous positive effect on the high GPA in the course Sustainable Building Materials.

All average GPAs are greater than 8.0 apart from the GPA in the course of Sustainable Urban Design, which is 7.17. From the annual review of the program 2017-2018, no correlation can be found between the low average GPA in the course and student satisfaction with the course and the professor. The average satisfaction with the course is 4.0, hence no correlation can be found between low GPA and the satisfaction with the requirements of the course. The reasons why the course of Sustainable Urban Design is an outlier from other courses should be subject to qualitative review.

6.2. Review for academic year 2018-2019

In the academic year 2018-2019 the average GPA in all courses is 8.72, which is greater than 8.50. The minimum average GPA is in Sustainable Architecture with 7.69 and the maximum in Quantitative Techniques in Real Estate Investments of 9.73. The grade distribution in the courses delivered in academic year 2018-2019 has been presented below:

Table 3: Grade distribution in academic year 2017-2018

Course	Professor	Average GPA
Property Law	Dr. Christian Seidel	9.20
Academic Writing	Assoc. Prof. Dr. Visar Hoxha	9.15
Sustainable Architecture	Dr. Elvida Pallaska	7.69
Sustainable Facility Management	Assoc. Prof. Dr. Visar Hoxha	9.31
Sustainable Urban Design	Dr. Elvida Pallaska	7.81
Sustainable Building	Assoc. Prof. Dr. Visar	9.48

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Materials	Hoxha	
Energy Buildings	Assoc. Prof. Dr. Visar Hoxha	8.68
Entrepreneurship in real estate	Dr. Islam Hasani	8.17
Execution of innovative projects in public and private sector	Dr. Islam Hasani	7.85
Quantitative Techniques in Real Estate Investment	Assoc. Prof. Dr. Sabri Sadiku	9.73
Real Estate Valuation	Assoc. Prof. Dr. Visar Hoxha	8.89
Real Estate Registration	Assistant Professor Dr. Ferim Gashi	8.14
Sustainable Municipal Infrastructure	Assoc. Prof. Dr. Visar Hoxha	8.59
Financial analysis of real estate investments	Dr. Islam Hasani	8.84
Partnership in real estate: Negotiation of agreements in the development phase	Dr. Islam Hasani	9.25

The descriptive statistics of grade distribution of the master program has been presented below:

Table 4: descriptive statistics of GPA of master program

Descriptive statistics	
Mean	8.718667
Standard Error	0.16887
Median	8.84
Mode	#N/A

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Standard Deviation	0.65403
Sample Variance	0.427755
Kurtosis	-1.21842
Skewness	-0.24284
Range	2.04
Minimum	7.69
Maximum	9.73
Sum	130.78
Count	15

Whereas the mean is 8.71, the median is 8.84 with the standard deviation of 0.65 between average GPA in each course.

All average GPAs are greater than 8.0 apart from the GPA in the course of Sustainable Architecture, which is 7.69. From the annual review of the program 2018-2019, no correlation can be found between the low average GPA in the course and student satisfaction with the course and the professor. The average satisfaction with the course is 4.5, hence no correlation can be found between low GPA and the satisfaction with the requirements of the course. Also students are satisfied with the exercises held in the course and all relevant resources and books for the course. Also students are satisfied with the correctness of the grading of professor Elvida Pallaska. The reasons why the course Sustainable Architecture has the minimum average GPA from all the courses should be subject to qualitative review.

6.3. Comparison between two years

The mean, median and standard deviation of overall GPA of the program between two academic years remains the same.

Table 5: Comparison between two years

Course	Professor 2017-2018	Professor 2018-2019	GPA 2017- 2018	GPA 2018- 2019
Property Law	Assoc. Prof. Dr.	Dr. Christian	9.23	9.20

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	Visar Hoxha	Seidel		
Academic Writing	Assoc. Prof. Dr. Visar Hoxha	Assoc. Prof. Dr. Visar Hoxha	9.41	9.15
Sustainable Architecture	Dr. Mimoza Dugolli	Dr. Elvida Pallaska	8.23	7.69
Sustainable Facility Management	Dr. Mimoza Dugolli	Assoc. Prof. Dr. Visar Hoxha	8.35	9.31
Sustainable Urban Design	Dr. Elvida Pallaska	Dr. Elvida Pallaska	7.17	7.81
Sustainable Building Materials	Assoc. Prof. Dr. Visar Hoxha	Assoc. Prof. Dr. Visar Hoxha	9.94	9.48
Energy Buildings	Assoc. Prof. Dr. Visar Hoxha	Assoc. Prof. Dr. Visar Hoxha	9.12	8.68
Entrepreneurship in real estate	Dr. Islam Hasani	Dr. Islam Hasani	8.47	8.17
Execution of innovative projects in public and private sector	Dr. Islam Hasani	Dr. Islam Hasani	8.65	7.85
Quantitative Techniques in Real Estate Investment	Assoc. Prof. Dr. Sabri Sadiku	Assoc. Prof. Dr. Sabri Sadiku	9.47	9.73
Real Estate Valuation	Assoc. Prof. Dr. Visar Hoxha	Assoc. Prof. Dr. Visar Hoxha	8.78	8.89
Real Estate Registration	Assistant Professor Dr. Ferim Gashi	Assistant Professor Dr. Ferim Gashi	9.45	8.14
Sustainable	Assoc. Prof. Dr.	Assoc. Prof.	9.06	8.59

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Municipal Infrastructure	Visar Hoxha	Dr. Visar Hoxha		
Partnership in real estate: Negotiation of agreements in the development phase	Dr. Islam Hasani	Dr. Islam Hasani	8.87	9.25

From two year comparison review, we see slight increase of GPA in the following courses:

- Sustainable Facility Management;
- Sustainable Urban Design;.
- Quantitative Techniques in Real Estate Investment;
- Real Estate Valuation;
- Partnership in real estate: Negotiation of agreements in the development phase;

From two year comparison review, we see the slight decrease of GPA in majority of other courses. The biggest decrease of GPA occurred in the course of Real Estate Registration with Professor Ferim Gashi from 9.45 to 8.14. The reason why this occurred was subject to investigation and after qualitative interviews with students and examination of other documents, we found out that Professor Ferim Gashi in 2017-2018 was serving as an Advisor to the Minister of Education and was on lot of official travels and his absenteeism in 2017-2018 on regular classes was very high. It is students' perception that because of high absenteeism the professor may have been more lenient in his grading policy and may have deviated from the Grading Manual.

7. AVAILABILITY OF RESOURCES

After examination of available resources in the study program during the two year period, the QA Office notices sufficient resources for the regular implementation of the study program.

The sufficient resources and software was noticed in courses: Sustainable Architecture (ECOTECT, Design Builder), Sustainable Materials (Athena Impact Estimator), Energy



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Buildings (URSA software, Thermal Camera), and Quantitative Techniques (SPSS), Sustainable Facility Management (Thermal Camera), Real Estate Registration (GIS, SIKTK simulator, and land surveying equipment), and Real Estate Evaluation (Excel, SPSS, and NPSS).

8. AVAILABILITY OF LITERATURE

In all courses there is sufficient literature in English in terms of books, journal articles, and case studies. There is a lack of literature in Albanian language in most of the courses due to the fact that the interdisciplinary program is unique in Kosovo and very few publications are from professors in Kosovo in Albanian language. Some of the books in some of the courses do not have the latest edition, since no latest edition has been published recently.

The courses Sustainable Municipal Infrastructure, Execution of innovative projects in public and private sector notice a lack of sufficient books purchased either in the physical form or electronic format.

9. EVALUATION BY PROGRAM DIRECTOR AND RECOMMENDATIONS

The program director Assoc. Prof. Dr. Visar Hoxha after thorough examination of all the topics of two year program review, reaches the following conclusions:

PROFILE AND STRUCTURE

- The profile and structure are modern, in compliance with the mission of the institution; take into account the advice of Supervisory Board of Licensing of Real Estate Appraisers;
- The structure takes into account the unique methodology of research based teaching;

Recommendation:

- Larger consultations with real estate developers too;

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METHODS OF TEACHING AND ASSESMENT

- Research-based teaching and pilot implementation of interdisciplinary activity proven to be a success in the courses. The average GPA of students, student satisfaction, and learning outcomes achievement matrix assessment of the respective courses are the best evidences of success;
- As a consequence of research-based teaching five joint publications between professors and students (now Teaching Assistants) in impact factor journals such as Facilities, Property Management and CIRRE conference;

Recommendation:

- Increase the research publications with students;
- Increase the level of interdisciplinary activity as a form of assessment in terms of weight;

PRACTICAL IMPLEMENTATION

- High absenteeism of professor Ferim Gashi in the course of real estate registration;
- Slight incompatibility between course content and course syllabus in courses Sustainable Facility Management;
- Slight deviation from the sustainability learning outcome in the course Sustainable Architecture;
- Interdisciplinary activity although successful only implemented in the courses with the same professor;
- No sufficient site visits to municipal infrastructure projects because the course is elective and chosen in the third winter semester and due to weather deterioration in November and December no execution of site visits as planned.
- Students lagging behind the plan in preparation of their master theses;

Recommendation:

- Change professor Gashi as a part time staff with the full time staff. Professor Hazer Dana recommended as a full time staff in the course of Real Estate registration;
- Change professor Dugolli as part time staff with the full time staff. The change occurred in 2018-2019 when professor Visar Hoxha took over the

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- course and added a teaching assistant Besnik Vrella an expert in FM and co-owner of Shtëpiaku;
- Add exercises in Sustainable Architecture in ECOTECT and Design Builder to better achieve the sustainability learning outcome and not focus only on environmental and green architecture;
 - Expand the scope of interdisciplinary activity to other courses with different professors: Sustainable building materials, energy buildings, real estate valuation, theory of probability, quantitative techniques of investment, execution of innovative projects in private and public sector, real estate registration, and sustainable municipal infrastructure;
 - Offer the course of Sustainable Municipal Infrastructure as an elective course in the summer semester in order to increase the site visits to municipal infrastructure projects;
 - Provide seminary workshops in the fourth semester for preparation of theses. Provide obligatory 4 hours per week lectures and exercises for the preparation of master theses;

NUMBER OF APPLICANTS AS OPPOSED TO ADMITTED CANDIDATES

- Number of applicants as opposed to number of admitted candidates is very high due to the fact that many applicants have low GPA;

Recommendation:

- Better promotion of the program with the excellent candidates with high GPA in management, economics, and law programs of University of Prishtina and other private colleges in order to have the full quota of admitted students achieved;

PROGRAM COMPLETION

- Drop-out of students was higher in 2016-2017 and decreased from 20 % to only 8 % in subsequent years 2017-2018;
- Transition of students to second year of study greater than 90 %;
- Students lagging behind the plan in preparation of master theses;

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Recommendation:

- Provision of induction and preparation course with incoming students to keep the number of drop-out students low because many of them drop out in the second semester immediately in the start of the program to explain the students with the expected learning outcomes;
- Promote better the program with excellent students of social science undergraduate programs since most of the drop outs are from these profiles;
- Increase the number of tutors for master theses preparation in the form of teaching Assistants;

GRADE DISTRIBUTION

- Similar mean, average, and standard deviation of GPA across courses in the program in two different years;
- Very low GPA as opposed to the rest of the program in the courses of Elvida Pallaska;
- Sharp decrease of GPA in the course of real estate registration from 2017-2018 to 2018-2019;

Recommendation:

- Conduct qualitative review for the courses of Elvida Pallaska;
- Change professor Ferim Gashi with the full time staff;

AVAILABILITY OF LITERATURE

- Sufficient literature in English and deficiency of books in Albanian;
- Lack of books in courses of Municipal Infrastructure and Execution of innovative projects;

Recommendation:

- Explore the publications in the universities in Albania;
- Increase the books, publications and other published material in the above mentioned courses;

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