Instructor and contact information

John H. Crockett, Jr.
228 Enterprise Hall, 703-993-1851
jcrocket@gmu.edu
Blackboard:  http://mymason.gmu.edu
Office hours:  Tuesday and Thursday, 6:00-7:00, and by appointment
Class:  Thursday, 7:20-10:00, University Hall 1204

Prerequisite

GSOM 746: Graduate admission or permission of instructor
MBA 746: Completion of MBA core or permission of instructor

Materials

Blackboard
articles and cases

MBA program learning goals

1. Teaming & Leading
Our graduates will demonstrate the team leadership and interpersonal skills needed to form, lead, and work effectively on diverse organizational teams.

2. Analytical Decision Making
Our students will demonstrate the ability to analyze uncertain complex management situations using appropriate tools, techniques and information systems for decision-making.
3. Knowledge of Functional Business Disciplines
Our graduates will demonstrate knowledge of all core functional areas of business and an ability to integrate them into a meaningful firm level perspective.

4. Global Understanding
Our graduates will demonstrate knowledge of how businesses operate in the global environment.

5. Communication Skills
Our graduates will demonstrate written, oral and presentations skills necessary to explain problems and solutions.

6. Ethics and Social Responsibility
Our graduates will demonstrate knowledge of the legal and ethical environment of management and business social responsibility.

MS in Real Estate Development program learning goals

Knowledge of Functional Disciplines: graduates will acquire and demonstrate the capability to apply knowledge from relevant fields in understanding complex situations.

Critical Thinking and Analytical Decision Making: graduates will demonstrate the ability to develop models for understanding cause-and-effect relationships and for predicting the likely outcomes of feasible choices and for assessing the risks involved.

Understanding Multiple Perspectives and Interests: graduates will demonstrate an understanding of how differences among individuals and groups in values and perspectives will influence the development process.

Leading and Managing Complex Projects: graduates will demonstrate an understanding of the capabilities necessary for organizing and coordinating the activities involved in real estate development.

Professional and Ethical Responsibility: graduates will possess and demonstrate an understanding of the importance of professional and ethical conduct.

Course description and objectives
Based on the perspective of financial economics, the course will provide a survey of real estate markets and decisions associated with activities in these markets. The course will also deal with the institutional features of real estate markets and
transactions. While focused on firms whose primary emphasis is in the real estate sector, the course will include material relevant for all firms for which real estate assets have strategic importance. The major objectives of the course are to enable students to:

- understand the roles of real estate assets and markets in the economy;
- appreciate the significance of property rights and government policies;
- use appropriate analytical techniques in making real-estate related decisions;
- analyze the principal decisions associated with real estate assets.

Requirements

In addition to regular attendance and class participation, course requirements involve two types of learning activities: exams and class assignments.

A. Exams

There will be in-class mid-term and final exams, to be completed on an individual basis.

B. Class assignments

The class assignments consist of problem sets and brief write-ups analyzing specific situations. While the write-ups will be submitted individually, discussion with other students prior to writing the papers is encouraged.

Grading Policy

In determining the course grade, a numerical average of all work will be computed. To convert the averages to letter grades, the starting point will be categories bracketed by 90, 80, etc. Adjustments may occur based on actual class performance, and +/- grades may be awarded.

For computing the average of all work, the following weights will be used:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-term exam</td>
<td>37.5%</td>
</tr>
<tr>
<td>Final exam</td>
<td>37.5%</td>
</tr>
<tr>
<td>Class assignments</td>
<td>25%</td>
</tr>
</tbody>
</table>
Honor Code

Students are reminded of their responsibilities under the GMU honor code. For information on the honor code, see:
http://www.gmu.edu/catalog/apolicies/#Anchor12

DRC Statement

If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS.

Key Dates (tentative)

Mid-term exam: October 20
Final exam: December 15, 7:30-10:15

Topics and Reading Assignments

1. Introduction
   Ling and Archer, Chapter 1

2. Overview of valuation concepts and techniques
   L&A, Chapters 14, 15, 7 and 8

3. Application: analysis of house prices
   Shiller, Understanding Recent Trends in House Prices and Homeownership”
   Glaeser, Gottlieb, and Gyourko, “Did Credit Market Policies Cause the Housing Bubble?”
   case: “Revere Street”

4. Property rights, contracts, and real estate values
   L&A, Chapters 2, 3, and 9
5. Economic models of land use and value  
   L&A, Chapter 5  
   Glaeser and Gottlieb, “The Wealth of Cities …”  
   Glaeser, “Are Cities Dying?”  
   Nechyba and Walsh, “Urban Sprawl”

6. Market research  
   L&A, Chapter 6  
   case: “Millegan Creek”

7. Government policies and real estate values  
   L&A, Chapter 4  
   Glaeser and Gyourko, “The Impact of Zoning on Housing Affordability”  
   case: “Cricket Road”

8. Financing income-producing real estate  
   L&A, Chapters 16 and 17  
   “Commercial Real Estate—The Ugly, the Bad, and the Good”

9. Investment valuation and discounted cash flow models  
   L&A, Chapters 18 and 19  
   case: “Shady Trail”

10. Managing and leasing income-producing property  
    L&A, Chapters 21 and 22  
    case: “Busse Place”