

## Module 4: Business Management

### Section 1: Introduction to Business Management

### Section 2: Human Capital

- Topic 1: FM and Workplace Productivity
- Topic 2: FM and Human Resource Management
- Topic 3: Facility Managers and the Employee Life Cycle
- Topic 4: Performance Management
- Topic 5: Handling Challenging Employee Issues
- Topic 6: Motivation and Rewards
- Topic 7: Creating Diverse and Inclusive Workplaces
- Topic 8: Facility Managers, Unions, and Work Councils

### Section 3: Leadership Skills

- Topic 1: Why Facility Managers Have to Be Leaders
- Topic 2: Leadership Theories
- Topic 3: Creating an FM Culture
- Topic 4: Conflict Resolution and Negotiation

### Section 4: Financial Management

- Topic 1: Financial Forecasting
- Topic 2: Budgeting
- Topic 3: Financial Statements and Concepts
- Topic 4: Financial Ratio Analysis
- Topic 5: Financial Analysis of Capital Expenditures
- Topic 6: Presenting and Managing Finances
- Topic 7: Financial and Business Risk

### Section 5: Procurement

- Topic 1: Business Impact of Procurement
- Topic 2: Procurement Process
- Topic 3: Outsourcing

### Section 6: Contract Management

- Topic 1: Contract Basics
- Topic 2: Contract Development
- Topic 3: Administering Contracts

### Section 7: Real Estate

- Topic 1: Real Estate Acquisition
- Topic 2: Leasing