



REAL ESTATE AGENCY (REA) EXAMINATION SYLLABUS 2015

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REAL ESTATE AGENCY EXAMINATION SYLLABUS

Introduction

Under the Estate Agents Act 2010, an estate agent must appoint a key executive officer (KEO) who is responsible for the overall management of the business and supervision of all its salespersons. The KEO has to satisfy licensing conditions including passing the Council for Estate Agencies (CEA)'s Real Estate Agency (REA) examination or has an equivalent qualification. The KEO must also demonstrate to the CEA that he has put in place proper policies and processes for the management of the business and his salespersons. These are stipulated in the Code of Practice under the Estate Agents (Estate Agency Work) Regulations 2010. All practising company directors and partners are also required to pass the REA examination.

The REA examination syllabus is prepared in the context of the laws in Singapore governing real estate agency and related work and focuses on sale and lease transactions of residential, commercial and industrial properties in Singapore. Laws or regulations of other countries governing foreign property transactions are excluded. Nonetheless, the real estate agent and its KEO are required to be familiar with the laws or regulations in the respective jurisdiction when giving advice on foreign property transactions in Singapore.

Candidates taking the REA examination are presumed to have possessed the Real Estate Salesperson (RES) examination qualification or its equivalent. The REA examination is thus pegged at a level above that of the RES examination, and may require candidates to tap on their prior knowledge as described in the RES examination syllabus. The REA examination syllabus builds upon that of the RES examination. In other words, REA candidates are expected to have prior knowledge of the fundamental principles of law of contract and agency, basic concepts of land law, landlord and tenant law, salient sections of the Estate Agents Act, Rules and Regulations, codes and practice guidelines, just to name a few, in answering higher order REA examination questions. Besides the greater depth of coverage, the REA examination syllabus also has a greater breadth than the RES examination syllabus particularly in subject area of the governance, management and operations of estate agency business.

Objectives

The objectives of the REA examination are to ensure that the prospective key executive officer, and practising company director or partner of an estate agent demonstrate comprehensive and in-depth understanding of the following subject areas and to apply the knowledge to attain a higher level of professional competencies in delivering estate agency services, proper management of the estate agency business and its salespersons:

REAL ESTATE AGENCY EXAMINATION

1. Legal framework of real estate
2. Estate agency work and relevant real estate knowledge
3. Governance, management and operation of estate agency business

Expectation of Cognitive Levels

REA examination candidates are expected to attain one of the three cognitive levels for each learning outcome:

LEVEL 2 – UNDERSTANDING: Candidates are able to interpret, infer, classify, paraphrase or explain a term or concept in a scenario or case study.

LEVEL 3 – APPLYING: Candidates are able to make use of the knowledge and apply it in practical situations. This is exhibited through studying their clients' situations and being able to offer accurate information and professional advice to their clients.

LEVEL 4 – ANALYSING: Candidates are able to compare, organise, break down, integrate, attribute or examine the information presented in detail in order to discover the meaning, essential elements, etc., or to identify causes, key factors, possible results, etc., or to arrive at a mathematical solution.

Prior to taking the REA examination, candidates must complete the REA course (of at least 75 hours of classroom learning) provided by any of the CEA Approved Course Providers (ACPs).

REA Examination Format

The REA examination consists of three papers, each with duration of 2.5 hours. All three papers will adopt the same format as follows:

Format of REA Examination Papers 1, 2 and 3	
Answer 5 out of 8 questions which may comprise essay questions or case study questions	20 marks per question

SYLLABUS STRUCTURE

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SYLLABUS CONTENT

Paper 1: Legal Framework of Real Estate

Overview

This paper assesses candidates' ability to tap, apply and expand on their knowledge of the fundamental principles of the law of contract, law of agency, law of negligence and Singapore land law which they should have acquired through attending the antecedent Real Estate Salesperson (RES) course and passing the RES examination, in answering higher order questions in the Real Estate Agency (REA) examination. In preparing the candidates for the REA examination, emphasis should be given to case laws and case studies to help them appreciate the application of the above principles.

The RES examination syllabus has an extensive coverage of the Estate Agents Act and the Rules and Regulations made thereunder. This does not preclude the REA examination from assessing candidates on similar contents at a higher cognitive level. Candidates are expected to be able to relate, integrate or differentiate laws, principles and concepts across domains to demonstrate their critical thinking skills. Special attention should be drawn to the responsibilities and obligations of estate agents to clients and third parties, particularly in relation to negligence and misrepresentation.

Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
1.1	Law of real property - land law concepts	▪ Apply land law concepts in the course of property dealings, e.g. proprietary vs personal interest, legal vs equitable interest, fixture vs chattel, freehold and leasehold estates.	3
		▪ Ascertain whether a lease or a licence has been created.	4
		▪ Discuss the effect of easement and covenant on successors in title.	4
		▪ Discuss the effect and priority of registered interests (e.g. transfer, mortgage, charge) and caveats.	4
		▪ Recommend an appropriate form of co-ownership in a given situation.	4
	- planning and development of land	▪ Explain the basis of land use planning and control and interpret the Concept Plan, Master Plan and Special & Detailed Control Plans (e.g. permissible height and building form of certain Landed Housing Areas).	2
		▪ Analyse development control parameters on a specific property to ascertain its development/redevelopment potential.	4
		▪ Apply the prevailing planning concepts and development control on designated landed housing areas, condominiums, non-residential properties and conservation areas.	3

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
1.1	Law of real property (continued) - planning and development of land - property taxation	<ul style="list-style-type: none"> Outline the regulations, submission and approval procedures for development or conservation, e.g. compliance with zoning, plot ratio, conservation guidelines and other prescriptive measures; written permission from Urban Redevelopment Authority (URA) to develop any land (planning approval) or carry out building operations in a conservation area (conservation approval); subdivision of land and/or building. 	2
		<ul style="list-style-type: none"> Advise whether the various forms of stamp duty are payable in respect of a property transaction, taking into account the type of property, its manner of acquisition/transfer, material dates, exemptions and remissions if any; and compute the duties payable. 	3
		<ul style="list-style-type: none"> Advise whether goods and services tax (GST) is chargeable, when and how to account for GST, whether input tax can be claimed; and compute the GST payable. 	3
		<ul style="list-style-type: none"> Apply the prevailing tax rate to compute property tax for all types of property, taking into account concessions and remissions in certain circumstances. 	3
		<ul style="list-style-type: none"> Keep apace of and wherever necessary make reference to current statutes relating to real property including but not limited to: <ul style="list-style-type: none"> Conveyancing and Law of Property Act Land Titles Act and Rules Land Titles (Strata) Act and Regulations Planning Act and Rules Preservation of Monuments Act Property Tax Act Stamp Duties Act State Lands Act and Rules 	3
		<ul style="list-style-type: none"> Keep apace of and where appropriate give advice on regulations and news releases from the following government agencies involved in the planning and development of land and in construction: <ul style="list-style-type: none"> Building and Construction Authority (BCA) Fire Safety and Shelter Department (FSSD), Singapore Civil Defence Force Housing and Development Board (HDB) JTC Corporation Land Transport Authority (LTA) National Environment Agency (NEA) National Parks Board Preservation of Sites & Monuments, National Heritage Board Urban Redevelopment Authority (URA) 	3

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
1.2	Law of agency and regulation of estate agencies	<ul style="list-style-type: none"> Apply the law of agency in analysing and discussing whether an agency relationship has been created or terminated, and the authorities conferred on the agent. 	4
		<ul style="list-style-type: none"> Analyse and discuss the legal position of the principal, agent or third party in cases where one party fails to perform his part of the obligations, and the remedies available to the party whose rights has been infringed. 	4
		<ul style="list-style-type: none"> Interpret instrumentality and effective cause in deducing whether commission is due and payable to an estate agent. 	3
		<ul style="list-style-type: none"> Explain the background of and rationale for the enactment of the Estate Agents Act (EAA), Rules and Regulations. 	2
		<ul style="list-style-type: none"> Be familiar with the role of an estate agent, its authorities in representing the client and its legal duties to the client and other stakeholders, with reference to: <ul style="list-style-type: none"> The law of agency Estate Agents Act, Rules and Regulations Code of Ethics and Professional Client Care Code of Practice for Estate Agents Professional Service Manual, practice circulars, guidelines and other publications by the Council for Estate Agencies (CEA) 	3
		<ul style="list-style-type: none"> Be familiar with the 12 provisos in the Code of Ethics and Professional Client Care with regard to: <ul style="list-style-type: none"> Knowledge of and compliance with applicable laws, practice circulars and guidelines Due diligence and compliance with law and statutory requirements General duty to clients and public Not to bring discredit or disrepute to real estate industry Duty to clients in relation to signing of documents - Obligations in respect of agreements - Conveying offers, counter offers, etc. Interpretation or translation if necessary Duties in respect of advertisements Duty to avoid conflict of interests Recommending professional advice where appropriate Safeguarding confidential information 	3

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
1.2	Law of agency and regulation of estate agencies (continued)	<ul style="list-style-type: none"> Be fully conversant with all the requirements of the Code of Practice for Estate Agents in respect of: <ul style="list-style-type: none"> Management and supervision of business and salespersons, e.g. in ensuring that salespersons possess estate agency work knowledge and comply with the laws and legal obligations, all advertising materials are vetted prior to publication Estate agent card Claims and complaints Retention of documents and records 	3
		<ul style="list-style-type: none"> Be fully conversant with the EAA, rules, regulations and codes made under EAA, and CEA's policies, practice circulars and guidelines. 	3
		<ul style="list-style-type: none"> Recognise the legal consequences of non-compliance. 	2
		<ul style="list-style-type: none"> Interpret and discuss cases involving misconduct or infringement of EAA, regulations, codes or practice guidelines. 	4
		<ul style="list-style-type: none"> Discuss the offences in significant reported disciplinary/misconduct cases of estate agency work and suggest how they could have been avoided. 	4
1.3	Law of contract and contract for sale/lease of land	<ul style="list-style-type: none"> Apply the basic principles of law of contract to contract for sale or lease of land in establishing: <ul style="list-style-type: none"> Whether there is a valid contract for sale or lease Whether the formalities required has been satisfied for the contract to be enforceable When the risk of damage or loss passes The legal effect of assignment or novation of a contract The rights and obligations of the parties from the formation of contract for sale through the completion of sale The rights and obligations of the landlord and tenant during and on expiration of the tenancy What constitutes a breach of condition vs warranty and its effect on contract The extent of duty of disclosure (e.g. defects in title and physical defects) vs caveat emptor and its effect on contract What constitutes misrepresentation, the types of misrepresentation and their effect on contract Whether a contract has been vitiated, completed, or repudiated What remedies are available for breach of contract An alienation by way of trust inter vivos or upon death, the formalities, the legal and equitable interests in a trust property, and the rights and procedure in dealing with a trust property 	3

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
1.3	Law of contract and contract for sale/lease of land (continued)	<ul style="list-style-type: none"> ▪ Relate the basic principles of contract to the Law Society of Singapore's Conditions of Sale ▪ Keep abreast of and where appropriate apply prevailing statutes relating to contract including but not limited to the following statutes: <ul style="list-style-type: none"> - Contracts (Rights of Third Parties) Act - Housing Developers (Control and Licensing) Act - Limitation Act - Misrepresentation Act - Residential Property Act - Sale of Commercial Properties Act 	3 3
1.4	Law of tort	<ul style="list-style-type: none"> ▪ Differentiate between a breach of contract and a tort. ▪ Expound the tort of negligence and apply it to estate agents and salespersons. ▪ Explain the nature of the tort of trespass to land, justification for entry and remedies for trespass. ▪ Explain the nature of private nuisance vs public nuisance, nuisance to corporeal hereditament vs nuisance to incorporeal hereditament, remedies for nuisance and defences to an action of nuisance. ▪ Distinguish between trespass and nuisance. 	2 3 2 2 2

SYLLABUS CONTENT

Paper 2: Estate Agency Work and Relevant Real Estate Knowledge

Overview

Estate agency work, being estate agents' primary activity, is governed by the Estate Agents Act. It is important that estate agents know what constitutes estate agency work and the scope of application of the Estate Agents Act.

When performing estate agency work, domain knowledge of the industry is the key to professionalism. Estate agents must possess the knowledge of the real estate market and principles of marketing (which have been covered extensively in the RES examination syllabus). They must also have an in-depth knowledge of the transaction process of different types/stages of property in order to facilitate the conclusion of a property transaction. The multi-disciplinary nature of real estate also calls for estate agents to have basic knowledge of other professions or services that are engaged in or incidental to dealings in property.

Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
2.1	Real estate market submarkets	▪ Discuss the characteristics of real estate physical assets vs real estate financial assets, e.g. property stock/fund, real estate investment trust (REIT), land banking.	3
		▪ Analyse factors affecting the demand for and supply of property.	4
		▪ Discuss the relationship between real estate cycle and business cycle.	3
		▪ Examine the implications of urban land use policies, and other government intervention and measures on the property market.	4
		▪ Study the national and international outlook in evaluating real estate markets.	4
2.2	Marketing of properties	▪ Analyse the factors that affect the pricing of a property, e.g. tenure, location, condition, etc.	4
		▪ Give special considerations in marketing various types of property, e.g. redevelopment potential, restrictions on foreign ownership.	3
		▪ Recommend/Apply a method of sale that best suits a particular property or circumstance.	3
		▪ Devise a marketing mix and recommend appropriate promotional tools for marketing the property.	3
		▪ Be conversant with the compliance requirements under the URA, HDB, JTC and other relevant policies and guidelines governing marketing of properties.	3
2.3	Property transactions - sale/resale of HDB residential properties	▪ Interpret HDB's public housing policies, including various allocation (sale and resale) schemes, eligibility to buy or sell, housing grants, conditions and restrictions; and be able to advise clients accordingly.	3

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
2.3	Property transactions (continued) - sale/resale of HDB residential properties	▪ Give a preliminary assessment of a buyer's financial position with the purchase, or a seller's financial position especially if the sale proceeds are to be used for next purchase, taking into account the sources of fund available and the prevailing policies regarding loans and their disbursement.	3
		▪ Give step-by-step guide to a buyer or seller of an HDB residential property on the resale procedures from the outset to the conclusion of transaction.	3
		▪ Identify common issues relating to a resale transaction and suggest ways to avoid or solve them.	3
	- subletting of HDB residential properties	▪ Guide an owner or a subtenant in subletting or renting rooms or the whole of an HDB residential property according to HDB's prevailing subletting rules.	3
		▪ Highlight the responsibilities of the flat owner in subletting a flat or rooms (which include ensuring subtenants' compliance with the rules), and the implication on property tax.	3
	- sale and lease of HDB and JTC commercial/ industrial properties	▪ Give advice on the various options of getting commercial premises owned by HDB, including the conditions and procedures involved: directly from HDB, or in the open market via sale, assignment or subletting.	3
		▪ Give advice on the options of leasing industrial land and renting various types of ready-built industrial property owned by HDB; and the policies and procedures relating to allocation, assignment, subletting, termination and renewal of lease/tenancy.	3
		▪ Highlight the prevailing HDB subletting requirements and no-assignment policy.	3
		▪ Interpret the terms and conditions for leasing JTC properties, including assignment of factories and industrial land.	3
		▪ Be conversant with the compliance requirements under the URA, NEA, FSSD, BCA and Agri-Food & Veterinary Authority of Singapore (AVA) regulations in the use or change of use, and additions and alterations of commercial and industrial properties.	3

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
2.3	Property transactions (continued) - sale and lease of private properties	▪ Be conversant with the provisions in the Housing Developers (Control and Licensing) Act and Housing Developers Rules when marketing uncompleted private housing.	3
		▪ Be conversant with the provisions in the Sale of Commercial Properties Act and Sale of Commercial Properties Rules when marketing uncompleted non-residential properties.	3
		▪ Advise clients on the procedures for the sale of completed properties of all types (including special properties such as conservation properties, hotels and places of worship), the forms/documents used and their contents, and highlight good practices.	3
		▪ Compare the marketing and sale procedures of uncompleted and completed residential, commercial, industrial and special properties.	4
		▪ Understand the Residential Property Act and advise foreign buyers of restricted residential properties accordingly.	3
		▪ Be conversant with URA regulations on the use and leasing of residential property.	3
		▪ Be conversant with URA, NEA, FSSD, BCA and AVA regulations in the use or change of use, and additions and alterations of commercial and industrial properties.	3
	- collective sale	▪ (In the capacity of a marketing agent) Be conversant with the procedures to conduct collective sale of buildings in accordance with the requirements of the Land Titles (Strata) Act.	3
		▪ Discuss the learning points in contentious collective sale cases.	3
		▪ Associate and apply the relevant laws, rules and regulations governing property transactions, including but not limited to:	3
		- Building Maintenance and Strata Management Act	
		- Central Provident Fund Act	
		- Consumer Protection (Fair Trading) Act	
		- Conveyancing and Law of Property (Conveyancing) Rules	
		- Goods and Services Tax Act	
		- Housing and Development Act	
		- Housing Developers (Control and Licensing) Act and Rules	
		- Immigration Act	
		- Jurong Town Corporation Act	
		- Land Acquisition Act	
		- Land Titles Act	

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
2.3	Property transactions (continued)	<ul style="list-style-type: none"> - Land Titles (Strata) Act - Planning Act - Residential Property Act - Sale of Commercial Properties Act and Rules - Stamp Duties Act - State Lands Act - Town Councils Act - Estate Agents (Prevention of Money Laundering, Proliferation Financing and Terrorism Financing) Regulations 2021 - Bankruptcy Act pertaining to the effect of bankruptcy on transactions at an undervalue 	3
		<ul style="list-style-type: none"> ▪ Understand the following: <ul style="list-style-type: none"> - Civil and Syariah laws on inheritance and divorce - HDB policies and rules on ownership, subletting, Home Office and Lease Buyback schemes - Master Plan, development control and conservation guidelines - Oaths and Declarations Act pertaining to penalty for false declaration of transaction prices - All other government policies and measures released from time to time that may affect estate agency work ▪ Keep abreast of essential facts and developments in the property market, and policies/events that may affect any aspect of property transactions. 	3
2.4	Relationship with other professions and services	<ul style="list-style-type: none"> ▪ Relate/connect estate agency to other professions and services that are engaged in or incidental to property dealings: legal, banking, property valuation, property management, government agencies, building and construction. 	3
		<ul style="list-style-type: none"> ▪ Recognise when to seek professional advice from relevant bodies. 	3
		<ul style="list-style-type: none"> ▪ Provide value-added service in estate agency work with knowledge of other professions and information in related fields, e.g. mortgage loan repayment, maintenance and management of strata titled properties. 	3
2.5	Additional real estate knowledge - property development	<ul style="list-style-type: none"> ▪ Understand the basics of the following areas/topics that will help estate agents appreciate the intricate and multi-disciplinary nature of real estate: <ul style="list-style-type: none"> - Property development process. - Development charge: basis of computation, exemption and temporary development levy. - Difference between development charge and differential premium, and computation of differential premium. 	2

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to advise on:	Cognitive Level *
	<ul style="list-style-type: none"> - property valuation - real estate investment finance 	<ul style="list-style-type: none"> - Cost, value and price. - Simple and compound interests. - Time value of money. - Purpose and basis of property valuation. - Methods of property valuation: direct comparable, investment, residual, replacement cost, profit and discounted cash flow. - Types of investment in real estate, e.g. REIT, property stock/fund. - Advantages and disadvantages of real estate investment vs other forms of investment. - Types of risk associated with real estate investment. - Common measures of return, e.g. Net Present Value, Internal Rate of Return. - Effect/implication of taxation on property investment. - Withholding tax for income paid to non-residents or non-resident companies, e.g. distribution made by REIT to a non-resident non-individual unitholder, payment for the purchase of real property from a non-resident property trader. - Sources of financing for property purchase or investment: <ul style="list-style-type: none"> ➤ Financial institutions ➤ CPF monies - Types of loan and mortgage (including overdraft facilities, prepayment and default). 	

SYLLABUS CONTENT

Paper 3: Governance, Management and Operations of Estate Agency Business

Overview

An estate agent requires registration compliance like all business entities, and licensing compliance like some. It needs to comply with Code of Practice for Estate Agents in the running of its business. Business ethics and service quality must go hand in hand with legal compliance in order to raise the professional standing of the estate agency industry. Besides putting in place systems, processes and procedures for the day-to-day operations and administration of the business, the success of the business depends largely on the leadership of the KEO in charting the mission and strategic direction for the business and the execution of plans by managers at all levels. Competitive advantage can be gained by formulating customer-centric growth strategies and developing branding.

Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
3.1	Estate Agent organisation and licensing	<ul style="list-style-type: none"> Distinguish between various types of business entity: sole proprietorship, partnership, limited partnership (LP), limited liability partnership (LLP), private (limited) company, public (limited) company and business trust in terms of the relationship of the business to its member(s) or relationship among members, members' power and liability, succession, capital raising, transfer of ownership, image, tax benefits and incentives, etc. 	2
		<ul style="list-style-type: none"> Understand the role of the Accounting and Corporate Regulatory Authority (ACRA), and legal requirements of the Business Registration Act, Partnership Act, Limited Partnerships Act, Limited Liability Partnerships Act, Companies Act and Business Trusts Act in respect of each form of business organisation. 	2
		<ul style="list-style-type: none"> Be conversant with the requirements for licensing of an estate agent under EAA. 	3
		<ul style="list-style-type: none"> Elaborate on the statutory duties (Part IV of Estate Agents Act, and Parts V and VI of Companies Act) and fiduciary duties of an estate agent under the EAA. 	3
		<ul style="list-style-type: none"> Describe the circumstances in which an estate agent is required to notify CEA under the EAA and Regulations. 	3
		<ul style="list-style-type: none"> Be conversant with the compliance requirements for GST registration of estate agent and treatment of GST under different circumstances for delivery of estate agency services e.g. in co-broking. 	2
		<ul style="list-style-type: none"> Explain the general duties of partners and company directors of different modes of businesses. 	2
		<ul style="list-style-type: none"> Be conversant with the duties, responsibilities and compliance requirements of partners (practising and non practising), and company directors (practising and non practising) of estate agents. Compliance requirements include fit and proper criteria and notification responsibilities. 	3

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
3.1	Estate Agent organisation and licensing (continued)	<ul style="list-style-type: none"> Be conversant with the compliance requirements for the appointment of a KEO and for execution of the KEO's duties under EAA. 	3
		<ul style="list-style-type: none"> Be conversant with the duties and responsibilities of KEOs, under the Act and the Code of Ethics & Professional Client Care and Code of Practice for Estate Agents, towards partners, directors, salespersons and consumers. 	3
3.2	Ethics	<ul style="list-style-type: none"> Differentiate between requirements of the EAA /Regulations and Ethics and understanding of potential tension between profit making and ethical conduct. 	2
		<ul style="list-style-type: none"> Develop ethics as the underlying basis for building of the estate agent organization structure, performance of estate agency work and managing conduct of salespersons. 	3
		<ul style="list-style-type: none"> Determine the ethical responsibility of the estate agent as a corporate body towards its salespersons, other estate agents and consumers. 	2
		<ul style="list-style-type: none"> Handle ethical issues in recruitment and termination / exit of salespersons e.g. poaching 	3
		<ul style="list-style-type: none"> Manage ethical dilemmas in: <ul style="list-style-type: none"> advertising and marketing co-broking behavior conflicts between salespersons and between estate agents profit making and consumer protection 	3
		<ul style="list-style-type: none"> Promote and guide ethical conduct and discharge of estate agency work by the estate agent and its salespersons. 	3
		<ul style="list-style-type: none"> Understand whistle blowing process and the ethical use of whistle blowing for internal problems, noncompliance by other estate agents and industry wide issues. 	3
3.3	Management of salespersons	<ul style="list-style-type: none"> Understand and apply the fit and proper consideration and registration criteria for salesperson registration and renewals. 	3
		<ul style="list-style-type: none"> Understand and apply the legal requirement in the EAA for estate agent-salesperson agreement. 	3
		<ul style="list-style-type: none"> Explain the responsibilities and obligations of estate agent to salespersons and vice versa. 	3
		<ul style="list-style-type: none"> Adopt different ways of appointing a salesperson: by association (associate), contract of service (employee), and contract for service (contractor), and understand the extent of vicarious liability of the employer/ principal in each case. 	3

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
3.3	Management of salespersons (continued)	<ul style="list-style-type: none"> Apply, where applicable, relevant provisions in the Employment Act and prevailing policies of Ministry of Manpower: <ul style="list-style-type: none"> - Contractual age - Illegal terms of contract of service - Termination of contract under various circumstances - Liability on breach of contract - Calculation and payment of salary/commission and CPF - Hours of work and other conditions of service - Part-time employees - Register of employees 	3
		<ul style="list-style-type: none"> Devise a management plan for salespersons' career, e.g. progression and job titles and professional development. 	3
		<ul style="list-style-type: none"> Devise a plan to monitor and ensure that the Continuing Professional Development requirements for renewal of licence and registration of salespersons are met. 	3
		<ul style="list-style-type: none"> Devise systems and standards for monitoring and managing the conduct and discipline of salespersons. 	3
3.4	Governance, management and operations	<ul style="list-style-type: none"> Devise a framework for governance of an estate agent, e.g. corporate goals, policies, practices and processes; the dos and don'ts. 	3
		<ul style="list-style-type: none"> Discuss the functions of planning, organizing, directing and controlling, and their inter-relationships. 	2
		<ul style="list-style-type: none"> Discuss the functions performed at different levels of management and the skills (e.g. technical, human, conceptual and problem-solving skills) required. 	2
		<ul style="list-style-type: none"> Be conversant with all the provisos in the Code of Practice for Estate Agents in the running of an estate agency business (cross-refer to Paper 1, Unit 1.2), e.g. processing of claims and complaints, retention of documents and records. 	3
		<ul style="list-style-type: none"> Develop strategic and corporate plans for the estate agent taking in consideration property market trends, consumer needs, salesperson capabilities, policy and legal requirements governing property transactions. 	2
		<ul style="list-style-type: none"> Develop an effective organization structure to support professional conduct and business goals and objectives. 	3

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
3.4	Governance, management and operations (continued)	<ul style="list-style-type: none"> Understand and develop where appropriate, system and processes for managing information collected and used by the estate agent, covering these aspects: <ul style="list-style-type: none"> Types of information e.g. property information, consumer information, personal data, financial information Modes of collection and use of data in documentary form, in IT system Access control, e.g. who can access what data 	3
		<ul style="list-style-type: none"> Describe the responsibilities of an estate agent for the collection, use and disclosure of personal data under the Personal Data Protection Act (PDPA) 	3
		<ul style="list-style-type: none"> Describe the conduct of customer due diligence and enhanced customer due diligence for estate agency work. 	3
		<ul style="list-style-type: none"> Describe the duty to disclose knowledge or suspicion of a property being used in connection with criminal conduct under the Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act and the measures that Estate Agents are required to undertake to prevent money laundering, proliferation financing and terrorism financing. 	3
		<ul style="list-style-type: none"> Develop, implement and communicate to staff policies and practices to meet obligations in the collection, use, disclosure and care of personal data; institute process to handle complaints; and designate individual(s) to ensure compliance with PDPA. 	3
		<ul style="list-style-type: none"> Be conversant with the compliance requirements of the PDPA with regard to: <ul style="list-style-type: none"> The duty to check the Do Not Call Register for the purpose of sending a specified message to a Singapore telephone number The contact information to be provided in the message The giving and withdrawal of consent by the subscriber of the telephone number 	3
		<ul style="list-style-type: none"> Be conversant with the statutory requirements of professional indemnity insurance cover for the performance of estate agency work. 	3
		<ul style="list-style-type: none"> Plan and deploy ICT facilities to support business. 	3
		<ul style="list-style-type: none"> Plan good office organization and management, e.g. management information system, standard operating procedures (SOPs). 	3

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
3.4	Governance, management and operations (continued)	<ul style="list-style-type: none"> Apply the principles of finance in making investment, financing and managerial decisions, including interpretation of accounting statements (balance sheet, income statement and statement of cash flows) and financial ratios, and explain their relationship with financial planning. 	2
		<ul style="list-style-type: none"> Discuss the benefits of financial planning and control (including budgeting and contingency plans). 	2
		<ul style="list-style-type: none"> Develop an effective means of communicating changes in law, regulations, policy, guidelines, circulars governing estate agency work to all salespersons. 	3
		<ul style="list-style-type: none"> Describe the basic types of control and discuss the guidelines for each step in the control process, e.g. setting standards, measuring performance and taking corrective action. 	2
		<ul style="list-style-type: none"> Establish internal controls to ensure systems, processes and procedures in the estate agent are complied with. 	3
		<ul style="list-style-type: none"> Devise internal audit and checks in the estate agent and amongst salespersons to ensure regulatory compliance, professional conduct and service delivery. 	3
3.5	Service quality and dispute resolution	<ul style="list-style-type: none"> Understand the various dimensions of service quality, e.g. competence, credibility, responsiveness. 	2
		<ul style="list-style-type: none"> Establish service quality standards, e.g. by benchmarking, and formulate quality service statements. 	3
		<ul style="list-style-type: none"> Devise plans to cultivate a high level of service awareness, e.g. through education, model and rewards. 	3
		<ul style="list-style-type: none"> Devise systems and processes that: <ul style="list-style-type: none"> Track service design and delivery Track feedback and complaints Measure performance against expectations Identify and rectify service gaps/lapses Facilitate service recovery Improve conformity of or recalibrate service quality standards 	3
		<ul style="list-style-type: none"> Describe the sources of dispute between salesperson and consumer, and between salesperson and salesperson dispute. 	2
		<ul style="list-style-type: none"> Explain the legal framework for dispute resolution and the factors influencing the choice of process and compare differences between: <ul style="list-style-type: none"> Mediation Arbitration Adjudication Small claims Litigation 	2

SYLLABUS CONTENT			
Unit No.	Topic / Content	Learning Outcomes Candidates should demonstrate the ability to:	Cognitive Level *
3.5	Service quality and dispute resolution (continued)	<ul style="list-style-type: none"> Be conversant with Estate Agents Regulation, process and appointed centres for complaint handling and dispute resolution scheme (DRS) through mediation and arbitration (including the requirement to initiate action in DRS before going to Small Claims Tribunal). 	3
3.6	Marketing and Branding	<ul style="list-style-type: none"> Devise a framework for business branding strategy, including: <ul style="list-style-type: none"> Setting strategic objectives, e.g. market share vs profit Deciding on core strategy for customer and competitor targets, e.g. undifferentiated or concentrated or differentiated marketing Assessing market attractiveness, e.g. through market research Assessing competitive position, e.g. by using SWOT analysis Choosing target market(s) among segments 	3
		<ul style="list-style-type: none"> Formulate the value proposition for differentiation or positioning and develop marketing mix for each target segment. 	3
		<ul style="list-style-type: none"> Define the brand for the business, e.g. the mission, the benefits and features of the services, the perception that the customers and prospects have of the business, and the quality that the business wants to be associated with. 	3
		<ul style="list-style-type: none"> Establish economic value to the customer, i.e. the maximum amount a customer should be willing to pay. 	2
		<ul style="list-style-type: none"> Understand factors affecting price sensitivity and identify appropriate price customization strategies. 	2
		<ul style="list-style-type: none"> Develop marketing communications campaign, e.g. the use of logo and tagline, and the execution of brand promise. 	3
		<ul style="list-style-type: none"> Conduct research to find out the needs, habits and desires of current and prospective customers. 	3
		<ul style="list-style-type: none"> Understand consumer buying decision process, and anticipate consumer buying behaviour to help create marketing mixes that satisfy customers and build brand loyalty. 	2
		<ul style="list-style-type: none"> Devise a plan to manage an estate agent's marketing resources and activities. 	3