

**THE EMIRATES ACADEMY  
OF HOSPITALITY MANAGEMENT**

In academic association with Ecole hôtelière de Lausanne



# CATALOGUE

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# THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT (EAHM)

## Overview

Opened in October 2001, The Emirates Academy of Hospitality Management is part of Jumeirah Group, the hotel group behind the most luxurious hotel in the world, Burj Al Arab, as well as a number of other world renowned hotel properties in Dubai, London and New York. Established as an institution of higher education, offering degree-level courses, it is the first major academy focusing on hospitality education at university level in the Middle East.

Located in Dubai, a city that is globally recognised for its hospitality and tourism industry, The Academy is situated in the heart of this hospitality haven right opposite sister properties such as the [Burj Al Arab](#), the world's most luxurious hotel; [Madinat Jumeirah](#), Dubai's Arabian Five Star Resort, [Wild Wadi Water Park](#) and the multi-award winning [Jumeirah Beach Hotel](#).

As an integral part of the [Jumeirah Group](#) which manages numerous luxury hotel properties, students are able to gain first-hand experience through internships and building relationships with people in the industry. The Academy also works closely with other international hotel chains and this enables graduates of The Academy to be well placed for their future careers and also to be consistently sought after by the hospitality industry.

The Academy is in academic association with [Ecole hôtelière de Lausanne \(EHL\)](#) in Switzerland, the oldest and most respected hospitality school in the world and this association ensures the quality of all the study programmes offered. In addition, The Academy is also accredited by the Ministry of Higher Education and Scientific Research in the United Arab Emirates, the Institute of Hospitality in the United Kingdom and THE-ICE (The International Centre of Excellence in Tourism and Hospitality Education) in Australia. These international accreditations of the study programmes further add to the employability of graduates from The Academy.

EAHM currently offers both undergraduate and post graduate programmes. With internationally recognised study programmes, highly respected faculty members drawn from all over the world, state of the art infrastructure, modern comprehensive facilities, strong partnerships, EAHM is well-placed to become one of the world's leading hospitality management schools.

## Accreditation and Licensure

The Emirates Academy of Hospitality Management, located in Dubai, is officially licensed from 01 November 2008 to 31 October 2013 by the Ministry of Higher Education and Scientific Research of the United Arab Emirates to award undergraduate and post graduate degrees in International Hospitality Management.

The Knowledge and Human Development Authority (KHDA) has awarded EAHM a license to operate as a higher education institution.



The Institute of Hospitality (IOH) in the United Kingdom and The International Centre of Excellence in Tourism and Hospitality Education (THE-ICE) in Australia have both accredited the Undergraduate and Post graduate programmes.

## **Institutional Vision**

*“To be a world leader in facilitating university level learning, scholarship and applied research in the fields of tourism and hospitality management.”*

The Academy seeks to build the required human resource capacity for the regional and international industry by providing the highest possible standards of hospitality and tourism education, combined with the transfer of applied knowledge from industry, and access to high quality internship experiences.

## **Institutional Purpose / Mission**

The Academy is committed to fulfilling its distinct mission:

*“To provide application-oriented university level education to meet the industry’s and the community’s need for talented, skilled and professional hospitality managers.”*

The aim is:

*“to be one of the world’s leading hospitality management institutions providing university level education and professional development for the tourism, hospitality and related service industries”*

## **Institutional Goals**

"To promote academic excellence in a professional context" through:

- Programmes that are application-oriented and produce hospitality and travel and tourism graduates who can apply theories in practice.
- Research of an applied nature relevant to industrial, commercial and community needs of the hospitality and tourism sectors.
- Intellectual and comprehensive development of hospitality and tourism students within a caring environment.
- Dedicated partnerships with the hospitality and travel and tourism business, industry and other educational providers.
- Developing students into effective and reflective life-long learners.

## **Institutional Values**

The Academy recognizes and embraces the following values:

**People:** The integrity, freedom and creativity of individuals. Teamwork skills are developed through class and social activities and by the synergistic use of individual’s talents. A caring environment is provided, in which students and staff pursue personal and institutional development without fear or prejudice, bullying or intimidation.

**Performance:** Good performance is expected and excellence is rewarded throughout the programme. The trimester based Deans List event is a celebration of interim academic excellence and the Graduation Congregation is a celebration of all graduates’ performance. Throughout its teaching, learning and internships, the Academy encourages innovation, practicality, entrepreneurship, and the pursuit of academic and management excellence.

**Productivity:** Aware of the investment the community has made, the Academy strives to deliver quality education in a cost-effective manner through a simple management structure, efficient processes, effective "checks-and-balances" and vigorous quality assurance mechanisms. The association with EHL is critical to the quality assurance and they undertake annual audits to facilitate continuous improvement.

**Partnership:** In line with the Jumeirah Vision, the Academy treats all of its members as Partners in pursuing its goals. Feedback and comments from all stakeholders is actively encouraged and sought and to this end the Academy has appointed an Institutional Effectiveness Officer to lead institutional research.

## **Institutional Objectives**

The enabling objectives of the Academy are:

“To provide for studies, training and research for the hospitality and tourism industry in technology, science, commerce, arts and other related courses of learning and to make a significant contribution towards the success of the UAE’s economic development through the direct provision to the local industry and commerce of a combination of applied activities, including research, professional training and consultancy work”.

As the region’s leader in hospitality and tourism education, the specific objectives of the Academy are to:

- Provide quality education in hospitality and tourism management;
- Pursue and produce innovative scholarship and research; and,
- Serve the hospitality, travel and tourism and service sector industries and academic communities.

## **Location**

The Emirates Academy of Hospitality Management is located in a purpose built campus close to the world famous Burj Al Arab and The Jumeirah Beach Hotel. Just 25 minutes from Dubai International Airport, the Academy is situated less than a few hundred metres from beaches and the warm Arabian Gulf. From this location students have easy access to the commercial districts in the city of Dubai, new tourist and leisure developments such as the Dubai Marina, a new mega mall and Palm Island, as well as easy access to neighbouring Emirates.

## **Facilities**

The Emirates Academy of Hospitality Management comprises two buildings. The first building is where most of the professional development programmes take place. There are five (5) classrooms and one auditorium which can seat up to one hundred forty eight (148). The second building is where most of the academic courses are take place. There are six (6) classrooms and two (2) auditoria which can seat 80 each. Also, there is a training restaurant and kitchen where the students study the practical components of the Food and Beverage courses.

## **Student Accommodation**

Students can choose to live in on-campus self-catering residential accommodation, built specifically for this purpose. Every studio is fully furnished and has its own kitchen, shower and living areas.

Currently students have access to the following shared facilities:

- BBQ area
- basketball/volleyball court

- cafeteria
- clubhouse
- Remo restaurant
- convenience store
- gymnasium
- prayer rooms
- swimming pool
- tennis courts
- wireless internet access in designated areas

## **ACADEMIC MANAGEMENT AND LEADERSHIP**

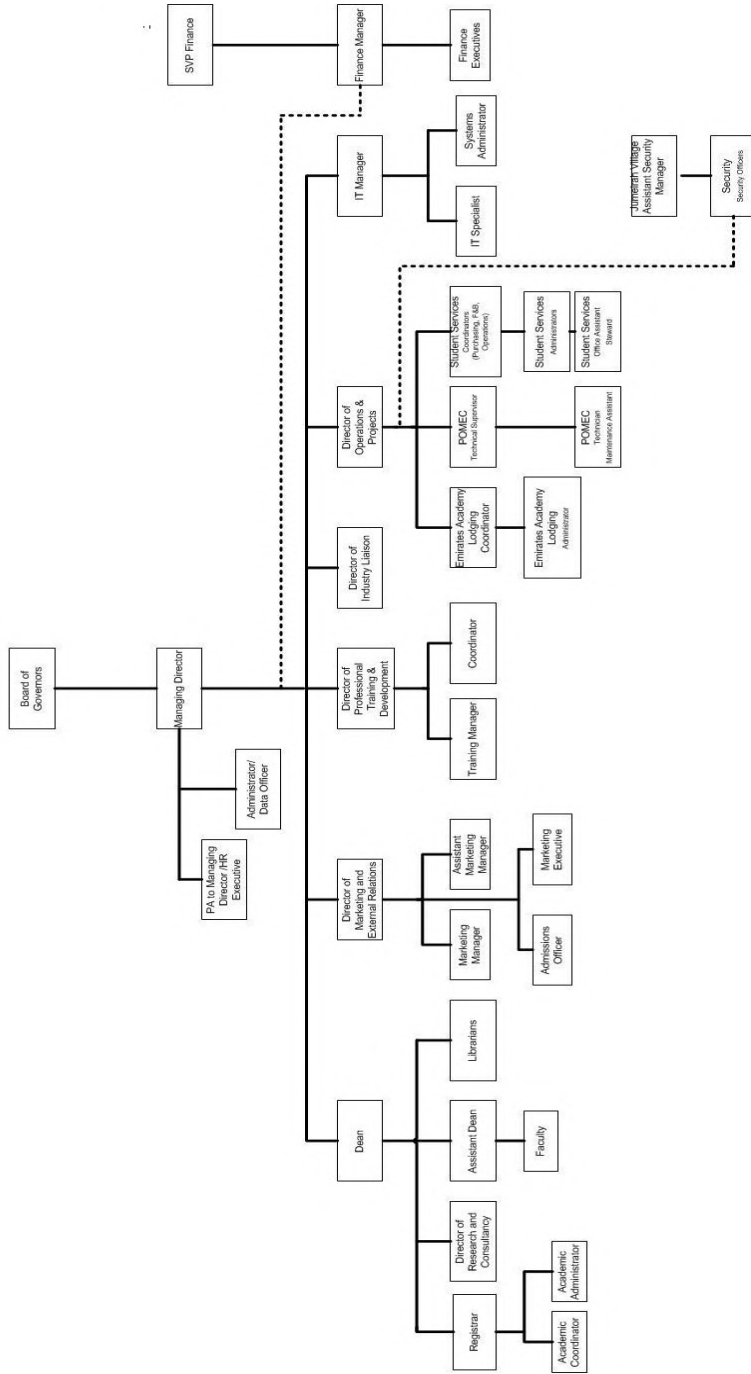
The Academy is part of the Jumeirah group, an international enterprise primarily involved in hotel management.

For full information on Jumeirah, follow this internet link: <http://www.jumeirah.com/>

The management and governance of the Academy is overseen both by the Board of Directors of Jumeirah and also by the members of the Academy's Governing Body. Within the Academy the Managing Director is the Chief Executive and he is assisted in running the college by an Executive Committee and by a Faculty Board.

# Organisational chart

THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT ORGANISATIONAL CHART



## **The Board of Governors**

The Board of Governors is a governing body that operates independently from Jumeirah. It provides advice, governance and recommendations concerning all matters related to The Emirates Academy of Hospitality Management.

This Board is made up of a minimum of seven (7) members who meet at least two (2) times each year. These members (or Governors) are selected due to their proven records of educational or industrial management both in the Middle East and Internationally.

Specifically, the Board of Governors is responsible for:

- The determination of the educational character and mission of the Academy and for oversight of its activities.
- The effective use of resources, the solvency of the academy and corporation and for safeguarding their assets
- Approving annual estimates of income and expenditure
- The appointment, assignment, grading, appraisal, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and setting a framework for the pay and conditions of all other staff.

The Board of Governors is also the ultimate authority to which student appeals relating to disciplinary matters can be referred

### **Members**

- Gerald Lawless, President and Group CEO, Jumeirah
- Ruud Reuland, Independent Board Member – previously General Director, Ecole hôtelière de Lausanne (EHL)
- Michel Rochat, Independent Board Member – General Director, Ecole hôtelière de Lausanne
- Chanin Donavanik, Independent Board Member – Chief Executive Officer, Dusit International
- Natella Terblanche, Assistant Company Secretary, Jumeirah International

### **Non-Voting Members**

- Ron Hilvert, Managing Director, EAHM
- Stuart Jauncey, Dean, EAHM
- Robert Swade, Chief Legal Officer, Jumeirah and Secretary to the Board

## **The Managing Director and Executive Committee**

The Managing Director, Mr. Ron Hilvert (or Principal of the Academy as he is legally known), founded the Academy in 2000. Ron Hilvert is a highly experienced hospitality professional specialising in Human Resource and Operational Management.

The Managing Director, along with the Dean (who is a non-voting member), attends all of the Governing Body Meetings. Their role in doing so is to keep the Governors apprised of all activity within the Academy, to inform the decision making of the Governors and to ensure that decisions made by the Governing Body are implemented within the educational and operational units of The Emirates Academy of Hospitality Management. From time to

time, in order to provide information specific to their realms of responsibility, other senior members of staff from the Academy may also be asked to attend Governing Body meetings.

In performing his role the Managing Director is supported by an Executive Committee comprising the Dean of Faculty and the Functional Directors/Heads of Department from Marketing, Operations, Information Technology, and Professional Training etc.

## **The Faculty Board**

The academic guidance of the Academy rests with the Faculty Board. This Board is responsible to the Managing Director and Executive Committee for the responsible use of resources and for implementing the highest possible standards of hospitality education.

The Faculty Board is made up of all full time faculty employed in the Academy and it meets at least twice each trimester.

The Faculty Board is chaired by the Dean of Faculty who is responsible for administering its work and who can act with Executive Powers for the full Board. In the absence of the Dean, the Assistant Dean assumes this role. The Dean is assisted by the Registrar who is responsible for Admissions to the Academy, its programmes, timetabling, and the tracking of students' performance over their programmes of study.

Specifically the responsibilities of the Faculty Board include:

- Establishing and monitoring student entry criteria and the criteria for the award of academic credits.
- Approving all new courses and changes to existing courses. These are considered in the light of the overall contribution they will make to profile of the programmes.
- Developing and approving academic policies. These Policies are periodically reviewed by the Faculty Board (or a sub Board) according to an agreed schedule.
- Promoting excellence in teaching and learning. This involves making recommendations regarding the appointment of new faculty members (full and part time) and establishing programmes of professional development.
- Monitoring student performance both as individuals and as cohorts of students across courses and stages of programmes. At its final meeting of each trimester the Faculty Board acts as the Examinations Board, and in this capacity it considers student progress and receives final results for the consideration of awards.

## **AFFILIATIONS WITH OTHER UNIVERSITIES**

EAHM currently has an approved exchange programme with the following universities:

- Ecole Hoteliere de Lausanne, Switzerland
- Guelph University, Canada
- Cornell University, USA

The following institutions facilitate students studying at the Academy for a Trimester Abroad Programme:

- Haaga Helia University, Finland
- Worms University, Germany
- International School of Management, Germany
- Rahn Dittrich School, Germany
- Euro Business College, Germany
- CESSA, Mexico
- Lillehammer University, Norway
- Oslo Business School, Norway
- De La Salle College of Saint Benilde, Philippines

## **DEGREE PROGRAMMES**

### **BACHELOR OF SCIENCE (HONOURS) in INTERNATIONAL HOSPITALITY MANAGEMENT**

#### **Programme Goals**

The aim of this degree programme is to develop high quality graduates who will have an exceptional understanding of the environment in which hotel, travel and tourism management take place and the operational and strategic management applications in the international hotel industry.

Graduates will have highly developed professional competencies within a strong theoretical and practical framework that enables them to undertake roles requiring creativity, knowledge, critical-thinking, problem-identification, and problem-solving capacities. These capacities will equip the graduates to work and positively contribute to a rapidly evolving, increasingly technological and internationally oriented hotel and tourism industries.

Overall goals:

- With appropriate experiential learning opportunities and co-operative education experience, it is expected that graduates will rapidly advance into supervisory and then management positions once they commence their careers in hotel, travel and tourism industries.
- Second, the programme aims to develop students for the workplace who will be able to intervene creatively in matters requiring comprehension and evaluation of new information, concepts and evidence from a range of sources, and to be able to review, consolidate, extend and apply the knowledge and techniques learned. Graduates are expected to be able to apply a significant range of fundamental principles and complex techniques across a variety of contexts in relation to either disparate or highly specific functions. Graduates will also be accountable for themselves and others in achieving tasks.
- The programme will offer students a multi-disciplinary education, which will equip them with academic, technical and professional knowledge and skills. Such knowledge and skills will provide a basis for competence in a broad range of complex, managerial and specialised work activities performed in a wide variety of hotel, travel and tourism industry contexts in Dubai and internationally.
- Graduates will be encouraged to display a substantial degree of responsibility and concern for the well-being and safety of customers/guests, the financial and social health of the organisation they work for, and the standard of living and quality of life of the host society.

## Specific Objectives

Specifically, the programme aims to enable students to:

- Develop a regional and global view of the hotel, travel and tourism industry, linking the private, public, and non-profit sectors;
- Plan, develop, and market hotel, travel and tourism products, facilities, and services so that these products contribute in a positive and sustainable way to the community and business organisations in Dubai, the UAE and the wider region;
- Contribute to the management of hotel, tourism and travel related organisations, products and services areas efficiently and effectively, especially in an environment of change and innovation for purposes of creating and adding value for all hospitality "stakeholders"; and
- Be able to significantly contribute to total quality service delivery to hotel, travel and tourism customers, both internal and external.

## Programme Content

The programme consists of approximately thirty – eight (38) taught courses, including an Internship, a Consultancy Project and Dissertation. Most of the courses have a value of three (3) credit hours, whilst the Internship and Consultancy Project have six (6) credit hours each and Dissertation has nine (9) credit hours.

The programme consists of 126 credit hours:

General Studies Requirements	30 credit hours
Management Core Requirements	48 credit hours
Hospitality Core Requirements	33 credit hours
<u>Electives</u>	<u>15 credit hours</u>
	126 credit hours

## Course Sequencing

	First Year	Second Year	Third Year
First Trimester	Professional Food Preparation* Food and Beverage Service* Tourism and Hospitality Business English Composition and Rhetoric Food and Beverage Business	Internship (6 credits)	Financial Accounting Legal Aspects of Hospitality Industry Hospitality and Tourism Futures Statistics Language Course
Second Trimester	Housekeeping Operations* Front Office Operations* Leadership Introduction to Marketing Hospitality Accounting	Service Operations Management Human Resources Management Business Ethics History of Hospitality Language Course	Strategic IT Application in Management Real Estate (Hotel) Finance Services Marketing Research Methods Strategic Management
Third Trimester	Business Information System Cultural Diversity Organisational Behaviour Tourism Economics Management Accounting	Elective Elective Elective Elective Elective	Consultancy Project (6 credits) Dissertation (9 credits)

\*These courses co-requisites. Some students will do the Professional Food Preparation and the Food and Beverage Service in the second trimester and the Housekeeping Operations and Front Office Operations in the first trimester or vice versa. You will be advised accordingly.



**FOREIGN LANGUAGE REQUIREMENT:**

Students are required to complete six (6) credits of foreign language. The language courses are offered every trimester. Students may be able to take these at their convenience.

**EXAMPLE OF ELECTIVES:**

Entrepreneurship	Rooms Division Management (6 credits)
E-commerce	Sustainable and Eco-tourism
Facilities and Installations Planning	Sustainability in the Hospitality Industry
Food and Beverage Management (6 credits)	Destination Development Planning
Gastronomy (6 credits)	Principles of Internal Control
Interior Design and Architecture	Business Continuity Planning
Meetings, Incentives, Conventions and Exhibitions	Business Law
Professional Human Resources Management Skills	Consumer Behaviour
Quality Management	Golf and Country Club Management

**Curriculum**

COURSE CODE	COURSE TITLE	Runs in Trimester	CREDIT HOURS	PRE-REQUISITE
<b>1. General Studies Requirements</b>			<b>(30 credit hours)</b>	
ENGL102	English Composition and Rhetoric	1	3	
CULT201	Cultural Diversity	3	3	
ETHS301	Business Ethics	5	3	
ACNT101	Hospitality Accounting	2	3	
COMP102	Business Information Systems	3	3	
RESH301	Research Methods	8	3	STAT201
STAT201	Statistics	7	3	
ECON302	Tourism Economics	3	3	
	<b>Foreign Language(s)</b>	1-9	6	
<b>2. Management Core Requirements</b>			<b>(48 credit hours)</b>	
ACNT201	Management Accounting	3	3	ACNT101
CONS401	Consultancy Project	9	6	
DISS490	Dissertation	9	9	
FINN301	Financial Accounting	7	3	ACNT201
HLAW401	Legal Aspects of the Hospitality Industry	7	3	
HRMT301	Human Resource Management	5	3	
MRKT101	Introduction to Marketing	1, 2	3	
LEAD101	Leadership	2	3	
ORGB201	Organisational Behaviour	3	3	
SOMT301	Service Operations Management	5	3	
MRKT301	Services Marketing	7	3	
COMP301	Strategic Information Technology Application in Management	8	3	COMP102
STMT401	Strategic Management	8	3	
<b>3. Hospitality Core Requirements</b>			<b>(33 credit hours)</b>	
BUSS101	Tourism and Hospitality Business	1	3	
FABS101	Food and Beverage Service	1, 2	3	
CULN101	Professional Food Preparation	1, 2	3	
FABM101	Food and Beverage Business	1, 2	3	
FOOP101	Front Office Operations	1, 2	3	
HIST301	History of Hospitality	5	3	

HKOP101	Housekeeping Operations	1, 2	3	
HTFU301	Hospitality and Tourism Futures	5	3	
FINN401	Real Estate (Hotel) Finance	8	3	FINN301
INTS202	Internship	4	6	
<b>4. Electives</b>			<b>(15 credit hours)</b>	
ENTR301	Entrepreneurship	6	3	
ECOM301	E-commerce	6	3	
FACM301	Facilities and Installations Planning	6	3	
FABM202	Food and Beverage Management	6	6	
GAST301	Gastronomy	6	6	
DSGN301	Interior Design and Architecture	6	3	
MICE301	Meetings, Incentives, Conventions and Exhibitions	6	3	
PHRM301	Professional Human Resources Management Skills	6	3	
QUAL301	Quality Management	6	3	
RDMG202	Rooms Divisions Management	6	6	
ECOT301	Sustainable and Eco-Tourism	6	3	
SUST301	Sustainability in the Hospitality Industry	6	3	
DEST301	Destination Development Planning	6	3	
ACNT301	Principles of Internal Control	6	3	
CONT301	Business Continuity Planning	6	3	
BLAW401	Business Law	6	3	
CONB301	Consumer Behaviour	6	3	
GCCM301	Golf and Country Club Management	6	3	

## **ASSOCIATE OF SCIENCE in INTERNATIONAL HOSPITALITY OPERATIONS**

The Associate of Science Degree in international Hospitality Operations consists essentially of the first five trimesters of the BSc Honours Degree in International Hospitality Management. It provides students with a degree level qualification that covers essential skills, knowledge and theory of key functional areas in business, and provides an understanding of the hospitality industry. Graduates can utilise this programme as a short route into a career in the hospitality industry, entering at supervisory or trainee management level positions, or they can transfer the credits earned from this programme onto full Honours degree programmes at The Emirates Academy of Hospitality Management or elsewhere.

### **Programme Goals**

The core goals of this programme are to enable students to:

- Acquire the general skills and knowledge needed to enter into any middle- level management career in the hospitality industry;
- To develop a regional and global view of the hospitality industry;
- To produce and market hospitality products, facilities, and services so that these products contribute in a positive and sustainable way to the community and business organizations in Dubai, the UAE and internationally;
- Have a clearer idea and appreciation of hospitality management through an industrial placement.

## Specific Objectives

The programme will:

- Provide students with key skills and techniques, personal qualities and attitudes essential for successful performance in working life, such as communication, problem solving, cultural sensitivity, methodological thinking and computer skills;
- Develop students' understanding of the various functional areas within business and their interrelationships, by offering them a varied set of core business courses,;
- Provide students with the knowledge and skills needed to operate in the hospitality industry anywhere in the world;
- Encourage a self-motivated approach to study and the application of skills in the workplace and make an immediate contribution in employment through an internship.

## Programme Content

The programme consists of sixty – nine (69) credit hours. Nominally this represents twenty – three (23) taught courses including an internship. Each of the courses have a value of three (3) credit hours and the internship is six (6) credits.

General Studies Requirements	15 credit hours
Management Core Requirements	12 credit hours
Hospitality Core Requirements	24 credit hours
Electives	18 credit hours
	<u>69 credit hours</u>

## Course Sequencing

	First Year	Second Year
First Trimester	Professional Food Preparation* Food and Beverage Service* Tourism and Hospitality Business English Composition and Rhetoric Food and Beverage Business	Internship (6 credits)
Second Trimester	Housekeeping Operations* Front Office Operations* Leadership Introduction to Marketing Hospitality Accounting	Elective      Elective Elective Elective Elective
Third Trimester	Business Information System Cultural Diversity Organisational Behaviour Tourism Economics Management Accounting	

\*These courses go together. Some students will do the Professional Food Preparation and the Food and Beverage Service in the second trimester and the Housekeeping Operations and Front Office Operations in the first trimester or vice versa. You will be advised accordingly.

## Curriculum

COURSE CODE	COURSE TITLE	Runs in Trimester	CREDIT HOURS	PRE-REQUISITE
<b>1. General Studies Requirements</b>			<b>(15 credit hours)</b>	
ENGL102	English Composition and Rhetoric	1	3	
CULT201	Cultural Diversity	3	3	
ACNT101	Hospitality Accounting	2	3	
COMP102	Business Information System	3	3	
ECON302	Tourism Economics	3	3	
<b>2. Management Core Requirements</b>			<b>(12 credit hours)</b>	
ACNT201	Management Accounting	3	3	ACNT101
MRKT101	Introduction to Marketing	1, 2	3	
LEAD101	Leadership	2	3	
ORGB201	Organisational Behaviour	3	3	
<b>3. Hospitality Core Requirements</b>			<b>(24 credit hours)</b>	
BUSS101	Tourism and Hospitality Business	1	3	
FABS101	Food and Beverage Service	1, 2	3	
CULN101	Professional Food Preparation	1, 2	3	
FABM101	Food and Beverage Business	1, 2	3	
HKOP101	Housekeeping Operations	1, 2	3	
FOOP101	Front Office	1, 2	3	
INTS202	Internship	4	6	
<b>3. Electives</b>			<b>(18 credit hours)</b>	
Students may select any courses.				

## MASTER OF SCIENCE IN INTERNATIONAL HOSPITALITY MANAGEMENT

### Goals and Programme Outcomes

#### Desired Outcomes

- Critical Thinking:** Using reflective thinking and reasoning to evaluate information based on natural and social sciences, mathematics, and an understanding of social responsibility to make value-based decisions and to solve problems.
- Communication:** Communicate effectively (written, oral, visual, and electronic) as academics, professionals and members of the global community.
- Professional Competence:** Demonstrate depth and breadth of disciplinary knowledge by using appropriate technology and skills to meet professional obligations, to behave in a legal and ethical manner; and be prepared and able to engage in life-long learning.

#### Programme Goals

One of the bases for programme design is the set of professional competences which are needed to manage hospitality organisations. It is realised that in the world of work, each of these competences is not demonstrated

as a discrete element, but rather in an integrative manner which mirrors the situations managers are faced with - that is, that problems, issues, and other “situations” do not arrive clearly labelled as “HRM”, “finance”, “ethics”, “communication”, etc.

The programme, therefore, adopts a thematic, inter-disciplinary approach which first looks at the problems, issues, and other “situations” faced by the practising manager. It then considers the various related disciplines/subject areas, core skills, and other factors. Next, blocks of problems, issues, and “situations” and related disciplines/subject areas are identified and categorised according to the respective areas of hospitality operations.

The modular system, in which each module acts as the co-ordinating mechanism for the variety of disciplines/subject areas and skills, lends structural support to the approach where learning contents and learning activities are provided within blocks of four weeks in duration.

Within this framework, the MSc intends to:

- provide students an appreciation of; and competency in; the range and complexity of applied management skills in a hotel and hospitality context;
- develop critical and analytical problem-solving skills and general/transferable skills to prepare students for high level employment in the business world of the hotel and hospitality industry;
- build upon students' previous undergraduate study experience in order to meet the knowledge, intellectual skills, technical skills and key competences required in the industry

### Course Sequencing

	First Trimester	Second Trimester	Third Trimester
Year 1	Hotel Asset Management Applied Statistics for Business Research Elective	Business Research Methods Developing and Monitoring Corporate Strategy Elective	Hotel Service Operations Management International Recruitment & Talent Management Elective
Year 2	Post Graduate Thesis		
	Business Research Project + Elective		

### ELECTIVES

Business Continuity Planning  
Digital Marketing  
Entrepreneurship

Hotel Benchmarking  
Sustainable Tourism Development  
Cross Cultural Selling and Marketing

## Curriculum

COURSE CODE	COURSE TITLE	Runs in Trimester	CREDIT HOURS	PRE-REQUISITE
<b>1. Mandatory Courses</b>			<b>(24 or 27 credit hours)</b>	
RESH901	Business Research Methods	2	3	
MNGT903	Developing and Monitoring Corporate Strategy	2	3	
FINN901	Hotel Asset Management	1	3	
HOTS901	Hotel Service Operations Management	3	3	
HRMT901	International Recruitment and Talent Management	3	3	
STAT901	Applied Statistics for Business Research	1	3	
DISS901	Post Graduate Thesis*		9	RESH901
PROJ901	Business Research Project*		6	RESH901/STAT901
<b>2. Electives</b>			<b>(9 or 12 credit hours)</b>	
DIGM903	Digital Marketing	1 or 2 or 3	3	
ENTR901	Entrepreneurship	1 or 2 or 3	3	
MNGT904	Business Continuity Planning	1 or 2 or 3	3	
MRKT901	Cross Cultural Selling and Marketing	1 or 2 or 3	3	
HBEN901	Hotel Benchmarking	1 or 2 or 3	3	
SUST901	Sustainable Tourism Development	1 or 2 or 3	3	

## DEGREE PROFILES

### Undergraduate

#### **Graduates of the BSc (Honours) in International Hospitality Management will be able to:**

1. Quickly progress to managerial positions within hotel operations, or the following specific functional areas; Finance, Human Resource Management, Information Technology, Research and Development, Marketing.
2. Research and analyse elements within the International Tourism Industry developing and communicating information to senior managers that is used for decision making.
3. Critically apply the business disciplines of Marketing, Accounting, Economics, Statistics, Operations Management, Services Marketing, Law, Strategy and Real Estate Finance within a commercial enterprise.
4. Independently and rigorously research business issues using an appropriate and justified research methodology to develop publications, business plans and reports.
5. Analyse the performance of a business against specified financial, social, environmental, marketing and operational criteria and make recommendations for improvements.
6. Manage culturally diverse employees and establish policies, systems and procedures that reflect best practice in the areas of Leadership, Human Resource Management, Marketing, Finance and Ethics.
7. Communicate in at least one additional language to their native tongue.
  - a. N.B. All students are required to study and pass six credits in a language or languages for which they are non native speakers and which they have not studied at grades 11 and 12 of secondary school.
8. Function as a well rounded business professional, ready and willing for the world of work with high levels of social competence and ethical and cultural awareness.
  - a. N.B. The Emirates Academy of Hospitality Management insists that all students conform to a strict dress code. Students' performance in the world of work is also assessed during their six month internship.
9. Appreciate and be committed to on-going personal professional development, and the development of those subordinate to them.

#### **Graduates of the Associate of Science in International Hospitality Operations will be able to:**

1. Competently contribute to hotel operations in the operational departments of: food preparation and service, and Housekeeping and Front Office.
2. Describe the scope and nature of the international tourism and hospitality business, and recognize career opportunities within this industry.
3. Effectively communicate to a range of different audiences through a variety of professional media.
4. Critically apply the business disciplines of Marketing, Accounting, Economics, Statistics and Operations Management within a commercial enterprise.

5. Supervise culturally diverse employees with due regard to best practice in the areas of Leadership, Human Resource Management and Ethics.
6. Function as a well rounded business professional, ready and willing for the world of work with high levels of social competence and ethical and cultural awareness.  
N.B. The Emirates Academy of Hospitality Management insists that all students conform to a strict dress code. Student's performance in the world of work is also assessed during their six month internship.
7. Communicate in at least one additional language to their native tongue.  
N.B. All students on the Associate Degree programme are required to take three credits of languages. These must be in languages that they have not previously studied to grade 11 and 12 of High School and they may not be native speakers of these languages.

## **Postgraduate**

### **Master of Science in International Hospitality Management**

#### **The Mandatory Modules will ensure that graduates will be able to:**

1. Critically examine the social, cultural, cognitive and financial aspects of contemporary international hospitality management.
2. Make a professional contribution to the process of corporate leadership within hospitality businesses.
3. Investigate hospitality managerial issues in a creative, strategic and entrepreneurial way.
4. Plan, design, construct, execute and present business research using a range of methodologies, analytical techniques and presentation formats.

The Elective Modules will enable students to choose to develop three specialist sets of skills, knowledge and competence in the areas of:

1. Business Continuity Planning
2. Hotel Benchmarking
3. Digital Marketing
4. Sustainable Tourism Development
5. Cross Cultural Selling and Marketing



# GENERAL EDUCATION PROVISION

## Undergraduate

### General Educational Provision

All students at The Emirates Academy of Hospitality Management are required to study general educational subjects that prepare them for the world of business and which also provide contemporary life skills.

In particular, The Emirates Academy of Hospitality Management will develop and assess effective skills in the areas of English Language, Mathematics and in the use of Information Technology. This is achieved through student being required to take the following mandatory courses and learning outcomes.

### English Language

#### *FABS101 – Food and Beverage Service*

- LO 2. Describe the structure and organization of the food and beverage industry.
- LO 6. Demonstrate knowledge of the different uses of food and beverages from satisfying physiological needs to satisfying social and psychological needs.
- LO 7. Demonstrate and describe food service techniques, customer service and interpersonal skills.

#### *FABM101 – Food and Beverage Business*

- LO 4. Evaluate food and beverage process and management in various catering establishments.

#### *ENGL102 – English Composition and Rhetoric*

- LO 1. Appreciate and apply the skills necessary in essay writing in order to communicate clearly.
- LO 2. Recognize and write summaries of academic level writings.
- LO 3. Write original journals, essays and critiques to be contained in a writing portfolio that will be of future referential use.
- LO 4. Illustrate an understanding of oral presentation skills.

#### *CULT201 – Cultural Diversity*

- LO1. Explain various definitions and characteristics of culture.
- LO9. Demonstrate the ability to conduct research into culture and tourism, using appropriate theory and refereed journal articles.

#### *ORGB201 – Organisational Behaviour*

- LO 1. Explain the nature of service, customer care and ways of communicating within organizations.
- LO 2. To express his views in regards to organizational issues within the hospitality industry.
- LO 3. To complete on going coursework towards their participation grade.
- LO 4. To prepare for the midterm and final exam through use of resources such as PowerPoint presentations, notes, discussed material in class and textbook.

#### *INTS202 – Internship*

- LO 4. Develop linguistic skills.

### **ETHS301 – Business Ethics**

LO 8. Discuss the consequences of unethical and ethical business decisions.

### **RESH301 – Research Methods**

LO 1. Develop an appropriate research question relevant to the hospitality context.

LO 2. Academic and industry research.

### **HRMT301 – Human Resource Management**

LO 2. Identify and discuss the different acts in relation to employment law.

LO 4. Discuss human resource planning and comprehend the human resource recruitment process.

### **CONS401 – Consultancy Project**

LO 4. Evaluate the data, using appropriate academic concepts and frameworks, and use it to draw together alternatives for development plans and to produce a structured and detailed analysis in an operational context, using both primary and secondary information sources.

LO 5. Produce a written consultancy report, using appropriate conventions, which satisfies the client's needs; reports appropriately for those needs; has clarity and is effective in presenting the outcomes of the project.

### **DISS490 –Dissertation**

LO 8. Complete a written dissertation in accordance with the academic and scholarly guidelines provided.

## **Mathematics**

### **CULN101 – Professional Food Preparation**

LO 7. Carry out basic kitchen accounting tasks, recipe costing, true food cost and selling price strategy.

### **FABM101 – Food and Beverage Business**

LO 1. Identify and use different methods of cost and revenue control.

### **ACNT101 – Hospitality Accounting**

LO 1. Illustrate satisfactory arithmetic and basic accounting skills.

LO 3. Formulate simple financial statements from given data.

### **FOOP101 – Front Office Operations**

LO 8. List the procedures for processing guest charges and payments (check – out) including city ledgers to accounts ledgers to accounts receivable.

LO 9. Identify importance of the night audit for the Front Office in a hotel unit.

### **ACNT201 – Management Accounting**

- LO 1. Demonstrate satisfactory arithmetic and accounting skills.
- LO 4. Produce operating, cash and master budgets in a hospitality context from given data.
- LO 5. Produce a basic analysis on variances between budgeted and actual operating financial performance in a hospitality context from given data.
- LO 6. Understand the function and behavior of cost in a hospitality context in respect of calculating Break/Even and setting prices on a cost basis.

### **RDMG202 – Room Division Management**

- LO 2. Describe the principles of room inventory and rate management applied across the room inventory distribution channels.
- LO 3. Describe the principles, methodology and practices yield and revenue management in the hospitality industry
- LO 5. Recognise the use of forecasting and overbooking in reference to room availability by applying the ratios and formulas managers use to forecast room availability.
- LO 6. Identify and describe various techniques and strategies used for pricing rooms in a hotel environment.

### **STAT201 – Statistics**

- LO 1. Differentiate between types of data.
- LO 2. Tabulate, graph and summarize the data.
- LO 3. Comprehend and apply various probability distributions.
- LO 4. Calculate statistical estimation and gain proficiency in applying confidence levels.
- LO 6. Use a software to analyze and display data.

### **FINN301 – Financial Accounting**

- LO 2. Apply financial techniques to analyze financial performance.
- LO 4. Identify and rationalize the importance of the essential factors used for financial planning and forecasting.

### **FINN401 – Real Estate (Hotel) Finance**

- LO 1. Assess the financial feasibility of hospitality operations through the application of financial concepts.
- LO 2. Evaluate the operational and financial consequences of the acquisition of capital Information Technology.

### **COMP102 – Business Information Systems**

- LO 4. Manipulate timescales.
- LO 7. Work with cost and resource data.
- LO 9. Interpret project statistics.
- LO 13. The ability to assign duties, budgets and manage overallocations.

### **COMP301 – Strategic Hospitality Information Technology**

- LO 9. Evaluate the feasibility of IT projects and appraise their competitive potential.

### **ACNT301 – Principles of Internal Control**

LO 2. Creating justifiable business decisions at the unit level in a hospitality context based on principles of internal control.

LO 3. The formulation of decisions based upon internal control at unit level in a hospitality business.

### **RESH301 – Research Methods**

LO 2. Be able to search the academic databases to retrieve existing literature on a particular research topic.

In addition to these General Education subjects, The Emirates Academy of Hospitality Management also develops knowledge and competency in the following areas of additional General Education:

- Culture
- Arts
- Languages
- Physical Sciences
- Social or Behavioural Science

### **Culture**

#### **CULT201 –Cultural Diversity**

LO 1. Explain various definitions and characteristics of culture.

LO 2. Demonstrate a basic understanding of the role of culture in nosiness and marketing.

LO 3. Demonstrate a basic understanding of current culture literature.

LO 4. Explain how culture relates to the provision of services and tourism.

LO 5. Explain how culture influences interactions between tourists and hosts.

LO 6. Describe the relationship between culture and perception.

LO 7. Describe the relationship between culture and satisfaction.

LO 9. Demonstrate the ability to conduct research into culture and tourism, using appropriate theory and refereed journal

LO 10. Demonstrate an understanding of various culture theories.

LO 11. Demonstrate the ability to conduct business in a culturally-sensitive manner.

LO 12. Demonstrate consideration for various different cultural views and perspectives.

LO 13. Demonstrate the ability to apply various cultural dimensions in explaining different cultures.

LO 14. Demonstrate the ability to conduct cultural and destination-specific research.

LO 15. State how acceptable standards differ between different cultures.

LO 17. State how to behave in a culturally sensitive matter.

LO 18. Demonstrate the need to continually research and up skill the role of culture in business.

LO 19. Demonstrate the need to continually research and up skill the different norms and values in different cultures.

LO 20. Demonstrate the need to continually research and up skill differing business practices in different parts of the world.

LO 22. Effectively contribute to conducting research into different areas.

LO 23. Effective contribute in planning business activities e.g. marketing and events, keeping cultural difference in mind.

### **ORGB201 – Organisational Behaviour**

- LO 8. Identify the power and politics in hospitality organisations.
- LO 14. Depending on the topic of interest and selected by the students, research will be conducted to complete their group project in the areas of stress management, burnout, conflict management and counseling management.

### **HRMT301 – Human Resource Management**

- LO 8. Discuss the ways companies attempt to select, train, compensate and reintegrate expatriate managers.

## **Arts**

### **CULN101 – Professional Food Preparation**

- LO 1. Prepare and cook a variety of gastronomic dishes, using different cooking methods.

### **FABM101 – Food and Beverage Business**

- LO 1. Describe examples of food and beverage operations that employ service processes which complement the scope and application of a practical situation in regard to approaches to customer satisfaction; flow of service and resources; technological considerations; and merchandising and marketing consideration.

### **DSGN301 – Interior Design and Architecture**

- LO 1. Relate the art and science of architecture and design to the hospitality industry.
- LO 2. Appreciate the internal and external design components of a range of hotel properties and functional hotel areas.
- LO 3. Develop a realistic perspective about the intricacies of hotel design in a rapidly changing global environment

## **Languages**

We currently offer more than six (6) different language courses. The following are typical learning outcome extracted from the French:

- LO 1. Comprehend and respond to simple sentences spoken at near normal pace from a sympathetic native speaker.
- LO 2. Comprehend short passages of written French and explain their meaning in English.
- LO 3. Write short passages and communicate simple information (such as personal details and preferences) in comprehensible language.

## **Natural or Physical Sciences**

### **CULN101 – Professional Food Preparation**

- LO 2. Prepare and cook a variety of gastronomic dishes, using different cooking methods.
- LO 3. Describe and identify different food commodities.
- LO 6. Demonstrate an understanding of basic menu planning.

### **FABS101 – Food and Beverage Service**

- LO 4. Understand the use and application of food and beverage products and discuss ethical issues related to the provision of food and drink.

### **SOMT301 – Service Operations Management**

- LO 1. Investigate the transferability of the services operations concepts from the industrial sector to the services sector.

## **Social or Behavioural Sciences**

### **BUSS101 –Tourism and Hospitality Business**

- LO 1. Describe the history of the hospitality and tourism sectors.
- LO 3. Describe the nature and characteristics of the travel and tourism sector.
- LO 4. Describe the characteristics of the restaurant sector.
- LO 5. Describe the role of hotels in the hospitality sector, their characteristics, traits and basic operations.
- LO 6. Describe the operations of clubs and MICE in the hospitality sectors.
- LO 7. Describe the nature of the cruise and gaming sectors in the hospitality sectors.
- LO 8. Demonstrate an understanding of marketing and hospitality management companies.
- LO 15. State how to manage tourism businesses in a legal and socially responsible manner.
- LO 16. State how to balance the requirements of customers, owners, the management company and other stakeholder.
- LO 22. Effectively contribute to the analysis of various different types of tourism business to fulfill the requirements of different stakeholders.

### **FABS101 –Food and Beverage Service**

- LO 6. Demonstrate knowledge of the different uses of food and beverages from satisfying physiological needs to satisfying social and psychological needs.

### **MRKT101 –Marketing**

- LO 2. Identify and describe service industries and their specific characteristics affecting marketing.
- LO 4. Illustrate the importance of market research and marketing information systems to a market driven service organization.
- LO 7. Explain the importance of the customer focus, service quality, customer needs, wants, satisfaction and customer loyalty to a service product.
- LO 13. Demonstrate an understanding of marketing principles used in hospitality and tourism.

### **CULT201 – Cultural Diversity**

- LO 1. Explain various definitions and characteristics of culture.
- LO 4. Explain how culture relates to the provision of services and tourism.
- LO 5. Explain how culture influences interactions between tourists and hosts.
- LO 9. Demonstrate the ability to conduct research into culture and tourism, using appropriate theory and refereed journal articles.
- LO 11. Demonstrate the ability to conduct business in a culturally-sensitive manner.

- LO 12. Demonstrate consideration for various different cultural views and perspectives.
- LO 13. Demonstrate the ability to conduct cultural and destination-specific research.
- LO 15. State how acceptable standards differ between different cultures.
- LO 16. State how to find information about acceptable practices in different countries in the world.
- LO 17. State how to behave in a culturally sensitive manner.
- LO 19. Demonstrate the need to continually research and up skill in differing business practices in different parts of the world.
- LO 20. Effectively contribute in planning business activities e.g. marketing and events, keeping cultural differences in mind.

### **ORGB201 – Organisational Behaviour**

- LO 1. Explain the nature of service, customer care and ways of communicating within organizations.
- LO 2. Understand the diverse environment of the hospitality industry and the power of teams.
- LO 3. Understand group problem solving and decision making techniques.
- LO 5. Be able to set personal and professional goals for individuals and groups within the organization.
- LO 6. Manage conflict amongst groups in a business environment.
- LO 7. Explain ways on how to motivate and counsel employees.
- LO 8. Identify the power and politics in hospitality organizations.
- LO 14. Depending on the topic of interest and selected by the students, research will be conducted to complete their group project in areas of stress management, burnout, conflict management and counseling management.

### **SOMT301 – Service Operations Management**

- LO 1. Analyze service policies to understand their importance in gaining competitive advantage.

### **HRMT301 – Human Resource Management**

- LO 9. Identify the causes of employee turnover and job dissatisfaction and find ways to combat those issues within the workplace.
- LO 19. Depending on the topic of interest and selected by the students, research will be conducted to complete their group project in the areas of training, IT, performance management, employee benefits, employee development, recruitment, employee selection, human capital investments, HR Management in the 21<sup>st</sup> century: Challenges for the Future within the hospitality industry.

## **Postgraduate**

### **General education provision**

The overall objectives of the Master’s degree assure that students are exposed to a broad-based curriculum that fosters their ability to engage in life-long learning.

All modules reflect central aspects of critical thinking; communication and professional competence.

Learning outcomes for all modules demonstrate the student’s ability in some, or all of the following general education skills; English language, mathematics and the use of computers.

Learning outcomes for specific modules demonstrate the student’s ability in some, or all of the following general education skills; history, culture, humanities, and social and behavioural sciences.

## **ADMISSIONS**

### **Principles**

The admission of an individual applicant is at the discretion of the Academy and there is no right of appeal against admission decisions made by the Academy. In considering admissions, the Academy will be guided by the following considerations:

- There should be a reasonable expectation that anyone admitted to a programme of study will be able to fulfill the learning objectives of the programme and achieve the standard required for an award available within the programme.
- The ability to successfully complete and benefit from a programme should be the basic criterion for admission, and this is not necessarily best evidenced by the highest possible entry grades.
- In considering each individual applicant for admission to a programme of study, evidence should be sought of personal, professional and educational experiences that provide indications of ability to meet the demands of the programme.
- The procedures followed should ensure equality of opportunity for all applicants. There shall be no discrimination against any applicant in relation to age, ethnic origin, gender, marital status, nationality, or social class.
- The Academy must satisfy itself that the applicant has sufficient command of the English language to complete satisfactorily the programme of study.
- Admission of a student that is premised upon inaccurate or false statements or documents is null and void upon discovery of such fraud, and any academic credit earned by the student at the Academy is voided.

### **ENTRANCE QUALIFICATIONS**

Applicants may be admitted to the start of a programme of study if they meet the entry requirements for the programme. In general terms students will be assessed on an individual basis. Students will be interviewed and decisions made by the Dean or his designate. Students will be assessed by the Dean or his designate on the following three criteria:

- Academic ability as evidenced by academic achievement to date;
- Proof of adequate proficiency in English; and,
- Suitability for the industry in terms of personal characteristics, motivation, and knowledge and experience of the industry.

A standard form is to be used for the recording of all evidence relating to the admission of a candidate including the interview.

All students are required to read, sign and return a Student Contract that states the obligations of EAHM to the student and the educational, attire and behavioural requirements that are expected from all students.



## UNDERGRADUATE

### Application

You may submit your application:

- On-line  
Completed application form on-line maybe submitted through the following e-mail address:  
[info@emiratesacademy.edu](mailto:info@emiratesacademy.edu)
- By post  
The postal address:  
The Student Recruitment Office  
The Emirates Academy of Hospitality Management  
PO Box 29662  
Dubai, UAE  
Phone: +97143155555
- Personal  
You may meet one of the EAHM's representatives to receive your application

Your application should contain:

- A completed application form
- Official transcripts – photocopies may be submitted at the time of application. If you are still completing your exams for your final year, you may submit the anticipated grade report provided by your school.
- Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS) result. If still unavailable, please identify your test date on the application form.
- Provide a pass certificate for International/European Computer Driving License Qualification (ICDL/ECDL). Please see the note for this in the following section.
- An evaluation/reference form completed by one of your teachers or employers in a sealed envelope.
- A completed medical information form.
- Your personal statement.
- Copy of academic awards and honours.
- Copy of employment certificate (if available or if applicable).
- Coloured passport copy (including valid residence visa page, if available)
- Six recent coloured passport type photos.
- Application Fee of five hundred dirhams (AED500)

Please note that all documents must be presented in English and that you should be aged eighteen (18) or above on 31 December of the year of entry.

### High School (Secondary School) Qualifications

Acceptable high school qualifications are listed in Appendix 1. Your transcript should show all courses completed and the grades received.

You should provide complete information on the school or college where you have studied with an explanation of the grading system in English.

### **Proof of Adequate English Proficiency**

Proof of adequate English proficiency is required from all undergraduate applicants.

### **Acceptable Tests and Required Scores**

TOEFL and IELTS (Academic Test) are the most commonly used English proficiency tests that are accepted by EAHM. Scores required for entry into undergraduate and master’s programme are listed below.

The normal requirements that are listed in the table below will apply in all cases. Where a student achieves a score within the discretionary range EAHM may consider the student for entry if other evidence of English proficiency can be provided.

*Accepted TOEFL / IELTS –scores*

<b>TOEFL COMPUTER-BASED TEST:</b>
Normal requirement
Total score of 213 AND 5.0 on Writing test
<b>TOEFL INTERNET-BASED TEST:</b>
Normal requirement
Total score of 80 With a Minimum Score of 20 in All Sections
<b>TOEFL PAPER-BASED TEST:</b>
Normal requirement
Total score of 550 AND 5.0 on Test of Written English
<b>IELTS TEST: (ACADEMIC PAPER)</b>
Normal requirement
Overall band 6 AND 5.0 on Academic Writing test

\*A TOEFL score without the Test of Written English is not acceptable.

For both TOEFL and IELTS the Academy only accepts official test scores sent directly to Admissions by the issuing agency. The TOEFL Institution Code of The Emirates Academy of Hospitality Management is 7116. We recommend that students request that their result be sent to us as soon as it is available. Please do note that the Academy reserves the right to re-test applicants for English proficiency. Should this re-test demonstrate an unacceptable score, the application will be void.

## **International/European Computer Driving License Qualification (ICDL/ECDL)**

It is recommended that all students complete the ICDL/ECDL or any equivalent qualification prior to commencing their studies. This is to ensure that they have the necessary IT skills to succeed at this university.

### **Admission Procedure**

When considering candidates for admission, the Dean, and or the Assistant Dean and or the Registrar looks at the entire profile of the candidate including their academic records, work experience, extracurricular activities, test scores and recommendations. Applicants' credentials are evaluated as soon as the application form, with all relevant documentation, is received. The offer letter is normally issued within two weeks of the receipt the application.

### **Personal Assessment**

Those students considered suitable will be invited to the second stage of application – an interview. In an informal atmosphere, the candidate will be asked appropriate questions in order to determine their suitability for a career in hospitality. The general focus of the questions is prescribed through the use of a pro forma interview form. The questions asked aim to establish the candidates knowledge and experience of the industry, motivation to succeed within the industry and EAHM, willingness to participate in group work and to establish the extent to which their professional aspirations fit with the educational aims of The Emirates Academy of Hospitality Management. The interview may be conducted either by telephone, in person or by Skype.

### **Outcomes of the Admissions Process**

After the interview, a final decision to offer the candidate a place on the programme or not will be reached. There are three possible outcomes:

1. The candidate has been successful in achieving all of the entry requirements including the personal interview. In this case candidates are offered direct entry onto their programme of study.
2. The candidate's interview was successful, but some of the other entrance requirements have yet to be demonstrated or achieved. In this case candidates will receive a conditional offer. If candidates successfully demonstrated a good level of English proficiency, but failed other requirements of the admissions criteria, they may be reserved and offered a place for entry at the beginning of trimester two or the following year. This offer of a place will be conditional upon the candidate achieving the required grades through a repeat or retake of the qualifications required.
3. The candidate's interview was unsuccessful:  
Regardless of the academic results attained, The Emirates Academy of Hospitality Management reserves the right to reject any candidates.

### **Admission Deadline**

All applications must be filed in the Student Recruitment Office by the following dates:

First trimester by	01 August 2012
Second trimester by	01 December 2012
Third trimester by	01 March 2013

Students requiring visas should apply one month before the above deadline. Applications received after these dates will only be considered at the discretion of the Registrar or Dean and are subject to places being available on the programme. Such applications will be subject to a late application fee.

## **Transfer Credits**

The Emirates Academy of Hospitality Management recognizes academic credits earned at other recognised and accredited institutions. Regulations relating to the award of Academic credits are set by the UAE's Ministry of Higher Education and Scientific Research and may vary from time to time. At the time of writing this Catalogue, credit may not be given for more than fifty percent (50%) of a programme. This means that credit may not be given for more than half of the courses that make up any programme and that credit can only be awarded on the basis of mapping earned qualifications (or completed courses / modules) against those offered by the Academy.

Candidates wishing to apply for entry with credit must submit a full syllabus for the subjects they have studied and passed. These will be presented to the relevant faculty member at the Academy who will determine if the learning outcomes achieved in that subject area are sufficient for credit to be awarded. In general terms the measure of sufficiency shall involve an evaluation that more than sixty six percent (66%) of the learning outcomes of a course at the Academy have already been achieved by the candidate.

Credit is awarded at the discretion of the Academy through following the criteria laid down by the UAE's Ministry of Higher Education and Scientific Research. Candidates have no right of appeal over the extent of credit that is awarded to them.

As the mapping of the learning outcomes is a time consuming activity, a fee will be charged. This is specified in Schedule of Fees included within this catalogue.

See Transfer Credit Policy.

## **Post Graduate**

### **Application**

You may submit your application:

- On-line  
Completed application form on-line maybe submitted through the following e-mail address:  
[info@emiratesacademy.edu](mailto:info@emiratesacademy.edu)
- By post  
The postal address:  
The Student Recruitment Office  
The Emirates Academy of Hospitality Management  
PO Box 29662  
Dubai, UAE  
Phone: +97143155555
- Personal  
You may meet one of the EAHM's representatives to receive your application

The application should contain:

- A completed application form
- Official transcripts – photocopies may be submitted at the time of your application.

- Copy of your baccalaureate degree parchment
- A statement of purpose articulating your career goals (500 words)
- A satisfactory level of the English language – demonstrated by a score of at least 600 on the paper-based TOEFL, 250 on the computer-based TOEFL, or 7.0 on the IELTS.
- Sufficient relevant work experience of at least one year full time.
- A letter of reference from.
  - the applicant’s current supervisor or
  - from a person familiar with the applicant’s work and with whom the applicant has worked.
- An official Curriculum Vitae (CV).
- Application fee of five hundred dirhams (AED 500).

### **Baccalaureate Degree**

The qualification required for entry to the Master’s programme is a level eight (8) baccalaureate degree (UAE Qualification Framework) or recognized equivalent qualification from an accredited institution. The applicant should have a satisfactory scholastic average, usually a minimum grade-point average (GPA) of 3.0 (B).

A Certificate of Equivalency should be obtained by the applicant from the UAE Ministry of Higher Education. However, if accepted on the programme prior to obtaining this, the applicant may commence on the programme but will be given only until the end of the first trimester to fulfill this requirement.

### **Competence in English**

If the applicant’s first language is not English, he or she will be required to take a language proficiency test.

- TOEFL test (Test of English as a Foreign Language: [www.toefl.org/](http://www.toefl.org/) ). Students must take the Test of Written English (TWE) at the same time.
  - Minimum requirement:
    - 600 in the paper-based TOEFL test with 5.0 in the Test of Written English
    - 250 in the computer-based TOEFL test with 5.0 in the Essay Writing Test; the minimum score must be achieved in both parts of the test in the same sitting.
    - 100 with minimum 25 in each section on the TOEFL internet-based Test (IBT)
    - A TOEFL score without the Test of Written English is not acceptable.
- IELTS – International English Language Testing System: ([www.ielts.org/](http://www.ielts.org/) ). Details can be obtained from local British Council Offices. Students must take the academic test
  - Minimum requirement:
    - Overall band score of 7.0 with not less than 7.0 in speaking, listening and writing, and 6.5 in reading.

Applicants will need to arrange for us to receive an original test result or certified true copy. The Emirates Academy of Hospitality Management reserves the right to re-test any applicants or students’ competence in English. Should student refuse to be re-tested or fail to achieve the required score, their application will be deemed to be void and they will be automatically withdrawn from the programme.

## **Assessment**

In order to ensure that all applicants have the correct sets of discipline based knowledge, the interviewer will ask specific questions to gauge the awareness of Finance, Marketing, Human Resources and other undergraduate subjects. Full details of the learning outcomes that will be assessed are provided on the website of EAHM.

## **Admission Procedure**

When considering candidates for admission, the Dean, and or the Assistant Dean and or the Registrar looks at the entire profile of the candidate, including academic records, work experience if any, extracurricular activities, test scores and recommendations as well as the performance of the candidate on the assessment and interview process. Applicants' credentials are evaluated as soon as the application form, with all relevant documentation, is received. An offer letter is normally issued within two weeks of the receipt of the application. A decision on admission is reached within a week after the assessment and interview process.

## **Outcomes of the Admissions Process**

1. Offer of an unconditional place
2. Offer of a conditional place with conditions specified. These will relate to work experience, level of English (TOEFL/IELTS) or completion of undergraduate programme.
3. Reject

The Emirates Academy of Hospitality Management reserves the right to reject any application.

## **Entry Date**

Classes on the Master's programme starts at the same time as the Undergraduate.

## **Admission Deadline**

All applications must be filed in the Student Recruitment Office at least one month before the intended joining trimester.

## **Transfer Credits**

Not applicable.

## **Study Abroad**

Students who wish to study at EAHM for one trimester or more and who intend to transfer the credits back to their institution should submit the following documents:

- Completed application form
- Official transcript from the student's university. (Minimum cumulative grade point average of 2.0)
- Letter of approval from the student's university

The offer letter for study abroad applicants is normally issued with two weeks of the receipt of the application.

## TUITION FEE AND EXPENSES

### TUITION FEES AND EXPENSES

#### Bachelor of Science (Honours) in International Hospitality Management Associate of Science in International Hospitality Operations

[Valid from September 2012 – July 2013]

	YEAR 1			YEAR 2			YEAR 3			Total
Trimester	1	2	3	4	5	6	7	8	9	
Application Fee (1)	<i>An Application Fee of AED 500 is to be paid before enrollment</i>									
Holding Deposit (2)	<i>A holding deposit of AED 3,000 will be required to secure the place on the programme</i>									
Tuition Fees (3)	25,650	25,650	25,650	10,260	25,650	25,650	25,650	25,650	25,650	<b>AED 215,460</b>
Sundries (4)	7,560	7,560	7,560	NA	7,560	7,560	7,560	7,560	7,560	<b>AED 60,480</b>
<b>TOTAL</b>	<b>33,210</b>	<b>33,210</b>	<b>33,210</b>	<b>10,260</b>	<b>33,210</b>	<b>33,210</b>	<b>33,210</b>	<b>33,210</b>	<b>33,210</b>	<b>AED 275,940</b>

- (1) The application fee is to be paid upon submission of application documents and is non-refundable.
- (2) A holding deposit is required to secure the place on the programme and is to be paid once a student accepts the offer. This deposit is non-refundable should an applicant decide not to start the programme.
- (3) Tuition Fees for each Trimester will remain the same regardless of the number of courses taken except for Trimester 4 when students undertake an internship. Additional charges will apply if students re-take a course.
- (4) Sundries include all academic books, local fieldtrips and excursions, software and licenses, IT support, access to electronic databases in the library, photocopying / printing, orientation activities and graduation expenses. All fees are to be paid in AED.

### FLEXIBLE PAYMENT PLANS

In order to assist in the easy payment of fees, The Emirates Academy of Hospitality Management offers three flexible payment options.

1. Pay the Tuition Fees & Sundries on a Trimester basis in 9 separate installments.
2. Pay one year's Tuition Fees & Sundries in advance before the start of the first Trimester and receive a 3% discount.
3. Pay the full three year Tuition Fees & Sundries before the start of the very first Trimester and receive a 10% discount.

## **OPTIONAL FEES**

### **INTERNATIONAL COMPUTER DRIVING LICENSE (ICDL) or EUROPEAN COMPUTER DRIVING LICENSE (ECDL)**

In preparation for the students first year of studies, they are encouraged to undertake the International Computer Driving Licence (ICDL) / European Computer Driving Licence (ECDL), which is a computer literacy certification programme. This certification is a pre-requisite to COMP102 Business Information Systems which is a compulsory subject at the end of Year 1. If the student is not able to complete the ICDL / ECDL certification prior to their arrival, we will inform the student of the location of local (Dubai based) testing centres where the student can acquire this qualification. Do note that an additional charge will be incurred for taking these tests. More information about the ICDL / ECDL can be found here <http://icdl.org/>.

### **ON-CAMPUS ACCOMMODATION**

Single studio accommodation consisting of an en-suite bathroom, kitchen, bed / study room and regular linen change is available on campus. The accommodation fee is AED 135 per night.

### **VISA**

The Academy will provide visas for international students at the cost of AED 2,000. The visa should be renewed at cost upon expiry (if applicable).

### **STUDYING IN ECOLE HOTELIERE DE LAUSANNE**

Students wishing to attend Ecole hôtelière de Lausanne for two Trimesters should refer to the EHL website for their fees and terms and conditions. The Emirates Academy of Hospitality Management charges an administration fee of AED 2,000.

### **ASSOCIATE OF SCIENCE IN INTERNATIONAL HOSPITALITY OPERATIONS FEES**

The fees for the Associate of Science in International Hospitality Operations comprises of the first five Trimesters of the Bachelor's degree structure, in addition to one 3-credit course. The Associate degree comprises of a total of 69 credits.

### **DISCLAIMER & NOTIFICATION**

All fees may increase by up to 10% over the course of your studies and at least 6 months' notice will be given should there be any increments. Any prevailing discounts can only be applied once. Should there be a dispute; the management of The Academy reserves the right to make the final decision. The stated fees are indicative only.



**TUITION FEES AND EXPENSES**  
**Master of Science in International Hospitality Management**  
**[Valid from September 2012 – July 2013]**

Mandatory Fees & Extras	Trimester 1	Trimester 2	Trimester 3	Total for MSc in Full-time mode	Per course in flexible mode
Application Fee (1)	500			500	
Deposit (2)	8,140			8,140	
Tuition (3)	16,280	24,420	24,420	65,120	8,140
Sundries	5,380	5,380	5,380	16,140	1,794
<b>TOTAL</b>	<b>30,300</b>	<b>29,800</b>	<b>29,800</b>	<b>89,900</b>	<b>9,934</b>

- (1) The application fee is paid before enrollment and not included in the invoice for courses.
- (2) The deposit to secure your place on the programme is to be paid once you are accepted. It is the cost of the tuition fees for your first course, which will be credited to your first trimester invoice.
- (3) Tuition fees for full-time students are calculated based on the assumption that a student will take 3 courses per trimester, where each course is AED 8,140. All fees are in AED.

**MANDATORY FEES**

**APPLICATION FEE**

A non-refundable application processing fee must accompany your application.

**SUNDRIES**

During the studies at The Academy, students will not be expected to cover any **hidden** or additional costs. The Academy is committed to having an open and transparent fees and expenses policy. The sundry fee includes all text books, software and licenses, access to electronic databases (journals, etc), photocopying and printing and graduation expenses.

**MANDATORY EXTRAS**

**DEPOSIT**

The deposit to secure your place on the programme is to be paid once you are accepted. It is the cost of your first course which will be credited to your first invoice.

**OPTIONAL FEES**

**ON-CAMPUS ACCOMMODATION**

Single studio accommodation consisting of an en-suite bathroom, kitchen, bed / study room and regular linen change is available on campus. The accommodation fee is AED 135 per night.

## VISA

The Academy will provide visas for international students at the cost of AED 2,000. The visa should be renewed at cost upon expiry (if applicable).

## DISCLAIMER & NOTIFICATION

All fees may increase by up to 10% over the course of your studies and at least 6 months' notice will be given should there be any increments. Any prevailing discounts can only be applied once. Should there be a dispute; the management of The Academy reserves the right to make the final decision. The stated fees are indicative only.

### TUITION FEES AND EXPENSES English as a Foreign Language Programme [Valid from September 2012 – July 2013]

MANDATORY FEES	6 months (Sep 2012)	3 months (Jan 2013) [Min. TOEFL of 450 / IELTS of 4.0]	3 months (Apr 2013) [Min. TOEFL of 450 / IELTS of 4.0]	1 month TOEFL Prep
Tuition Fees (1)	36,000	18,000	18,000	6,000
Sundries (2)	4,500	2,250	2,250	750
TOEFL Exam Fee	500	500	500	500
Deposit (3)	3,000	3,000	3,000	N/A
<b>TOTAL</b>	<b>44,000</b>	<b>23,750</b>	<b>23,750</b>	<b>7,250</b>

- (1) Includes Supplies, Equipment and Other Expenses
- (2) Sundries include all academic books, material, IT support and orientation activities.  
All fees are to be paid in AED.
- (3) A holding deposit is required to secure the place on the programme and is to be paid once a student accepts the offer. This deposit is non-refundable should an applicant decide not to start the programme.

OPTIONAL FEES	6 months 8 Sep 2012-30 Mar 2013	3 months 1 Jan 2013-30 Mar 2013	3 months 8 Apr 2013-7 Jul 2013	1 month TOEFL Prep
Accommodation	24,115	10,820	11,025	4,050
Accommodation Deposit	3,500	3,500	3,500	3,500
Visa (1)	2,000	2,000	2,000	1,400
<b>TOTAL</b>	<b>29,615</b>	<b>16,320</b>	<b>16,525</b>	<b>8,950</b>

### ON-CAMPUS ACCOMMODATION

Single studio accommodation consisting of an en-suite bathroom, kitchen, bed / study room and regular linen change is available on campus. The accommodation fee during the 1 month TOEFL Preparation course is AED 135 per night.

### VISA

The Academy will provide a Student Residence Visa for international students who turn 18 years during the course of the 3 / 6 month English as a Foreign Language programme and a Visit Visa during the 1 month TOEFL Preparation course.

### DISCLAIMER & NOTIFICATION

All fees may increase by up to 10% over the course of your studies and at least 6 months' notice will be given should there be any increments. Any prevailing discounts can only be applied once. Should there be a dispute; the management of The Academy reserves the right to make the final decision. The stated fees are indicative only.

## Study a Trimester Abroad Programme

[Valid from September 2012 – July 2013]

Mandatory Fees	One Trimester
Application and Visa Fee (1)	USD 500
Tuition Fees & Accommodation (2)	USD 11,000
<b>TOTAL</b>	<b>USD 11,500</b>

- (1) The application and visa fees of USD 500 must be paid before the visa can be issued.
- (2) The final payment of USD 11,000 must be settled by the date indicated on the invoice.

### APPLICATION AND VISA FEES

A non-refundable application and visa processing fee must accompany your application. If you have transferred this amount through a bank transfer, please provide us with a copy of the transfer details.

### TUITION FEES

Students may take up to a maximum of 18 credits / 30 ECTS at the undergraduate level. Eligible students may undertake courses at the postgraduate level and currently a maximum of three courses are offered per trimester in which the recommended credit weightage for each course is 7 ECTS. During the studies at The Academy, there will be no additional academic related costs. Tuition Fees include all textbooks, access to library and electronic databases, a loan laptop (if required), IT software and licenses and laundry for business attire. Please note that meals are not included in the tuition fees.

## **ACCOMMODATION**

Fully furnished single studio accommodation consisting of an en-suite bathroom, kitchen, bed / study room and regular linen change will be available on campus. The cost of accommodation for the Study Abroad period is included in the tuition fees of USD 11,000.

## **ACCOMMODATION DURING INTERNSHIP**

If a Study Abroad student is also completing an internship, the cost of accommodation during the internship period is additional and will be charged at AED 135 (or about USD 37) per night. The total amount will have to be settled in full two weeks before the start of the internship.

## **DISCLAIMER & NOTIFICATION**

All fees may increase by up to 10% over the course of your studies and at least 6 months' notice will be given should there be any increments. Any prevailing discounts can only be applied once. Should there be a dispute; the management of The Academy reserves the right to make the final decision. The stated fees are indicative only. The invoice amount will be prepared and is to be settled in either USD or AED. The AED is pegged to the USD at USD 1 = AED 3.68.

## **SCHEDULE OF FEES AND PAYMENTS ACADEMIC YEAR 2012-2013**

Full payment of ALL fees including Tuition, Sundries, Accommodation and Other Expenses is due one week before the start of the Trimester for students who are not on the following payment plans.

### **STUDENTS ON PAYMENT PLANS:**

#### *First Trimester*

- First payment due by 15 August
- Second payment due by 15 September
- Third payment due by 15 October

#### *Second Trimester*

- First payment due by 5 December
- Second payment due by 5 January
- Third payment due by 5 February

#### *Third Trimester*

- First payment due by 25 February
- Second payment due by 25 March
- Third payment due by 25 April

Please be informed that payment plans are strictly limited to full time students and we only accept credit card authorization forms for payment plans.

## OTHER EXPENSES

Individual students may incur other charges due to their unique circumstances. These expenses are beyond the costs outlined in the fee structure:

<p>1. <i>Identification Card Replacement Fee</i> An ID Card is issued to all students free of charge when they join The Academy. Should a student lose the card, they will be charged this replacement fee.</p>	AED 50
<p>2. <i>Name Badge Replacement Fee</i> A name badge is issued to all students free of charge when they join The Academy. Should a student lose the name badge, they will be charged this replacement fee.</p>	AED 30
<p>3. <i>Re-Admission Fee</i> This fee is applicable to all students, including but not limited to those who graduated / intercalated / withdrew, and wish to be re-admitted and enrolled onto any programme at The Academy.</p>	AED 500
<p>4. <i>Late Registration Fee (per Trimester)</i> Students are expected to register for their courses before the start of each Trimester by a stated date. Should a student miss this deadline, they will be charged this late registration fee and their choice of courses may be limited as some courses are restricted to a specific number of students.</p>	AED 500
<p>5. <i>Re – Take Exam Fee (per course)</i> If a student fails an examination or fails to turn up for an examination and requires a re-sit examination, they will be charged this fee.</p>	AED 500
<p>6. <i>Transfer Credits Assessment Fee</i> This is a one off fee for students who apply to transfer credit for courses they have studied in other universities. The transfer of credits requires the mapping of course contents.</p>	AED 1500
<p>7. <i>Test – Out Fee (per course)</i> A student who has prior knowledge of a certain course may apply to “test out.” This involves demonstrating they already have achieved the learning outcomes by sitting a separate assessment.</p>	AED 1000
<p>8. <i>Additional Copy of Final Transcript</i> All students are entitled to one final academic transcript (record of courses taken and grades). Should additional copy of transcripts be required, this fee will apply.</p>	AED 50
<p>9. <i>Graduation Regalia (if purchasing)</i> Some students like to buy their own gowns for their graduation ceremony. This fee is to cover the cost of the gown. All students are welcome to borrow a gown from The Academy and will be charged a deposit which is fully refunded when the gown is returned.</p>	AED 500
<p>10. <i>Loan Laptop Fee</i> Should a student require a loan laptop, they will be charged this fee per Trimester.</p>	AED 1920

<p><b>11. TOEFL ITP</b> The students can take / on institutional paper-based TOEFL test at The Academy and will be charged this fee per test.</p>	AED 500
<p><b>12. Locker Key</b> Should the students lose the loan locker key, they will be charged for the replacement of the lock / key and installation.</p>	AED 100
<p><b>13. Library Fines</b> If a student returns loaned library items late, they will be asked to settle the following fees:</p> <p style="padding-left: 40px;">For items on a two-week loan For items on overnight loan For reserve collection items / chargers / headsets</p>	<p>AED 5 per / day AED 5 per / hour AED 5 per / hour</p>

#### **DISCLAIMER & NOTIFICATION**

All fees may increase by up to 10% over the course of your studies and at least 6 months' notice will be given should there be any increments. Should there be a dispute; the management of The Academy reserves the right to make the final decision

## **FINANCE POLICY**

#### **PURPOSE:**

The purpose of this policy is to provide a clear set of regulations and guidelines for student financial transactions at the Emirates Academy of Hospitality Management, to ensure consistency, fairness, and optimal efficiency.

#### **SCOPE:**

This policy applies to all undergraduate and post-graduate students in the academic stream of the Academy, including full-time, part-time and exchange students here for one or more trimesters. It also applies to students in the EFL and TOEFL programmes.

The policy does not apply to students of the Professional Training & Development department.

#### **DEFINITIONS:**

None.

#### **POLICY STATEMENT:**

Tuition, sundries, accommodation, and other applicable charges must be paid either in full, or in compliance with the published installment plan, before a student may attend classes or make use of academic and administrative services, including but not limited to computing facilities, library services, housing, degree verification and the release of academic transcripts.

## **1. Payments**

### **1.1 Tuition**

#### **1.1.1 Undergraduate students**

Undergraduate students are charged tuition fees for each Trimester. The internship trimester is an integral part of the curriculum and thus a tuition fee of one third (1/3) of the normal trimester tuition fees is charged. Students from EAHM participating in study abroad programmes do not pay tuition fees to the Academy. However they will incur charges at the host institution, for tuition and other expenses.

Undergraduate students studying less than six (6) credit hours in any one trimester may be eligible for reduced tuition fees. The part time tuition fees are fifty percent (50%) of the full time fees.

#### **1.1.2 Post-graduate students**

Post-graduate students are charged by the module. There is no charge for the Thesis or Industry Project Modules.

#### **1.1.3 EFL & TOEFL students**

EFL and TOEFL course students pay a flat fee for the full course.

### **1.2 Sundries**

During their studies at the Academy, students will not be expected to cover any hidden or additional costs. The Academy is committed to having an open and transparent fees and expenses policy. The sundries fee covers all textbooks, software and licenses, access to electronic databases, photocopying and printing, and graduation fees. The only addition fees relate to the field trip element of the Destination Management course which is an elective.

#### **1.2.1 Undergraduate and post-graduate students**

Students are charged the sundries fee for every trimester at the Academy, with the exception of the undergraduate internship trimester. If students opt to spend a trimester on a study abroad programme, they are also exempt from paying sundries fees for the trimester they are away from the Academy.

#### **1.2.2 EFL & TOEFL students**

EFL and TOEFL students are charged a one-time sundries fee at the beginning of their course.

### **1.3 Other fees**

*See Appendix A, Schedule of fees and payments*

## **2. Payment methods**

Cash, local cheque (not post-dated), bank transfer or credit card payments are accepted.

## **3. Payment schedule**

### **3.1 Deposit**

All **new** students must pay a deposit as specified in their offer letter, to secure a place at the Academy. This deposit must be paid by the deadline stipulated in the offer letter. The deposit will be refunded to the person or organisation who paid it at the end of the programme unless there are any outstanding debts.

### **3.2 Tuition and sundries**

Students in all years and programmes must pay tuition and sundries either in full, or in compliance with the published installment plan, prior to the commencement of each academic trimester.

Undergraduate students must pay their internship trimester tuition fees in full before commencing their internships.

### **3.3 Accommodation**

Accommodation may be paid in full for a trimester or for an academic year. If one of these options is selected, the full payment must be received at least one week before the residence period begins. If the student wishes to extend their stay beyond the contracted time period, they must pay in full for the next period, at least one week before the current period of residence ends.

Alternatively, students may pay their accommodation fees monthly. Payments must be received before each month in residence begins.

If a student does not pay for an extension, it will be assumed that they will be vacating the premises promptly on the agreed date. Each key card is programmed to expire at noon on the contracted departure date.

All students booking accommodation will be charged a deposit which will be refunded subject to a final room check. Damage beyond normal wear and tear will be deducted from this deposit.

Room Rates/Packages charged for accommodation vary according to the duration of the booking.

## **4. Flexible payment plans**

### **4.1 Undergraduate students**

The Emirates Academy of Hospitality Management offers three flexible payment options for undergraduates:

- Pay the yearly mandatory academic fees in nine (9) equal installments during the academic year.
- Pay one year's mandatory academic fees before the start of the first trimester and receive a three percent (3%) discount on tuition fees and sundries.
- Pay the mandatory academic fees for the full three year programme before the start of the first trimester and receive a ten percent (10%) discount on tuition fees and sundries.



## **4.2 Post-graduate students**

The Emirates Academy of Hospitality Management offers two flexible payment options for post-graduate students:

- Pay the mandatory academic fees (tuition and sundries) for one trimester (3 modules) in full before the first module begins.
- Pay tuition and sundries for one module at a time. Payments must be received before the module begins.

## **5. Late payments**

If a student has any outstanding payments from the previous trimester (including but not limited to library fines, tuition, sundries, accommodation), he or she will not be allowed to register for any courses for a new trimester.

## **6. Tuition refunds**

### **6.1 Undergraduate students**

Once the Trimester has commenced no refunds of tuition or sundry fees will be made. Prior to the commencement of a trimester, refunds on tuition fees only may be made subject to individual circumstances and the approval of the Managing Director.

No cash refunds will be given.

Refunds will be made only to the person or organization who made the initial payment.

### **6.2 Post-graduate students**

Tuition refunds will not be given for withdrawal from post-graduate modules.

### **6.3 EFL & TOEFL students**

Tuition refunds will not be given for withdrawal from EFL or TOEFL courses.

## **7. Clearance**

All fees and fines must be paid in full, and a Clearance form signed by all the relevant people, in the following cases:

- When undergraduate or post-graduate students are about to graduate.
- When exchange students have completed their contracted stay.
- When students withdraw, voluntarily or involuntarily, from studies at the Academy.

In all cases above, accounts must be paid in full and a clearance form must be signed and submitted before the end of the student's last trimester at the Academy. The completed clearance form is kept in the student's file in the Registrar's Office.

Unless all fees and fines are paid in full, and a signed clearance form is on file, students may not:

- Attend the graduation ceremony.

- Receive transcripts or other official documents.
- Take advantage of the benefits offered to graduates through the Alumni Association.
- Have their deposit reimbursed.

Once the clearance procedure is complete it will take fourteen (14) days for the deposit to be transferred back to the person or organization who paid it.

## **SCHOLARSHIPS**

### **PURPOSE:**

The Emirates Academy of Hospitality Management aims to ensure that students who have demonstrated academic excellence and exemplary citizenship are able to commence and/or complete their studies at the Academy. Equally important is the Academy's objective to increase the number of Emirati hospitality professionals, by providing support for their studies. This policy describes the Academy's current awards, and delineates the selection and administration process.

### **SCOPE:**

The policy covers scholarships administered by the Emirates Academy of Hospitality Management. It does not cover financial assistance offered to Academy students by Jumeirah or by external sources.

The policy is aimed at full-time students only.

Students who are in receipt of funding from any other source are not eligible for these awards. Specific requirements for each award are described below.

### **DEFINITIONS:**

**Scholarships:** for purposes of this policy, a scholarship is funding provided to cover some or all of the costs of studying and living at the Academy, and is awarded primarily based on academic merit.

### **POLICY STATEMENT:**

The Academy provides three distinct types of scholarship for its students:

1. The EAHM Scholarship for Emirati Nationals
2. The EAHM Scholarship for Academic Excellence
3. The Ronnefeldt Scholarship for Outstanding German Students

#### **1. The EAHM Scholarship for Emirati Nationals**

Seven (7) full scholarships will be awarded annually to entry-level Emirati candidates who meet the Academy's entrance criteria and who can demonstrate a commitment to or strong interest in the hospitality industry as a career choice.

For successful applicants, tuition fees and sundries will be covered for the duration of study. This is a full scholarship with no monetary payback required. However, recipients are expected to participate in Academy events as requested (for example, take part in career fairs). In addition, recipients may be required to work in a Jumeirah property for one to two years upon graduation.

Recipients of this scholarship are expected to maintain a GPA of at least 2.50 in order to continue receiving funding.

If a scholarship recipient is asked to leave the Academy for academic or other reasons, the scholarship will be terminated with immediate effect.

## **2. The EAHM Scholarship for Academic Excellence**

The equivalent two (2) full scholarships will be awarded each year to incoming (first year) students of any nationality who have demonstrated academic excellence in their high school results (usually "A") and commitment to or a strong interest in the hospitality industry as a career.

For successful applicants, a proportion of their tuition fees and sundries will be covered decided by the Scholarship Committee. Recipients will be expected to participate in Academy events as requested (for example, take part in career fairs) and to work for the Academy up to eight (8) hours each week.

These awards will be reviewed annually and support may be terminated if the recipients fail to maintain their academic and behavioural standing.

If a scholarship recipient is asked to leave the Academy for academic or other reasons before graduating, the scholarship will be terminated with immediate effect.

## **3. The Ronnefeldt Scholarship for Outstanding German Students**

Grants are given to German students who a) are entering the Academy with excellent high school grades (usually "A"), or b) have been at the Academy for a trimester or more and who have demonstrated academic excellence during that period (usually a GPA of 3.0 or above). In some cases, students with a pressing financial need may receive support if they meet the minimum academic requirements and can document their financial need.

Successful candidates receive awards to cover part of their tuition costs. The amount awarded depends on the number of eligible candidates in a year, and is typically around AED 5000 per recipient per year.

Recipients of this award will be reviewed annually and support may be terminated if the recipients fail to maintain their academic and behavioural standing.

This award is a grant and no payback is required when the student completes his or her studies and graduates. However, recipients are expected to participate in Academy events as requested (for example, take part in career fairs).

If a scholarship recipient is asked to leave the Academy for academic or other reasons before graduating, the scholarship will be terminated with immediate effect.

## **IMPLEMENTATION OF THE POLICY:**

A *Scholarship & Financial Aid Committee* will be established for the purpose of administering the awards described above. The Committee Chair will be the Academy's Managing Director.

The Committee will have the following responsibilities:

- To meet once a year (before the Governing Board meeting in June) to determine who will receive scholarships under categories 1 to 3 above.

Students who wish to apply for **scholarships** must follow this procedure:

- For entry-level scholarships, applicants must submit their request for a scholarship to the Admissions Office, along with their application documents.
- Students who have completed one or more trimesters of study must submit their requests for a scholarship to the Dean before 31<sup>st</sup> May for the following year.
- In either case applicants must submit the following documents:
  - a personal letter in their own words stating convincingly why they should receive a scholarship. Applicants should base their arguments on the criteria for the specific award for which they are applying, as described above.

## **RESPONSIBILITY:**

The Scholarship & Financial Aid Committee has responsibility for ensuring that this policy is implemented as described above and is reviewed regularly. In practice, this duty will be delegated to one of the Committee members.

## **REGISTRAR'S OFFICE**

The Academy's Registrar's Office aims to provide effective and efficient support in terms of administration, planning and records management.

### **Mission and Purpose**

The mission of the Registrar's Office is to support the enrolment management and the academic programmes of The Emirates Academy of Hospitality Management. The Registrar's Office will provide students and faculty with support services to plan and implement academic activities. This support includes but is not limited to:

- Scheduling and registration processes
- Security and maintenance of academic records
- Issuing of transcripts, certifications and diplomas
- Recording of grades and other academic information
- Collection and reporting of enrolment and academic data
- Implementation of academic policies and procedures
- Provision of assistance to students in interpreting academic policies

The Registrar's Office provides the following services for students:

- Issuance of academic transcripts (accumulative grade and course record)
- Process grade appeals
- Procedures to Drop/Add courses

- Recording withdrawal from the college
- Facilitating intercalation (Suspending studies)
- Scheduling and managing retake exams
- Documenting changes of study
- Providing general information – phone numbers, e-mails, etc. of faculty

The Registrar's Office is committed to high ethical and administrative standards. Please note that the Registrar's Office is not responsible for writing the policies and assigning grades to students. Its main responsibility is to implement the policy and to record grades and other information.

## **Academic Records**

### **Record Retention and Storage**

The Emirates Academy of Hospitality Management endeavours to implement an effective records management system to ensure the integrity, confidentiality, accuracy and security of all its students' academic records. EAHM follows a policy on Academic Record Retention and Storage. Details of the policy are available in the Office of the Registrar, or as indicated on the application form.

### **Access to Records**

A student may review the contents of his/her education records including grades, reports and other relevant information. Parents, sponsors and legal guardians of a student maybe granted access to the student's record and academic progress report as deemed appropriate by the Registrar.

### **Information Changes**

Students should contact the Registrar's Office immediately in the event of any address, telephone number, e-mail address or name change. Some changes such as name change may require additional documentation. Contact the Registrar's Office for details.

### **Release of Grades**

Final course grades are released after the trimester's exam board. Students will be sent a copy of their trimester transcripts and they can view their grades on the Student Information System page.

Students who are delinquent in the payment of fees will not be allowed to register until the irregularities are corrected.

### **Drop/Add**

Students may amend their schedule without penalty during the Drop/Add period. The Drop/Add period is stated on the Academic Calendar. No student is allowed to Drop/Add outside of the stated period.

### **Withdrawal from EAHM**

Students intending to withdraw from EAHM must submit a written notice to the Registrar's Office. Once the request is received, the student will be scheduled for an exit interview. After the exit interview, the student must complete the clearance process. The Clearance Form may be obtained from the Registrar's Office.

## **Transcripts**

A transcript is only considered official if it is printed on the EAHM official transcript paper, embossed with the EAHM logo and signed by the Registrar or the Dean. The Registrar will issue the official transcript once when the student graduates. Request for additional transcripts may be made by filling out the Transcript Request Form. The student should allow at least two working days for processing the transcript request.

## **Parchment Replacement**

A duplicate parchment may be requested from the Registrar's Office. Students must provide sufficient evidence that the original is lost or destroyed by providing a police report or similar formal document. In the case of a damaged parchment, the student must submit the original parchment. The reverse side of the parchment will be stamped: "Duplicate issued on dd/mm/yy. There is a fee for replacing the parchment.

## **LEARNING RESOURCE CENTRE**

The Academy's Learning Resource Centre (LRC) aims to be a centre of excellence for information provision in the fields of hospitality management, tourism and travel. It offers a comprehensive collection in multiple formats, user oriented services and up-to-date appropriate technology.

### **Mission**

The mission of the Learning Resource Centre is to:

- deliver information and services which meet the study and research needs of the Academy's students and faculty, at a world class standard;
- make effective use of the best available technology to facilitate academic endeavours;
- offer a space that invites individual and collaborative learning and knowledge-sharing;
- play an active role in developing students' information literacy and lifelong learning skills.

### **Facilities**

The main library is a purpose-designed facility with an area of 360 square metres and seating for over 75 people. It provides students with an environment that is conducive to study, with natural light, individual study carrels, study tables, computer workstations and meeting rooms for group study.

The LRC is fully integrated with the Academy's IT network. Students have individual laptop computers which can be used in the centre's wireless network environment. The Learning Resource Centre catalogue and a variety of electronic resources can be accessed from anywhere on campus, or from anywhere in the world via a secure VPN (Virtual Private Network) tunnel over the Internet.

### **Collections**

The Learning Resource Centre supports the teaching and learning programmes of the Academy through the identification, acquisition, organization and preservation of appropriate information. Selection is the joint responsibility of teaching faculty and senior library staff. The aim is to provide access to a comprehensive body of current international literature in the Academy's specialist curriculum areas of hospitality and tourism management, with strong supporting collections in business and management, including marketing, information technology, accounting and finance, organizational behaviour, human resources, economics, as well as communications, languages, cultural heritage studies and geography, interior design, and other topics related to the evolving curricula.

The collection currently includes over 6000 books, DVDs, videos and CDs, 100 print journal and magazine subscriptions, electronic resources, reports, government documents, and various ephemeral materials related to the hospitality and tourism industries, including a collection of menus from Jumeirah and other hotel restaurants.

## **Electronic Resources**

The LRC provides access to an ever-growing range of electronic resources in relevant subject areas, including books, journal articles, reports and conference papers, reference works like dictionaries and encyclopaedias, and company data. With these electronic resources and our print periodicals, the LRC is able to provide students with access to all the top-ranked journals in hospitality and tourism, along with many other subjects. A diverse collection of current business and management books is also available in electronic form, as is a database of UN World Tourism Organization reports. We believe that provision of relevant high-quality electronic resources encourages research and reading by students in many cases more familiar with online materials than traditional academic resources.

## **Audio-Visual Materials**

The Learning Resource Centre offers a full range of multi-media items, including audio and video-cassettes, DVDs, compact discs, and multi-media kits. Audio-visual equipment is provided for in-house use of the materials, or they may be borrowed for home use. Digital cameras and video cameras are available to the students for course projects and Academy events. A digital recorder has proven invaluable for assignments.

Within the LRC is a multi-media lab equipped with:

- Heavy duty colour and black & white laser printers and copiers
- Scanning facilities
- Laminating machine
- 2 multi-media PCs

## **Information literacy training**

All first-year students attend “information literacy” sessions once a week during trimester one of their studies at the Academy. These classes aim to provide the students with basic skills in locating, evaluating and presenting information for academic purposes. They are taught how to use the library, how to evaluate print and electronic resources (including internet resources) for academic use, how to avoid plagiarism by referencing their sources using a standard academic system and how to search electronic databases and the internet effectively.

## **LRC services**

A range of services is offered through the LRC to help students find relevant information and, more importantly, help them develop the information literacy skills they need to excel at their studies:

- Reference and enquiry: qualified library staff are available to answer quick queries and complex reference questions, give advice on appropriate sources, and teach students how to use the library catalogue and electronic resources;
- Library intranet pages: a continually updated set of webpages contains data on using the library as well as revolving book and website reviews, lists of newly received resources, links to relevant websites, guides to using the catalogue, digital cameras, scanner, etc.;
- Mini-workshops and individual training sessions on online searching;
- Library orientation sessions for each new intake of students and refresher sessions for all classes at the beginning of each year;

- Document delivery: if journal articles are not available from our paper or electronic collections, they may be ordered from the British Library or Ingenta;
- Displays of new or themed materials;
- Lists of web resources to coincide with class projects;
- Online suggestion box - [library@emiratesacademy.edu](mailto:library@emiratesacademy.edu)

## Future directions

Our strategic plan for the future involves continuing to develop the best collections in hospitality and tourism in the region, as well as excellent core collections in business and management topics. We seek collaborative arrangements with other universities to maximize our access to resources in the most cost-effective manner. Our chief focus will always be meeting the needs of Academy students and to this end we constantly seek and apply best practice in academic libraries.

## Opening hours

Sunday to Wednesday	0800h to 2200h
Thursday	0800h to 1800h
Saturday	1000h to 2000h
Fridays and Holidays	as announced

## INFORMATION TECHNOLOGY RESOURCES AND SYSTEMS

Information Technology plays an important role in the Academy. Throughout the whole curriculum, subjects are supported by or complimented with IT. To continually develop students, faculty and the Academy, several partnerships have been formed with leaders in the technology and hospitality automation industry.

## Facilities

The following is an overview of the IT facilities available for students and staff working in the Academy.

- All public areas on campus are fully covered with a wireless network. Additionally, high-speed hardwired connections are available across the campus, including the student accommodation;
- Classrooms and the Auditorium are equipped with LCD projectors, Dolby surround sound, video and DVD connections.
- The computer classroom is equipped with the above plus desktop PC's with TFT flat screens that are integrated in ergonomically designed furniture and is equipped with an interactive projection screen;
- The instruction kitchen is fitted with a portable LCD projector for presentations and a live feed camera;
- The Multi Media Room in the library is equipped with PCs, a TV, a multi format DVD player, heavy duty colour printers and photocopiers;
- The printers act as document senders to allow documents to be scanned and emailed;
- Students and staff have a personal e-mail address and telephone numbers that are accessible from anywhere on the campus or any internet connection worldwide;
- Students, faculty and staff have access to a 10MB pipe to the internet from anywhere on the campus including the student accommodation block;



- Food and Beverage automation includes a networked Point of Sales (POS) system with touch screen terminals and an automated procurement system with inventory scanners and recipe management systems.

### ***myEAHM***

myEAHM (EAHM portal) is the primary source of information on Academy announcements, events, course schedules and administration for students as well as staff and faculty. The myEAHM is accessible on campus or from anywhere in the world through <https://myeahm.emiratesacademy.edu> . You will need to enter your username (eahm\username) and password which you use to access your Academy emails.

### **Moodle**

Modular Object-Oriented Dynamic Learning Environment (Moodle), a popular open source Learning Management System (LMS). This simple, light weight platform provides an easy to use menu driven browser interface to the EAHM students, faculty and administration.

Course materials and information as well as submission of assessments are facilitated through Moodle.

## **STUDENT SUPPORT OFFICER**

This officer is responsible for the general welfare of students. The Student Support Officer organizes and/ or coordinates the following services:

Counselling service - study skills, time management, personal development, personal counselling;

English Language Skills development

Access to professional care services (doctors, psychologists, etc)

In the absence of the Student Support Officer, students are encouraged and welcome to discuss academic issues and concerns directly with their Personal Tutor or with the Dean. Personal issues may be raised directly with the Dean, Assistant Dean or with the Director of Industry Liaison.

## **THE INDUSTRY LIAISON**

The Director of Industry Liaison manages the EAHM links with the industry. His role includes establishing quality assured internships and short work experience exposure and the placement of the graduates in their first jobs. This office also organizes the annual Careers Fair that attracts more than thirty (30) companies all seeking to employ the EAHM graduates.

## **PERSONAL TUTORS**

All students at the Academy are assigned a Personal Tutor. At all times students can request to meet directly with the Dean or with the Managing Director of EAHM.

The role of the personal tutor is to assist students in understanding and meeting the academic requirements of the programme of study on which they are registered on. Please see the Policy on Personal Tutors which is maintained in the Policy Section of the Intranet.

Should students wish to discuss non academic issues they will be referred to the Student Support Officer who can facilitate access to appropriate medical, psychological or other practitioners. In the absence of the Student Support Officer, students should contact the Dean, the Director of Learning Resources or the Managing Director. The Dean and his wife are resident within the Academy and can be contacted at any time in the event of an emergency.

## **Student Orientation**

Newly admitted students, both first year and transfer, will normally attend an induction and orientation programme.

This programme is designed to assist students in making a successful transition to studying at the Academy. In addition to registering for classes, students will have the opportunity to receive individual advice about degree requirements, as well as vital information about student services.

## **STUDENT COUNCIL**

### **Mission**

The mission of the Student Council is to promote students' interests, reflect their concerns, and organize their activities within the framework of the Academy's rules and regulations. It is run and managed by students reporting to the Students Support Officer and then to the Director of Learning Resources and the Dean.

For full information on the Student Council, please see the published constitution which is amended periodically.

## **STUDENT RESPONSIBILITY**

Each student registering for a programme and accepting admission to the Academy shall assume full responsibility for knowledge of and compliance with the definitions, regulations, and procedures of the Academy.

Students are also expected to keep records of all transactions with the Academy. It is also recommended that students should retain copies of all coursework and assessment documents submitted for each course.

### **Confidentiality**

During the course of the programme students may occasionally receive sensitive information regarding the business aspects of organisations that are providing access for student projects, placements and internships. This and all other information is to be regarded as confidential and is not to be communicated to any third party including the press. Breaches of confidentiality may lead to disciplinary action and could result in the dismissal of the offender.

Students are not permitted to comment to the news media regarding any business aspects of the Academy.

## **INSTITUTIONAL EFFECTIVENESS RESEARCH**

The Emirates Academy of Hospitality Management is committed to striving to achieve excellence through effective institutional research that informs all developments and improvements. From October 2007 it has committed resources to fund and facilitate the role of an Institutional Effectiveness Research Officer. This officer reports directly to the Dean, and is charged with conducting a planned campaign of internal research activities to identify areas for improvement and to actively monitor all stakeholders' satisfaction with all areas of Academy activity.

The base line information for institutional effectiveness research is derived from the annual student satisfaction survey and also from the trimester based course evaluation forms. Issues identified within these surveys are explored further through discussion with the Student's Council or by hosting focused discussion groups. The findings for all student focused research are presented to the Faculty Board which is required to take action.

The effectiveness of non-teaching and learning activities is also measured through a range of financial and operational matrices, many of which are specified by Jumeirah International operating policies and procedures. The Academy as a part of Jumeirah is also subject to constant internal audit, external nonacademic audit, and academic annual audit by EHL. The findings from non-academic institutional effectiveness research are presented both to the Academy's Executive Committee, its Governing Body and to the Board of Jumeirah.

Staff satisfaction and effectiveness is measured through the Course Satisfaction Surveys which are completed at the end of each course by all students. Other measures include student completion and performance statistics, and feedback from the Student's Council. Members of faculty are required to attend appraisal meetings with the Dean. These appraisals are submitted annually but consist of two meetings across the academic year.

## **STUDENT CONTRACT**

Students joining the Academy will be required to sign the student contract. The student contract is the agreement between EAHM and the student, it states EAHM's obligations to the students along with the class, behavioural, and academic requirements that EAHM expects from all students.

### **STUDENT CONTRACT**

This Agreement (the "**Agreement**") is made between:

- (1) **THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT**, a branch of Jumeirah Beach Resort LLC, a limited liability company incorporated in accordance with the laws of the Emirate of Dubai, with a share capital of AED 300,000 which is fully paid up whose registered office is located at Al Sufouh Road, PO Box 73137, Dubai, United Arab Emirates and which is registered with the Government of Dubai Department of Economic Development with Commercial Registration Number 45069 ("**EAHM**"); and
- (2) the individual named hereunder, (*insert student name*) of (*insert address*), whose date of birth is (*insert date of birth*) and a citizen of (*citizenship*) (the "**Student**")

each a “Party” and together the “Parties”.

## **BACKGROUND**

- (1) EAHM is a leading provider of University-level business hospitality education in the Middle East, offering both undergraduate and postgraduate degrees designed to develop the hospitality leaders of the future.
- (2) In consideration of the Fees, EAHM has offered, and the Student has accepted, an offer of a place on a Programme of Study (as defined below) at the EAHM.
- (3) This Agreement sets out the terms and conditions on which EAHM will provide the Student the Programme of Study.

**IT IS AGREED** as follows:

### **1. Definitions and interpretation**

1.1. In this Agreement, the following expressions shall have the following meanings:

**Catalogue:** the document published and updated by EAHM from time to time containing details of EAHM’s Programmes of Study, Policies and other relevant information for students enrolled at EAHM.

**Fees:** the mandatory fees payable by the Student to EAHM to include tuition, visa charges and other costs associated with residing in the United Arab Emirates (including but not limited to meals, beverages and accommodation).

**Programme of Study:** the academic programme for which the Student is enrolled and which is specified in the Catalogue.

**Policy or Policies:** that policy which pertains to the policies published and periodically reviewed by EAHM.

1.2. In this Agreement, unless the context otherwise requires:

- (a) references to persons includes individuals, bodies corporate (wherever incorporated), unincorporated associations and partnerships;
- (b) the headings are inserted for convenience only and do not affect the construction of the Agreement; and
- (c) references to one gender include all genders.

### **2. Commencement and Term**

- 2.1. This Agreement shall commence on (*insert enrollment date*) ("**Effective Date**") and unless terminated as a result of the Student withdrawing or being removed from the Programme of Study, this Agreement shall remain in effect for the duration of the student's programme of study ("**Term**").

### **3. EAHM Obligations**

- 3.1. EAHM will provide the Student with a Programme of Study in accordance with the Catalogue as amended from time to time.
- 3.2. EAHM will provide the Student with tuition, academic supervision, learning opportunities and other related services which will lead to the award of the appropriate academic degree subject to the Student successfully fulfilling the requirements of the Programme of Study and relevant modules. Specific details relating to the arrangements for the Programme of Study are available in the Catalogue.
- 3.3. EAHM will make reasonable efforts to ensure the high quality of the Programmes of Study offered.
- 3.4. Where circumstances change outside the reasonable control of the EAHM, EAHM reserves the right to change or cancel parts of, or entire, Programmes of Study or services at any time without liability, even after the Student has registered at EAHM. Circumstances outside of EAHM's reasonable control include, industrial action, over or under demand from students, staff illness, lack of funding, severe weather, fire, civil disorder, political unrest, government restrictions and concern with regard to the transmission of serious illness.
- 3.5. EAHM will use reasonable endeavours to assist the Student with the sourcing of viable employment opportunities upon successful completion of the Programme of Study.

EAHM will provide reasonable pastoral and academic support for the Student in line with the relevant Policy.

### **4. Student's Financial Obligations**

- 4.1. The Student must ensure that all Fees and any related accommodation expenses are settled in advance of the commencement of each Trimester of Study.
- 4.2. Unless an alternative written payment agreement has been entered into, the Student will not be allowed to commence the Trimester of Study until the tuition fees have been paid in full. Any prevailing discounts can only be applied once.
- 4.3. All Fees and accommodation charges are clearly published in the Catalogue, which EAHM reserves the right to amend from time to time. All fees may increase by up to 10% over the duration of a student's period of studies (three years) and no less than six months' notice will be provided for an increase in fees.

- 4.4. After the commencement of the Trimester of Study the Student (or, where relevant, the Student's sponsor or Representative) shall not be entitled to any refunds on Fees or accommodation charges. Prior to the commencement of the Trimester refunds will only be given in accordance with EAHM's published financial Policies.

## **5. Student Visa Sponsorship**

- 5.1 Students who study in Dubai or the UAE are required to have a valid Visa. EAHM can normally provide this for students who are studying full time.
- 5.2 A Student who is sponsored by EAHM for their visa will normally be expected to live on campus. Should a student request to live outside the campus, and if this request is approved by the Dean, they must provide documentary evidence of their address. If the Student is under 21 years of age, a signed letter from their parents or guardian will also be required, stating that they have no objection to the student finding their own accommodation off campus.
- 5.3 Should the Student's programme of study be terminated or stopped for any reason the Student visa will be cancelled. To do this the Student must submit their original passport at least two weeks before the Student's intended departure.
- 5.4 Should a student whose visa is sponsored by EAHM, cease studying at EAHM, they must present their Passport to the Registrar's office for Visa cancellation within 30 days, otherwise EAHM will notify the relevant authorities of the students changed status and this could result in an "abscond status" being applied which is a serious offence in the UAE.

## **6. Attendance, Dress Code and Academic Integrity**

- 6.1. The Student is required to comply with EAHM's published Policies on attire (business attire is to be worn at all times) and attendance.
- 6.2. Whilst studying on the Programme, EAHM reserves the right to require the Student to attend all classes and lectures, and additionally work where required on events or projects specified by EAHM.
- 6.3. If the Student is required to undertake an internship or period of work placement as part of the Programme of Study, the Student must follow all instructions provided by EAHM or the third party providing the internship or work placement. The Student will be treated as an employee during this period (with the exclusion of the accrual of any employment rights under the law) and will be subject to the regulations of the work place. The Student is also expected to demonstrate enthusiasm, commitment and professionalism during this period.
- 6.4. Whilst studying on the Programme of Study the Student is expected to be an exemplary student of EAHM, fully adhering to the dress and behavioral codes and volunteering for and attending all relevant extracurricular activities, presentations and events that have been officially organised by EAHM. The Student should refer and comply with the relevant published policies and procedures.

6.5. Attendance of classes will be monitored, and failure to attend classes (without an approved reason) will result in disciplinary action in accordance with the published EAHM Policy and regulations set out in the Catalogue. This includes suspension from EAHM for the duration of the Trimester of study. Persistent failure to adhere to the professional standards and image of EAHM could result in the expulsion of the Student.

6.6. All cheating, plagiarism or other academic offences are taken very seriously and will result in disciplinary action being taken in accordance with the relevant EAHM Published Policy.

## **7. Use of Alcohol, Drugs and other Controlled Substances**

7.1. EAHM requires the Student to fully comply with the laws of the UAE in relation to controlled substances and contravention of these laws will result in disciplinary action being taken and can result in prosecution.

7.2. EAHM reserves the right to search the Student's accommodation, vehicle, bags and personal clothing if they are reasonably suspected of being in possession of controlled substances. Random searches of students' accommodation will also be made on a periodic basis.

## **8. Behavioral Obligations**

8.1. EAHM will not tolerate violence, bullying or intimidation of any kind. Formal disciplinary action will be taken against students who commit (or who threaten to commit) any such acts. Such action will be taken in accordance with the relevant EAHM published Policy and may result in the Student's expulsion.

## **9. IT and use of the Internet**

9.1. The Student shall not download inappropriate material from the internet and shall restrain from the posting of messages, images or other matter that may compromise the reputation of EAHM, or that is deemed to be derogatory to any other student, agent, employee or Faculty Member.

9.2. The Student shall observe the rules and regulations governing such use as set out in the published IT Policy from time to time.

## **10. Health and Safety/Medical Cover**

10.1. The Student shall abide by the published Health and Safety Policy.

10.2. The Student has a legal duty to take reasonable care to avoid injury to others and not interfere with or misuse any clothing or equipment provided to protect the Student's health and safety. If the Student suffers from a medical condition which may be caused by, or made worse by study activities, the Student shall notify EAHM immediately.

10.3. The Student is obliged to cover all personal medical and other insurance (including but not limited to personal belongings) costs that they may incur whilst residing in the UAE. It is the

responsibility of the Student to ensure that he/she possesses adequate and current medical insurance.

## **11. Accommodation**

- 11.1. EAHM provides single (and a limited number of same sex shared) occupancy studio accommodation for students who require this. Students staying in the on campus accommodation are required to comply fully with the published EAHM Accommodation Policies and to respect the rights of other residents to a healthy and safe environment free from unreasonable noise and disturbance.
- 11.2. EAHM Lodging (the student accommodation) has a strict no noise after 23.00hrs policy. Contravention of this rule will result in disciplinary action that may involve suspension of the Student's privilege to stay in the accommodation.
- 11.3. EAHM provides accommodation for friends and family at the rates specified on its website. The accommodation of visitors overnight (past 23.00hrs) in the Student's personal accommodation is prohibited.

## **12. The Overriding Obligation**

- 12.1. The Student shall respect the reputation, resources and facilities that EAHM offers and shall uphold the work ethic, behavior and standards that befit hospitality industry leaders of the future.

## **13. Notices**

- 13.1. Any notice or other information that is required to be given by either EAHM or the Student relating to this Agreement must be in writing and may be given by hand or sent by post, facsimile transmission or email. EAHM may also draw the Student's attention to important information through announcements on EAHM's website, and through messages displayed on the computer desktop displayed when during log-on to the EAHM network.
- 13.2. The Student shall inform the University of any change of address, otherwise any notices or information sent to the last address provided by the Student shall be deemed to have been properly given.

## **14. Miscellaneous**

- 14.1. This Agreement is for the sole and exclusive benefit of the Parties and does not create a contractual relationship with, or cause of action in favour of, any third Party. Any rights of any person to enforce the terms of this Agreement under any applicable legal principle, statute or otherwise are excluded.



- 14.2. This Agreement and the relationship between the Parties shall be governed by, and interpreted in accordance with the laws of the Emirate of Dubai, United Arab Emirates. The Parties agree that the courts of the Emirate of Dubai, United Arab Emirates are to have exclusive jurisdiction to settle any dispute (including claims for set off and counterclaims) which may arise in connection with the creation, validity, effect, interpretation or performance of, or the legal relationships established by, this Agreement or otherwise arising in connection with this Agreement and for such purposes irrevocably submit to the jurisdiction of the Dubai courts.
- 14.3. If any provision of this Agreement, whether in whole or in part, is found by any court or other authority of competent jurisdiction to be illegal, invalid or unenforceable, that provision or part-provision shall, to the extent required by that court or authority, be deemed not to form part of this Agreement, and the validity and enforceability of all the other provisions of this Agreement shall not be affected.

AS WITNESS the signatures of the Parties:

SIGNED BY

**Dean**

duly authorised for and on behalf of  
The Emirates Academy of Hospitality Management

SIGNED BY

Student

**[where Student is under 21 years old, witnessed by parent or legal guardian]**  
in the presence of:

Signature of witness:

Name of witness:

Address:

## **ACADEMIC POLICIES AND PROCEDURES**

### **Academic year**

An academic year normally includes three trimesters of twelve (12) weeks. Full-time students are expected to complete three trimesters and a maximum of forty five (45) credit hours within an academic year.

### **Language of instruction**

English is the official language of instruction in the Academy. Students are expected to have achieved a good level of English before enrolling on any programme.

EAHM reserves the right to re-test any applicant's or student's competence in English. Should an official re-test of English competence demonstrate that the individual level of English is less than that required and stated in the entrance qualification, then that individual may be withdrawn from their academic programmes and credits accumulated or awarded will be regarded as "null and void". At the discretion of the Dean, such individuals may be allowed to re-commence their programme of study when they can demonstrate adequate proficiency in English via approved test score.

Arabic shall be used only in subjects where this language is the expected medium of instruction. Likewise, in foreign language classes that foreign language will become the expected medium of instruction.

### **Academic credit hours**

All courses earn three (3) credit hours unless otherwise designated. Some practical, laboratory courses and research focused carry a different weighting.

A course is a self-contained and significant component of the curriculum. Courses are individually assessed and are normally completed in one trimester.

One academic credit relates to a minimum of forty (40) hours of student effort of which one third (15 hours) will usually be directly supervised by an appropriately qualified member of faculty. Most courses currently carry three (3) credits and will therefore involve an average student in approximately one hundred and twenty (120) hours of effort with a minimum of forty (40) hours of structured in class development. The remaining eighty (80) hours of student effort (outside of classroom contact) may be spent in a variety of ways depending on the level and nature of the course.

### **Courses**

Each course in the curriculum is given a number that indicates the discipline, as well as course level and sequence.

The previous required courses (Pre-requisites) for each of the courses, or the simultaneous requirements (co-requisites if any) will be recorded in the academic curriculum.

All courses that are taken by a student will be recorded in the student's academic record.

A student may not study any course prior to passing its Pre-requisites. In the event that a student should study a course without first passing the pre-requisite, the student's registration and mark in that particular course will be cancelled.

In exceptional circumstances, a student may study the course plus its Pre-requisite in the same trimester if this has the approval of the Dean.

## Period Of Registration

The normal minimum and maximum periods for completing each programme are as follows:

PROGRAMME	MINIMUM	MAXIMUM
Master of Science in International Hospitality Management	3 trimesters	9 trimesters
Bachelor of Science (Honours) in International Hospitality Management	9 trimesters	15 trimesters
Associate of Science in International Hospitality Operations	5 trimesters	9 trimesters

Should a student be allowed to continue on his/her studies beyond the maximum period, EAHM reserves the right to delete courses from that student's programme of study. This is because some courses become obsolete over time.

## Intercalation (interrupted studies)

A student may request an intercalation of his/her study before the start of the trimester. The student must complete the Student Request for Intercalation Form.

The maximum authorised intercalation period is one (1) academic year.

Newly admitted or transferred students shall only be allowed to intercalate their study after completing at least one full trimester.

The intercalation period shall not be included in the maximum period of registration.

Intercalation cannot commence unless a student is in good financial standing with the Academy (i.e. no unscheduled debt) and a deposit must be paid for any Academy property retained during the period of the intercalation.

## Study Abroad

Students may select to study for a trimester or more in one of the universities that EAHM has approved. EAHM may limit the number of students participating in this scheme.

Participating in this scheme may affect the progression of the student. Courses to be taken during the study abroad period must be approved by EAHM in order to ensure that credits can be transferred back.

The trimesters in which students can participate in study abroad programmes is from trimester five (5) to seven (7) only. The last two trimesters must be completed at EAHM.

To participate in the study abroad programmes, the student must give at least two (2) trimesters notice to the Registrar' Office by filling out the Study Abroad application form.

## **Course Load**

### **Undergraduate**

The minimum number of credit hours (academic load), for which a full-time student can be registered on the undergraduate programmes is nine (9) in any trimester.

A student may register for less than nine (9) credit hours in only one of the following cases:

- (a) The number of credit hours remaining to complete the minimum graduation requirements is less than nine (9) credit hours.
- (b) The student is registered on a part-time basis, in which case the minimum load is six (6) credit hours.
- (c) The Dean, upon the recommendation of the Academic Advisor (Personal Tutor) grants special permission.

The maximum credit hours for which a student may register is fifteen (15) credit hours for each trimester unless otherwise approved by the Dean or the Assistant Dean.

A student who is sponsored (i.e. their visa is provided under the name of The Emirates Academy of Hospitality Management) must register for a minimum of nine (9) credits in each trimester in order to retain their sponsorship.

### **Postgraduate**

A full time student will register for at least nine (9) credit hours per trimester. Part time students must register for a minimum of six (6) credit hours across any academic year.

## **Change of Registration**

A student may drop or add courses, with the approval of the Registrar or of the Dean during the published drop/add period on the academic calendar.

Students withdrawing after the published deadline will receive a W grade for each course in which the student was enrolled.

Under unusual circumstances, grades of W can be assigned after the published deadline if approved by both the instructor and the Dean or Registrar.

For block and language courses, no add or drop period is allowed.

## **Academic advising/registration**

Academic advising is important in a credit hour based educational system. Students shall be assigned a Personal Tutor who will advise students on their courses of study and their academic options.

The Personal Tutor shall provide the students with information and perspectives relating to the regulations of the programme and the Academy.

Students are strongly advised to familiarize themselves to the sequencing of the courses. Students are personally responsible for ensuring that all academic requirements and regulations pertaining to their award aim are satisfied.

## **Course Sequencing**

EAHM has ensured that the sequence of the courses offered is logical in terms of accumulation and assessment of learning outcome and in enabling students to fulfil the requirements for their programme of study by the expected date of graduation.

## **Attendance and Absence**

### **Undergraduate**

Attendance for taught elements of the programme is important in order for students to succeed in their studies at the Academy and students are expected to have a commitment to their studies and a work ethos, which is displayed through excellent attendance. For this reason, attendance is required at all theory and practical classes.

Attendance will be recorded for all classes. Students are expected to be in class on time. Absence will be recorded when a student is late.

Attendance is compulsory for all courses.

A student who misses a class must inform the Dean or Registrar's Office in advance and provide appropriate documentary evidence in the form of a Medical Certificate, Police Notice or a letter from the sponsor/guardian or parent. A warning letter will be issued for each unauthorized absence. A copy of this may be sent to the student's sponsor. Students who receive three warning letters will be withdrawn failed from that course.

### **Postgraduate**

Attendance at Masters classes will be monitored and records of attendance maybe consulted during the decision making process at the Examination Board Meetings.

## **Progression and Awards**

### **Undergraduate**

At the end of every trimester, the student's academic performance will be evaluated by the Examination Board. Students with a cumulative grade point average of less than two point five (2.50) will be informed that the maximum amount of credits that may now register is twelve (12) credit hours.

## **Postgraduate**

Students must maintain a minimum grade-point average of three (3.00) in order to meet the requirements of a postgraduate degree.

Students dropping below the minimum grade-point average after three consecutive modules will be dismissed from the programme for failing to make satisfactory academic progress.

## **Change of Programme**

Students may change their programme of study at any time with the approval of the Dean or the Registrar. A request should be made by completing the Student Request for Change of Programme Form. Once the request is approved, the new programme of study will be reflected on the student records.

## **Assessments**

### **Undergraduate**

#### **Integrated course assessment**

The final mark of each course is the weighted average of the final examination mark and the marks on students assessed coursework during the trimester.

Each course shall normally be assessed as follows:

- (a) No less than forty (40) percent and no more than sixty (60) percent of the mark shall be allocated for the final examination;
- (b) Coursework and assignments shall not account for more than sixty (60) percent of the total grade of the course.

Because of their nature, some courses may be exempted from the aforementioned regulations (10.01.1 and 10.01.2). In these cases the Faculty Board, will approve appropriate methods of assessing the student performance against the learning outcomes.

In any course, students will not be re-assessed (retake, re-sit or re-submit) for any failed assessment components with the possible exception of the final examination. The final mark as a weighted average can include assessments that received a failing grade; therefore a student can compensate bad performance in one assessment component by excelling in another.

Mitigating circumstances for coursework extensions or re-submissions must be presented prior to the deadline. The Dean or Assistant Dean will determine the mitigating circumstances and evidence to support these are appropriate.

After a student has completed an assessment, no mitigating circumstances will be accepted as grounds for re-assessment since such circumstances should have been reported by the student prior to the assessment submission date, accompanied by a request to be absent or by a request for an extension (in case of course work).

In case of a course being taught by more than one instructor, the Dean shall appoint one of those instructors to coordinate the teaching process, set the exam dates and specify the integrated method for assessing the course.

All major assessment papers will be retained by the Academy for a period of four (4) years.

## **Coursework**

As part of the assessment process students may be required to submit course work. Course work may include mid-term tests. All course work must be submitted as per the instructions given on the assignment.

All course work should be submitted to the Library Desk accompanied by a cover page, showing the student's name, date and full details of the assignment. Most assignments must also be accompanied by an Academic Integrity Declaration sheet.

Late submissions:

- (a) Course work submitted within twenty – four (24) hours of the original deadline will receive a maximum grade of sixty (60) percent (or the degree worthy designation).
- (b) Coursework submitted after twenty – four (24) hours of the original deadline will not be marked and the grade of zero (0) will be recorded.

Extensions of course work submissions (of maximum seven (7) days), on which the normal grading will apply, will only be granted for the submission of late course work if the student provides the Registrar's Office and their Instructor with proof of a valid case of mitigating circumstances. The student must submit the proof of his/her mitigating circumstances to the Registrar or Instructor within three days of missing the submission date.

The decisions to accept or reject mitigating circumstances are made by the Dean or the Assistant Dean. Should a student wish to appeal a decision, they may do so in writing and this will be considered at the next Examination Board Meeting.

## **Course Tests**

Tests that take place within the trimester shall be planned during the scheduled time and day of the class as designated on the official timetable, or during specifically timetabled examination periods, as included in the academic calendar.

A student can request to be absent from an announced test based on mitigating circumstances (such as illness or death in the immediate family). The student shall submit the proof of his/her mitigating circumstances to the Registrar or Instructor within three days of missing the test. If the student's request is accepted, the course instructor shall arrange for a make- up test for the student before the start of the final examinations.

A student who is absent from an announced test (without any acceptable excuse) will receive a grade of zero (0) for the test.

## **Final Examinations**

### **Examination Regulation**

- (a) Students are not permitted to take any unauthorized items (papers, bags, mobile phones, calculators, laptops, etc.) in the examination room.
- (b) No communication is permitted with any other candidate during the course of the examination.
- (c) A student may leave the room to go to the toilet; but will be accompanied by an invigilator.

- (d) The course tutor(s) will be available for questions during the reading time (first ten (10) minutes). Students are not allowed to start writing during the reading time. After that, the course tutor(s) will leave and no course specific questions can be answered by the invigilators. If you wish to attract attention of the course tutor or an invigilator, you should do so by raising your hand.
- (e) You may leave the exam room once you have finished and had your papers checked and collected by an invigilator except during the first thirty (30) minutes and within the last fifteen (15) minutes of the examination period.
- (f) Students must not remove from the examination room any question paper, answer book, loose paper, used or unused, dictionary, calculator or any other document provided.
- (g) Students must be in complete uniform (name badge, Academy's uniform), well – groomed (shaved for men, etc.) and have their ID card available to gain entry to the examination room.

### **Reading Time**

This is the first ten minutes of the exam. Students may ask course related questions to their course tutor during this time. The time does not count towards the length of the exam.

### **Mitigating Circumstances**

Should a student miss the final examination of any course, the student is required to submit proof of mitigating circumstances in order to be allowed to take a substitute examination during the re-sit examination period. Proof of mitigating circumstances must be submitted within three days of the exam date. Medical certificates may be subject to verification from the local health authorities. Other acceptable forms of mitigating circumstances may include police reports and letters from parents or sponsors.

The decisions to accept or reject mitigating circumstances will be made by the Examination Board.

### **Eligibility to Repeat Course(s)/Re-take Examination(s)**

Students who obtain the grade of Compensative fail (FC) and who have a cumulative GPA of greater than 2.00 may be offered a re-take opportunity. This retake opportunity may be of several forms:

- a) Retake the examination and the final grade will be based solely upon your examination performance but the marks awarded will be capped at seventy percent (70%).  
A maximum of two (2) Compensative Failed courses may be re-taken in any one trimester.
- b) When the coursework component in the course exceeds sixty percent (60%) of the course assessment, the student may be required to undertake an additional assessment, which re-assesses the learning outcomes within that course. The final grade for the course will be based solely on this re-assessment and the total mark awarded for the course will be capped at seventy percent (70%)
- c) Retain the grade of Compensative fail (FC) which will show on the final transcript and affect the cumulative grade point average (GPA) and could result in the student failing to graduate should the final cumulative GPA will be lower than two (2.00).
- d) Repeat the entire course the next time this is offered. The grades receive through repeating the repeated course will replace those originally awarded.

Students who have a cumulative GPA of less than 2.00 are not eligible for compensation. Therefore, any cumulative coursed-based percentage work (the combination of coursework, examination and other assessments in a course) which is lower than sixty percent (60%) will be awarded a Fail (F) grade.



Students who have a Compensative Fail grade on a maximum of two (2) courses in any one trimester may choose to take a re-take examination. A student with more than two (2) Compensative Fails in any one trimester will only be allowed to take the re-sit examination for two (2) courses. Students who fail a course are not eligible to take a re-sit examination and must take the course again.

- (a) A student who wishes to avail themselves of the retake option must indicate their intention before the start of the next taught trimester by registering to retake the final exam;
- (b) When a student retakes a final examination, the prior coursework and/or final exam grades will be voided and the retake final examination grade will be the grade recorded for the course; and;
- (c) The marks that can be allocated for a retake examination will not exceed seventy (70) percent.
- (d) A re-take examination fee will apply.

When a student fails the course due to mitigating circumstances (bereavement, illness, etc.) which are recognised and approved by the Examination Board, they may be required either:

- a) To retake the entire course.
- b) To repeat the assessed components they have failed or missed.
- c) To complete a new piece of assessed work that assesses the incomplete learning outcomes.

A student is not eligible to repeat the course or re-sit an exam if he/she passed the course with a grade of C and has achieved a cumulative GPA of two (2.0) or above.

When a student fails more than two courses in a trimester and has a cumulative GPA of below two (2.0), the student may petition the Faculty/Examination Board to repeat the entire academic trimester; however a student may repeat a trimester only one (1) time during his/her academic programme of study. Upon repeating a trimester, the entire repeated trimester results will replace the original trimester results. Repeating a trimester may necessitate a temporary deferment of studies.

Under exceptional circumstances, a student may petition the Faculty / Examination Board to repeat an entire academic year; however a student may repeat an academic year only one (1) time during his/her academic programme of study. Upon repeating an academic year, the entire repeated academic year results will replace the original academic year results.

### **Assessments Feedback**

EAHM will provide appropriate feedback on all students' work. This can take the form of written feedback or oral communication between the faculty and the student.

An examination consultation week will be scheduled during the first week of the succeeding trimester. Students who wish to receive feedback on their examination should make an appointment to see the relevant member of faculty. Should the student wish to appeal the marks, the student should follow the grade appeal procedure. In this meeting they will be shown their examination paper and the member of faculty will comment on their overall performance. This meeting is a learning event and it is not an opportunity to negotiate over grades.

## **Postgraduate Assessment of Student Learning**

Assessment is the continuous process of gathering and discussing information from multiple sources about what students know, comprehend, and can do as a result of their educational experiences, as well as what they value and believe, and then using the results to improve subsequent learning.

### **Rationale for Assessment**

The assessment of students involves an evaluation of evidence (provided by the student) that they have achieved the learning outcomes associated with that course and with the programme as a whole. This evidence of achieving learning outcomes can take a variety of forms including, formal examinations, case studies, independent or group projects, poster presentations, business reports and the production of a thesis.

The methods of assessment that are used within this programme are balanced so that students encounter a range of assessment methodologies to test their overall level of academic achievement and to ensure that they possess the full set of analytical and cognitive skills that are used by senior managers.

Assessment is also a part of the learning process and the Emirates Academy uses mid-course assessments to inform students of their progress towards the achievement of the learning outcomes.

Prior to the delivery of the programme each year a matrix of assessments and assessment submission dates will be developed to ensure that the student work load is balanced.

### **Key Components of Assessment**

In this programme assessment will be:

- Focused and derived from the learning outcomes within each course
- Used to align the curriculum of each course with the overall programme learning outcomes
- Based on appropriate measures to assess the evidence that learning outcomes are achieved
- Used to inform students of their progression towards the achievement of course and programme learning outcomes
- Used to inform curriculum and programme review, planning, budgeting and faculty development

### **Postgraduate Thesis/Project**

In the final trimester, students will need to complete their Thesis or Projects. Full time students will be given six (6) months to complete either the Thesis or Projects and two (2) years will be allowed for the part time students.

### **Resubmission**

In case a student fails to achieve a passing grade on either the Thesis or Project, detailed feedback will be given to the student who will be asked to re-submit. Students will be given at least one trimester to resubmit his/her thesis.

### **Extension**

Should a student not be able to complete their Thesis or Projects within the required time scale, they must submit a Request for Extension Form. This request should be supported. Students must complete the Request for Extension form should the student fail to meet the deadline set by the course tutor. This request should be supported by proof of mitigating circumstances and will be subject to approval by the Programme Director or the Dean.

## **ACADEMIC INTEGRITY**

The Emirates Academy of Hospitality Management believes that learning and practicing **academic integrity** is an essential part of a university education. If someone acts with *integrity* it means that he or she follows a strict code of moral or ethical behaviour. Students with *academic integrity* display honesty in all their academic pursuits; they take full responsibility for their own learning, rather than relying on the efforts of others; they show respect for other students by not asking them to participate in academic misconduct; they trust their faculty members to value their work fairly and consistently, and they in turn are trusted by their faculty members to submit only the results of their own efforts.

### **Definitions:**

#### **Cheating on exams and tests**

This includes but is not limited to:

- Copying from another student's test paper, or seeking aid in any way from another student during a test or exam. Using technology such as mobile phones to request information from other students during a test or exam.
- Helping another student to copy from your test paper, providing answers, or any other kind of assistance to another student during a test or exam.
- Using books or notes of any type during a test or exam, without permission of the faculty member. Note that it is an offense to have unauthorized notes with you in an exam room, even if you do not use them.
- Allowing another person to write an exam under your name, or writing an exam yourself under someone else's name.
- Obtaining a test or exam, or information about all or part of a test or exam that has not yet been administered to you. This includes buying, stealing, or simply asking for the information.
- Providing information about a test or exam to another student who has not yet taken it, when told not to; or giving a copy of a test to someone who has not yet taken it, when told not to remove the test paper from the exam room.

## **Plagiarism**

You plagiarize when you use the work of someone else and present it as your own work. Plagiarism includes but is not limited to:

- Using the exact words from a source (a book, website, DVD, journal or any other information source) without quotation marks and without naming the source. Note that there is no number of words below which using exact words is *not* an offense; using even one or two words is plagiarism if they are distinctive.
- Presenting the ideas, opinions, facts, figures, images, or research results from a source, in your own words, without naming the source.
- Presenting the ideas, opinions, facts, figures, images, or research results from a source in your own words and naming the source, but paraphrasing badly, too closely following the original in wording and/or sentence structure.
- Translating directly from a source in a language other than English, or using an electronic translator, and submitting the translation as part or all of an assessment, without citing a source.
- Submitting work done entirely by someone else, for example a paper purchased or downloaded from the web, or written by another student or a friend.
- Submitting the same or very similar work as another student for an individual assessment.
- Allowing another student to copy your work. Note that this is considered as serious an offense as copying someone else's work yourself.
- Self-plagiarism: This means submitting the same assessment for more than one course, without permission from the lecturer. Note that this is considered academic dishonesty even though you prepared the original paper completely yourself.

## **Falsifying data in academic work**

This includes but is not limited to

- Submitting work that includes false or fabricated research data.
- When a graded assessment is returned to you, changing answers or data surreptitiously and then asking for a better grade.

## **Lying for academic gain (misrepresentation)**

This includes but is not limited to

- Knowingly giving false information or omitting to provide complete information to the Registrar, Dean or Lecturers, for any academic purpose. For example, you are guilty of misrepresentation if you miss an exam and tell your lecturer that it was because there was a death in your family, when there was not. (Note that proof is required in such a case).
- Knowingly giving false information to your supervisor or manager during your internship. For example, you misrepresent yourself when you tell your supervisor you missed a day because of illness when in fact you were not ill at all (a doctor's certificate is required for all absences due to illness).

## **Collusion**

Collusion is working with another student on an assessment, without permission from the lecturer who assigned the work. It includes, but is not limited to

- Submitting the same or similar work as another student for an individual assessment without permission from the lecturer.
- Providing another student with a copy of your assessment, thereby allowing him or her to copy your work, in full or part.
- Submitting work that has been substantially edited or changed by another person.

Note that helping someone else to cheat is as serious an offense as cheating yourself!

## **Policy statement:**

The Academy demands a high standard of academic integrity from both students and faculty as an integral part of academic achievement. Academy students must read, understand and apply the rules and regulations described in detail in all the sections of this policy.

## **Responsibility:**

### **Responsibilities of the student**

It is every student's responsibility to know what constitutes academic misconduct and how to avoid it. An excuse of "I didn't know" will never be accepted.

As a student of the Academy, you have a responsibility to

- Read, understand and follow the guidelines provided by the Academy to avoid plagiarism and other forms of academic dishonesty.
- Consult with instructors when you are unclear about the guidelines for an assessment or about avoiding academic dishonesty in a particular instance.
- Conduct yourself according to the Academy's standards of academic integrity not only while in classes at the Academy itself, but also during your internship and if you are participating in study abroad programme.

### **Responsibilities of the Academy**

The Academy takes responsibility for making its students aware of the conventions and behaviours that constitute academic integrity as laid out in this policy, through, but not limited to the following:

- The Academy publishes its policy on academic integrity in the Catalogue.
- Students are introduced to the policy and the concept of academic integrity early in their first year.
- Every first year student receives formal instruction on the Academy's academic integrity policy, including how to recognize and avoid plagiarism. The Academy requires all new students to sign a "Student acknowledgement of Academic Integrity Policy" form (See Appendix A), after the taught sessions, indicating that they are aware of the policy and their responsibilities within it.
- For major assessments such as dissertations, the Academy requires students to sign a declaration that the work is their own (See Appendix B).
- All faculty members reinforce the academic integrity policy by ensuring it is followed impartially and equitably in all assessments for their courses, and by processing offenses according to the agreed procedures.

- Faculty members give clear written guidelines for assessments that indicate whether collaborative or individual work is required, All course syllabi include a standard statement on academic integrity with a reference to the policy.
- All faculty members model the required behaviour by ensuring that their course handouts and PowerPoint presentations are prepared according to the same high standards of academic integrity that they demand of their students.
- The Academy makes available to all academic staff the plagiarism-testing software Turnitin and faculty members have the right to use it for all appropriate assessments.
- New and adjunct faculty are fully briefed on the Academy's academic integrity policy.

The Dean or his designate is responsible for ensuring that the policy is reviewed regularly and kept up-to-date.

## **Implementation of the policy:**

### **Cheating on tests and exams**

Any instance of cheating on an exam, if proven, is treated as a serious breach of the academic integrity policy, and all students will be penalized strictly.

If a faculty member, exam invigilator or administrator

- Observes a student using a written or electronic prop during any exam, or
- Finds such a prop in the possession of a student, or
- Suspects a student of infringing examination rules during an exam,

The faculty member, exam invigilator or administrator will

- Confiscate any unauthorized material in the student's possession.
- Endorse the student's exam booklet on the front cover with a note of the time when the alleged infringement is discovered. In a case of suspected collusion, the invigilator will endorse the exam booklets of each student involved. Whenever possible another invigilator will be asked to act as witness by counter-signing the endorsement.
- Issue a new examination booklet to the student/s in question, clearly instructing them to continue (not to restart) the examination.
- Inform the student/s in question, at the end of the test or exam, that a report of the incident will be submitted to the Dean.
- Enter brief details of the incident on the invigilator's report.
- Report the allegation to the Dean.
- The Dean may convene a Disciplinary Committee to handle the allegation.

### *First offense*

The student's test or exam paper will be marked "found cheating" and the student will receive a zero grade with no option to retake. The offense will be recorded in the central academic misconduct register.

### *Second offense*

A second cheating offense will result in failure of the course.

### *Third offense*

A third major cheating offense will result in suspension for a trimester, with no credit being given for work already completed during that trimester. The offense will be recorded in the central academic misconduct register.

## **Other academic offenses**

(Plagiarism, Falsifying data, Lying for academic gain, Collusion)

It is recognized that minor instances of academic misconduct, such as incorrect referencing, may occur among students who are beginning their university studies. Therefore the Academy follows a phased or progressive penalty system, taking into consideration the students' academic development over the course of their degree studies. In particular, the first year is considered as a learning period and is thus treated separately in this policy.

### **Academic misconduct by first-year students**

Instances of academic misconduct during this period **are** penalized but penalties are the sole responsibility of the individual faculty member. A central record of each offense is kept, but is removed at the end of year 1.

If a first-year student wishes to appeal when accused of an offense, the case is automatically processed following the procedures for second and subsequent years. This means it will be heard by a Disciplinary Committee as described below.

### **Academic dishonesty by students after first year**

Students in second and subsequent years of study at the Academy will be expected to know what constitutes academic dishonesty, and how they can avoid it in the work they submit for assessment. Proven offenses will receive progressively stricter penalties.

All alleged offenses after first year will be reported by the faculty member to the Dean, who will convene a Disciplinary Committee, as described below. If the Disciplinary Committee upholds the accusation, the offense will be recorded centrally and may be kept on file for up to five years after the student graduates.

### **Minor offences**

An offense *may* be deemed to be minor if:

- It is a first offense.
- In cases of plagiarism, there is evidence that the student has not yet mastered the necessary skills for effective referencing and/or paraphrasing, although this is rarely defensible after first year.

### **Serious offences**

An offense *may* be deemed serious if any of the following apply:

- It is a repeat offense, with third offenses being treated most severely. A repeat offense may involve more than one instance of the same type of academic dishonesty, e.g. two cases of

plagiarism, or one instance each of two or more types of misconduct, e.g. one collusion offense and one plagiarism offense.

- The student is in third or fourth year, with the expectation that a student in first year is still learning, while one in fourth year should be fully conversant with both the Academy's policy on academic dishonesty and the means to avoid violating it.
- It involves large-scale plagiarism or collusion or cheating.
- The student cheats, plagiarizes or colludes on an assessment or test with a high weighting in relation to the overall grade for the course, for example, 30% of the total grade or more.
- There is clear evidence of intent to deceive. Such evidence would include, for example, a print-out from a source, showing the exact words appearing in a student's essay without attribution.

A defence of insufficient knowledge of the Academy's policies or of the means to avoid academic misconduct will not be accepted.

The faculty member (for offenses by first year students) or the Disciplinary Committee will judge whether an offense is minor or serious.

Penalties for academic misconduct may include:

- Resubmission of the assessment.
- Reduction of the grade, for example by one letter grade, e.g. from B+ to C+.
- Failure on the assessment.
- Failure of the course.
- Failure of the trimester.
- In extreme cases, expulsion.

**Please refer to the intranet for the Academic misconduct penalties grid for indicative penalties for each offense**

### **Procedures for handling accusations of academic misconduct after first year**

- The faculty member will complete an "Academic misconduct log", and will forward it to the Dean and the accused student within five (5) working days of discovery of the alleged misconduct. Accompanying the form the faculty member will submit printed proof of plagiarism or other misconduct, and will recommend a penalty.
- Within five (5) working days of receipt of an accusation, the Dean or the Assistant Dean will convene a Disciplinary Committee, comprising two (2) faculty members,
- The student will be given a chance to refute the accusation and to furnish proof. He or she may elect to be accompanied by an advisor from within the Academy.
- If the accusation is upheld, the Disciplinary Committee will announce a decision and a penalty within two (2) working days of the "hearing".
- There is no right of appeal once a decision has been made.
- If the accusation is upheld, the penalty will be recorded on the Academic misconduct log, which will be filed in a central registry with a copy in the student's file. If the accusation is dismissed, no record will be kept.

Falsifying academic records" includes, but is not limited to, altering or assisting in the altering of any official record of the Academy or the Academy System, the submission of false information or the omission of requested



information that is required for or related to any academic record of the Academy or the Academy System. Academic records include, but are not limited to, applications for admission, the awarding of a degree, grade reports, test papers, registration materials, grade change forms, and reporting forms used by the Office of Admissions and Registrar. A student or graduate who engages in such conduct is subject to a bar against re-admission, revocation of a degree, or withdrawal of a diploma.

## **ACADEMIC PROBATION, DISMISSAL, READMISSION**

When the cumulative GPA of a student drops below two (2) points after completing fifteen (15) credit hours, he/she receives an academic probation notice from the Dean.

The study load of a student on academic probation will normally be limited to the minimum allowed load, not exceeding twelve (12) credit hours.

A student on academic probation must raise his/her cumulative GPA to at least two (2.00) points within two (2) trimesters following receipt of the probation notice in order to remove the probation status.

A student on academic probation who fails to achieve the minimum GPA within two (2) trimesters will be liable to one of the following actions, based on a decision made by the Examination Board:

The student is granted the chance to continue his/her studies in the same academic programme in either of the following cases:

- (a) If he/she has completed a minimum of seventy – five percent (75%) of the credit hours required for graduation with a cumulative GPA of at least one point seventy five (1.75) points.
- (b) If his/her latest trimester GPA is at least two (2.00) points and his/her cumulative GPA is at least one point seventy five (1.75) points.

If the student fails to achieve a cumulative GPA of two (2.00) points by the end of the Academic Year, the student will be academically dismissed from the Academy.

Upon suspension or dismissal from the Academy, there will be no refund of tuition or other fees. In the event that fees are not fully paid, the balance will immediately become due.

### **Readmission**

When, in accordance with Academy regulations, a student is dismissed, consideration for readmission is given only if the student is able to present a record of significant achievements at another acceptable institution of higher education or at an appropriate work environment for a minimum of two trimesters.

All readmission requests must be approved by the Dean.

## **GRADE APPEALS**

A student, who wished to appeal the grade or marks that have been awarded and published, must first contact the course tutor. If a mistake has been made, this will enable immediate action.

Students may appeal if:

- a) There is a miscalculation in the grade
- b) There is misgrading of a paper, assignment or exam or
- c) If application of grading system has not been consistent with this catalogue

In cases where the grade appeal is not resolved between the student and course tutor, the student must formalise the appeal in writing to the Dean requesting reconsideration of the assigned grade together with sufficient and tangible evidence to support the appeal.

The appeal must be submitted within one month from the date of the Exam Board. The Dean or the Registrar will examine the eligibility of an appeal and forward eligible appeals to the next Faculty Board meeting. Students will be notified of the decision within one week after the Faculty Board meeting. The decision of the Faculty Board is irrevocable.

Grade appeals will not be entertained on the following cases:

- a) No indication of anomalies in the grading is provided by the student.
- b) The student directly questions the academic judgment or grading standard of the course tutor.
- c) If the appeal is submitted after one month from the date of the Exam Board.

## **GRADING SYSTEM**

### **Grade Report and Transcript**

A grade report will be issued to the students and published on the student information system after the Exam board has confirmed the marks. A hard copy of the student's grade report for the trimester will be given to the students at least a week after the conclusion of the Exam board.

The grades are based on the quality of the student's performance on tests, assignments and practical work as indicated on the course syllabus.

The student's transcript reflects the academic achievement of a student. It is confidential and will be sent only to the student and the parent or sponsor of the student unless otherwise instructed by the student, parent or sponsor. Any instruction to the contrary must be made in writing to the Registrar by the student, parent or sponsor.

Academic records and transcripts will only be released to students who are in good financial standing with EAHM and to students who have completed the clearance process (for graduating or withdrawing students).

### **Undergraduate**

The following grading system will apply on the undergraduate programmes.

<b>Letter Grade</b>	<b>Grade Points</b>	<b>Percentage Grade</b>	<b>Grade Description</b>	<b>Included in Attempted Hours</b>	<b>Included in Cumulative GPA</b>
A	4.00	90 – 100	Excellent	Yes	Yes
A-	3.67	85 – 89	Very Good	Yes	Yes
B+	3.33	80 – 84	Good	Yes	Yes
B	3.00	75 – 79	Good	Yes	Yes
B-	2.67	70 – 74	Average	Yes	Yes
C+	2.33	65 – 69	Average	Yes	Yes
C	2.00	60 – 64	Pass	Yes	Yes
FC*	1.50	55 – 59	Compensative Fail	Yes	Yes
FD*	1.00	50 – 54	Compensative Fail	Yes	Yes
F	0.00	<50	Fail	Yes	Yes
WF	0.00	Nil	Withdrawn	Yes	Yes

\*Courses where a student achieved a grade of either an FC or FD are not eligible for transfer credit to another institution. Both of these grades constitute less than sixty percent (60%) mark, which is the passing mark.

In addition to the above qualitative letter grades, the following symbols shall be used to designate special enrolment provisions or course statuses and do not affect the student's academic average:

<b>I</b>	Indicates a course which has not been completed. This grade may only be awarded when a student has completed a substantial amount of coursework and it has been approved by the Exam board. The course where the "I" grade is achieved, must be completed by the subsequent trimester. The "I" grade will automatically be changed to "F" after the stipulated time if the student unsuccessfully fulfills the remaining requirement(s) of the course.
<b>N</b>	No grade (assessment is not required); taken as an extra course; not part of the programme requirement.
<b>P</b>	Pass on an ungraded course.
<b>R</b>	Repeated/Replaced.
<b>U</b>	Fail on an ungraded course.
<b>W</b>	Designates student withdrawal from a course within the allowed period.
<b>X</b>	Designate that a student was exempted for that course.
<b>TC</b>	Transfer Credit.
<b>TO</b>	Test Out. A student who has prior knowledge of a certain course may apply to "test out." This involves demonstrating they already have achieved the learning outcomes by sitting a separate assessment.

At the end of each trimester a Grade Point Average (GPA) will be computed as follows:

$$GPA = \frac{\sum_{i=1}^n \text{Course\_Grade\_Point}_i \times \text{Course\_Credit\_Value}_i}{\sum_{i=1}^n \text{Course\_Credit\_Value}_i}$$

Where  $n$  = number of all courses taken by the student up to and including the latest trimester, inclusive of failed courses. Course Credit Value is equal to the assigned credit hours for those courses; i.e. normally three-six-nine(3-6-9) credit hours etc.

## Postgraduate

The MSc International Hospitality Management will apply a goal-related grading system. The grades to be used are; Distinction; Merit, Pass and Fail. In order to obtain a pass, a minimum grade point of three (3.00) out of a four (4.00) point scale must be achieved.

Grade Description	Percentage Grade	Letter Grade	Grade Point
Distinction	90>	A	4.00
Merit	80-89	B	3.50
Pass	70-79	C	3.00
Fail	<70	F	0.00
Withdrawn/Fail	Nil	WF	0.00

“WF” and “F” are course failure grades affecting the GPA with 0 grade points against the corresponding course credit hours. All other letter grades (C - A) are pass grades.

In addition to the above qualitative letter grades, the following symbols shall be used to designate special enrolment provisions or course statuses and do not affect the student’s academic average:

I	Indicates a course which has not been completed;
W	Designates student withdrawal from a course within the allowed period;
X	Designates that a student was exempted for that course.
R	Repeated/Replaced.

## Dean’s List

Students who have completed a minimum of forty five (45) credit hours who have achieved a cumulative grade point average (CGPA) of three point seventy five (3.75) or above will be placed on the Dean’s List. This is in recognition of their academic excellence.

## TRANSFER CREDIT

The Emirates Academy of Hospitality Management views credit transfer as a privilege not a right and all requests for credit transfer must be made prior to enrolment on a programme. Under exceptional circumstances, a student may petition for credit transfer privileges at a later date and the Faculty/Examination Board may approve such credit transfer on a case by case basis.

To transfer credits, an applicant must satisfy the following conditions:

- The applicant must meet the admission requirements of The Emirates Academy of Hospitality Management.
- The educational institution from which course work is being considered for transfer credit must be licensed, and the programme accredited, by the Ministry of Education in the UAE, or in the case of international credit transfer, by the relevant national or regional institutional accrediting body.

- The applicant has successfully completed a full trimester at a recognised institution of higher education at the same level of study as the programme to which they are transferring, with a cumulative GPA of two (2.00) or above.

For each course considered for credit transfer the applicant must have obtained at least a passing grade of C or better.

Under no circumstances will credit transfer be granted for courses at Level Four (4).

The responsibility for providing evidence regarding certified credits rests with the applicant and credit will only be awarded after verification of the educational integrity of both the individual course and the institution from which the course was taken.

When reviewing a course for comparable content, a greater than sixty – six (66) percent guideline is used. Therefore, in most cases, if a course contains greater than sixty – six (66) percent of the material of a similar course at The Emirates Academy of Hospitality Management, the course will be judged to be comparable. In circumstances where two or more courses in combination collectively satisfy the greater than sixty – six (66) percent content guideline of a single course, these may be accepted as credit transfer for that single course. Courses which contain very specific topics to prepare students for a particular function or for further study, will be reviewed by the faculty specialising in the content area for comparability determination outside of the greater than sixty – six (66) percent guideline.

Determination of credit transfer will be made by the Dean following a recommendation from one or more faculty specialising in the content area for which transfer credit is being requested. The decision will be reported in writing from the academic administration; the decision will be reported to the student and will be part of the student's academic file. When awarded, transfer credit will be shown on the student's transcript.

The maximum credit transfer will not be more than fifty (50) percent of the total credits of the programme. Grades from another institution are not transferable and will not be used in the calculation of The Emirates Academy of Hospitality Management GPA.

However, in circumstances where a student has completed a two-year degree (or equivalent academic credential) from an institution that satisfies 18.02.2 and the content of this degree (or equivalent academic credential) is comparable both in terms of course content and credit hour distribution, the degree may be accepted in its entirety as satisfying the first five (5) trimesters of study towards a BSc Honours degree.

The applicant must submit all course credits for transfer on an official transcript sent directly from the original teaching institution to the office of the Registrar at The Emirates Academy of Hospitality Management. Copies, facsimiles or student carried transcripts will not be accepted.

All foreign transcripts, not issued in English, must have an accompanying translation certified by the original institution, the governmental education agency of the host country, the Embassy of the host country or a professional translation service approved by The Emirates Academy of Hospitality Management of Hospitality Management.

Foreign institutions which provide only one original document certifying attendance, course of instruction and achievement should be asked to mail the certifying documents directly to EAHM. The originals will be retained

until credit transfer has been completed. Certified copies will be retained for the student's record and the originals will be returned to the student.

Learning experiences occurring outside the purview of an accredited academic institution and outside the evaluation scope of an Approved Accrediting Body are not eligible for credit consideration. Students may be offered the opportunity to demonstrate that they have achieved the learning outcomes of a course by completing a comprehensive assessment.

Students from the Emirates Academy of Hospitality Management wishing to participate on study abroad programme should seek prior approval for the courses they intend to take. Should the student fail to get approval for the courses prior to the commencement of the study abroad programme, transfer credits will be denied.

EAHM does not guarantee nor implies that the courses completed by a student at EAHM will be accepted by other institution for transfer credits. Policies on transfer credit vary from institution to institutions. Students should contact the institution where they seek admission for transfer credit policies.

### **Applying for Transfer Credits**

Applicants or students who wish to transfer credits from another university to the Emirates Academy of Hospitality Management should adhere to the following procedure:

1. The applicant or student wishing to transfer credits should complete the Undergraduate Transfer Credit Form.
2. The applicant or student completes the form and sends it back to the Admissions Officer (for applicant) or to the Registrar's Office (if the applicant is a current student) together with the syllabus/syllabi and official transcript.
3. The file is then submitted for review to either the Dean or Assistant Dean.
4. Upon completion of the review process, the file is then forwarded to the Registrar's Office.
5. The Registrar's Office will prepare the Programme Plan and the Award of Credits Letter.
6. The Registrar's Office sends the programme plan and award of credits letter to the Admissions Officer to communicate the results to the applicant or directly to the students (for current students).

### **Test Out**

A student who has prior knowledge of a certain course may apply to "test out." This involves demonstrating they already have achieved the learning outcomes by sitting a separate assessment.

### **Internship Exemption**

Students who can demonstrate they have a record of employment or work history that is at least equivalent to the Internship requirements may apply for exemption from EAHM Internship requirements. This application should take the form of a CV and documented record of employment that is submitted to the Director of Industry Liaison.

## **EXAMINATION BOARD**

The Examination Board meets at the end of each trimester, within three weeks of the last examination.

The course instructor is responsible for verifying test papers, submitted course work, as well as the final examination papers relating to his/her course, and reporting all the marks in percentage points, with the

appropriate breakdown and weighting of individual assessment components, to the Examination Board within two weeks of the final examination.

The major role of the Examination Board is maintaining and monitoring academic standards. The Board will consider the following:

- (a) The overall course statistics which should normally reflect an average mark of seventy five percent (75%) and a standard deviation of ten (10).
- (b) Students' probation and dismissal;
- (c) Students' classification of award;
- (d) Extenuating circumstances for incomplete grades;
- (e) Review and approval of final grades and forwarding them to the Registrar, who will record the grades and send students' their transcripts.

The decisions of the Examination Board will be made by consensus or if required by voting.

The Dean or the Assistant Dean is the chair of the Examination Board. Membership includes all course instructors/examiners and the Registrar.

## **STUDENT GRIEVANCE**

### **PURPOSE:**

The purpose of this policy is to ensure that students have recourse to an impartial, consistent review process in the event of a decision or action taken by a member of the Academy faculty or administration that is perceived to be contrary to the Academy's policy, procedure or conventional practice. The policy aims to protect the rights of both students and the Academy's faculty and staff when disagreements arise.

### **SCOPE:**

The policy is intended for use after other relevant academic or non-academic policies and procedures have been implemented, where the student feels that unfair, unjust or discriminatory decisions or actions have not been adequately dealt with by the process.

The policy covers interactions, decisions or actions between a student and Academy faculty or staff. It does not cover grievances between students, as those are covered elsewhere, for example, in the Non-academic Discipline and Bullying & Harassment policies.

This policy does not cover grievances with organizations outside the Emirates Academy of Hospitality Management, e.g. problems encountered with an employer during an internship. The Industry Liaison Manager is the first line of contact for this type of problem.

A student may not use this policy to take issue with the *content* of a policy or procedure, only the application of it. Comments and suggestions related to the content of published policies and procedures, or the lack of policies on particular issues, may be submitted to the Dean or Managing Director.

**DEFINITIONS:**

A **grievance** is the written submission of a student's perception of unfairness, injustice or prejudice in the application of Academy policy, procedure or practice.

The **grievant** is the student submitting the grievance.

The **respondent** is the accused individual or department, or the Academy as a whole.

**POLICY STATEMENT:**

Students with an academic or administrative complaint have the right to a full and fair process to resolve the issue. The Emirates Academy of Hospitality Management treats all grievances seriously and investigates each one fully with the aim of finding a resolution satisfactory to all parties. We believe it is in everyone's best interests to make every attempt to resolve a difference informally before turning to more official methods.

A formal grievance must be filed within one month of the incident or issue that lead to the complaint, and preferably as soon after the incident as possible. Anonymous complaints will not be investigated.

Grievances judged to be frivolous or malicious will be dismissed and may incur disciplinary action.

Confidentiality will be maintained throughout and after the resolution process; only the people who are directly involved in the grievance will have access to the records about it. Grievance records will be kept for four years after resolution, in a separate file in the Dean's office. No record of a grievance will be stored in the student's file in the Registrar's office or in the personal file of a faculty or staff member.

The grievant, or anyone participating in the grievance process, will not suffer reprisals, retaliation or disadvantage within the Academy as a result of his or her action.

A student who is considering filing a grievance is advised to consult the Student Support Officer, who will explain the process and advise on the student's particular case. The Student Support Officer remains neutral and will not serve as the student's intermediary or advocate in any formal meetings or hearings regarding the issue.

A student who has a grievance must first try to resolve it directly with the party or parties involved, through informal discussion.

If informal resolution is not initially successful, or if the student feels unable to confront the person alone, the student may request an arbitrator. The arbitrator (a neutral individual from within the Academy) will mediate at a meeting between the two parties. The student may suggest a particular individual be the arbitrator, as long as that person is part of the EAHM community. The arbitrator is neutral and makes no judgment.

If informal resolution with or without arbitration is not initially successful, the student should take the issue to the respondent's line manager for informal resolution at that level (e.g. the Dean for all faculty; for non-academic matters, the relevant line manager, for example the IT Manager, the Director of Operations, etc.). However the student is strongly advised to inform the respondent of his or her intentions in advance.



If informal means are not successful in resolving the issue, the student should submit a written grievance to the Dean, including a history of resolution attempts to date. The Student Grievance Form should be used for this purpose (Appendix A), with all relevant documentation appended. The Student Support Officer can help in the process of submitting a grievance.

The Dean will review the written records and will collect further information through discussions with the two parties and any relevant witnesses. The Dean will then determine if the complaint is substantive, and if so, he will convene an ad hoc Student Grievance Committee within two working weeks of receipt of the written complaint.

Student Grievance Committee membership will vary depending on the nature of the grievance but will typically include three neutral individuals from within the Academy (i.e. no one directly involved in the decisions or actions leading to the complaint). One member should be the current President of the Student Council or his/her designate.

The ad hoc Student Grievance Committee will meet and will review all the written records to date. Within one week of the convening of the Committee, a hearing will be held, at which both parties will present their cases to the Committee. Both the grievant and the respondent may have a friend or advocate from within the Academy to accompany them during the hearing.

The Committee will give its verdict within two working days of the hearing, along with its recommendations for action. Its decision will be recorded on the Student Grievance Record (Appendix B) and this will bring an end to the matter.

If a grievance is resolved formally, a complete set of records will be kept in a separate file in the Dean's office for a period of four years from the date of the decision. If an informal agreement is reached, no records will be kept.

## **GRADUATION**

The EAHM graduation takes place once a year. It is normally scheduled during the first trimester. Students who intend to graduate should complete the Graduation Registration Form (available at the Registrar's Office).

### **Undergraduate Requirements**

A student will be conferred a degree when the following conditions are fulfilled:

- (a) Completed the required credits:
  - 1. Associate of Science in International Hospitality Operations - sixty nine (69) credits
  - 2. Bachelor of Science (Honours) in International Hospitality Management – one hundred twenty six (126) credits including Consultancy (CONS401) and Dissertation (DISS490).
- (b) Successfully passed all the required courses and electives included in the curriculum of the programme of study.
- (c) Achieved a cumulative grade point average of no less than two (2.0)
- (d) Not exceeded the maximum period of enrolment.

- (e) If the student has transferred from another tertiary institution, they must have successfully completed no less than fifty percent (50%) of the total number of credit hours required for graduation at The Emirates Academy of Hospitality Management.
- (f) The student is in good financial standing with The Emirates Academy of Hospitality Management.

#### Guidelines for Honours Award Classification

- (a) The following are guidelines for the Examination Board' reference in determining the award classifications:

<i>Honours Degrees</i>	<i>GPA or Weighted GPA</i>	<i>Guidelines</i>
<b>1<sup>st</sup></b>	≥3.67 - ≤4.00	The student's performance/attainment is outstanding, and identifies him/her as exceptionally able in the field covered by the programme in question.
<b>2:i</b>	≥3.00 - ≤3.66	The student has reached a standard of performance/ attainment that is more than satisfactory but less than excellent.
<b>2:ii</b>	≥2.67 - ≤2.99	The student has reached a standard of performance/ attainment judged to be satisfactory, and clearly higher than the 'essential minimum' required for graduation.
<b>3<sup>rd</sup></b>	≥2.00 - ≤2.66	The student has attained the 'essential minimum' required for graduation at a standard ranging from just adequate to just satisfactory.

- (b) There is no requirement for the Examination Board to produce award lists that conform to the guidelines above. However, where there is major departure from these guidelines, the Board would be required to provide justifications.

## Postgraduate Requirements

A student on the post graduate – Master of Science in International programme will be conferred a degree if the following conditions are fulfilled:

- (a) Completed the required credits as follows:

No of Modules	Description	Credits
Six (6)	Three (3) credit <b>compulsory</b> modules;	18
Three (3)	Three (3) credit <b>elective</b> modules	9
One (1) or Two (2)	Nine (9) credit <b>thesis or Six (6) credit project</b> plus a three (3) credit <b>elective</b> .	9
	Total Credit Requirement	36

- (b) Achieved a cumulative grade point average of no less than three (3.0).
- (c) Achieved at least a grade of C on the thesis or project.

#### **Award Classification**

<b>Award</b>	<b>Grade Point Average</b>
Distinction	$\geq 3.75 - \leq 4.00$
Merit	$\geq 3.50 - \leq 3.74$
Pass	$\geq 3.00 - \leq 3.49$

#### **PARCHMENT**

Students may not request the parchment in advance of the date of graduation. EAHM will issue a letter stating the completion of the programme study to the students if requested.

The parchment will bear the date of the ceremony and not the actual completion date of the programme.

## COURSE DESCRIPTIONS

All courses offered at The Emirates Academy of Hospitality Management are listed underneath providing the following information per course:

*Title, Course Prefix, Number (Credit Hours - Lecture hours – Practical hours), Aim of the course, Content Coverage, Pre-requisites, Co-requisites.*

### *Course Code (Prefix and Number)*

Each discipline or field of study offered by the Academy is summarized by a four letter prefix, followed by a number indicating the level of the course content. As an example, the Academy offers the course:

Financial Accounting (FIIN301) (3-2-2)

In this example, FINN is the course prefix and 301 9s the course number. This particular course is a third level course in Finance (denoted by the 300 level number). This course is more advanced than a 200 Finance course such as ACNT201.

### *Credit Hours - Lecture hours – Practical hours*

The numbers in parentheses following the title of a course indicate the contact hours and course credit information. All courses are valued in credit hours. Normally, each credit hour represents fifty minutes of class instruction (1 hour lecture) or 120-180 minutes (2 to 3 hours) of practical experience a week over a trimester.

As an example, the Academy offers the course:

Rooms Division 1 - Housekeeping (HKOP101) (3-2-2)

In this example, the first digit in the parentheses refers to the number of credit hours the student will receive upon successfully completing the course. The second digit refers to the number of class-based contact hours or hours of lecture per week the course requires. Lastly, the third digit denotes the number of laboratory or practice hours required weekly (time spent in kitchen, restaurant, computer lab or on placement).

Courses are offered at the discretion of the Academy. Students should check with the Registrar's Office to ensure that specific courses are available.

### *Pre-requisites, Co-requisites*

Certain courses also have Pre-requisites, co- requisites and/or other criteria that are noted immediately following the course description.

Many courses above the introductory level require a minimum background of knowledge, as indicated by Pre-requisite courses cited in individual course descriptions. Titles and numbers are those of the Academy courses. Equivalent courses satisfactorily completed at other institutions may also meet Pre-requisite requirements by transfer credit. Students need to consult the Dean for more information. Students are responsible for entering the class with the required competence.

## Undergraduate Courses

**Business Ethics (ETHS301)** (3-3-0) Instructor: Dr. Stephanie Morris. The aim of this course is to provide students with a base for reflection on topics related to both general and business ethics. Coverage includes: Traditional business models of ethical behaviour; Review of international trends; Essential ethical traditions; Comparison of the shareholder value approach to the stakeholder responsiveness approach; Personal skills in reflection and support of value-based reasoning. Pre-requisite: None. Offered once per academic year.

**Business Information System (COMP102)** (3-3-0) Instructor: Dr. Sanjay Nadkarni. The aim of this course is to develop operational competence in the effective use of the latest Microsoft Office applications. Coverage includes: Microsoft Word and Excel at a Microsoft Office User Specialist Expert level and it will train students up to an intermediate level in other common business applications such as FrontPage, PhotoShop, Project and Visio. Pre-requisite: ICDL . Offered once per academic year.

**Consultancy Project (CONS401)** (6-1-10 hours in industry a week) Instructor: Dr. Ivan Ninov. The aim of this course is to investigate and explore a range of topical and current issues of relevance to the hospitality and tourism industry. It applies a problem based learning approach by applying pragmatic research methods to contemporary business questions. Coverage includes: Overview of the industry and topical issues; Review of current industry based research and publications; Discussion and selection of topic/s; Case study methodology; Tutorial reviews; Presentations, dissemination of findings and discussions. Pre-requisite: ALL MANAGEMENT and SPECIALISATION CORE REQUIREMENTS (APART FROM LEVEL 4 COURSES) and GENERAL STUDIES. Offered once per academic year.

**Cultural Diversity (CULT201)** (3-4-0) Instructor: Mr. Chris Dutt. The aim of this course is to develop in students an understanding of the theory of culture and then to explore the basis of their own cultural background and that of others around them. Within this context students will learn the importance of cultural tolerance and the relationship of this to effectiveness in a management role. Coverage includes: Dimensions of culture; Cultural clusters; National culture and corporate culture; Cross-cultural consumer behaviour; Multicultural working environments; Cultural dynamics and heritage; Service culture; and Expatriate managers and staff. Pre-requisite: None. Offered once per academic year.

**Dissertation (DISS490)** (9-1-10 hours research a week) Instructors: Dr. Stuart Jauncey, Dr. Duncan Gibson, Dr. Ivan Ninov, Dr. John Fong , Dr. Sanjay Nadkarni and Ms. Ioanna Karanikola. The aim of this course is to provide student with the opportunity to explore in depth a topic relevant to hospitality or tourism. It enables the student to specialise in an area of interest, to produce work of the highest quality as evidence of development on the programme. Coverage includes: students to carry out their own research project in terms of Project preparation; Literature review; Question and hypothesis development; Qualitative data; Questionnaire design; Sampling design and methods; Data analysis; and Writing the final report. Pre-requisite: ALL MANAGEMENT and SPECIALISATION CORE REQUIREMENTS (APART FROM LEVEL 4 COURSES) and GENERAL STUDIES. Offered once per academic year.

**English Composition and Rhetoric (ENGL 102)** (3-4-0) Instructor: Dr. Stephanie Morris. The aim of this course is to develop those English language skills required by the student to communicate effectively in their future professional careers. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills in the context of the travel, tourism and hospitality related industries. Pre-requisite: None. Offered thrice per academic year.

**Financial Accounting (FINN301)** (3-4-0) Instructor: Dr. Duncan Gibson. The aim of this course is to provide students with an understanding of the role of financial forecasting in the tourism industry. Coverage includes:

Short and long term financial planning; Financial mathematics; and Financing. Pre-requisite: ACNT201. Offered once per academic year.

**Food and Beverage Business (FABM101)** (3-4-0) Instructor: Ms. Helen Morris. The aim of this course is to introduce the student to restaurant and kitchen organisation, food and beverage product knowledge, and different food and beverage production and service methods and procedures from both a management viewpoint and as an extension of technical skill. Coverage includes: Kitchen and restaurant organisation; F&B facility planning; F&B products; Operational features, procedures and sequence; Control mechanisms and Supervising the customer experience. Co-requisite: FABS101, CULN101. Offered twice per academic year.

**Food and Beverage Service (FABS101)** (3-1-8) Instructors: Ms. Helen Morris and Mr. Haresh Mohinani. The aim of this course is to examine food service systems from the viewpoint of Maslow's (1965) hierarchy of needs. Coverage includes: People and food; Food and social theory; Restaurant environments; Different levels and styles of service; Menu styles; Beverages; Ethical issues; and Bar operations techniques. Co-requisite: CULN101. Offered twice per academic year.

**Front Office Operations (FOOP101)** (3-3-0) Instructor: Ms. Marina Rizzi. The aim of this course is to introduce students to the organisation of a front office department in a hotel. It will focus on the essential front desk procedures, day-to-day duties and issues affecting the management of rooms in the hospitality industry. Coverage includes: Organisation of a hotel; Front Office operations; Overview of front desk equipment; Reservation activities; Telephone and front desk techniques; Night auditing; Handling corporate and group sales; and Dealing with guests' complaints and problems. Co-requisite: HKOP101. Offered twice per academic year.

**History of Hospitality and Tourism (HIST301)** (3-4-0) Instructor: Dr. Bob Brotherton. This course will provide students with an opportunity to develop skills in historical analysis and to apply these to the interpretation of historical developments in the commercial provision of hospitality and tourism. In turn, this will enable them to develop their understanding of the evolution of contemporary forms of commercial hospitality and tourism provision and to understand the complexities involved in explaining how and why these exist. Coverage includes: historical methodology topics specific historical topics such as the Grand Tour, Cruising, Resort Development, Vegetarianism, Fast Food, Hotels and Tourism in the Railway Age and Coffee Houses are examined. Pre-requisite: None. Offered once per academic year.

**Hospitality Accounting (ACNT101)** (3-4-0) Instructor: Dr. Duncan Gibson. The aim of this course is to provide the basic mathematical underpinning knowledge needed to successfully complete undergraduate programmes. Coverage includes: Proficiency in core numeracy and computation areas; Use of a variety of algebraic processes; and Spatial sense and understanding of geometrical concepts. Pre-requisite: None. Offered once per academic year.

**Hospitality and Tourism Futures (HTFU301)** (3-4-0) Instructor: Dr. Bob Brotherton. The aim of this course is to provide students with an opportunity to develop a critical understanding of futures perspectives, theory and techniques, to engage in creative futures thinking and analysis, and to critically apply established techniques to a hospitality or tourism futures issue, of their choice. Coverage includes: Use of PEST, SWOT and Life Cycle techniques in futures analysis; Quantitative Forecasting; Scenario building and analysis; Delphi techniques; Cross-Impact analysis; Futurecasting and Backcasting; Societal and System Dynamics, Dubai Futures. Pre-requisites: None. Offered once per academic year.

**Housekeeping Operations (HKOP101)** (3-3-0) Instructor: Ms. Angela Anthonisz. The aim of this course is to provide an understanding of the business functions of a Housekeeping Department; the basics of cleaning guestrooms, public areas, ceilings, walls, floors and carpets; and the Executive Housekeeper's responsibilities. Coverage includes: The Housekeeping Department; Operations; Cleaning agents and equipment; Care and maintenance of surfaces, guest rooms, and public areas; Uniform and linen services; Laundry services and contract services; Safety and fire prevention; and Hotel security. Co-requisite: FOOP101. Offered twice per academic year.

**Human Resource Management (HRMT301)** (3-4-0) Instructor: Ms. Ioanna Karanikola. The aim of this course is to enable students to understand the strategic role played by Human Resources Management (HRM), as well as to define the activities of the HR Department, its organisation and its environment. Coverage includes: The nature of HRM; Business strategy and HRM; Implementing policies; Recruitment and selection; Performance management; Training and career development; Grievance and Trade unions. Pre-requisite: None. Offered once per academic year.

**Internship (INTS 202)** (6-0-24 weeks in industry) Instructor: Ms. Marianne Saulwick. The aim of this course is to provide students with practical background experience in a setting where learning and doing are the chief objectives. Thus, the internship will help students improve, evaluate and -above all - practice the skills and theories that they have been exposed to during their studies, by providing them with the means to understand their strengths, weaknesses and future prospects. Coverage includes: The working environment experience; Interpersonal skills; and Internship evaluation and future career prospects. Pre-requisite: CULN101, FABS101, FOOP101, HKOP101. Offered once per academic year.

**Introduction to Marketing (MRKT101)** (3-4-0) Mr. Chris Dutt. The aim of this course is to give the students an introduction in the theory and practice of marketing. Coverage includes: Principles and concepts in marketing; Micro and macro environment for marketing; Consumer behaviour; Market segmentation and positioning; Building customer loyalty through quality; Marketing mix: Strategies for pricing, Communication channels, Promotion, sales and public relations; and Marketing of services. Pre-requisite: None. Offered twice per academic year.

**Leadership (LEAD101)** (3-3-0) Instructor: Ms. Marianne Saulwick. The aim of this course is to introduce students to the principles and practice of leadership within the context of the International Hospitality Industry. A secondary rationale for the course is to encourage students and future managers to reflect on leadership styles so that they are able to motivate and inspire future subordinates. Coverage includes: Leadership and management; Development of leaders and managers; Trait and process approaches; Styles of leadership; Leadership theories; Methods of assessing effective leaders; Psychological screening and assessment of leaders. Pre-requisite: None. Offered once per academic year.

**Legal Aspects of the Hospitality Industry (HLAW401)** (3-3-0) Instructor: Dr. Stephanie Morris. The aim of this course is to examine major legal areas that affect the hospitality industry. Coverage includes: Hospitality operating structures; Real and personal property rights; Hospitality contracts; Managing property; Legal selection and management of employees; Civil liability; Duty and responsibility of hotel operators; and Responsibility for property of the guest. Pre-requisite: None. Offered once per academic year.

**Management Accounting (ACNT201)** (3-4-0) Instructor: Dr. Duncan Gibson. The aim of this course is to provide students with operational competence in hospitality industry accounting and control. It provides a management understanding of financial accounting concepts and revenue management processes. Coverage includes: Revenue; Financial statements and the reporting process; Budgeting; Internal control; Costing; Pricing, Ratios; and Analysis of variance. Pre-requisite: MATH101. Offered once per academic year.

**Organisational Behaviour (ORGB201)** (3-4-0) Instructor: Ms. Ioanna Karanikola. The aim of this course is to introduce the fundamental theories and concepts concerning firstly, the functions of managing a business and secondly, the study of human behaviour and its implications for the management of organisations. Coverage includes: Managers and management; Organising an enterprise; Functions of management; People in organisations; The manager's role as a leader; Motivation concepts; and Group behaviour. Pre-requisite: None. Offered once per academic year.

**Professional Food Preparation (CULN101)** (3-1-8) Instructors: Mr Michael Kitts and Ms. Helen Morris. The aim of this course is to focus the student's attention on trends in gastronomy and competence in preparing gastronomic combinations. Coverage includes: Trends in F&B; Consumer demand; Agricultural, psychological, sociological, environmental and political influences on consumer demand; Established and innovative gastronomic dishes; and Merchandising and marketing. Co-requisite: FABS101. Offered twice per academic year.

**Real Estate (Hotel) Finance (FINN401)** (3-3-0) Instructor: Dr. Duncan Gibson. The aim of this course is to examine the evolution of the theory of business enterprise and the procedures of corporate control necessary to protect the interests of the shareholders. Furthermore, it focuses on the analysis of the market, which allows taking operational decisions and setting the strategies of the firm to the advantage of the shareholders. Coverage includes: Corporate governance (Corporate control); Understanding financial statements; Risk; Valuation of the firm; Financial structure of the firm; and The investment decision. Pre-requisite: FINN301. Offered once per academic year.

**Research Methods (RESH301)** (3-3-0) Instructor: Dr. Edith Szivas. The aim of this course is to provide students with an appreciation of, and ability to apply appropriate research methods in addressing hotel, catering and tourism related problems. Coverage includes: The Research process; Sampling; Hypothesis testing; Correlation and Regression; Financial Mathematics; Literature Searching; Observational Research; Qualitative methods; Quantitative methods; Measurement; Questionnaire surveys and design; Data analysis; Reporting research findings; and Writing a research proposal. Pre-requisite: STAT201. Offered once per academic year.

**Service Operations Management (SOMT301)** (3-3-0) Instructor: Dr. William Rowson. The aim of this course is to provide students with a systematic approach to control the process of transforming inputs into outputs (finished products and services). Coverage includes: The service system vision, structure and concept; Project management; Inventory management; Lean production and just-in-time; Capacity management; Queuing systems; and Managing service quality and productivity. Pre-requisite: None. Offered once per academic year.

**Services Marketing (MRKT301)** (3-3-0) Instructor: Dr. William Rowson. The aim of this course is to differentiate services marketing from traditional product marketing, concentrating on contemporary issues relevant to the services industry in general and the hospitality industry in particular. Coverage includes: Specific issues related to services marketing in general; limits of operational thinking; changing service environment; transactional and relationship marketing activities; marketing tools and concepts, building upon and broadening strategic marketing insights acquired in the earlier semesters. Pre-requisite: MRKT101. Offered once per academic year.

**Statistics (STAT201)** (3-3-0) Instructor: TBA. The aim of this course is to acquaint students with the basic concepts of statistics that will help them make or evaluate decisions using statistical analysis of empirical data. Coverage includes: Descriptive statistics; Basic probability; and Sampling and testing. Pre-requisite: None. Offered once per Academic year.



**Strategic Information Technology Application in Management (COMP301)** (3-3-0) Instructor: Dr. Sanjay Nadkarni. The aim of this course is to acquaint students with the most recent developments in Information Technology impacting the hospitality industry through group web-research, application demonstrations, readings and case study analysis. Coverage includes: Analysis of the impact of information technology's impact on society and the impact of societal change on information technology; Recent hardware and software innovations; Internet; Data warehousing; Business process reengineering; and Yield management. Pre-requisite: COMP102. Offered once per academic year.

**Strategic Management (STMT401)** (3-4-0) Instructor: Dr. Ivan Ninov. The aim of this course is to integrate much of what has been learned earlier in the programme from a "functional discipline" perspective (marketing, finance, human resource management etc.) and apply that knowledge to the study of sustainable competitive advantage. Coverage includes: Internal analysis: Product lifecycle analysis, value chain analysis, capabilities and competitive advantage; External analysis: Competitive forces; Strategic groups, and customer analysis; SWOT, Strategy formulation; Generic strategies; Strategy implementation; Strategic change; and Evaluation and control. Pre-requisite: None. Offered once per academic year.

**Tourism and Hospitality Business (BUSS101)** (3-4-0) Instructor: Mr. Chris Dutt. The aim of this course is to provide students with a basic understanding of the hotel and tourism business. This course will draw on the expertise that is available within Jumeirah to illustrate the types of career opportunities that are available. Coverage includes: Tourism and hospitality defined; The tourism systems; Business; Primary and secondary functions in business; The Business environment, Economics; Management, Human Resource. Pre-requisite: None. Offered once per academic year

**Tourism Economics (ECON302)** (3-3-0) Instructor: Mr. Chris Dutt. The aim of this course is to understand the flow of the tourism sector as well as the social, cultural and environmental costs of tourism. Coverage includes: a basic overview of economics, an introduction to the development of tourism and its impact upon both mature and developing economies. Also included will be an examination of the positive and negative impacts of tourism on a country's economy using a variety of case studies to illustrate the relevant issues. Pre-requisite: None. Offered once per academic year.

## LANGUAGES

**Beginners Arabic (ARAB 100)** (3-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of Arabic and to communicate confidently and clearly in Arabic at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: None. Maybe offered in every trimester depending on the interests of the students.

**Beginners French (FREN100)** (3-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of French and to communicate confidently and clearly in French at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: None. Maybe offered in every trimester depending on the interests of the students.

**Beginners Mandarin (MAND100)** (3-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Mandarin and to communicate confidently and clearly in Mandarin at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: None. Maybe offered in every trimester depending on the interests of the students.

**Beginners Spanish (SPAN100)** (3-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Spanish and to communicate confidently and clearly in Spanish at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: None. Maybe offered in every trimester depending on the interests of the students.

**Intermediate Arabic (ARAB200)** (3-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of Arabic and to communicate confidently and clearly in Arabic at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: ARAB100. Maybe offered in every trimester depending on the interests of the students.

**Intermediate French (FREN200)** (3-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of French and to communicate confidently and clearly in French at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: FREN100. Maybe offered in every trimester depending on the interests of the students.

**Intermediate Mandarin (MAND200)** (3-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Mandarin and to communicate confidently and clearly in Mandarin at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: MAND100. Maybe offered in every trimester depending on the interests of the students

**Intermediate Spanish (SPAN200)** (3-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Spanish and to communicate confidently and clearly in Spanish at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: SPAN100. Maybe offered in every trimester depending on the interests of the students.

#### **ELECTIVES:**

**Business Continuity Planning (CONT301)** (3-6-0) Instructor: Dr. Ivan Ninov. The aim of this course is to encourage candidates to relate rudimentary strategic management theory to a simulated business situation and hence realize the value of theory applied to real life situations. Coverage includes: Initial input - the business and its environment; Simulation preparation (business plan); Interactive and dynamic simulation runs (running the business); and Simulation evaluation (shareholders report). Pre-requisite: STMT401. Offered once per academic year.

**Business Law (BLAW401)** (3-6-0) Instructor: Dr. Stephanie Morris. This course is intended to give future business managers further awareness of the legal environment in which businesses operate. Beyond rote memorization of "black letter law", students are exposed to real-life examples wherein they brief and analyze relevant cases, keeping in mind that the goal is not to produce lawyers, but to prepare hospitality professionals capable of promoting their business interests within the legal framework. Students are taught to break down complex legal issues via case analysis, logical reasoning, examination of hypotheticals, review of judicial precedent and codified law, and lively class discussion, allowing them to gain comprehensive and thought-provoking understanding of legal principles and practical application. Coverage includes: intentional torts, white collar crime, contracts, and business structures (partnerships, LLCs, corporations). Pre-requisite: HLAW401. Offered once per academic year.

**Consumer Behaviour (CONB301)** (3-6-0) Instructor: TBA. The aim of this course is to introduce the theories and concepts of consumer behavior from a multi-disciplinary perspective using principles from psychology, sociology, business and economics. Coverage includes: Consumer decision making, consumer behavior and culture and global consumer culture. Pre-requisite: None. Offered once per academic year.

**Destination Development Planning (DEST301)** (3-0-60) Instructor: Ms. Marianne Saulwick. This course will provide students with a general organizing framework required to complete a Destination Development Plan. It will provide students with the detailed principles and main components of tourism destination. Coverage includes: travelling to and focusing on one particular destination and examine this through the lenses of economics, marketing, culture, food and beverage, tourism and leisure. The course will also provide students with an appreciation of tourism as a domain within its own right. Pre-requisite: None. Offered once per academic year.

**E-commerce (ECOM301)** (3-6-0) Instructor: Dr. Sanjay Nadkarni. The aim of this course is to develop a critical understanding of the key aspects of Internet and the specific challenges and opportunities Internet offers to marketing. It will also bring forward a strategic approach to harnessing Internet as an integrated tool in on-line and off-line marketing. Coverage includes: Internet marketing; Internet industry facts; Different uses of e-commerce (B-to-B, B-to-C, Intranet, etc.); Internet strategies; Internet customers; Advertising, Distribution, Pricing and payment issues on the Internet, and Electronic commerce and Retailing and banking. Pre-requisite: None. Offered once per academic year.

**Entrepreneurship (ENTR301)** (3-6-0) Instructor: TBA. The aim of this course is to show the importance of the small business community to the UAE and other economies, particularly in the tourism industry. Also the course aims to outline the various forms that the business can take, sources of finance available including government aid to small firms; the stages of development and the critical strategy questions at each stage. Coverage includes: Small business sector; Small business owner manager; Small firms; definitions, descriptions and patterns; The birth and death of firms; The growth of small firms; Employment; Finance and Public policy. Pre-requisite: None. Offered once per academic year.

**Facilities and Installation Planning (FACM301)** (3-6-0) Instructors: Mr. Crispin Farbrother and Ms. Lynn Randall. The aim of this course is to provide an understanding of the planning of hotel projects in respect of new constructions, renovations, remodelling, modernisations and/or reconstructions. Coverage includes: Basic facilities management concepts; The hotel project; Basic surface areas; Construction costs; Room functional analysis; Horizontal and vertical circulation; F&B planning; Goods receiving and shipping area. Pre-requisite: None. Offered once per academic year.

**Food and Beverage Management II (FABM202)** (6-6-18) Instructors: Mr. Michael Kitts, Ms. Helen Morris, and Mr. Haresh Mohinani. The aim of this course is to provide student-centred, problem based and interactive learning approaches to develop the students' food and beverage management skills and knowledge for operational competence in a hotel or catering organisation, through the planning, practical operation and evaluation of appropriate food and beverage management projects. Coverage includes: The F&B manager; Food service systems; Traditional catering operations; Service that sells; Menu and product planning; Purchasing systems;

Quality and quality control; Food safety; and Managing resources; all applied in events, planned and executed by the students. Pre-requisite: FABM101, FABS101, CULN101. Offered once per academic year.

**Gastronomy (GAST301)** (6-6-18) Instructors: Mr. Michael Kitts, Ms. Helen Morris, and Mr. Haresh Mohinani. This course focuses on the food and beverage aspects of a fine dining operation by developing advanced techniques in food production and cooking along with dish composition. Students gain knowledge in advanced preparation and cooking techniques along with identifying flavours and aromas of beverages to accompany various food commodities. The course includes planning of staff resources, the control of finance, menu planning and monitoring the quality process in planning a gastronomy meal an event evening. Pre-requisite: CULN101, FABS101. Offered once per academic year.

**Golf and Country Club Management (GCCM301)** (3-6-0) Instructor: Ms. Candice Clemenz. In the world of private membership clubs, the vast majority of properties fall into the broad category of country clubs. This course is focused on the study of private country clubs but also address the subset of private golf clubs. Through classroom instructios, interactive case studies, exposure to industry professionals and individual study, students will gain understanding of a private membership model while learning about (1) club fundamentals, (2) revenue centers and (3) support functions/departments of golf and country club operations. Pre-requisite: None. Offered once per academic year.

**Interior Design and Architecture (DSGN301)** (3-6-0) Instructors: Mr. Stefan Breg and Mr. Andrew Shipley. The aim of this course is to acquaint the student with the historical background of interior design and architecture as the elements of general culture and as a launching point for the understanding of contemporary design. Students are shown how design and architectural elements can affect customer perception, customer flows (servicescapes), customer satisfaction and customer loyalty. Coverage includes: Historical grounding and today's options of architecture, furniture, fixtures and fittings; Servicescapes; Critique of existing designs; and Development of skills in creating congruous design approaches. Pre-requisite: None. Offered once per academic year.

**Meetings, Incentives, Conventions and Exhibitions (MICE301)** (3-6-0) Instructor: Ms. Marianne Saulwick. The aim of this course is to provide students with an insight into the players and their operations in the MICE industry, the strategic issues involved and the way to increase competitiveness of MICE destinations. Coverage includes: History of meetings, conventions, and expositions; Convention and visitors bureaus; Players in the industry; The sponsor; Host venues; Trade shows; Meetings management; Legal issues; Meeting technology; Industry changes; and Career and resource information. Pre-requisite: None. Offered once per academic year.

**Professional Human Resource Management Skills (PHRM301)** (3-6-0). Instructor: Ms. Ioanna Karanikola. The aim of this course is to provide students with the knowledge and skills needed to effectively manage the psychological contract. *Topics covered:* psychological contract and legal contracts, identification of Professional HRM skills, Personal Development Planning and Learning logs, organizing and executing of a training event, teambuilding, coaching, mentoring, counseling, Interviewing, Performance Management, Communication techniques, Media relations, stress and trauma management. Pre-requisite: HRMT301 or substantial work experience in HR department. Offered once per academic year.

**Quality Management (QUAL301)** (3-6-0) Instructor: Dr. Ivan Ninov. The aim of this course is to provide students with an understanding of the rationale, which has underpinned the development of quality management.

Coverage includes: Development of quality management; Approaches to quality management; Systems and procedures; and Barriers (Implementation of changes, cost of TQM, Detection of failure and appraisal costs, lessons of benchmarking). Pre-requisite: None. Offered once per academic year.

**Rooms Division Management (RDMG202)** (6-6-0) Instructor: TBA. The aim of this course is to provide the participants with advanced Rooms Division knowledge, skills and techniques that are required from a quality accommodation service operation. Coverage includes: Control of reservations; Full house management; Planning and control of human resources and supplies; Recruitment and selection; Handling grievances and motivational problems; Room pricing techniques; Uniform selection and control; Health and safety control; and Budgeting. Pre-requisite: FOOP101. Offered twice per academic year.

**Sustainable and Eco-Tourism (ECOT301)** (3-6-0) Instructor: Professor Chris Ryan. The aim of this course is to develop participants' awareness of key issues in tourism management, specifically sustainable tourism, to demonstrate that the implementation of sustainable tourism impacts upon the managing of tourism resources, and to critically appraise the meaning and reality of sustainability within tourism and hospitality. Coverage includes: The nature of sustainability; Positive and negative environmental, social and cultural impacts of tourism; Issues of impact of tourism and host-guest relationships in an Islamic cultural setting; The 'greening' of tourism; Sustainable policy and planning; Costs and benefits, alternative decisions and sustainable strategies. Pre-requisite: None. Offered once per academic year.

**Sustainability in the Hospitality Industry (SUST301)** (3-6-0) Instructor: Mr. Willy Legrand. Sustainability in the Hospitality Industry -a subject high on the corporate agenda- is a course based on a funnel system: the course starts with the need to understand the current environmental challenges and societal concerns. The scope is then gradually reduced until hands-on activities in the Hospitality Industry are reviewed with an emphasis on sustainability current best practices. Those include a review of certification and reporting initiatives, the execution of sound Environmental Management Systems in the hospitality industry as well as best practices in terms of implementation of practical operational and technological solutions. Pre-requisite: None. Offered once per academic year.

## Post Graduate

**Applied Statistics for Business Research (STAT901)** (3-9-0) Instructor: Dr. Sanjay Nadkarni. This module presupposes the student's familiarity with descriptive statistics as part of their undergraduate studies and places emphasis on the inferential statistical techniques used in management. Coverage includes: Basic probability concepts; discrete, continuous and sampling distribution; hypothesis testing; parametric and non-parametric tests; and simple linear regression. Pre-requisite: None. Offered once per academic year.

**Business Continuity Planning (MNGT904)** (3-9-0) Instructor: TBA. This module aims to provide opportunities for students to gain exposure to empirical and authoritative data and research from specialists in the respective discipline areas. It develops an awareness of analytical and practical foundations with an emphasis on how to avoid or minimize the organizational or environmental damage caused by a crisis and on methods of diagnosing

and resolving crisis. Coverage includes: types of benchmarking, benchmarking process, issues and limitations of primary benchmark data, ethical and legal aspects of benchmarking measurement, benchmarking case studies. Pre-requisite: None. Offered once per academic year.

**Business Research Method (RESH901)** (3-9-0) Instructor: TBA. This module provides learners with an appreciation of, and ability to apply appropriate research methods in addressing business related problems. Coverage includes: Business research; Research process; Literature review; Ethics; Qualitative and quantitative methods; and a review of qualitative analysis, descriptive and inferential statistics. Pre-requisite: STAT901. Offered once per academic year.

**Business Research Project (PROJ901)** (6-9-0) Instructor: Dr. Ivan Ninov. This module aims to provide students with the opportunity to undertake industry and company analyses with a focus on practical solutions to real organizational issues. Students will acquire and demonstrate skills and knowledge to independently define, plan and execute a research project. Coverage includes: identification of a topical area, research preparation and/or company review, question development, selection of appropriate research method including identification of the target population, selection of sampling techniques, selection of data gathering methods and application of appropriate data analysis, presentation of the research findings and articulation of the research conclusions in the broader context of the topical area. Pre-requisite: All mandatory courses. Offered once per academic year.

**Cross Cultural Selling and Marketing (MRKT901)** (3-9-0) Instructor: Dr. John Fong. This module explores the key roles that multiculturalism plays in different societies and its impact on marketing theory and practice. It aims to prepare students for the realities and complexities of cultural diversity. Coverage includes: Scope and challenge of international marketing; Foundations of culture; Global hospitality market trends; and Culture, Management style and Business system. Pre-requisite: None. Offered once per academic year.

**Developing and Monitoring Corporate Strategy (MNGT903)** (3-9-0) Instructor: Dr. Ivan Ninov. The aim of this module is to provide students with the skills sets to develop long-term strategic goals, devise strategic plans, implement them and monitor and evaluate their implementation. This is a module about corporate strategy and about viewing the company from a global perspective rather than at a functional business level. Students will examine the formulation, implementation, and evaluation of strategies in tourism and hospitality companies and apply the conceptual frameworks to specific situations. Coverage includes: strategic management models and existing strategy management theories, developing vision and mission statements, auditing the external environment, auditing the internal environment, strategy formulation, strategy implementation, strategy monitoring and evaluation. Pre-requisite: None. Offered once per academic year.

**Digital Marketing (DIGM901)** (3-9-0) Instructors: Dr. Sanjay Nadkarni. The aim of this module is to develop an understanding of Digital Marketing concepts and tools along with applications in the hospitality industry. It involves a blended learning format using a combination of seminars, discussions and self-directed learning. Coverage includes: SEO, SEM, CMS, E-mail marketing, social media and analytics. Pre-requisite: None. Offered once per academic year.

**Entrepreneurship (ENTR901)** (3-9-0) Instructor: Dr. Robert Brotherton. The aim of this module is to provide the students with an opportunity to develop his/her knowledge of, and skills and abilities in, innovation and entrepreneurship within a corporate context. This is not a 'start-a-new-business' type of entrepreneurship course.

Coverage includes: Innovation theory and practice, leadership, business model and organizational transformation, new product development, futures thinking and analysis, corporate DNA and creativity. Pre-requisites: None. Offered once per academic year.

**Hotel Asset Management (FINN901)** (3-9-0) Instructor: Dr. Duncan Gibson, this course will enable future corporate managers to understand the decisions that owners need to take based upon their view of hotels as assets and the financial implications of the various forms of managing these assets. Coverage includes: Concepts of financial feasibility, EBITDA, Valuation and Asset Management Options. Pre-requisites: None. Offered once per academic year.

**Hotel Benchmarking (HBEN901)** (3-15-0) Instructors: Dr. Alisha Ali and Dr. Hilary Murphy. This module introduces various benchmarking tools, approaches and techniques. It provides students with the necessary skills to conduct benchmarking initiatives; assists them in analyzing research for competitive intelligence; and provides them with the knowledge to successfully plan and implement the process improvements for organizational best practice and improved corporate performance. Coverage includes: types of benchmarking, benchmarking process, issues and limitations of primary benchmark data, ethical and legal aspects of benchmarking measurement, benchmarking case studies. Pre-requisites: None. Offered once per academic year.

**Hotel Service Operations (HOTS901)** (3-9-0) Instructor: Dr. John Fong. The aim of this module is to provide participants with skills and understanding that can be applied in complex business environments involving hotel service operations. Coverage includes: The Service Concepts; Public Relation/Marketing Corporate Communication and Strategic Management issues within the hospitality environment; Performance measurement; and Quality in service organisations and monitoring the service system. Prerequisite: None. Offered once per academic year.

**International Recruitment and Talent Retention (HRMT901)** Instructor: Emeritus Prof. Michael Riley. This module looks at the management and organization in a fundamental way which allows students to reflect on and evaluate managerial knowledge so developing confidence in their judgment and widening their visions. Coverage includes: Managerial decision making; Organizational process; Management knowledge and learning and understanding labour markets. Prerequisites: None. Offered once per academic year.

**Post-Graduate Thesis (DISS901)** (9-1-10 hours research a week) Instructors: Dr. Stuart Jauncey, Dr. Duncan Gibson, Dr. Ivan Ninov, Dr. Sanjay Nadkarni. The aim of this module is to provide students with an opportunity to conduct primary research in an area of interest and apply theoretical knowledge and skills learnt in a business environment. Coverage includes: approaches to business research, in terms of project preparation; literature review; question and hypothesis development, qualitative data, questionnaire design, sampling design and methods; data analysis; and writing the final report. Prerequisite: All modules. Offered once per academic year.

**Sustainable Eco-Tourism (TOUR901)** (3-3-0) Instructor: Prof. Chris Ryan. This module aims to establish a context for future studies focus on issues and problems that emerge from tourist activity in terms of developing sustainable products. It discusses practical management techniques to handle these issues. Coverage includes: Micro and Macro modes of tourism destination management; Destination Life Cycle; Trampling effects; Aviation and carbon emissions; Examples of eco-tourism; Dimensions of CSR and the Green hotel. Prerequisite: None. Offered once per academic year.

## THE FACULTY

NAME	DESIGNATION	QUALIFICATION	YEAR OF AWARD	CONFERRING INSTITUTION	COURSES TAUGHT	
					UNDERGRADUATE	POSTGRADUATE
Chris Dutt	Lecturer	MSc	2012	The Emirates Academy of Hospitality Management, Dubai	Tourism and Hospitality business, Tourism Economics, Introduction to Marketing, Cultural Diversity	
Duncan Gibson	Associate Professor	PhD	1996	University of Surrey, UK	Hospitality Accounting, Management Accounting, Financial Accounting, Real Estate (Hotel) Finance	Hotel Asset Management
Edith Szivas	Director of Research and Consultancy, Associate Professor	PhD	1998	University of Surrey, UK	Research Methods	Business Research Methods
Haresh Mohinani	Lecturer	Diploma	1984	School of Catering and Hotel Management, Sri Lanka	Food & Beverage Service, Gastronomy, Food and Beverage Management	
Helen Morris	Executive Chef and Lecturer	Certificate	2001	University of Greenwich, UK	Professional Food Preparation, Food & Beverage Business, Gastronomy, Food and Beverage Management	
Ivan Ninov	Assistant Dean	PhD	2005	Texas Tech University	Strategic Management, International Tourism Management, Quality Management	Developing and Monitoring Corporate Strategy, Business Continuity Planning



Ioanna Karanikola	Senior Lecturer	MSc	2001	Manchester Metropolitan University, UK	Human Resources Management, Organisational Behaviour	
John Fong	Director of Marketing, Associate Professor	PhD	2008	Macquarie University	Services Marketing, Service Operations Management	Cross Cultural Marketing and Selling, Hotel Service Operations
Marianne Saulwick	Director of Industry Liaison	MSc	2010	University of South Wales	Leadership, Meetings, Incentives, Conventions and Exhibitions, Destination Planning	
Michael Kitts	Director of Culinary Arts	Certificate	1976	Thanet Technical College, UK	Professional Food Preparation, Gastronomy, Food and Beverage Management	
Stuart Jauncey	Dean	PhD	2001	Oxford Brookes University, UK	Marketing	Entrepreneurship, Hotel Benchmarking, Business Research Project
Sanjay Nadkarni	Associate Professor	PhD	2003	University of Hull, UK	Business Information Systems, Strategic Information Technology, E-commerce, Statistics	Statistics, Digital Marketing
Stephanie Morris	Associate Professor	Juris Doctoris	1987	Washington University School of Law, USA	English Composition and Rhetoric, Hospitality and Tourism Law, Ethics	

## Visiting Professors/Adjunct Faculty

NAME	DESIGNATION	QUALIFICATION	YEAR OF AWARD	CONFERRING INSTITUTION	COURSES TAUGHT
Prof. Chris Ryan	Visiting Professor	PhD	1995	The University of Aston in Birmingham, UK	Sustainable and Eco-Tourism
Mr. Crispin Farbrother	Visiting Lecturer	MSc		University of Strathclyde, UK	Facilities and Installations Planning
Ms. Linda Randall	Visiting Lecturer	Post Graduate Certificate	1986	Dorset Institute of Higher Education, UK	Facilities and Installations Planning
Prof. Robert Arthur Brotherton	Emeritus Professor	PhD	2006	The Manchester Metropolitan University, UK	History of Hospitality Entrepreneurship Hospitality and Tourism Futures
Prof. Michael Riley	Visiting Professor	PhD	1989	University of Essex, UK	International Recruitment and Talent Retention
Mr. Willy Legrand	Visiting Lecturer	MSc	2002	University of Bradford, UK	Sustainability in the Hospitality Industry
Dr. Candice Clemenz	Visiting Lecturer	PhD	2001	Virginia Tech	Golf and Country Club Management
Dr. William Rowson	Visiting Lecturer	PhD	2004	Manchester Metropolitan University, UK	Hotel Benchmarking Service Operations Management Services Marketing
Dr. Alisha Ali	Visiting Lecturer	PhD	2010	Queen Margaret University, UK	Hotel Benchmarking
Ms. Christiane Ibrahim	Instructor	Masters	2008	University of Roeven, France	Arabic and French Languages
Ms. Angela Anthonisz	Instructor	MA	2008	University of Derby, UK	Housekeeping Operations
Ms. Donna Haas	Instructor	BSc	1979	Sul Ross State University	EFL/TOEFL Preparation Course
Ms. Laurie Robb	Instructor	BSEd	1989	Simon Fraser University, Canada	Foundation of Academic English
Ms. Kiera Morcellet	Instructor	BSc	1994	L'Ecole Hotelier, Les Roches, Switzerland	EFL Programme

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## Appendix A ACCEPTABLE HIGH SCHOOL QUALIFICATIONS

Country	Academic Entry Requirements
<b>Australia</b>	Successful completion of the Australian Tertiary Admission Rank (ATAR) with a good passing grade.
<b>Bahrain</b>	Successful completion of the Tawjihiya (Secondary School Leaving Certificate) with a good passing grade.
<b>Bangladesh</b>	Successful completion of the Higher Secondary Certificate with a good passing grade.
<b>Belarus</b>	Successful completion of the Atestat o Srednem Obrzovani (Certificate of Completed Secondary Education) (11 years) with an average of 75%
<b>Canada</b>	Successful completion of the High School Diploma, CGPA of 2.5 or above. Minimum final average of 75%.
<b>China</b>	Successful completion of the Senior High School; <b>OR</b> three years' successful vocational studies at a recognised college with a minimum final average of 75%.
<b>Colombia</b>	Successful completion of the Bachillerato/ Bachiller with a good passing grade.
<b>Denmark</b>	Successful completion of the Upper Secondary School Certificate (12 years) with a good passing grade.
<b>Egypt</b>	Successful completion of the Thanaweya Am'ma (General Secondary Education School Certificate-GSEC) with a good passing grade.
<b>Finland</b>	Successful completion of the Avgångsbetyg från Gymnasiet with a good passing grade.
<b>France</b>	Successful completion of the Baccalaureate de L'Enseignement du Second Degre with a minimum of 12; or Diplome de Bachelier de L'Enseignement du Second Degre with a minimum of 12 (French Baccalaureate).
<b>Germany</b>	Successful completion of the Abitur (Allgemeine Hochschulreife) with an average of 2.3 or better.
<b>Greece</b>	Successful completion of the Apolytirion with a good passing grade.
<b>Hong Kong &amp; Macau</b>	Successful completion of the Hong Kong Advanced Level Examination [HKALE] with a good passing grade.
<b>India</b>	Successful completion of the All India Senior/ Higher Secondary School Certificate (depending on Board). Minimum final score of 50%. May require Certificate of Equivalency.
<b>Indonesia</b>	Successful completion of the SMEA / SMKK / STN leaving certificates.
<b>Iran</b>	Successful completion of one year's successful study at a recognised institution or university standing, with high passing grades. (Pre-University Studies after high school with a minimum grade of 12.0 or 60%).
<b>Iraq</b>	Successful completion of the Sixth Form Baccalaureat with a good passing grade.
<b>Italy</b>	Successful completion of the Diploma di Supermento dell'Esame di Stato conclusive dei Corsi di Istruzione Secondaria Superiore [Upper Secondary School Leaving Certificate] with a good passing grade.
<b>Japan</b>	Successful completion of the Upper Secondary School Certificate of Graduation with a good passing grade.
<b>Jordan</b>	Successful completion of the Higher Secondary School Certificate. Minimum final average of 75%.
<b>Kazakhstan</b>	Successful completion of the Atestat o Srednem Obrazovami (Certificate of Secondary Education, grade 11) Grades 4-5 with an average of 4 in the Atestat (with 4 in relevant subjects); Diploma of Completed Specialised Secondary Education; Minimum age of 18 (by end of Academic year).
<b>Kenya</b>	Successful completion of the Kenyan Certificate of Secondary Education (KCSE) with a good passing grade.
<b>Korea</b>	Successful completion of the General Senior High School Certificate with a good passing grade.
<b>Kuwait</b>	Successful completion of the Kuwaiti Shahadat Al-Thanawiya-AI-A'ama (General Secondary School Certificate) with a good passing grade.

<b>Lebanon</b>	Successful completion of the Baccalaureat de L'Enseignement du Second Degre with a minimum of 12; or Diplome de Bachelier de L'Enseignement du Second Degre with a minimum of 12 (French Baccalaureate).
<b>Mexico</b>	Successful completion of the Bachillerato with a good passing grade.
<b>Netherlands</b>	Successful completion of the Voorbereidend wetenschappelijk onderwijs – VWO with a good passing grade.
<b>Nigeria</b>	Successful completion of the Senior School Certificate Examination/ WAECO/NECO with a good passing grade.
<b>Norway</b>	Successful completion of the Vitnemal fra den Videregaende Skole with a minimum final score of 1.8. Scale running from 1.0 (highest) through 6.0 (lowest).
<b>Oman</b>	Successful completion of the Omani Thanaweya Am'ma (High School Certificate) with a good passing grade.
<b>Pakistan</b>	Successful completion of the Senior/ Higher Secondary School Certificate (depending on Board). Minimum final score of 50%. May require Certificate of Equivalency.
<b>Peru</b>	Successful completion of the Certificado de Educación Secundaria Común Completa with a good passing grade.
<b>Philippines</b>	Successful completion of the High School Diploma plus 2 years of university studies with a good passing grade.
<b>Qatar</b>	Successful completion of the Qatari Shahadat Al-Thanawiya Al-Amma (Secondary School Certificate) with a good passing grade.
<b>Russian Federation</b>	Successful completion of the Attestat o Srednem Obrzovanii (Certificate of Secondary Education) grades 4-5 with an average of 4 in the Attestat (with 4 in relevant subjects).
<b>Saudi Arabia</b>	Successful completion of the Saudi Shahadat Al-Thanawiya Al-Amma (Secondary School Leaving Certificate) with a good passing grade.
<b>Singapore</b>	Successful completion of the GCSE (O levels) – 5 Subjects at C or better including Maths and English <b>Plus</b> A levels – 3 Subjects at C or better
<b>Spain</b>	Successful completion of the Curso de Orientacion Universitaria [Course of University Guidance] with a good passing grade.
<b>Sri Lanka</b>	Successful completion of the Sri Lanka General Certificate of Education Advanced Level-with with a good passing grade.
<b>Syria</b>	Successful completion of the Baccalaureat /Al Shahada Al Thanawiya (Secondary School Leaving Certificate) with a good passing grade.
<b>Sweden</b>	Successful completion of the Upper Secondary Education “Gymnasium” - Slutbetyg with an average grade of 15.0 (out of 20.0) Completed minimum of 2500 poäng, with a minimum VG grade in English, Swedish, Mathematics.
<b>Thailand</b>	Successful completion of the Certificate of Secondary Education [Matayom 6] with a good passing grade.
<b>Turkey</b>	Successful completion of the Devlet Teknik Lise Diplomasi with a good passing grade.
<b>Ukraine</b>	Successful completion of the Atestat o Protnom Ovshchem Srednem Obrzovani (Certificate of Completed Secondary Education) (11 years) with an average of 75%.
<b>United Arab Emirates</b>	Successful completion of Grade 12 (High School Diploma) with a 75% average or better
<b>United Kingdom</b>	Successful completion of the GCSE (O levels) – 5 Subjects at C or better including Maths and English <b>Plus</b> A levels – 3 Subjects at C or better Successful completion of the BTEC National Diploma with a minimum overall grade of Merit.
<b>United States of America</b>	Successful completion of the High School Diploma, CGPA of 2.5 or above. Minimum final average of 75%.
<b>Vietnam</b>	Successful completion of the Diploma of General Education [Bang Tot Nghiep Pho Thong Trung Hoc] with a good passing grade.
<b>International Baccalaureate Curriculum</b>	Successful completion of the International Baccalaureate (IB) Diploma with a minimum of 24 points. (IB certificate is not accepted).



The above list indicates the minimum Academic entry requirements for admission to the degree programmes offered at The Emirates Academy of Hospitality Management. However, exceptions to these requirements may be made for applicants who can demonstrate a significant commitment to the Hospitality Industry and who still meet the minimum requirements for university entrance, as set by the Ministry of Higher Education and Scientific Research

## Appendix B THE ACADEMIC CALENDAR



### THE ACADEMIC CALENDAR: 2012-2013

#### First Semester

10-13 September	Monday-Thursday	Orientation
16 September	Sunday	Classes Begin
16-20 September	Sunday-Thursday	Drop/Add of Courses Without Grade Penalty
09-13 December	Sunday-Thursday	Final Exams Week
14 December	Friday	End of the Trimester

#### Second Semester

03-05 January	Thursday-Saturday	Orientation
06 January	Sunday	Classes Begin
06-10 January	Sunday-Thursday	Drop/Add of Courses Without Grade Penalty
24-28 March	Sunday-Thursday	Final Exams Week
29 March	Friday	End of the Trimester

#### Third Semester

10-13 April	Wednesday-Saturday	Orientation
14 April	Sunday	Classes Begin
14-18 April	Sunday-Thursday	Drop/Add of Courses Without Grade Penalty
30 June – 04 July	Sunday-Thursday	Final Exams Week
05 July	Friday	End of the Trimester/Academic Year

#### RELIGIOUS AND PUBLIC HOLIDAYS

DATE	DURATION	EVENT
24 October	1 day	Arafat (Haj) Day
25-27 October	3 days	Eid Al Adha
15 November	1 day	Hijri New Year's Day
02 December	1 day	National Day
01 January	1 day	New Year's Day
24 January	1 day	Prophet Mohammed's Birthday
06 June	1 day	Israa & Miaraj Night

#### NOTES:

- The dates for Islamic Holidays shown here are those from the OSIC of the Department of Tourism and Commerce Marketing (DTCM). Islamic holidays are determined after sighting the moon. Thus, the actual dates may not coincide with the dates in this calendar. In the event of loss of teaching days due to unscheduled closings, the teaching semester(s) may be extended into the study and examination period.
- The Emirates Academy will announce officially any closure on a religious and/or public holiday to the students. If there are any scheduled classes that cannot be delivered due to a religious holiday, the classes will be re-scheduled accordingly.