THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT
In academic association with Ecole hôtelière de Lausanne

CATALOGUE

2015-2016

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THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT (EAHM)

Overview

The Emirates Academy of Hospitality Management (EAHM) opened in 2001 and specialises in providing business management degrees with a hospitality focus.

Located in Dubai, a city that is globally recognised for its hospitality and tourism industry, EAHM 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 at EAHM are able to gain first-hand experience through internships and building relationships with people in the industry. EAHM also works closely with other international hotel chains and this enables graduates to be well placed for their future careers and also to be consistently sought after by the hospitality industry.

EAHM works 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 the study programmes offered. In addition, EAHM is also accredited by the Ministry of Higher Education and Scientific Research in the United Arab Emirates (UAE), the Institute of Hospitality in the United Kingdom (UK) and THE-ICE (The International Centre of Excellence in Tourism and Hospitality Education) in Australia and these international accreditations further add to the employability of graduates from EAHM.

With internationally recognised study programmes, highly respected Faculty members drawn from all over the world, state of the art infrastructure, modern facilities, strong partnerships with the hospitality industry and the close proximity of EAHM to some of the best hotels in the world, EAHM truly is, at The Heart of Hospitality.

The Emirates Academy of Hospitality Management provides an abundance of exciting career opportunities for its graduates and is poised to become one of the world's leading hospitality management schools.

Accreditation and Licensure

The Emirates Academy of Hospitality Management is officially licensed by the Ministry of Higher Education and Scientific Research (MoHESR) of the UAE to award Undergraduate and Postgraduate degrees in International Hospitality Management.

The Institute of Hospitality (IOH) in the UK and The International Centre of Excellence in Tourism and Hospitality Education (THE-ICE) in Australia have both accredited the Undergraduate and Postgraduate programmmes.

EAHM has become the first hospitality school in the world to receive the Green Globe Certification in May 2015, which creates an environment that allows students and colleagues to adapt to a sustainable future by practicing Green Globe values in everyday life.

EAHM was recognised for its contribution in encouraging students and colleagues to embrace a sustainable future. Steps taken at EAHM include the use of electronic publications in the library and the newly installed LED lights and motion-sensors which were seen as essential measures in achieving the certification. Green Globe also

commended EAHM's Student Council's efforts to engage students and colleagues in its Corporate Social Responsibility activities.

Green Globe is the premier worldwide certification and performance improvement programme developed specifically for the travel and tourism industry. Its purpose is to assist organisations to improve and develop their environmental, economic and social sustainability. The Green Globe Standard holds a selection of more than 380 compliance indicators, which are applied to 44 individual certification criteria.

Institutional Vision

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

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

Institutional Purpose / Mission
EAHM 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 which produce hospitality and travel and tourism graduates who can apply theories in practice;
- Research of an applied nature relevant to the 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, travel and tourism business, industry and other educational providers;
- Developing students into effective and reflective life-long learners.

Institutional Values
EAHM recognises 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 programmes. The Trimester based Deans' List event / Recognition Ceremony is a

celebration of interim academic excellence and the Graduation Congregation is a celebration of all students' performance. Throughout its teaching, learning and internships, EAHM encourages innovation, practicality, entrepreneurship, and the pursuit of academic and management excellence.

Productivity: Aware of the investment the community has made, EAHM 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.

Partnership: In line with the Jumeirah Vision, EAHM 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 EAHM has appointed an Institutional Effectiveness Officer to lead and administer institutional quality assurance research.

Institutional Objectives

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

- Provide quality education in hospitality and tourism management;
- Pursue and produce innovative scholarship and research;
- 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, EAHM is situated less than a few hundred metres from the beach 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, Dubai Mall and Palm Jumeirah, as well as easy access to neighbouring Emirates.

Facilities

The Emirates Academy of Hospitality Management comprises of two buildings. The first building (Phase I) is where most of the professional development programmes and administration takes place. There are four (4) classrooms including a computer lab and one auditorium, which can seat up to one hundred forty eight (148) people. Also, there is a training restaurant and a kitchen where the students undertake the practical components of the Food and Beverage courses.

The second building (Phase II) is where most of the academic courses are delivered. There are six (6) classrooms and two (2) lecture halls, which can seat eighty (88) people each and the library.

Student Accommodation

The communal areas encourage a relaxed and informal atmosphere - places to share ideas and enjoy time out. EAHM offers students on-campus accommodation that is modern and spacious. Every studio is 21m² (3m x 7m) of living space, which provides single or twin occupancy. Each studio has a fully equipped kitchen, study area with direct dial telephone and broadband network connection / Wi-Fi, and en-suite bathroom with shower. Air-conditioning, electricity, Internet, TV, bed linen, towels and gym & pool access are included in the accommodation rent.

ACADEMIC MANAGEMENT AND LEADERSHIP

EAHM 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 EAHM is overseen both by the Board of Directors of Jumeirah, the Industry Advisory Board and also by the members of the Governing Body. Within EAHM the Managing Director is the Chief Executive and assisted in running the university by an Executive Committee and a Faculty Board.

Organisational Chart

THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT
ORGANISATIONAL CHART
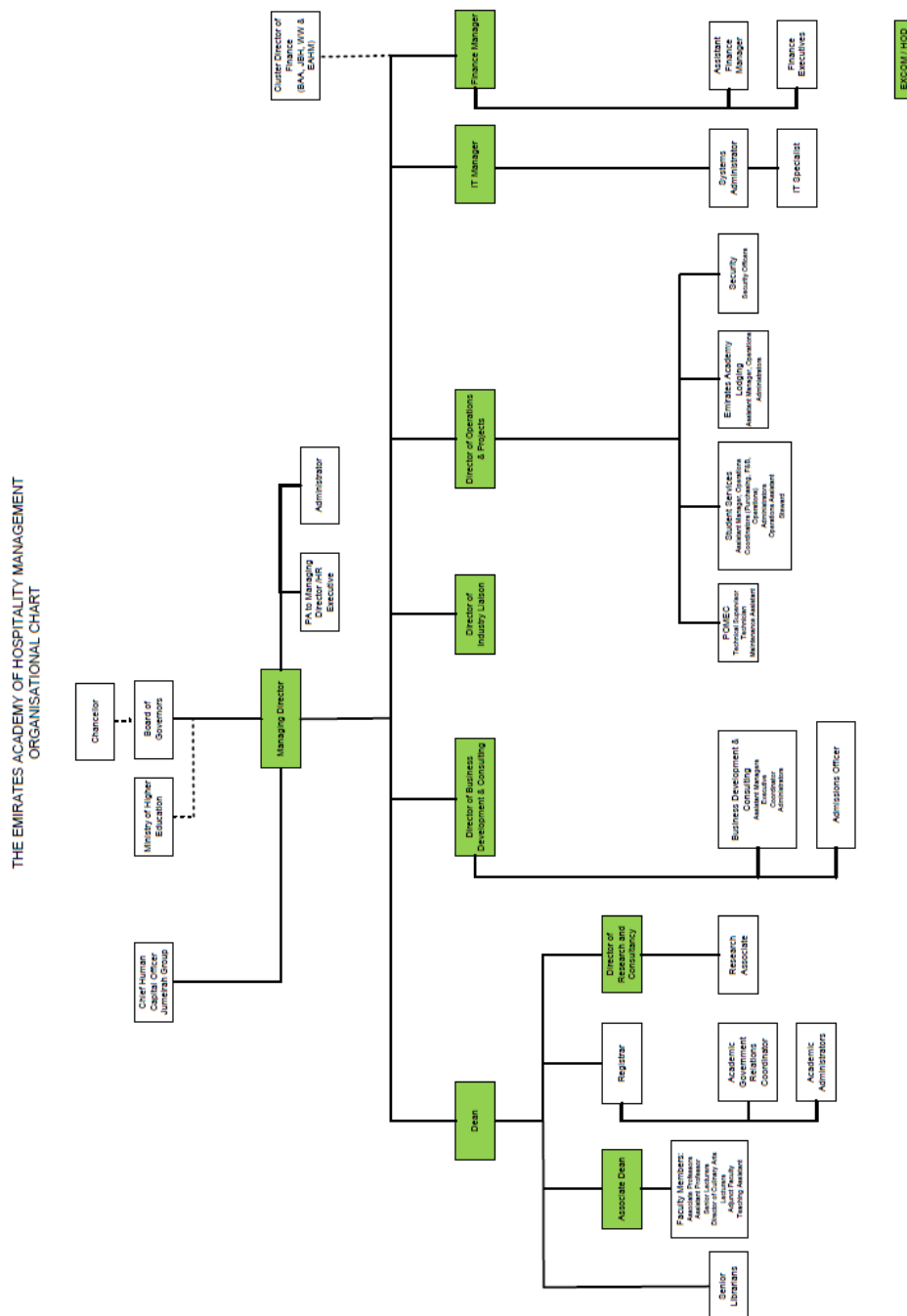
The Board of Governors

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 EAHM and for oversight of its activities;
- The effective use of resources, the solvency of EAHM and corporation and for safeguarding their assets;
- Approving annual estimates of income and expenditure;
- The appointment, assignment, grading, appraisal, suspension and dismissal 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 refereed.

Members

- Gerald Lawless, President and Group CEO, Jumeirah Group / Chancellor of EAHM
- Mr. Nabil M. Ramadhan, Group Chief Human Capital Officer, Jumeirah Group
- Chanin Donavanik, Independent Board Member – CEO, Dusit International
- Ruud Reuland, Independent Board Member
- Michel Rochat, Independent Board Member –General Director, Ecole hôtelière de Lausanne

Non-Voting Members

- Managing Director, EAHM (to be appointed in April 2016)
- Stuart Jauncey, Dean, EAHM

The Managing Director and Executive Committee

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 EAHM, 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 EAHM may also be asked to attend Governing Body meetings.

The Managing Director is supported by an Executive Committee comprised of the Dean and Associate Dean of Faculty and the Functional Directors / Heads of Departments from Sales, Marketing & Admissions; Industry Liaison; Projects & Operations; Information Technology; Research & Innovation; Finance; and Business Development & Consulting etc.

Industry Advisory Board

Name	Job Title
Alex Kyriakidis	President and Managing Director, Middle East and Africa, Marriott
Amine Moukarzel	President, Golden Tulip Hotels & Resorts
Brendan Noonan	Senior Vice President, Learning & Development, Emirates Airline Group
Christophe Landais	Chief Operating Officer, Accor Hotel Services Middle East
Gerald Lawless	President and Group Chief Executive Officer, Jumeirah Group and Chancellor of the Emirates Academy of Hospitality Management
Guido do Wilde	Senior Vice President and Regional Director - Middle East, Starwood Hotels and Resorts Worldwide
Jean Gabriel Peres	President and Chief Executive Officer, Mövenpick Hotels & Resorts
Nabil Ramadhan	Group Chief Human Capital Officer, Jumeirah Group
Omer Kaddouri	President and Chief Executive Officer, Rotana Hotel Management Corporation
Peter Fulton	Group President EAME/Southwest Asia, Hyatt Hotels Corporation
Rudi Jagersbacher	President, Middle East and Africa, Hilton Worldwide

The Faculty Board

The academic guidance of EAHM 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 EAHM and it meets at least twice each Trimester.

The Faculty Board is chaired by the Dean of Faculty who is responsible for administrating its work and who can act with Executive Powers for the full Board. In the absence of the Dean, the Associate Dean assumes this role. The Dean is assisted by the Registrar who is responsible for EAHM's 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 university:

- Ecole hôtelière de Lausanne, Switzerland

The following institutions facilitate students studying at EAHM for a Study Abroad Programme:

- Cornell University, USA
- University of Nebraska - Lincoln, USA
- University of West Florida, USA
- Endicott College, USA
- Hong Kong Polytechnic University (SPEED), China
- Haaga Helia University of Applied Sciences, Finland
- Worms University of Applied Sciences, Germany
- International School of Management, Germany
- Euro-Business-College, Germany
- International University of Applied Sciences Bad Honnef, Germany
- Heilbronn University, Germany
- Cologne Business School, Germany
- LUISS Guido Carli University, Italy
- MCI – Management Center Innsbruck, Austria
- IMC University of Applied Sciences Krems, Austria
- Beijing Hospitality Institute, China
- University of Macau, China
- City University of Macau, China
- De La Salle – College of Saint Benilde, Philippines
- Danish Academy of Business and Technology, Denmark
- KDU University College, Malaysia
- Kasetsart University, Thailand
- University of Agder, Norway
- University of South Florida, USA
- CMH International Hospitality Management School, France
- University of Business in Prague, Czech Republic
- National Kaohsiung University of Hospitality and Tourism, Republic of China
- Metropolitan University Prague, Czech Republic
- The Manchester Metropolitan University, UK

- Kristianstad University, Sweden
- Dusit Thani College, Thailand
- Bahrain Polytechnic. Kingdom of Bahrain
- The Zagreb School of Economics and Managment, Croatia
- Business School Berlin, Germany
- Sun Yat-Sen University, Republic of China
- Myongji University, Republic of Korea
- Tamkang University, Republic of China
- Ostelea School of Tourism, Barcelona, Spain

DEGREE PROGRAMMES

Bachelor of Business Administration (Honours) in International Hospitality Management [BBA] / Bachelor of Science (Honours) in International Hospitality Management [BSc]

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 enable 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 industry.

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
Electives	15 credit hours
	126 credit hours

Course Sequencing

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

*These courses are co-requisites. Some students will take the Professional Food Preparation and the Food and Beverage Service in the first, second or third Trimester and the Housekeeping Operations and Front Office Operations in the first or second Trimester. Students 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. Currently Business English, French, Spanish, German, Mandarin, and Arabic are available and students are expected to study a language which they have not studied at school.

EXAMPLE OF ELECTIVES:

Business Continuity Planning
Business Law
Club and Resort Management
Consumer Behaviour
Destination Planning
Business Continuity Planning
Entrepreneurship
Food and Beverage Management

Food Media
Introduction to Cruise Ship Management
Meetings, Incentives, Conventions and Exhibitions
Principles of Internal Control
Professional Human Resources Management
Quality Management
Special Interest Tourism
Sustainability in the Hospitality Industry

Curriculum

COURSE CODE	COURSE TITLE	Runs in Trimester	CREDIT HOURS	*CO/PRE-REQUISITE
1. General Studies Requirements			**(30 credit hours)**	
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	2, 3	3	
RESH301	Research Methods	8	3	STAT201
STAT201	Statistics	5	3	
ECON201	Principles of Economics	3	3	
	Foreign Language(s)	3, 8	6	
2. Management Core Requirements			**(48 credit hours)**	
ACNT201	Management Accounting	3	3	ACNT101
CONS401	Consultancy Project	9	6	RESH301
DISS490	Dissertation	9	9	RESH301
FINN301	Introduction to Finance	7	3	ACNT201
HLAW401	Legal Aspects of Hospitality Industry	7	3	
HRMT301	Human Resources Management	7	3	
MRKT101	Introduction to Marketing	1, 2	3	
LEAD101	Leadership	1, 2	3	
ORGB201	Organisational Behaviour	5	3	
SOMT301	Service Operations Management	4, 5	3	
MRKT301	Services Marketing	8	3	MRKT101
COMP301	Strategic Information Technology Application in Management	8	3	COMP102
STMT401	Strategic Management	8	3	
3. Hospitality Core Requirements			**(33 credit hours)**	
BUSS101	Introduction to Hospitality and Events Management	1, 2	3	
FABS101	Food and Beverage Service	1, 2, 3	3	
CULN101	Professional Food Preparation	1, 2, 3	3	
FABM101	Food and Beverage Business	1, 2	3	
FOOP101	Front Office Operations	1, 2	3	
REVM201	Revenue Management	5	3	
HKOP101	Housekeeping Operations	1, 2	3	
ITMT301	International Tourism Management	7	3	
FINN401	Real Estate (Hotel) Finance	8	3	FINN301
INTS202	Internship	4	6	FABS101,CULN101, FOOP101,HKOP101
4. Indicative Electives			**(15 credit hours)**	
CONT301	Business Continuity Planning	6	3	
BLAW401	Business Law	6	3	
CLMT301	Club and Resort Management	6	3	
CONB301	Consumer Behaviour	6	3	
DEST301	Destination Planning	6	3	
ECOM301	E-Commerce	6	3	
ENTR301	Entrepreneurship	6	3	
FABM202	Food and Beverage Management	6	6	CULN101,FABS101, FABM101
FOME301	Food Media	6	3	
CRMT301	Introduction to Cruise Ship Management	6	3	
MICE301	Meetings, Incentives, Conventions and Exhibitions	6	3	
ACNT301	Principles of Internal Control	6	3	ACNT201
PHRM301	Professional Human Resources Management	6	3	

QUAL301	Quality Management	6	3	
SITM301	Special Interest Tourism	6	3	
SUST301	Sustainability in the Hospitality Industry	6	3	
DSGN301	Interior Design and Architecture	6	3	

BBA Degree Profile

Graduates of the Bachelor of Business Administration (Honours) in International Hospitality Management [BBA] 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. EAHM 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.

Refer to:

- Mapping of Undergraduate Learning Outcomes to Methods of Assessment 2015-2016
- Mapping Undergraduate Profile Statements to Framework 2015-2016
- Undergraduate Profile Statements Mapped to Learning Outcomes 2015-2016

Bachelor of Business Administration (Honours) in International Hospitality Management (126 credits)

	Year 1			Year 2			Year 3		
Trimester 1	**Trimester 2**	**Trimester 3**	**Trimester 4**	**Trimester 5**	**Trimester 6**	**Trimester 7**	**Trimester 8**	**Trimester 9**
Introduction to Hospitality & Events Management	Hospitality Accounting	Management Accounting	INTERNSHIP	Service Operation Management	Elective 1	Introduction to Finance	Strategic Information Technology	Dissertation
Professional Food Preparation	Front Office Operations	Business Information Systems		Business Ethics	Elective 2	Research Methods	Real Estate (Hotel) Finance	
English Composition and Rhetoric	Housekeeping Operations	Cultural Diversity		Revenue Management	Elective 3	Human Resources Management	Services Marketing	
Food and Beverage Business	Leadership	Principles of Economics		Statistics	Elective 4	Hospitality Law	Strategic Management	Consultancy Project
Food and Beverage Service	Introduction to Marketing	Foreign Language		Organisational Behaviour	Elective 5	International Tourism Management	Foreign Language	

*The order of the courses in Year 1 may differ for various groups/intakes.

Associate of Business Administration in International Hospitality Management [ABA] / Associate of Science in International Hospitality Operations [ASc]

The Associate Degree consists essentially of the first five Trimesters of the Bachelor's 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 a full Honours Undergraduate degree programme at EAHM or elsewhere.

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
	69 credit hours

Course Sequencing

	First Year	Second Year
First Trimester	Professional Food Preparation* Food and Beverage Service* Introduction to Hospitality and Events Management 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 Organisational Behaviour
Third Trimester	Business Information Systems Cultural Diversity Principles of Economics Management Accounting Elective	Elective Elective

*These courses are 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. Students will be advised accordingly.

Associate of Business Administration in International Hospitality Management (69 credits)

	Year 1				Year 2	
	Trimester 1	Trimester 2	Trimester 3	Trimester 4	Trimester 5	Trimester 6
	Introduction to Marketing	Hospitality Accounting	Management Accounting	INTERNSHIP	Organisational Behaviour	Elective 5
	English Composition and Rhetoric	Professional Food Preparation	Business Information Systems		Elective 2	Elective 6
	Front Office Operations	Food and Beverage Business	Cultural Diversity		Elective 3	
	Housekeeping Operations	Food and Beverage Service	Principles of Economics		Elective 4	
	Leadership	Introduction to Hospitality & Events Management	Elective 1			

*The order of the courses in Year 1 may differ for various groups/intakes.

Curriculum

COURSE CODE	COURSE TITLE	Runs in Trimester	CREDIT HOURS	*CO/PRE-REQUISITE
1. General Studies Requirements			**(15 credit hours)**	
ENGL102	English Composition and Rhetoric	1	3	
CULT201	Cultural Diversity	3	3	
ACNT101	Hospitality Accounting	2	3	
COMP102	Business Information Systems	3	3	
ECON201	Principles of Economics	3	3	
2. Management Core Requirements			**(12 credit hours)**	
ACNT201	Management Accounting	3	3	ACNT101
MRKT101	Introduction to Marketing	1, 2	3	
LEAD101	Leadership	2	3	
ORGB201	Organisational Behaviour	5	3	
3. Hospitality Core Requirements			**(24 credit hours)**	
BUSS101	Introduction to Hospitality and Events Management	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	FABS101,CULN101, FOOP101,HKOP101
4. Electives			**(18 credit hours)**	
Students may select any courses.				

ABA Degree Profile

Graduates of the Associate of Business Administration in International Hospitality Management [ABA] 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. EAHM 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.

Refer to:

- Mapping of Undergraduate Learning Outcomes to Methods of Assessment 2015-2016
- Mapping Undergraduate Profile Statements to Framework 2015-2016
- Undergraduate Profile Statements Mapped to Learning Outcomes 2015-2016

Master of Business Administration in International Hospitality Management [MBA]

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 labeled 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 programme is delivered in a modular system, in which each module acts as the coordinating mechanism for the variety of disciplines/subject areas and skills. The taught part of each module is delivered in blocks of four weeks in duration.

Within this framework, the MBA 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 Business Research Methods	Elective Developing and Monitoring Corporate Strategy Elective	Managing Human Capital Hotel Service Operations Management Elective
Year 2	Post Graduate Thesis Business Research Project + Elective		

*Students will either complete a formal Thesis (9 credits) or 1 Business Research Project (6 credits) + 1 Elective course (3 credits).

ELECTIVES in 2015-2016

- Corporate Finance
- Events & Urban Regeneration
- Digital Marketing
- Law and Ethics in the Business World
- Events Operations & Risk Management
- Cross Cultural Selling and Marketing

Curriculum

COURSE CODE	COURSE TITLE	Runs in Trimester	CREDIT HOURS	PRE-REQUISITE
1. Mandatory Courses			**(24 or 27 credit hours)**	
RESH901	Business Research Methods	1	3	STAT901
MNGT903	Developing and Monitoring Corporate Strategy	2	3	
FINN901	Hotel Asset Management	1	3	
HOTS901	Hotel Service Operations Management	3	3	
HRMT901	Managing Human Capital	3	3	
STAT901	Applied Statistics for Business Research	1	3	
DISS901	Post Graduate Thesis*		9	RESH901
PROJ901	Business Research Project*		6	RESH901
2. Electives			**(9 or 12 credit hours)**	
DIGM901	Digital Marketing	3	3	
MRKT901	Cross Cultural Selling and Marketing	2	3	
CORP901	Corporate Finance	2	3	
LEBW901	Law and Ethics in the Business World	2	3	
EURG901	Events & Urban Regeneration	3	3	
EORM901	Events Operations & Risk Management	2	3	

MBA Degree Profile

Graduates of the Master of Business Administration in International Hospitality Management [MBA] 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:

- Digital Marketing
- Cross Cultural Selling and Marketing
- Law and Ethics in the Business World
- Corporate Finance
- Events & Urban Regeneration
- Events Operations & Risk Management
- Business Excellence (Not offered in 2015-2016)
- Hotel Benchmarking (Not offered in 2015-2016)
- Entrepreneurship (Not offered in 2015-2016)

Refer to:

- Mapping Postgraduate Profile Statements to Framework 2015-2016
- Postgraduate Profile Statements Mapped to Learning Outcomes 2015-2016

Master of Business Administration in International Hospitality Management (36 credits)																

Trimester 1

Weeks	1	2	3	4	5	6	7	8	9	10	11	12
	Hotel Asset Management				Applied Statistics for Business Research				Business Research Methods			

Trimester 2

Weeks	1	2	3	4	5	6	7	8	9	10	11	12
	Elective 1				Developing and Monitoring Corp Strategy				Elective 2			
	Post Graduate Thesis / Business Research Project + Elective											

Trimester 3

Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Managing Human Capital				Hotel Service Operations				Elective 3							
	Post Graduate Thesis / Business Research Project + Elective															

*The order of courses delivery may differ.

GENERAL EDUCATION PROVISION
Undergraduate

General Educational Provision

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

In particular, EAHM 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 3.   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
LO 1.   Explain various definitions and characteristics of culture.
LO 9.   Demonstrate the ability to conduct research into culture and tourism, using appropriate theory and refereed journal articles.

ORGB201 – Organisational Behaviour
LO 4.   Explain how to manage time and stress within the work environment and manage conflict amongst groups in a business environment.
LO 6.   Manage and identify ways of counseling employees.
LO 9.   Able to express his views in regards to organizational issues within hospitality industry.
LO 11. Be able to complete on-going coursework towards their participation grade.
LO 15. Identify key OB issues based on articles from the hospitality industry and answer/debate following a series of questions.

INTS202 – Internship
LO 7.   Develop linguistic skills.

ETHS301 – Business Ethics

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

RESH301 – Research Methods

LO 1.   Discuss various types of research and the role of research in business decision making.

LO 2.   Assess and explain the relevance of existing literature on a particular research topic.

LO 8.   Critique and evaluate a research article based on the rigor of the research methods described.

HRMT301 – Human Resources Management

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

LO 5.   Discuss human capital investment provided by hospitality organizations.

LO 6.   Describe the use of performance management systems and approaches to measuring performance.

LO 7.   Describe decision areas, concepts and tools used to manage employee compensation. Identify different pay structures and describe relevant theories, pay programs that recognize employee contributions with pay.

LO 18. Identify key HR issue based on articles from the hospitality industry and answer/debate following a series of questions.

CONS401 – Consultancy Project

LO 2.   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 6.   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 10. Complete a written dissertation in accordance with the academic and scholarly guidelines provided.

Mathematics

CULN101 – Professional Food Preparation

LO 6.   Carry out basic kitchen accounting tasks, recipe costing, true food cost and selling price strategy.

FABM101 – Food and Beverage Business

LO 4.   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 5. List the procedures for processing guest charges and payments (check – out) including city ledgers to accounts ledgers to accounts receivable.

LO 6. 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.

STAT201 – Statistics

LO 3. Understand probability distributions and risk.

LO 4. Understand statistical estimation and techniques of determining sample size.

LO 6. How to gather, organize, and record data.

LO 7. Use software to analyse and present data.

LO 12. Use software to organize and analyse data.

FINN301 – Introduction to Finance

LO 4. Apply financial techniques to analyze financial performance.

LO 5. 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

LO1. Know what spreadsheets are and how they can be used effectively in management in general and specifically in hospitality

LO2. Ability to use simple formulae and functions to process information

LO3. Ability to use data analysis tools to interpret results

LO4. Develop spreadsheet models that meets business requirement

LO5. Ability to use data analysis tools to analyse and interpret data from a spreadsheet model

LO6. Prepare professional reports requiring data representation in form of graphs and tables through effective usage of data types and formatting tools

COMP301 – Strategic Information Technology Application in Management

LO 1. Formulate digital strategy in hospitality related businesses based on their understanding of current business models.

LO 2. Analyze contribution of data architecture, critical infrastructure and processes and assess the applications in the hospitality industry.

ACNT301 – Principles of Internal Control

LO 1. Demonstrate an understanding of internal control concepts.

LO 10. Creating justifiable business decisions at the unit level in a hospitality context based on principles of internal control.
LO 14. The formulation of decisions based upon internal control at unit level in a hospitality business.

RESH301 – Research Methods
LO 4. Select and apply quantitative and qualitative methods to investigate a research questions.
LO 7. Describe and apply principles, methods and techniques in the collection, processing and analysis of research data.

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 8. Demonstrate the ability to conduct research into culture and tourism, using appropriate theory and refereed journal
LO 9. Demonstrate an understanding of various culture theories.
LO 10. Demonstrate the ability to conduct business in a culturally-sensitive manner.
LO 11. Demonstrate consideration for various different cultural views and perspectives.
LO 12. Demonstrate the ability to apply various cultural dimensions in explaining different cultures.
LO 13. Demonstrate the ability to conduct cultural and destination-specific research.
LO 14. State how acceptable standards differ between different cultures.
LO 15. State how to behave in a culturally sensitive matter.
LO 16. Demonstrate the need to continually research and up skill the role of culture in business.
LO 17. Demonstrate the need to continually research and up skill the different norms and values in different cultures.
LO 18. Demonstrate the need to continually research and up skill differing business practices in different parts of the world.
LO 19. Effectively contribute to conducting research into different areas.
LO 20. Effective contribute in planning business activities e.g. marketing and events, keeping cultural difference in mind.

ORGB201 – Organisational Behaviour
LO 2. Understand the social organization and the diverse environment of the hospitality industry alongside with the management of groups and teams.

LO 3.   Understand the concept of organizational culture.

HRMT301 – Human Resources Management
LO 17. Depending on the topic of interest and selected by the students, research will be conduct to complete their group project in the areas of training, IT, performance management, employee benefits, employee development, recruitment, employee selection, human capital investment, HR Management in the 21st Century: Challenges for the Future with in the hospitality industry.

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 inregard 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 five (4) different language courses. The following are typical learning outcomes:

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

Social or Behavioural Sciences

BUSS101 – Introduction to Hospitality and Events Management
LO1.   Describe the nature and characteristics of the hospitality and tourism sectors.
LO2.   Demonstrate an understanding of the service sector, the characteristics and considerations.
LO3.   Describe the characteristics of the restaurant sector.
LO4.   Describe the role of hotels in the hospitality sector, their characteristics, traits and basic operations.
LO5.   Describe the operations of clubs and theme parks in the hospitality sector.
LO6.   Describe the nature of the cruise and gaming sectors in the hospitality sector.
LO7.   Understand the benefits of audits, quality control, and mystery shoppers.
LO8.   Demonstrate an understanding of hospitality management, HR management, hospitality and tourism marketing schemes.
LO9.   Understand the legal/ethical ramifications affecting daily operations and the industry at large
LO10. Understand the basics of events in the hospitality and tourism sector.
LO11. Demonstrate successfully the use of basic business tools in order to professionally write and present formal reports, proposals and spreadsheets.
LO12. An understanding of how to conduct business in various hospitality and tourism establishments.
LO13. The ability to conduct academic research.
LO14. The ability to write academic and business reports, letters, and emails.
LO15. The ability to professionally speak and present in front of business experts and practitioners.

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 – Introduction to 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. Understand the concept of organisational behavior, nature of service, and customer care.
LO 2. Understand the social organisation and the diverse environment of the hospitality industry alongside with the management of groups and teams.
LO 3. Understand the concept of organisational culture.
LO 5. Be able to comprehend and apply motivational theories in the workplace.
LO 6. Manage and identify ways of counseling employees.
LO 7. Identify changes within organisations and power and politics in hospitality organizations.
LO 10. To clearly understand the related areas of organisational behaviour.

SOMT301 – Service Operations Management
LO 6. Identify the issues affecting operations and production, provide the correct solutions to these issues and foresee what effects such solutions may have on the company as whole.

HRMT301 – Human Resources Management
LO 1. Provide an overview of strategic human resources in the hospitality industry.
LO 5. Discuss human capital investment provided by hospitality organizations.
LO 17. 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 investment, HR Management in the 21st century: Challenges for the Future within the hospitality industry.

ADMISSIONS

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

- 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.

- EAHM 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 EAHM 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, commitment, 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

An applicant may submit his / her application:
- *Online*
  Completed application form online maybe submitted on the EAHM website
- *Email*
  Completed application form online maybe submitted via email to info@emiratesacademy.edu
- *By post*
  The postal address:
  Admissions Officer
  The Emirates Academy of Hospitality Management
  PO Box 29662
  Dubai, UAE
  Phone: +971 4 315 5555
- *In person*
  The applicant may meet one of the EAHM's representatives to receive the application documents

The application should contain:

Application Form
Submit completed application form either by applying on the website or sending the completed form via email.

Coloured Passport Copy
A coloured copy of the applicants passport is required. Need to include a copy of the valid UAE residence visa page, if applicable and scanned copies in PDF, DOC or JPG formats.

Coloured Passport type Photo
One professional and coloured passport type photo in JPEG format.

High School / University Transcripts and Parchments
Scanned copies of the high school transcripts and diploma (final 3 years) / university transcripts and parchment - full degree (depending on which study programme the applicant is applying for - refer to EAHM entry requirements) will need to be submitted and attached scanned copies in PDF, DOC or JPG formats.

Personal Resume
Copy of the applicants' latest Resume / Curriculum Vitae.

English Language Proficiency
Scanned copies of the TOEFL / IELTS / IESOL / CAE certificates (original score certificates needs to be submitted to EAHM to complete the application).

Personal Statement of motivation
Letter explaining the applicants' motivation to attend EAHM and pursuing a career in the hospitality industry. The letter should be between 300-500 words. If the applicant is applying for a scholarship, he/she should indicate in a separate letter why they deserve to be awarded the scholarship.

Evaluation / Reference Forms
Evaluation / Reference Form completed by the applicants' selected referee(s). The applicants' may choose to upload or send the form with their other documents or their referee(s) may send it directly to admissions@emiratesacademy.edu. If the applicant is applying for a Scholarship, he/she must submit two Evaluation / Reference Forms.

Medical Information Form
EAHM Medical Information Form. Disclosing a medical condition will not affect the applicants' admission to EAHM. EAHM recognises and supports students with particular learning requirements such as dyslexia, numeracy issues, etc. Please download the Medical Information Form (http://www.emiratesacademy.edu/Downloads/) and then upload it upon completion.

All documents must be presented in English and students should be aged eighteen (18) or above by 31 December of the year of entry.

High School (Secondary School) Qualifications
Acceptable high school qualifications are listed in Appendix 1. The transcript should show all courses completed and the grades received. The applicant should provide complete information on the school or college where he / she studied with an explanation of the grading system in English.

If an applicant has completed a High School Diploma, they are required to submit an SAT score of 400 in Math and 500 in English. The original score sheet must be sent directly to EAHM. The SAT Institution Code of The Emirates Academy of Hospitality Management is 7958.

Proof of Adequate English Proficiency
Proof of adequate English proficiency is required from all applicants.

UAE National Military Service
All male UAE National applicants are required to submit proof of clearance/completion from the UAE National Military Service, which permits them to commence their university studies.

UAE National Family Book
All UAE Nationals are required to submit copies of their UAE National Family Book.

Application Fee
An application fee of AED 500 must be paid in cash, credit card, local cheque or via bank transfer.

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 Postgraduate degrees are listed below.

The following scores can be submitted for admissions into the degrees from September 2015:

	EFL – Intermediate Level	Undergraduate	Postgraduate
TOEFL iBT	34	61	79-80
TOEFL ITP *	410-413	500 (4.5)	550 (5.0)
IELTS	4.5	5.0	6.0
IESOL	B1	B2	B2
CAE	36	41–46	52–57

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

EAHM 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 EAHM reserves the right to re-test applicants for English proficiency. Should this re-test demonstrate an unacceptable score, the application will be void. All students have to complete an English Diagnostic test during orientation week.

Test of Written English (TWE)
Students who have achieved a TOEFL ITP score of 500 or above and who have attempted the TOEFL TWE and achieved a minimum score of 4.5 (UG) and 5.0 (PG), may be admitted on a provisional basis for one Trimester. Their academic performance and writing skills will be discussed and evaluated by the examination board at the end of the first Trimester and a determination will be taken regarding their continued study.

ADMISSIONS PROCEDURE

When considering candidates for admission, the Admissions Officer, the Dean, and or the Associate 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 during the Admissions Committee meeting. 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 and completed interview.

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 four 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 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 provisional conditional offer and subject to further review.

3. If candidates successfully demonstrated a good level of English proficiency, but failed other requirements of the admissions criteria, they may be offered a place for entry at the beginning of Trimester two or the following year. This offer of a place will be provisional / conditional upon the candidate achieving the required grades through a repeat or retake of the qualifications required and subject to the Admissions Committee approval.

4. The candidate's interview was unsuccessful and he/she does not meet the entry requirements: Regardless of the academic results attained, The Emirates Academy of Hospitality Management reserves the right to reject any candidates.

Provisional Acceptance

The reason why a student will be admitted on a Provisional Basis is because their school leaving qualifications do not meet the normal entrance qualifications of three A Levels or equivalent. EAHM has however made an exception to these requirements as the student has demonstrated a strong commitment to the Hotel Industry.

Applicants may draw on relevant work experience, either paid or voluntary, in hotels or hospitality related organisations, to demonstrate a commitment to the hospitality and tourism industry. As an example, applicants may embark on the following activities:

1) Interview a General Manager of a hotel and write a 500 word report.
2) Participate in EAHM's 2 week blended-learning programme in which he/she will be working in a hotel.
3) Volunteer to work in a hotel of his/her choice in consultation with EAHM.
4) Put together a 500 word report on an upcoming trend within the hospitality industry in their country.
5) Any other assignment or activity that has been agreed prior with EAHM.

The terms of the Provisional Admittance may be as follows:

a) Obtain a Certificate of Equivalence from the UG - Ministry of Education / PG – Ministry of Higher Education & Scientific Research in Dubai.
b) Provide original TOEFL/IELTS Certificates
c) Provide original SAT Certificates
d) Pass all of their courses in the first two trimesters of their programme of study.
e) Continue to demonstrate a strong commitment to the Hotel Industry by attending all of their classes and other official events at EAHM.

During the time that a student is Provisionally Admitted to EAHM, he/she will be allowed to take no more than 12 academic credits per trimester (normally 4 courses).

If he/she meets the requirements of this Provisional Admission he/she will be eligible to be fully admitted into their programme of study after two trimesters. Full admission is at the discretion of the Examination Board.

Students who fail to meet the requirements of their Provisional Admission within two trimesters will be withdrawn from EAHM.

Admission Deadline
All applications must be filed in the Admissions Office by the following dates:

First Trimester by	30 August
Second Trimester by	30 November
Third Trimester by	28 February

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 recognises 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 EAHM. Transfer credit cannot be accepted twice for substantially the same course taken at two different institutions and only for courses relevant to the degree that provide equivalent learning outcomes and in which the student earned a grade of C (2.0 on a 4.0 scale) or better.

Candidates wishing to apply for entry with credit must submit a full syllabus for the subjects they have studied and passed along with an original transcript. These will be presented to the relevant faculty member at EAHM 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 EAHM have already been achieved by the candidate.

Credit is awarded at the discretion of EAHM 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 & Expenses included within this catalogue.

See Transfer Credit Policy.

POSTGRADUATE

Application
An applicant may submit his / her application:
- *Online*
  Completed application form online maybe submitted on the EAHM website
- *Email*
  Completed application form online maybe submitted via email to info@emiratesacademy.edu
- *By post*
  The postal address:
  Admissions Officer
  The Emirates Academy of Hospitality Management
  PO Box 29662
  Dubai, UAE
  Phone: +971 4 315 5555
- *In person*
  The applicant may meet one of the EAHM's representatives to receive the application documents

The application should contain:

- Application form
- Curriculum Vitae
- Copies of attested Transcripts and Parchment (with official English translation if necessary) with Certificate of Equivalency/ Attestation from UAE MohESR
- Proof of English proficiency (Test results of TOEFL / IELTS / CAE or registration confirmation)
- Personal statement of motivation
- Two Evaluation letters / Reference Forms
- Medical information form
- Coloured passport copy
- UAE Residence Visa copy (if available)
- UAE National Identification Card copy (if available)
- One coloured JPEG passport type photo

- Copies of employment certificates
- Receipt for paid AED 500 application fee or credit card authorisation form

UAE National Military Service
All male UAE National applicants are required to submit proof of clearance/completion from the UAE National Military Service, which permits them to commence their university studies.

UAE National Family Book
All UAE Nationals are required to submit copies of their UAE National Family Book.

Baccalaureate Degree
The qualification required for entry to the Master's programme is a level eight (8) baccalaureate degree (UAE Qualification Framework) or recognised 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 the programme and will be given until the end of the **second Trimester** to fulfill this requirement.

Competence in English
Please refer to the Postgraduate - Acceptable Tests and Required Scores section on page 34.

Applicants will need to arrange for us to receive an original test result. The Emirates Academy of Hospitality Management reserves the right to re-test any applicants or students' competence in English. Should a 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. All students have to complete an English Diagnostic test during orientation week.

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

Admission Procedure
When considering candidates for admission, the Admissions Officer, the Dean, and or the Associate 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 and completion of interview.

Outcomes of the Admissions Process
1. Offer of a place
2. Offer of a conditional place with conditions specified. These will relate to work experience, English Test Qualifications or completion of Undergraduate programme.

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.

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

Entry Date
Classes on the Master's programme start at the same time as the Undergraduate, however a student can join the degree at the beginning of any new module (except RESH901).

Admission Deadline
All applications must be filed in the Admissions 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 documents
- Letter of approval with learning agreement from the student's university

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

TUITION FEES AND EXPENSES 2015-2016
Bachelor of Business Administration (Honours) in International Hospitality Management
Associate of Business Administration in International Hospitality Management

Bachelor of Business Administration (Hons.) in International Hospitality Management [BBA]
Associate of Business Administration in International Hospitality Management [ABA]

[Valid from September 2015 – July 2016]

	YEAR 1			YEAR 2			YEAR 3			Total
Trimester	1	2	3	4	5	6	7	8	9	
Application Fee (1)	An Application Fee of AED 500 is to be paid before enrollment									
Holding Deposit (2)	A holding deposit of AED 3,000 will be required to secure the place on the programme									
Tuition Fees (3)	27,750	27,750	27,750	11,100	27,750	27,750	27,750	27,750	27,750	AED 233,100
Sundries (4)	8,175	8,175	8,175	NA	8,175	8,175	8,175	8,175	8,175	AED 65,400
TOTAL	35,925	35,925	35,925	11,100	35,925	35,925	35,925	35,925	35,925	AED 298,500

(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

ON-CAMPUS ACCOMMODATION
Single studio accommodation consisting of an en-suite bathroom, kitchen, bed / study room and regular linen change is available on campus. Long term package stays are available here: http://www.emiratesacademy.edu/en/Your-Study-Programmes/Undergraduate/ (please look under the "Tuition Fee" tab). A holding deposit of AED 3,500 is required to secure the accommodation booking.

VISA
EAHM will provide visas for international students at a cost of AED 2,000 and a National ID at a cost of AED 380. 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. EAHM charges an administration fee of AED 2,000.

ASSOCIATE OF BUSINESS ADMINISTRATION IN INTERNATIONAL HOSPITALITY MANAGEMENT [ABA] FEES
The fees for the ABA comprises of the first five Trimesters of the Bachelor's degree structure, in addition to one 3-credit course. The ABA 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 EAHM reserves the right to make the final decision. The stated fees are indicative only.

Master of Business Administration in International Hospitality Management

Master of Business Administration in International Hospitality Management [MBA]
[Valid from September 2015 – July 2016]

Mandatory Fees & Expenses	Trimester 1	Trimester 2	Trimester 3	Total for MBA in Full-time mode	Per course in flexible mode
Application Fee (1)	An Application Fee of AED 500 is to be paid before enrollment				NA
Deposit (2)	A holding deposit of AED 3000 will be required to secure the place on the programme				NA
Tuition (3)	26,370	26,370	26,370	79,110	8,790
Sundries	5,820	5,820	5,820	17,460	1,940
TOTAL	32,190	32,190	32,190	100,070	10,730

(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. All fees are in AED.

MANDATORY FEES

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

SUNDRIES
During the studies at EAHM, students will not be expected to cover any hidden or additional costs. EAHM 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. A holding deposit AED 3,500 is required to secure the accommodation booking. Long term package stays are available here:
http://www.emiratesacademy.edu/en/Your-Study-Programmes/Postgraduate/ (please look under the "Tuition Fee" tab).

VISA
EAHM will provide visas for international students at the cost of AED 2,000 and a National ID at a cost of AED 180. 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 EAHM reserves the right to make the final decision. The stated fees are indicative only.

English as a Foreign Language Programme

English as a Foreign Language Programme

[Valid from Sept 2015 – July 2016]

MANDATORY FEES	3 months	1 month TOEFL Prep
Tuition Fees (1)	13,600	4,300
Sundries (2)	2,450	986
TOEFL Fee for 2 Exams	1,200	600
Deposit (3)	3,000	N/A
TOTAL	20,250	5,886

(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 a place in 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.

LEVELS

Basic level EFL is geared towards developing a student's basic English language proficiency. A student may be advised to re-take Basic EFL if expected progress is not achieved.

Intermediate level EFL is geared towards the development of academic English proficiency. Students who wish to enroll in Intermediate level EFL must attain:

- Institutional paper-based TOEFL score of 410-413; or
- Internet-based score of 34; or
- IELTS score of 4.5

All students will initially be enrolled in the Basic level EFL programme, and upon arrival at The Emirates Academy of Hospitality Management, will be requested to take a TOEFL test to determine which level a student should be placed in.

ON-CAMPUS ACCOMMODATION

Single studio accommodations consisting of an en-suite bathroom, kitchen, bed / study room and regular linen change are available on campus. Long term package stays are available here:

http://www.emiratesacademy.edu/en/Your-Study-Programmes/Language-Programmes/

Please look under the "Course Fees" tab. A holding deposit of AED 3,500 is required to secure the accommodation booking.

VISA

EAHM will provide visas for international students at the cost of AED 2,000 and a National ID at a cost of AED 180. 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 EAHM reserves the right to make the final decision. The stated fees are indicative only.

Study a Trimester Abroad Programme

Study a Trimester Abroad Programme
[Valid from September 2015 – July 2016]

Mandatory Fees	One Trimester
Total Programme Fees (1)	USD 12,500

(1) The payment of the programme must be made in two parts. Firstly, an initial payment of USD 500 should be made to secure your application. If you have transferred this amount through a bank transfer, please provide us with a copy of the transfer details. The final payment of USD 12,000 must be settled by the date indicated on the invoice issued.

VISA FEES
EAHM will provide visas for international students if applicable, and visa processing charges will be included in the price of the fees. Note that an additional amount of AED 180 for the Emirates National ID will be charged to students upon arrival in Dubai.

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 EAHM, 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 12,500.

ACCOMMODATION DURING INTERNSHIP
If a Study Abroad student is also completing an internship, the cost of accommodation during the internship period is additional. Long term package stays are available here:
http://www.emiratesacademy.edu/en/Your-Study-Programmes/Study-Abroad/
(Please look under the "Tuition Fee" tab).
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 EAHM 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 2015-2016

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

STUDENTS ON PAYMENT PLANS – Tuition Fees & Sundries only:
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 cards for payment plans. The payment plan can be terminated at any time, should the student not comply with the payment terms. Payment plans are not applicable to scholarship students and cannot be applied to accommodation fees.

OTHER EXPENSES

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

1. *Identification Card Replacement Fee* An ID Card is issued to all students free of charge when they join EAHM. Should a student lose the card, they will be charged this replacement fee.	AED 50
2. *Name Badge Replacement Fee* A name badge is issued to all students free of charge when they join EAHM. Should a student lose the name badge, they will be charged this replacement fee.	AED 30
3. *Re-Admission Fee* 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 EAHM.	AED 500
4. *Late Registration Fee (per Trimester)* 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.	AED 500

5. *Late Payment Fee (per Trimester)* Students are expected to settle the payments 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 payment fee. Students will be suspended from classes if **full** payment is not received by the end of Week 4.	5% of Trimester Fees if pay in Week 2 10% of Trimester Fees if pay in Week 3
6. *Re – Take Exam Fee (per course)* 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.	AED 500
7. *Transfer Credits Assessment Fee* 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.	AED 1500
8. *Test – Out Fee (per course)* 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.	AED 1000 per 3 credits course (INTS202 = AED 2000)
9. *Reprinted Copy of Final Parchment* All students are entitled to one final academic parchment (degree diploma with microchip). Should additional copy of parchment be required, this fee will apply.	AED 410
10. *Additional Copy of Final Transcript* 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.	AED 50
11. *Graduation Regalia (if purchasing)* 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 EAHM and will be charged a deposit which is fully refunded when the gown is returned.	AED 500
12. *Loan Laptop Fee* Should a student require a loan laptop, they will be charged this fee per Trimester.	AED 1920
13. *TOEFL ITP* The students can take / on institutional paper-based TOEFL test at EAHM and will be charged this fee per test.	AED 600
14. *Locker Key* Should the students lose the loan locker key, they will be charged for the replacement of the lock / key and installation.	AED 100
15. *Accommodation Daily Rate* By selecting a package instead, which can include the bridging period/s (Trimester breaks), students can enjoy significant savings and will be able to stay in their studio during the holidays. If **full** package payment is not received prior to the start of the trimester, the daily rate will be applied until the end of that Trimester. Please see the myEAHM Ops page for details.	AED 150 Daily

16. *Library Fines*
If a student returns loaned library items late, they will be asked to settle the following fees:
 	
    For items on a two-week loan
    For items on overnight loan
    For reserve collection items / chargers / headsets
	
	AED 5 per / day
	AED 5 per / hour
	AED 5 per / hour

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 EAHM 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 EAHM, 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 Business Development & Consulting department (also known as 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. All students must register online for their courses and submit the payment form (See Appendix A – Payment Form) by the end of add/drop week, in order for the Registrar's Office to approve the applied online schedule. Once students have a confirmed schedule, they will be permitted to attend the course and will be added to the class lists automatically. The Faculty will count all unexcused absences from the first day of the course start. Students who have not registered for classes by the end of the add/drop week, will be suspended for that Trimester.

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 participating in study abroad programmes do not pay tuition fees to EAHM. However they will incur charges at the host institution, for tuition and other expenses.

1.1.2 Postgraduate students

Post-graduate students are charged by the module. There is no change 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 EAHM, students will not be expected to cover any hidden or additional costs. EAHM 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 Postgraduate students

Students are charged the sundries fee for every Trimester at EAHM, 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 EAHM.

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 B, Schedule of fees and payments

2. Payment methods

Cash, local cheque (not post-dated), bank transfer or credit card payments are accepted. Students who choose to pay through bank transfer or through online payment on Power Campus are required to physically present, or email a transfer receipt to EAHM Finance staff. Only then the 'Student Payment Form' will be signed and students may proceed with registration.

3. Payment schedule

3.1 Deposit

All new students must pay a deposit as specified in their offer letter, to secure a place at EAHM. 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.

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

EAHM offers three flexible payment options for full-time Undergraduate students:

1. Pay the yearly mandatory academic fees in nine (9) equal installments during the academic year.
2. 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.
3. 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 Postgraduate students

EAHM offers two flexible payment options for Postgraduate students:

1. Pay the mandatory academic fees (tuition and sundries) for one Trimester (3 modules) in full before the first module begins.
2. 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, and accommodation), he/she will not be allowed to register for any courses for a new Trimester.

All students are expected to pay their fees prior to the commencement of each Trimester. Students who have not settled their fees do not appear on class lists and are considered absent in all classes until their fees are settled.

Penalties would apply on late payments of fees as per the following:

(a) Fees paid by the end of week 1, no surcharge.
(b) Fees paid by the end of week 2, five percent (5%) surcharge.
(c) Fees paid by the end of week 3, ten percent (10%) surcharge.
(d) If a student's fees have not been settled by the end of week 4, he/she will be suspended from his/her programme of studies for that 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 Postgraduate 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 an clearance process must be approved by all the relevant people, in the following cases:

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

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 EAHM. 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:

This Policy establishes the criteria for the award of Student Scholarships, the selection of students for Scholarships and the basis for the maintenance (or removal) of Scholarships along with EAHM and Jumeirah's requirements for Scholarship Students.

This Policy will be effective from January 2016 and applies to all full-time Bachelor students awarded scholarships on or after this date. Students awarded a scholarship before January 2016 will be subject to the scholarship regulations stated in their contract and in the EAHM's Catalogue as published at the time the award was made.

SCOPE:

This policy applies to all students who apply for, and are awarded EAHM Scholarships. It explains the application and selection process and what Scholarship Students are expected to do, to maintain their Scholarship whilst at EAHM and their obligations to Jumeirah upon completion of their programme of study.

DEFINITIONS:

Scholarship: Full or partial funding provided to a full-time student studying at EAHM on one of its formally accredited programmes of study.

EAHM's Scholarship Committee: This is the decision making committee for the award and maintenance of all Scholarships. The Committee will be comprised of at least the following authorities:

> Jumeirah Group Chief Human Capital Officer, Chair of the Committee
> Managing Director of EAHM
> Dean of EAHM
> Registrar of EAHM
> Admissions Officer of EAHM
> Academic Government Relations Coordinator
> Operations Leader

Host SBU: Each student accepted onto an EAHM Scholarship will be assigned to one of the Jumeirah Hotel Properties or to another SBU or Group and Corporate Function.

POLICY STATEMENT:

EAHM values diversity in its student body, and in order to facilitate a diverse group of students studying at EAHM Scholarships are awarded on an annual basis to offset or reduce the costs of Tuition fees.

In particular, EAHM recognizes its role in the development of talented Emirati students to become the industry leaders of the future. For this reason, eligible

Emirati applicants will be offered a 50% Scholarship on their Tuition Fees & Sundries and the opportunity to apply for a 100% Scholarship on Tuition Fees & Sundries should they be accepted by Jumeirah as a future employee.

RESPONSIBILITY:

The Dean, Finance Manager, Registrar and Admissions Officer will ensure that this policy is implemented on a day to day basis.

IMPLEMENTATION OF THE POLICY:

Applicants to EAHM wishing to also apply for a Scholarship must indicate this on their application form and submit a letter to the Scholarship Committee explaining their eligibility.

To be eligible for the award of a scholarship, applicants must meet EAHM's formal entrance qualifications and at least one of the following criteria:

a) Be an Emirati National with appropriate supporting documentation (UAE passport, UAE family book, Emirates National Identity Card, etc.)
b) Graduate in the top 5% of their graduating cohort (Final High School Senior Secondary Year). An official letter from the school will be required to support such applications.
c) Have one or more parents who are employed by Jumeirah.
d) Have one or more parents who are employed within the Hospitality Industry at an executive level.
e) Demonstrate a strong commitment to the Hotel Industry through a significant period of full-time employment. Letters of support will be required from employers.

Applications for the award of Scholarships must be received prior to the 31st May of each year and these applications will be assessed by The Scholarship Committee of EAHM.

In making scholarship awards, the committee may decide to offer:

- No Award
- 10% of Tuition Fees
- 20% of Tuition Fees
- 25% of Tuition Fees
- 50% of Tuition Fees
- 75% of Tuition Fees
- 100% of Tuition Fees

N.B. Scholarship Awards are in effect a reduction in the Tuition Fees that students must pay. Scholarships will not be offered for living expenses, accommodation, sundries or other costs that a student may incur whilst studying at EAHM or on the Internship. The Emirati Scholarship will also cover Sundries.

Once the Scholarship Committee has reached its decision, a contract will be issued to successful applicants. This contract will state the terms and conditions of the Scholarship.

The Terms and Conditions of the Scholarship (as stated in the contact) will include:

a) The value of the Scholarship expressed as a percentage of the Tuition Fees.
b) The requirement for all Scholarship students to work for a minimum of 8 hours per week for EAHM in a position that will be allocated by the Director of Business Development and Consulting or by the Dean. This position may be in the Marketing Department, Food & Beverage, Library, Industry Liaison, IT or other functional areas.
c) The requirement that all Scholarship Students must retain a Cumulative Grade Point Average of at least 3.00 at Undergraduate level and 3.50 at Postgraduate level out of the possible maximum of 4.00.
d) The requirement that all Scholarship Students must attend all official functions, presentations and events at EAHM.
e) The requirement that all Scholarship students will undertake their Internship within the Host SBU to which they have been assigned by Jumeirah Human Resources Department.
f) The expectation that all Scholarship Students will be exemplary students, conforming fully to the dress and behavioral codes of EAHM.
g) The requirement that all students who are awarded a Scholarship of 50% or more will be employed by their Host SBU or an alternative SBU within Jumeirah Group for 2 years after graduation. An interview for a full time job will be arranged 3 months before the end of the final semester by the Human Resources Department to determine the suitability of the student to the available vacancies.
h) The requirement that all students who are awarded a Scholarship of less than 50% will be employed by their Host SBU or an alternative SBU within Jumeirah Group for 1 year after graduation. An interview for a full time job will be arranged 3 months before the end of the final semester by the Human Resources Department to qualify determine the suitability of the student to the available vacancies.

Termination of Scholarships.

The Scholarship Committee will review the academic and behavioral performance of all Scholarship Students each Trimester.

Scholarships can be terminated if a student is in breach of the aforementioned terms and conditions. Any Scholarship student who brings Jumeirah, Dubai or EAHM into disrepute may also have their scholarship terminated.

Scholarship students who fail to maintain the required Cumulative Grade Point Average (C.GPA), will be given a warning letter stating that they must increase their C.GPA to the minimum requirement within one trimester. Should the student fail to increase their C.GPA in this trimester they will lose 50% of their Scholarship funding. The student will then be given a second trimester under warning and if their C.GPA remains under the required minimum the scholarship will be withdrawn.

Any student who loses all or part of their Scholarship is not eligible to reapply for Scholarship funding in the future.

<u>Right of Appeal.</u>

If a student's scholarship is terminated, they have the right to appeal this decision directly with the Group Chief Human Capital Officer of Jumeirah. The appeal should be submitted in writing. The Group Chief Human Capital Officer will then investigate and may or may not request a face to face meeting with the concerned parties to explore the decision further. The findings of the Group Chief Human Capital Officer will be absolute and no further appeal can be made.

<u>Scholarship Refunds.</u>

Should a student's scholarship be terminated within the students first three Trimesters of academic study, they will not be expected to pay back the value of the scholarship.

Should a student refuse to undertake their Internship within the role and department allocated to them by Jumeirah Human Resources, they will be required to pay back 50% of the monetary value of the scholarship they have received.

Should a student fail to accept a full time position, as allocated to them by Jumeirah Human Resources, for the first 2 years after their graduation, they will be required to pay back 50% of the monetary value of the scholarship funding they have received over the duration of their programme of study.

Should a student's Scholarship be terminated after the first three Trimesters of academic study they will be required to pay back 50% of the monetary value of the scholarship funding they have received.

Students who are required to pay back Scholarship funds will be placed on the "Stop List" until the payment has been made. Students on "Stop List" will not be allowed to register for any courses, attend graduation, access any on-line documents, materials or transcripts and any requests for references or documentation will be declined.

REGISTRAR'S OFFICE
EAHM'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 provides 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
- Issuance of academic letters and student identification cards

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, passport, Emirates ID, UAE residence visa, email 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 can view their grades on their Student Information System page.

Students who are delinquent in the payment of fees will not be allowed to view their grades 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 after the stated period passed.

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 online clearance is accessible through *myEAHM.*

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 and microchip, 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 – see Schedule of Fees & Expenses.

Release of Information

EAHM reserves the right to inform a student's parents, guardian or sponsor of their academic standing and to inform them of any disciplinary action or intervention that is taken.

LEARNING RESOURCE CENTRE

EAHM'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 EAHM's students and faculty;
- Make effective use of the best available technology to facilitate academic endeavours;
- Offer a space that invites individual and collaborative learning and knowledge-sharing;
- Promote and stimulate academic research among Faculty and students;
- 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 EAHM's IT network. 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 EAHM 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 EAHM'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 6,000 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 encyclopedias, 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.

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
- Binding machine
- Paper cutting machine

Information Literacy Training

All first-year students attend "information literacy" sessions which is part of the English Composition and Rhetoric (ENGL102) course and is twenty (20%) percent of the total grade. Five full sessions of two hours each are delivered in the form of information literacy classes at EAHM. 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 are 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, scanner, etc.;
- Mini-workshops and individual training sessions on online searching, e-books, database searching, referencing;
- 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;
- Circulation services which includes books, DVDs, magazines, laptops, chargers, audio recorders, headphones, etc.
- Lists of web resources to coincide with class projects;
- SDI (Selective Dissemination of Information) service is integral to encouraging research related activities and sharing knowledge.
- Online suggestion box - 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 EAHM students and to this end we constantly seek and apply best practice in academic libraries.

Opening hours (subject to changed)
Sunday to Wednesday   0800hrs to 2200hrs
Thursday   0800hrs to 1800hrs
Saturday   1000hrs to 2000hrs
Fridays and Holidays   as announced

INFORMATION TECHNOLOGY RESOURCES AND SYSTEMS
Information Technology plays an important role in EAHM. 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 at EAHM.

- 100% wireless internet coverage is available at EAHM, including car park, gym and pool area. Additionally, high-speed hardwired connections are available across the campus, including the student accommodation;
- Classrooms, boardroom 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, four heavy duty MFC's (Multi-function copiers)
- The printers act as document senders to allow documents to be scanned and emailed;
- Students and staff have a personal email address; P drive (to save documents) and telephone numbers that are accessible from anywhere on the campus or any internet connection worldwide;
- Students, faculty and staff have access 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 EAHM 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. The student will need to enter their username (eahm\username) and password which they use to access their EAHM 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 co-ordinates 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, Associate Dean or with the Director of Industry Liaison.

INDUSTRY LIAISON

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

PERSONAL TUTORS

All students at EAHM 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 for which they are registered. Please see the Policy on Personal Tutors which is maintained in the Policy Section of Moodle.

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 Registrar or the Managing Director. The Dean and his wife are resident within the EAHM premises 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 EAHM. 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 EAHM's rules and regulations. It is run and managed by students reporting to the Student Council Liaison Manager and then to 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 EAHM shall assume full responsibility for knowledge of and compliance with the definitions, regulations, and procedures of EAHM.

Students are also expected to keep records of all transactions with EAHM. 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 Jumeirah or other organisations. 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 EAHM.

INSTITUTIONAL EFFECTIVENESS RESEARCH

The Emirates Academy of Hospitality Management is committed to achieving 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 Managing Director. She 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 EAHM 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. EAHM 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 to the EAHM's Executive Committee, Industry Advisory Board, Governing Body and to the Board of Jumeirah.

STUDENT CONTRACT

Students joining EAHM will be required to sign a student contract. The student contract is the agreement between EAHM and the student, it states EAHM's obligations to the student 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, of *, ,* whose date of birth is and a citizen of *.* (the "**Student**") who has applied for the programme.

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, sundries, visa charges and other costs associated with residing in the United Arab Emirates as per the fee structure of the programme of study (including but not limited to 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 upon the student's acceptance of the offer 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 or programme completion 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, changes in Ministry regulations 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.

3.6.   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 as indicated in the invoice and Schedule of Fees and Expenses.

4.2.   Only one type of scholarship or prevailing discount may be applied at once.

4.3.   If for any reason, fees have not been settled by the commencement of a trimester, the following late payment surcharges will be applied:

a. Up until the end of Week 1 – no surcharge
b. Up until the end of Week 2 – a five percent (5%) surcharge
c. Up until the end of Week 3 – a ten percent (10%) surcharge
d. Should a student fail to pay their fees by the end of Week 4, they will be withdrawn from the programme

4.4.   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.

4.5.   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 and Emirates ID Card at least fifteen (15) working days 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 original Passport and Emirates ID Card to the Admissions Officer for Visa cancellation within fifteen (15) 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.

5.5   A Student who is sponsored by EAHM for their visa are only allowed to work part-time and must obtain a No Objection Certificate from the Registrar's Office.

5.6   EAHM will apply for student visas under its sponsorship for students who require them. Please do note that EAHM does not have any control on the approval or non-issuance of the said visa application from the Dubai Immigration Department nor on the duration of residence visa validity.

6.   Academic Requirements

6.1   The Student should submit all required documentation on or before the advised deadline. Unless a written arrangement has been agreed, EAHM has the right to remove the Student from the programme if relevant documentations and requirements are not submitted on specified dates.

6.2   Submission of any fraudulent documents may result in non-admission or dismissal from EAHM.

6.3   Transfer credit application for Academic or Practical course/s should be completed before the student commences studies at EAHM and should be in accordance with the Transfer Credit policy set out in the Catalogue.

6.4   Students need to maintain a cumulative grade point average (CGPA) of 2.50 in order to continue with a full-time study load (i.e. fifteen (15) credits per Trimester). It is the Students' responsibility to visit the Registrar's Office to update and/or revise their individual programme plan in line with the Catalogue.

7.   Attendance, Dress Code and Academic Integrity

7.1.   The Student is required to comply with EAHM's published Policies on attire (business attire is to be worn at all times) and attendance.

7.2.   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. Some taught elements will require student to attend classes during the evenings or at weekends.

7.3.   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.

7.4.   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 to and comply with the relevant published policies and procedures.

7.5.   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.

7.6. 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. Students will be subject to inspections and checks prior to entering the examination rooms.

8. Use of Alcohol, Drugs and other Controlled Substances

8.1. 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.

8.2. 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.

9. Behavioral Obligations

9.1. 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.

10. IT and use of the Internet

10.1. 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.

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

11. Health and Safety/Medical Cover

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

11.2. 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.

11.3. 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.

12. Accommodation

12.1. 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.

12.2. EAHM Lodging (the student accommodation) has a strict no noise after 2300hrs policy. Contravention of this rule will result in disciplinary action that may involve suspension of the Student's privilege to stay in the accommodation.

EAHM provides accommodation for friends and family at the rates specified on its website. The accommodation of visitors overnight (past 2300hrs) in the Student's personal accommodation is prohibited.

13. The Overriding Obligation

13.1. 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.

14. Notices

14.1. 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, Student Information Systems page, Noticeboards and through messages displayed on the computer desktop displayed when during log-on to the EAHM network.

14.2. The Student shall inform the University of any change of address and contact numbers and details, otherwise any notices or information sent to the last address provided by the Student shall be deemed to have been properly given.

15. Miscellaneous

15.1 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.

15.2 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.

15.3 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

Dr Stuart Jauncey, 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 EAHM. 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 an 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 courses carry a different weighting.

A course/module 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 (Prerequisites) 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 Prerequisite 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 [MSc] / Master of Business Administration in International Hospitality Management [MBA]	3 Trimesters	9 Trimesters
Bachelor of Science (Honours) in International Hospitality Management [BSc] / Bachelor of Business Administration (Honours) in International Hospitality Management [BBA]	9 Trimesters	15 Trimesters
Associate of Science in International Hospitality Operations [ASc] / Associate of Business Administration in International Hospitality Management [ABA]	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 (1) 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 EAHM property retained during the period of the intercalation.

If the student is under the EAHM UAE Residence Visa sponsorship, he/she needs to submit the exit stamp to the Admissions Officer or if required have their visa cancelled.

Study Abroad
Students may select to study abroad 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 in advance 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 Associate 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 Withdrawn Fail (WF) grade for each course in which the student was enrolled.

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

For Elective courses running on a twelve-week block, 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.

For Elective courses running on a four-week block, 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 EAHM.

Students are strongly advised to familiarise 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 and should visit the Registrar's Office on a regular basis to update their programme plan.

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 EAHM 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 an official Medical Certificate, Police Notice or a letter from the sponsor/guardian or parent. A warning letter will be issued for each unauthorised absence by the course instructor. A copy of this may be sent to the student's sponsor. Students who receive three (3) warning letters will be withdrawn failed from that course.

Postgraduate

Attendance at Masters' classes will be monitored and records of attendance may be 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. 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 Associate 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 EAHM 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 and in the course syllabus.

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, a Turnitin Report and sent to the Course Instructor via email.

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 Associate 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 working 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 to the examination room.
(b) Students will be asked to empty their pockets and will be searched with a metal detector prior to entering the examination room.
(c) No communication is permitted with any other candidate during the course of the examination.
(d) A student may leave the room to go to the toilet; but will be accompanied by an invigilator.
(e) 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 the attention of the course tutor or an invigilator, you should do so by raising your hand.
(f) Students may leave the exam room once they have finished and had their 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.
(g) 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.
(h) Students must be in complete uniform (name badge, business attire), 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 (10) 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 decision 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/FD) and who have a cumulative grade point average (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 (1) 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/FD) which will show on the final transcript and affect the cumulative GPA and could result in the student failing to graduate should the final cumulative GPA 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 and will not be allowed to sit for the re-take exam unless the Dean or Associate Dean allow it. 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, subject for review during the ExamBoard meeting.

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 EAHM 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 the 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 by proof of mitigating circumstances and will be subject to approval by the Associate Dean 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:

(a) 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.
(b) Helping another student to copy from the test paper, providing answers, or any other kind of assistance to another student during a test or exam.
(c) 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 unauthorised notes in an exam room, even if the student did not use them.
(d) Allowing another person to write an exam under the students' name, or writing an exam themselves under someone else's name.
(e) Obtaining a test or exam, or information about all or part of a test or exam that has not yet been administered to the student. This includes buying, stealing, or simply asking for the information.
(f) 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 plagiarise when you use the work of someone else and present it as your own work. Plagiarism includes but is not limited to:

(a) 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.
(b) Presenting the ideas, opinions, facts, figures, images, or research results from a source, in your own words, without naming the source.
(c) 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.
(d) 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.
(e) 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.
(f) Submitting the same or very similar work as another student for an individual assessment.
(g) Allowing another student to copy your work. Note that this is considered as serious an offense as copying someone else's work yourself.
(h) 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:

(a) Submitting work that includes false or fabricated research data.
(b) 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:

(a) 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).

(b) 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

a) Submitting the same or similar work as another student for an individual assessment without permission from the lecturer.

b) Providing another student with a copy of your assessment, thereby allowing him or her to copy your work, in full or part.

c) 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:

EAHM demands a high standard of academic integrity from both students and faculty as an integral part of academic achievement. EAHM 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 EAHM, you have a responsibility to:

(a) Read, understand and follow the guidelines provided by EAHM to avoid plagiarism and other forms of academic dishonesty.

(b) Consult with instructors when you are unclear about the guidelines for an assessment or about avoiding academic dishonesty in a particular instance.

(c) Conduct yourself according to the EAHM's standards of academic integrity not only while in classes at the EAHM itself, but also during your internship and if you are participating in study abroad programme.

Responsibilities of EAHM

EAHM 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:

(a) EAHM publishes its policy on academic integrity in the Catalogue.

(b) Students are introduced to the policy and the concept of academic integrity early in their first year.

(c) Every first year student receives formal instruction on the EAHM's academic integrity policy, including how to recognize and avoid plagiarism. EAHM 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, EAHM requires students to sign a declaration that the work is their own (See Appendix B).

(d) 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.

(e) 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.

(f) 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.

(g) EAHM makes available to all academic staff the plagiarism-testing software Turnitin and faculty members have the right to use it for all appropriate assessments.

(h) New and adjunct faculty are fully briefed on the EAHM'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:

(a) Observes a student using a written or electronic prop during any exam; or
(b) Finds such a prop in the possession of a student; or
(c) Suspects a student of infringing examination rules during an exam.
The faculty member, exam invigilator or administrator will:

(a) Confiscate any unauthorised material in the student's possession.
(b) 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.
(c) Issue a new examination booklet to the student/s in question, clearly instructing them to continue (not to restart) the examination.
(d) 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.
(e) Enter brief details of the incident on the invigilator's report.
(f) Report the allegation to the Dean.
(g) 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 on the exam / assessment 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 recognised that minor instances of academic misconduct, such as incorrect referencing, may occur among students who are beginning their university studies. Therefore EAHM 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 EAHM 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:
   (a) It is a first offense.
   (b) In case 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:

(a) 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.
(b) 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 EAHM's policy on academic dishonesty and the means to avoid violating it.
(c) It involves large-scale plagiarism or collusion or cheating.
(d) 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.
(e) 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 defense of insufficient knowledge of the EAHM'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:

(a) Resubmission of the assessment.
(b) Reduction of the grade, for example by one letter grade, e.g. from B+ to C+.
(c) Failure on the assessment.
(d) Failure of the course.
(e) Failure of the Trimester.
(f) In extreme cases, expulsion.

Please refer to Moodle for EAHM misconduct penalties grid for indicative penalties for each offense

Procedures for handling accusations of academic misconduct after first year
(a) 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.
(b) Within five (5) working days of receipt of an accusation, the Dean or the Associate Dean will convene a Disciplinary Committee, comprising two (2) faculty members,
(c) 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.
(d) If the accusation is upheld, the Disciplinary Committee will announce a decision and a penalty within two (2) working days of the "hearing".
(e) There is no right of appeal once a decision has been made.
(f) 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 EAHM or EAHM System, the submission of false information or the omission of requested information that is required for or related to any academic record of EAHM or EAHM 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 (2.0) points after completing two (2) Trimesters, 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 EAHM.

Upon suspension or dismissal from EAHM, 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 EAHM 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 in accordance with the Ministry of Higher Education and Scientific Research Standards of Licensure.

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 the 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 Exam Board meeting. Students will be notified of the decision within one week after the Exam Board meeting. The decision of the Exam Board is irrevocable.

Grade appeals will not be entertained in 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.

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.

Letter Grade	Grade Points	Percentage Grade	Grade Description	Included in Attempted Hours	Included in Cumulative GPA
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:

I	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.
N	No grade (assessment is not required); taken as an extra course; not part of the programme requirement.
P	Pass on an ungraded course.
R	Repeated/Replaced.
U	Fail on an ungraded course.
W	Designates student withdrawal from a course within the allowed period.
X	Designate that a student was exempted from that course.
TC	Transfer Credit.
TO	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:

$$GPA = \frac{\sum_{i=1}^{n} Course\_Grade\_Point_i \times Course\_Credit\_Value_i}{\sum_{i=1}^{n} Course\_Credit\_Value_i}$$

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 / MBA 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.

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

"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:

   (a) The applicant must meet the admission requirements of EAHM
   (b) 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.

(c) 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 EAHM, 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 or Associate 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 EAHM GPA. However, in circumstances where a student has completed a two-year degree (or equivalent academic credential) from an institution that is licensed and 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, 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 / BBA Honours degree. Transfer credit cannot be accepted twice for substantially the same course taken at two different institutions.

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, emails, facsimiles or student carried transcripts will not be accepted. All foreign transcripts, not issued in English, must have an accompanying official 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.

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 EAHM wishing to participate on study abroad programmes 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 institution. 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 EAHM 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 Associate 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 Admissions Officer and Director of Industry Liaison prior to commencing their programme of study. An approved work

establishment is normally considered as a four or five star hotel. Under exceptional circumstances, a student may petition for a test out at a later date and the Faculty / Examination Board may approve it on a case by case basis. In this case, the documentation should take the form of a CV and documented record of employment that is submitted to the Office of the Registrar and Director of Industry Liaison.

EXAMINATION BOARD

The Examination Board meets at the end of each Trimester, within two 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.

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 Associate 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 EAHM Faculty or administration that is perceived to be contrary to EAHM's policy, procedure or conventional practice. The policy aims to protect the rights of both Students and EAHM's 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 EAHM 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 Director of Industry Liaison 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 EAHM policy, procedure or practice.

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

The **respondent** is the accused individual or department, or EAHM 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 EAHM as a result of his or her action.

RESPONSIBILITY:

While the Dean has final responsibility for implementing this policy, in practice the Student Support Officer will be the first line of contact for students who wish to initiate a grievance procedure.

It is the responsibility of all the parties involved in both informal and formal grievance procedures to enter into the process with the intention of finding a solution acceptable to all.

It is the responsibility of all parties involved in discussions regarding a complaint to ensure that a full written record of the deliberations at each stage is kept, so there is a concrete record of the attempts made to resolve the issue.

The Student Support Officer is responsible for ensuring that the policy is up-to-date and reviewed according to the agreed schedule.

IMPLEMENTATION OF THE POLICY:

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 EAHM) 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 Business Development and Consulting, the Director of Projects and 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, 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 EAHM (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 EAHM 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 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 and Application Form and submit all documentation requested by the Registrar's Office.

Undergraduate Requirements

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

(a) Completed the required credits:

    a. Associate of Science in International Hospitality Operations [ASc] / Associate of Business Administration in International Hospitality Management [ABA] - sixty nine (69) credits

    b. Bachelor of Science (Hons.) in International Hospitality Management [BSc]/ Bachelor of Business Administration (Hons.) in International Hospitality Management [BBA] – 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.

(g) The student has submitted all required documentation to the Registrar's Office including official attestations and certificate of equivalencies.

Guidelines for Honours Award Classification

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

Honours Degrees	GPA or Weighted GPA	Guidelines
1st	≥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.
2:i	≥3.00 - ≤3.66	The student has reached a standard of performance/ attainment that is more than satisfactory but less than excellent.
2:ii	≥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.
3rd	≥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 Postgraduate – MSc / MBA in International Hospitality Management programme will be conferred a degree if the following conditions are fulfilled:

(a) Completed the required credits as follows:

Number of Modules	Description	Credits
Six (6)	Three (3) credit compulsory modules;	18
Three (3)	Three (3) credit elective modules	9
One (1) or Two (2)	Nine (9) credit thesis or Six (6) credit project plus a three (3) credit elective.	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.
(d) The student has submitted all required documentation to the Registrar's Office including official attestations and certificate of equivalencies.

Award Classification

Award	Grade Point Average
Distinction	≥3.75 - ≤4.00
Merit	≥3.50 - ≤3.74
Pass	≥3.00 - ≤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 EAHM is summarised by a four letter prefix, followed by a number indicating the level of the course content. As an example, EAHM offers the course:

Introduction to Finance (FINN301) (3-2-2)

In this example, FINN is the course prefix and 301 is 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, EAHM offers the course:

Rooms Division 1 - Housekeeping Operations (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 EAHM. 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 EAHM courses. Equivalent courses satisfactorily completed at other institutions may also meet pre-requisite requirements by transfer credit. Students need to consult the Associate Dean or 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 personal and business ethics. Coverage includes foundations of ethics in general and in business; ethical theories and tests; comparison of the stockholder approach vs. the stakeholder approach; individual values and rights within the business organization; business operations; the role of the "tone at the top"; and conflicts of interest. Pre-requisite: None. Offered once per academic year.

Business Information Systems (COMP102) (3-3-0) Instructor: Ms. Seema Pillai / Dr. Sanjay Nadkarni. Spreadsheet models have become an essential tool for business. Although spreadsheet is traditionally associated with financial applications and mathematical calculations, it is very versatile and widely used in the hospitality and tourism industry. The aim of this course is to give learners a knowledge of the uses of spreadsheets and enable them to develop reliable and effective spreadsheet models; to present spreadsheet data in variety of ways including graphical format and to use them appropriately to support analysis and decision-making for common business problems. The course intends to equip students with practical management science (PMS) skills which they can deploy in other subject areas such as finance, F&B management and marketing, and take with them into their careers. The course content is intended to be practical and applied and maps into the International Computer Driving Licence (ICDL) syllabus, thereby providing the students an opportunity to pursue this additional certification, should they choose to. The ability to organise, collate, manipulate, analyse and interpret data using spreadsheet tools complements the students' familiarity with other utility applications in MS Office and industry specific platforms for operational use. Pre-requisite: None. Offered once per academic year.

Consultancy Project (CONS401) (6-1-10 hours in industry a week) Instructor: Dr. Michael Newnham. The service sector represents the largest segment of most industrial economies. Hospitality and tourism are now the second largest of the service sectors. Excellence is critical for success in tourism and hospitality industries today, and its importance is increasing due to industry deregulation, global competition and rapidly evolving information technology. The aim of this course is for students to investigate and explore a range of topical and current issues of relevance to the hospitality and tourism industry. A problem based learning approach will be used by the application of pragmatic research methods to contemporary business questions. Pre-requisite: RESH301. Offered every Trimester.

Cultural Business Exposure (CULT100) (3-4-0) Instructor: Mr. Alison Neary. This course introduces the theory of culture and supports analysis of the influence of culture on interactions in multicultural settings. Within this context, students will learn the

importance of cultural tolerance and the relationship of this to effectiveness in the workplace. Coverage includes: definitions of culture; national culture, organizational culture, cross-cultural consumer behavior, service culture, and the relationship between culture and tourism. Pre-requisite: None. Offered every Trimester.

Cultural Diversity (CULT201) (3-4-0) Instructor: Mr. Chris Dutt. This course introduces the theory of culture and supports analysis of the influence of culture on interactions in multicultural settings. Within this context students will learn the importance of cultural tolerance and the relationship of this to effectiveness in the workplace. Coverage includes: definitions of culture; national culture, organizational culture, cross-cultural consumer behavior, Multicultural working environments; Cultural dynamics and heritage; Service culture; and Expatriate managers and staff, and the relationship between culture and tourism. Pre-requisite: None. Offered once per academic year.

Dissertation (DISS490) (9-1-10 hours research a week) Instructors: Dr. Stuart Jauncey, Dr. Michael Newnham, Dr. Sanjay Nadkarni, Dr. Ilhan Demirer, Dr. Stephanie Morris, Dr. Ioanna Karanikola, Ms. Angela Anthonisz and Mr. Chris Dutt. Business research knowledge and skills are important criteria for understanding, conducting, interpreting and presenting findings in the hospitality/tourism industry. This course provides students with an opportunity to conduct primary research in an area of interest and apply theoretical knowledge and skills learnt in previous courses in their program of study. The dissertation requires students to carry out their own research study in terms of: Identification of a topic area; research preparation; literature review; question and/or hypothesis development; selection of appropriate research method, including identification of the target population, selection of sampling technique(s), selection of data gathering method(s), and application of appropriate data analysis; presentation of the research findings, and articulation of the research conclusions in the broader context of the topic area.

The dissertation is the final component of the degree programme and presents a written work of scholarship that demonstrates the student's ability to research an approved topic and present a well-reasoned argument in support of a clearly stated hypothesis or research question. 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: RESH301. Offered every Trimester.

English Composition and Rhetoric (**ENGL102**) (3-4-0) Instructor: Ms. Donna Haas / Ms. Alison Neary / Ms. Julie Cavendish. English Composition and Rhetoric is designed to develop expository writing and oral presentation skills to the proficiency expected of a student at the university level. This course will provide the core tools students need for the effective use of the English language throughout their academic and professional careers. Before beginning any writing or speaking project, one must know how to think critically. Students will be given ample opportunity to develop their reasoning and analytical skills and instincts. Throughout the semester students will read and critique their classmates' essays, supplemented by essays written by known experts. Exposure to material that is both challenging and interesting will increase their ability to produce their own work at a higher level and will also encourage them to address new ideas from an objective viewpoint, thereby enhancing their rhetorical and communicative skills, as

well as their researching skills. During the trimester, the course environment will be one of a workshop rather than a traditional classroom, where students' essays will become "works in progress" that undergo more than one draft prior to being assessed. Pre-requisite: None. Offered every Trimester.

Introduction to Finance (**FINN301**) (3-4-0) Instructor: Dr. Ilhan Demirer.   A manager in charge of a hotel (restaurant) needs an awareness of the key role that operational financial performance plays towards the maximizing of value to the owner(s). An understanding of the role that the Financial Manager plays in maximizing value arising from existing projects and assessing the potential value of future projects (financial feasibility) is essential if the operational manager is to act always in the interests of the owner(s) and be proactive in putting forward 'value added projects' for senior management consideration. Pre-requisite: ACNT201. Offered once per academic year.

Food and Beverage Business (FABM101) (3-4-0) Instructor: Ms. Helen Morris. A manager in charge of a hotel (restaurant) needs an awareness of the key role that operational financial performance plays towards the maximizing of value to the owner(s). An understanding of the role that the Financial Manager plays in maximizing value arising from existing projects and assessing the potential value of future projects (financial feasibility) is essential if the operational manager is to act always in the interests of the owner(s) and be proactive in putting forward 'value added projects' for senior management consideration. Pre-requisite: None. Offered twice per academic year.

Food and Beverage Service (FABS101) (3-1-8) Instructors: Ms. Helen Morris and Mr. Maximilian Rauch. This course aims to focus students' attention on the practical aspects of running a successful restaurant, based and supported by basic theoretical knowledge. The art of food service and product knowledge; trends in gastronomy, and competence in preparing restaurant settings are the medium within which the business is learnt. Food and beverage areas, restaurant service styles and equipment combined with live guest contact and an actual restaurant operation will form the core of the practical sessions. Theory sessions focus on the business of running a restaurant and detailed product knowledge in beverages and service development. Pre-requisite: None. Offered twice per academic year.

Front Office Operations (**FOOP101**) (3-3-0) Instructor: Ms. Marina Rizzi. The course aims to introduce students to the Front Office operations of a hotel through the enhancement of their knowledge and skills in the basic underpinnings of hospitality theory and procedures. One rationale highlights the importance of providing students with various techniques which are required in order to manage a quality accommodation unit and its operations at present. A secondary rationale for the course is to encourage students, that are being groomed as future managers, to reflect on different management styles and principles as they relate to Front Office operations so that they may both motivate, inspire, and lead effectively in their subsequent careers. Pre-requisite: None. Offered twice per academic year.

Hospitality Accounting (**ACNT101**) (3-4-0) Instructor: Mr. David Butterton. An ability to work with figures is essential in business. It is important for successful operational managers, not only to be comfortable with figures but to understand what, why and how figures are produced to help in decision making. The purpose of this course is to

introduce students the process of record keeping and preparation of financial statements. At the end of this course students will be able to describe how financial data is gathered, recorded, and analyzed; prepare financial statements; and describe how these statements are used in performance evaluation and decision making. Pre-requisite: None. Offered once per academic year.

Housekeeping Operations (HKOP101) (3-3-0) Instructor: Ms. Angela Anthonisz. The housekeeping department in a hotel is often one of the most diverse in terms of the skill set needed to ensure both efficiency and effectiveness while maintaining hotel standards and meeting guest expectations. In addition to helping students to understand the importance of this department within a hotel the module will develop students' skills in many of the basic operational functions such as budgeting, organisation and staffing. A range of site visits then allow students to develop their knowledge of how these are then put in to practice. In addition to the operational elements of the department students will also develop an appreciation of the wider remit that can be involved in housekeeping at larger resort hotels, such as uniform and room design, floristry and pre-opening. On successful completion of the course students should be able to make a valuable and informed contribution to the running of a housekeeping department at supervisory level. Pre-requisite: None. Offered twice per academic year.

Human Resources Management (**HRMT301)** (3-4-0) Instructor: Dr. Ioanna Karanikola. This course provides an introduction to the nature of Human Resource Management (HRM), its evolution throughout the years which shaped it to what it is today, a strategic partner in the organisation and critical to the success of the business. The course will also offer an insight into current challenges in attracting, retaining, training, developing, compensating, engaging and committing employees in a highly competitive and global environment. Pre-requisite: None. Offered once per academic year.

International Tourism Management (ITMT301) (3-4-0) Instructor: Ms. Angela Anthonisz. This module will provide students with an appreciation of the implications for managing the tourism industry in an international context. Utilising, Crouch and Ritchie's (2003) model of Destination Competitiveness and Sustainability as a foundation for study students will be introduced to a number of critical factors that contribute to the increasingly global and complex tourism industry. The success of a destination in terms of tourism is an outcome of a range of both micro and macro factors that have the potential to stimulate or inhibit the development of tourism. The resources required for development in a number of international locations will be considered alongside contemporary issues such as destination image, crisis management and sustainability. Students will be expected to draw on a range of theoretical models associated with tourism research and consider how these relate to the effective management of tourism destinations. The course will draw on examples and practices from both developed and developing countries and will provide students with a clear understanding of tourism as a domain within its own right. Pre-requisite: None. Offered once per academic year.

Introduction to Marketing (MRKT101) (3-4-0) Instructor: Mr. David Butterton. In order to be prepared for their responsibilities as future managers in the travel, tourism, or hospitality sector, the students must have a basic knowledge of the market and operating environment, marketing techniques, and the theory on which marketing is

built. The objective of this course is to give the students an introduction to the theory and practice of marketing. Pre-requisite: None. Offered twice per academic year.

Internship (INTS202) (6-0-24 weeks in industry) Instructor: Ms. Marianne Saulwick. It is essential that all students be given the opportunity to consolidate, develop and reinforce skills and information acquired at The Emirates Academy of Hospitality Management (EAHM) by placing them into realistic practice. A 22-week internship in industry is designed as an integral part of the degree programme. The internship not only allows students to put theory into practice but also to accept a large share of the responsibility for their own academic and skills development by experiencing a real work environment. Pre-requisite: CULN101, FABS101, FOOP101, HKOP101. Offered every Trimester.

Leadership (LEAD101) (3-3-0) Instructor: Ms. Marina Rizzi and Ms Carlien van Blerk. The purpose of this course is to introduce students to the principles and practices 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. Pre-requisite: None. Offered up to 2 times per academic year.

Legal Aspects of Hospitality Industry (**HLAW401)** (3-3-0) Instructor: Dr. Stephanie Morris. This course focuses on aspects of business law, primarily as it relates to torts (emphasis on negligence) and the effects thereof on the hospitality industry. It is intended to help you develop a practical managerial perspective on how the law applies generally to the hospitality company's policies and practices, how to minimize the negative impact of the legal environment on the company, and how to work effectively with lawyers to protect the company. The course emphasizes Anglo-American law, recognizing that not all of it applies to hospitality companies based in other countries with different legal systems; consequently, other legal traditions will also be given consideration whenever possible. Pre-requisite: None. Offered once per academic year.

Management Accounting (ACNT201) (3-4-0) Instructor: Dr. Ilhan Demirer. Students would have taken from ACNT101 a confidence in their ability with figures and knowledge of the concepts of accrual accounting, together with an understanding of the work carried out by bookkeepers and accountants in producing a true and fair view of a hospitality unit's (ie. restaurant) financial performance. The need now is to apply this basic financial knowledge in an operational managerial decision-making context. Pre-requisite: ACNT101. Offered once per academic year.

Organisational Behaviour (ORGB201) (3-4-0) Instructor: Dr. Ioanna Karanikola. This subject introduces the fundamental theories and concepts concerning firstly, the functions of managing a hospitality business and secondly, the study of human behaviour and its implications for the management of organizations. Overall, it will provide the knowledge, skills and attitudes that students can use at a later stage in the workplace to enhance employee productivity, relations, and guest satisfaction. Pre-requisite: None. Offered once per academic year.

Principles of Economics (ECON201) (3-3-0) Instructor: Dr. Stephanie Morris. This course will discuss basic economic principles, theory, and reasoning, and then apply that knowledge to familiar and relevant circumstances through the lens of critical thinking. By following this model, the analysis in which we engage during the course of the trimester

will allow students to eventually form their own judgments about economic problems in both their home countries and globally. We will examine the forces of supply and demand and the dynamics of making trade-offs within the framework of constraint imposed by scarcity. We will also study the economy as a whole, focusing on economic growth and development and the impact of monetary vs. fiscal policy on inflation, unemployment, interest rates, investment, and international trade. 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 students' attention on the operational and business aspect of running a successful kitchen. The art of food preparation, food product knowledge, trends in gastronomy, and competence in preparing gastronomic combinations are the mediums within which the business is learnt. Past and current practices, and the varying influences which dictate these, will form the core of the practical sessions. Theory sessions focus on the business of running a successful kitchen. Coverage includes: trends in catering; consumer demand; psychological, sociological, environmental and political influences on consumer demand; established and innovative gastronomic dishes; menu planning; and kitchen accounting. Co-requisite: Basic Food Hygiene Certificate. Offered twice per academic year.

Real Estate (Hotel) Finance (FINN401) (3-3-0) Instructor: Dr. Ilhan Demirer. Real Estate Hotel Finance is concerned with the management of capital assets and builds on concepts of financial feasibility. Operational managers need to understand why maximizing a Strategic Business Unit's (SBU's) operating profit and cash flow is critical to decision making in respect of the management of its capital assets. Emphasis is placed on application of financial feasibility and making the investment decision based on the results of the analysis. Pre-requisite: FINN301. Offered once per academic year.

Research Methods (RESH301) (3-3-0) Instructor: Team-Taught / Dr. Stuart Jauncey, Dr. Michael Newnham, Dr. Sanjay Nadkarni, Dr. Ilhan Demirer, Dr. Stephanie Morris, Dr. Ioanna Karanikola, Ms. Angela Anthonisz and Mr. Chris Dutt. Much of what we know is based on our own experiences or the experiences of people close to us. The pursuit of discovery involves the use of scientific methods to test and develop theories about how people live and interact. Importantly, the application of scientific methods allows us to study our world and to challenge assumptions made in everyday life. This course provides 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, literature searching, sampling, observational research, qualitative methods, quantitative methods, hypothesis testing, and measurement, data analysis, reporting research findings, and the elements of a research proposal. Pre-requisite: STAT201. Offered once per academic year.

Revenue Management (REVM201) (3-3-0) Instructor: Ms. Mandy Kouwenberg. The existence of this course is vital to the Hospitality Programme since it emphasizes the importance of running a smooth operation within the hotel. The knowledge is applicable to the existing operations. Therefore the explanation of the theories along with examples enhance the learning cycle of the students. This course provides an insight into the management of the Rooms Division area of the hotel operations. This module includes the explanation of the best practices, techniques and strategies currently used in the

hospitality industry by either front office managers, room division directors and / or revenue managers. Pre-requisite: None. Offered once per academic year.

Service Operations Management (SOMT301) (3-3-0) Instructor: Ms. Elena Shevchenko. In this course, we will introduce several tools for analysing service operations. We will examine approaches for achieving operational competitiveness in a service oriented business. We will apply these tools and ideas to cases from service sectors such as airlines, retail, hotel and restaurant operations shore side as well as on board of cruise ships.
Pre-requisite: None. Offered once per academic year.

Services Marketing (MRKT301) (3-3-0) Instructor: Ms. Marina Rizzi. There are many indications that management thought and practice have moved into a new era. Hence, this course in Services Marketing is intended to broaden your view on marketing, to give you an understanding of how marketing is practiced in service organizations, and how it will be managed in the future. This course will examine marketing not only in industries that deal primarily in services but also from the perspective of all organizations. This is in recognition of the fact that service is an integral part of the offering of every company and organization these days, regardless of the sector in which it operates. This course will address both strategic analysis and operational decision making. Pre-requisite: MRKT101. Offered once per academic year.

Statistics (STAT201) (3-3-0) Instructor: Mr. Chris Dutt. Statistical data analysis is a critical component of managerial decision making in the tourism and hospitality sector. The quality and utility of managerial decisions based on statistical analysis related to the identifying and applying of an appropriate measure and an understanding of that measure's reliability, validity and generalizability to the situation. Towards this end, the objective of this course is to help students understand the role of statistics in managerial decision making and equip them with the necessary analytical skill sets (including relevant software application tools) essential for effective managerial decision making. The course includes elements from descriptive as well as inferential statistics. Emphasis is placed on conceptual understanding, interpretation and application in the tourism and hospitality sector. Pre-requisite: None. Offered once per academic year.

Strategic Information Technology Application in Management (COMP301) (3-3-0) Instructor: Dr. Sanjay Nadkarni. The course provides an understanding of the role of digital assets in the conduct of business. Digital has permeated practically every sphere of human activity and the impact on business management has been particularly profound. How businesses have gained from digital applications in terms of efficiency and effectiveness, what are the key growth drivers and risks, why conventional business models are feeling the heat from the 'new economy', how the digital economy is influencing established practices and processes in the hospitality industry, what are the implications for the hospitality sector, what are the challenges the industry faces in adopting 'digital' - these are topics which students of hospitality business management need to be familiar with, irrespective of the vertical in which they wish to develop their career. The contents of this course have been developed in consultation with senior domain specialists and practitioners from Jumeirah Group IT. Pre-requisite: COMP102. Offered once per academic year.

Strategic Management (**STMT401**) (3-4-0) Instructor: Mr. Chris Dutt. STMT401 is a capstone course, which integrates much of what students have learned until now from a "functional discipline" perspective (marketing, finance, human resource management etc.) and applies that knowledge to the study of sustainable competitive advantage. STMT 401 is a course about 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 firms and apply the conceptual frameworks to specific situations. The major responsibility of students in this course is to make objective strategic decisions and to justify them through oral and written communication. This is a learning-by-doing course. Through the combination of lectures, readings, experiential exercises, case studies, and class participation, this course will introduce you to critical and effective strategic analysis, thinking, and communication. Pre-requisite: None. Offered once per academic year.

Introduction to Hospitality and Events Management (BUSS101) (3-4-0) Instructor: Mr. David Butterton. The purpose of this course is to introduce students to the structure and form of the Hotel and Tourism Industry. A secondary rationale for the course is to provide an understanding of the basic business tools most commonly used in today's professional environment. Coverage includes: Tourism and hospitality defined; hotel and restaurant operations, Cruise and Gaming, Theme Parks, Club management, Leadership and Human Resources Management, Mystery Shoppers, introduction to events, the growth of events, and types of events. Pre-requisite: None. Offered once or twice per academic year.

LANGUAGES

Beginners Arabic (ARAB 100) (3-4-0) Instructor: Ms. Christiane Ibrahim. This is a beginning level language course which presupposes no background in Arabic. It will provide an introduction to the basics of Arabic Language (speaking, listening, reading, and writing) through a variety of real-life situations and the language necessary to deal with them. Pre-requisite: None. May be offered in every Trimester depending on the interests of the students.

Beginners French (FREN100) (3-4-0) Instructor: Ms. Christiane Ibrahim. This is a beginning level language course which presupposes no background in French. It will provide an introduction to the basics of the French language (speaking, listening, reading, and writing) and culture through a variety of real-life situations and the language necessary to deal with them. Pre-requisite: None. May be offered in every Trimester depending on the interests of the students.

Beginners Mandarin (MAND100) (3-4-0) Instructor: Ms. Guan Manyi. 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: Dr. Ioanna Karanikola. 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. May be offered in every Trimester depending on the interests of the students.

Beginners German (GERM100) (3-4-0) Instructor: Ms. Julie Cavendish. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: None. May be offered in every Trimester depending on the interests of the students.

Intermediate Arabic (ARAB200) (3-4-0) Instructor: Ms. Christiane Ibrahim. In Intermediate Arabic, the facilitator will provide students with foreign language learning tools in order to enable them to feel confident in reading, writing, speaking, and understanding Arabic at intermediate level. This course further focuses on developing students' specific vocabulary skills to enable them to understand and use Arabic in a variety of real-life situations. 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. In Beginners' French, the facilitator will provide with foreign language learning tools in order to enable them to feel confident in speaking and understanding French at intermediate level. This course further focuses on developing students' specific vocabulary skills enable them to understand and use French in a variety of real-life situations. Pre-requisite: FREN100. Maybe offered in every Trimester depending on the interests of the students.

Intermediate Mandarin (MAND200) (3-4-0) Instructor: TBC. 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: Dr. Ioanna Karanikola. 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.

Intermediate German (GERM200) (3-4-0) Instructor: Ms. Julie Cavendish. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: GERM100. Maybe offered in every Trimester depending on the interests of the students.

Advanced Spanish (SPAN300) (3-4-0) Instructor: Dr. Ioanna Karanikola. This module in Spanish provides an insight into the advanced level of Spanish language for

Hospitality. Pre-requisite: SPAN200. Maybe offered in every Trimester depending on the interests of the students.

INDICATIVE ELECTIVES

Business Continuity Planning (CONT301) (3-6-0) Instructor: TBC. The aim of this course is to encourage candidates to relate crisis management theories to a simulated business situation and hence realize the value of theory applied to real life. The focus of CONT 301 this semester is Crisis Management for the Hospitality Industry. A theoretical framework complemented by case studies, guest speakers and a hands-on business simulation exercise are used to illustrate the principles and practice of crisis management. Pre-requisite: None. Offered once per academic year.

Business Law (BLAW401) (3-6-0) Instructor: Dr. Stephanie Morris. This course is intended to give future business managers an awareness of the legal environment in which businesses operate. We will discuss topics such as intentional torts; white-collar crime; elements of a contract; remedies for breach of a contract; and the advantages and disadvantages of general partnerships compared to limited liability companies and corporations. Pre-requisite: None. Offered once per academic year.

Consumer Behaviour (CONB301) (3-6-0) Instructor: Ms. Marina Rizzi. The aim of this course is to introduce the theories and concepts of consumer behaviour from a multi-disciplinary perspective, using principles from psychology, sociology, business and economics. The inter-relationship between consumer behaviour and marketing will be explored. Examples and exercises will be drawn from various service sectors. 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 course provides an introduction to the role of digital assets in the conduct of business. The 'e' word has permeated practically every sphere of human activity and the impact on business management has been particularly profound. How businesses have gained from digital applications in terms of efficiency and effectiveness, what are the key growth drivers and risks, why conventional business models are feeling the heat from the 'new economy', how the digital economy is influencing established practices and processes in the tourism and hospitality industry, what are the implications for the hospitality sector, what are the challenges the industry faces in adopting 'digital' - these are topics which students of hospitality business management need to be familiar with, irrespective of the vertical in which they wish to consolidate their career. Pre-requisite: None. Offered once per academic year.

Entrepreneurship (ENTR301) (3-6-0) Instructor: Ms Angela Anthonisz. Entrepreneurship has the potential to make several positive contributes to a country's economy in terms of employment, growth in productivity and the creation of high quality innovations. This course provides students with the opportunity to create a business idea and to explore its potential to become a viable business. This course draws on aspects of marketing and accounting covered in the first year and focuses on a number of key areas including typologies of entrepreneurship, the creation of the entrepreneurial mindset, innovation and idea creation, evaluating market opportunities and risk taking. The module is designed to develop students enterprising and entrepreneurial skills and enhance employability through working both individually and in teams on a range of complex problems and issues. Pre-requisite: None. Offered once per academic year.

Food and Beverage Management (FABM202) (6-6-18) Instructors: Mr. Michael Kitts, Ms. Helen Morris, and Mr. Maximilian Rauch. This course builds upon students' prior knowledge from both educational and industrial experience. The course focuses on a restaurant concept and students start the process from planning through to execution, looking at all restaurant planning aspects. Pre-requisite: FABM101, FABS101, CULN101. Offered once per academic year.

Food Media (FOME301) (3-6-18) Instructors: Mr. Michael Kitts, Ms. Helen Morris, and Mr. Maximilian Rauch. The aim of the course is to understand how social media works within a food and beverage business. We take a look at food reviews, blogging, food styling and photography and as a manager how you can use these media outlets to promote your business in the best possible way. Pre-requisite: None. Offered once per academic year.

Club and Resort Management (CLMT301) (3-6-0) Instructor: Ms. Marina Rizzi.
This course offers a complete approach to the operation and management of resort and club properties. The course covers the planning, development, management, marketing, and financial aspects of the resort and club business. The course also examines the future outlook for resorts and the impact of technological, economic and environmental change, "green" initiatives, and eco-tourism. Through classroom instruction, interactive case studies, exposure to industry professionals, site visits and individual study; students will gain an understanding of operations within a Resort and Club model while learning about operations of resort properties, private member clubs, gambling and casino resorts and leisure tourism. Pre-requisite: None. Offered once per academic year.

Meetings, Incentives, Conventions and Exhibitions (MICE301) (3-6-0) Instructor: Ms. Angela Anthonisz. The events industry has experienced unprecedented growth over the last 20 years with destinations and international businesses looking to events to build reputation and develop marketing communications. The MICE sector in particular has become a vital communication tool for international business development and a catalyst for major regeneration projects around the world. Students studying the MICE module will study the basic components of event planning and management and be introduced to a range of areas linked to the events industry. The course will also focus on exploring the history and development of the MICE industry within this international environment and consider its increasing economic importance globally. Key sectors include the growth in international conventions and exhibitions, business and incentive travel and the international meetings market. A range of international locations will be

discussed in terms of their attractiveness as a MICE destination, with a specific focus on growth in the UAE over the last decade. Where possible site visits to key locations will be used to highlight the range and diversity of venues available for MICE events in Dubai. Pre-requisite: None. Offered once per academic year.

Professional Human Resource Management Skills (PHRM301) (3-6-0). Instructor: Dr. Ioanna Karanikola. The aims of this course are to enable students is to define and understand the psychological contract and the role of the manager in shaping this contract, to acquire knowledge and skills needed to professionally manage the psychological contract and to develop their reflection, self-awareness and self-management skills. Pre-requisite: HRMT301 or substantial work experience in HR department. Offered once per academic year.

Quality Management (**QUAL301)** (3-6-0) Instructor: TBC. QUAL301 is a course about quality. The principles, which guide quality concepts, are discussed. The consequences of quality management, which it intends to generate in tourism, service and manufacturing organizations, in both public and private sectors of the economy, are investigated. Pre-requisite: None. Offered once per academic year.

Rooms Division Management (RDMG202) (6-6-0) Instructor: TBC. The existence of this course is vital to the Hospitality Programme since it emphasizes the importance of running a smooth operation within the hotel. The knowledge is applicable to the existing operations. Therefore the explanation of the theories along with examples enhance the learning cycle of the students. This course provides an insight into the management of the Rooms Division area of the hotel operations. This module includes the explanation of the best practices, techniques and strategies currently used in the hospitality industry by either front office managers, room division directors and / or revenue managers. Pre-requisite: FOOP101. Offered once per academic year.

Special Interest Tourism (**SITM301)** (3-6-0) Instructor: Ms. Angela Anthonisz. This module aims to provide students with an appreciation of the growth and development of the tourism industry as a whole while developing an awareness of the diversity of special interest products that are available to consumers and the context in which they are managed. Special Interest Tourism links to the related fields of leisure management, events management, countryside management and the geography of tourism and key areas of coverage include new areas such as e-tourism, and health and wellness tourism, as well as more established special interest sectors such as Dark Tourism, Backpacking, Music Festivals and Sports and Adventure Tourism. Students will have the opportunity to explore a particular sector that is of interest to them and analyse the key developments in their chosen market. Pre-requisite: None. Offered once per academic year.

Sustainability in the Hospitality Industry (SUST301) (3-6-0) Instructor: Mr. Chris Dutt. The hotelier's relationship towards environmental challenges and societal concerns is one of a rather remote and intangible nature met with varying levels of interest. However, these concerns have been high on public agenda for the past few years following substantial press coverage of environmental degradation and the polarisation of modern society. Shareholders, employees and customers all have higher expectations of a hospitality industry that increasingly demonstrates responsible behaviour across the triple bottom line of economic, social, and environmental management. In response, the

hospitality industry, along with governments and private organisations are launching initiatives that help hoteliers become more sustainable i.e. by becoming more environmentally responsible and by working in harmony with society at large. A clear understanding of the issues surrounding climate change, global warming, air and water pollution, ozone depletion, deforestation, the loss of biodiversity and global poverty is essential for successful implementation of sustainable business management strategies. Pre-requisite: None. Offered once per academic year.

Introduction to Cruise Ship Management (CRMT301) (3-6-0) Instructor: TBC. The cruise industry has an enormous impact on global and local economies, legal, environmental, safety and health systems. Knowing about and understanding the importance of the cruise industry as well as being aware of the challenges and opportunities of the fastest growing hospitality sector becomes increasingly important in order to evaluate, support, and compare land and sea based hospitality businesses. Such knowledge and awareness provides a foundation from which to make reasoned and informed analysis and assumptions. Pre-requisite: None. Offered once per academic year.

Principles of Internal Control (ACNT301) (3-6-0) Instructor: Dr. Ilhan Demirer.
Students would have taken from ACNT201 an understanding of managerial accounting techniques as applied to a hospitality unit; specifically budgetary control. Developing the operating budget requires also the necessary controls to maximize optimum performance – namely setting up internal controls. The course concerns 'internal control' as applied to hospitality businesses. A guiding definition of the content of the course is as follows taken from the American Institute of Certified Public Accountants (AICPA):
Internal Control comprises the plan of organization and all of the coordinate methods and measures adopted within a business to safeguard its assets, check the accuracy and reliability of its accounting data, promote operational efficiency and ensure adherence to prescribed managerial policies.

This definition recognizes that a system of internal control extends beyond those matters which relate directly to the functions of the accounting department. A well-developed system of internal control includes budgetary control, standard costs, periodic operating reports and their analysis, personnel training programmes and internal audit staff. Above all students need to understand the unique nature of a hospitality unit; that which distinguishes it from a unit in the manufacturing sector and thus presenting a number of internal control challenges. In this regard, principles as applied to the 'international' hotel are the focus, being an operating unit that incorporates both accommodation and catering (Food and Beverage). Pre-requisite: ACNT201. Offered once per academic year.

Postgraduate Courses

Applied Statistics for Business Research (STAT901) (3-9-0) Instructor: Dr. Sanjay Nadkarni. Statistical methods have an important role to play in improving business processes and form the basis of business critical decision support tools such as Customer Relationship Management and Business Intelligence. Businesses across all sectors of the economy have been using statistical application software to help managers take critical decisions under conditions of risk and uncertainty and the hospitality industry is no exception. This course presupposes the students' familiarity with descriptive statistics and basic probability as part of their undergraduate and/or high school studies, and

places emphasis on inferential statistical techniques used in management. Drawing on cases and examples from a wide range of business sectors, the content familiarizes them with standard desktop application software for automating data processing and analyses. Practical application of the concepts and interpretation of the output will augment the student's ability in decision making, and to understand risk and uncertainty using quantitative data. Pre-requisite: None. Offered once per academic year.

Business Research Methods (RESH901) (3-9-0) Instructor: Dr. Michael Newnham. Much of what we know is based on our own experiences or the experiences of people close to us. The pursuit of discovery involves the use of scientific methods to test and develop theories about how people live and interact. Importantly, the application of scientific methods allows us to study our world and to challenge assumptions made in everyday business practice. This course provides learners with an appreciation of, and ability to apply appropriate research methods in addressing business related problems. The theoretical content of the course covers: the research process, literature searching, research methods, hypothesis testing, sampling, measurement, data analysis, writing a research proposal, piloting the research method and reporting research findings of the pilot study. Pre-requisite: STAT901. Offered once per academic year.

Business Research Project (PROJ901) (6-9-0) Instructor: Dr. Michael Newnham. Business research knowledge and skills are important criteria for understanding, conducting, interpreting and presenting findings in the hospitality/tourism industry. The Business Research Project provides students with an opportunity to conduct primary research in an area of business interest and apply theoretical knowledge and skills learnt in a business environment. The Business Research Project requires students to carry out their own research study in terms of: Identification of a topical area; research preparation; literature and/or company review; question development; selection of appropriate research method, including identification of the target population, selection of sampling technique(s), selection of data gathering method(s), 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. The Business Research Project presents a written work of scholarship that demonstrates the student's ability to research an approved topic and present a well-reasoned argument in support of a clearly stated research question. Pre-requisite: RESH901. Offered once per academic year.

Corporate Finance (CORP901) (3-9-0) Instructor: Dr. Ilhan Demirer. This is an introductory course in corporate finance, and therefore, will focus on developing an understanding of the tools that are used to value investment projects. Students are presented with a conceptual framework for understanding and addressing problems commonly faced by corporate decision makers and are provided opportunities to apply these concepts to contemporary business situations. Topics covered include, but are not limited to: ratio analysis, time value of money, the relationship between risk and return including the capital asset pricing model, the valuation and role of debt and equity, capital budgeting/project evaluation techniques, cost of capital, cash flow estimation, project risk analysis, real options, company valuation, and capital structure decisions. Pre-requisite: None. Offered once per academic year.

Cross Cultural Selling and Marketing (MRKT901) (3-9-0) Instructor: Dr. Michael Newnham / Mr. Michael Anthonisz. Cross-Cultural Selling and Marketing explores the key

roles that multiculturalism plays in different societies and its impact on marketing theory and practice. It will prepare students for the realities and complexities of cultural diversity. Furthermore, it addresses bot cross-cultural management and international marketing, and will expound on practical consumer issues within the market place. Pre-requisite: None. Offered once per academic year.

Developing and Monitoring Corporate Strategy (MNGT903) (3-9-0) Instructor: Dr. Cevat Tosun. This is a course 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 firms and apply the conceptual frameworks to specific situations. The major responsibility of students in this course is to make objective strategic decisions and to justify them through oral and written communication. This is a learning-by-doing course. Through the combination of lectures, readings, experiential exercises, case studies, and class participation, this course will introduce you to critical and effective strategic analysis, thinking, and communication. Pre-requisite: None. Offered once per academic year.

Digital Marketing (DIGM901) (3-9-0) Instructors: Dr. Sanjay Nadkarni. Digital Strategy focuses on how digital media is changing the business landscape. These 'new age' tools include the internet and mobile devices, which together are changing the concepts of time, distance, experience, and the way in which individuals socially connect with one another and with organizations. Success in DIGITAL requires mastery of a range of concepts and techniques including (though not restricted to) search engine optimization, disintermediation, paid search marketing, digital marketing channels, metrics and analytics. It is also important to know when to select a specific combination of these mixes. Similarly, to make a website more effective requires knowledge of a range of success factors for traffic building including accessibility, data integration and content, usability, persuasion and visual design. The importance of leveraging distribution channels in engaging with guests and achieving conversions enabled by digital convergence platforms, in particular, the Social Local Mobile (SoLoMo) trinity needs to be noted. The contextual framework of the course will focus on questions such as- How are these disruptive technologies and business models impacting the tourism and hospitality sector? What are the growth drivers and challenges for the Industry? How can hoteliers distinguish the hype from substance? Pre-requisite: None. Offered once per academic year.

Events and Urban Regeneration (EURG901) (3-9-0) Instructor: Ms. Angela Anthonisz. Events play a vital role in today's society, providing culture and entertainment for millions of people and enabling cities and destinations to revitalise and promote themselves in the international arena. Every facet of society involves events - from business meetings, product launches and conferences, to music and arts festivals, sports competitions and world fairs. Consequently, governments are becoming increasingly aware of the benefits of hosting events in terms of job creation, economic growth and the opportunities associated with creating more dynamic and liveable places, but in many cases the perceived benefits can often be overshadowed by negative outcomes. This module utilises a range of international case studies from both developed and developing countries and is designed to provide students with a critical understanding of the processes, opportunities and challenges associated with the hosting of both major and mega events. Students will also be able to critically evaluate the wide range of

economic, environmental and socio-cultural objectives associated with developing an event legacy. Pre-requisite: None. Offered once per academic year.

Event Operations and Risk Management (EORM901) (3-9-0) Instructor: Ms. Angela Anthonisz. Risk is a fundamental operational concept centred around a legislative framework that enables organisations to design, develop and deliver their operational activities. The first element of the module will examine this framework and application. Risk in the wider sense is an inherent part of all businesses, but in the events industry it is compounded by the uncertain nature of product and the post-modern consumer. The second half of this module looks further into risk, as it views social risk and environmental risk management as important factors for future predictions in the events industry. It includes expert measures, historic associative methods and conceptual transferring, but takes this into the factoring of risk through the product development and management process. Operational and financial risk has to be assessed within the context of such broad areas as human resources, new product development and actual physical risk, all inherent with an event. Pre-requisites: None. Offered once per academic year.

Hotel Asset Management (FINN901) (3-9-0) Instructor: Dr. Ilhan Demirer. It is the responsibility of the financial executive in a firm to identify the form of management of the physical assets of the firm that maximizes value to the owners of that firm. In the specialized firm that is the international (systemized) hotel, if the objective is to maximize the owners' value, a clear choice in today's business environment exists between the owners, with or without a franchise operating the hotel themselves or engaging a management contractor. Options in respect of the form of management of the hotel (asset) need to be presented to the suppliers of finance when wishing to acquire a hotel. 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 under normal commercial operating circumstances. Pre-requisites: None. Offered once per academic year.

Hotel Benchmarking (HBEN901) (3-15-0) Instructor: TBC. 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: TBC. This course will provide participants with skills and understanding that can be applied in complex business environments involving hotel service operations. The course explains particular challenges that a hotelier will face from various dimensions of the business and covers design, planning, control and quality issues related to the hotel service operations. Using a combination of lectures, video material, case studies, group discussions, role-plays, guest lectures and self-directed learning resources, this course will enable

participants to have a better understanding of Hotel Service Operations Management. Prerequisite: None. Offered once per academic year.

Managing Human Capital (HRMT901) Instructor: Dr. Ioanna Karanikola. 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.

Law and Ethics in the Business World (LEBW901) (3-3-0) Instructor: Dr. Stephanie Morris. The ability to understand and distinguish between legal and ethical principles is essential in order to run a successful business. Accordingly, managers must apply standards of law, morality, rights, and justice when making decisions affecting operations, sales, advertising, company culture, competition, and contractual relations both domestically and internationally. Although the necessity of following the law in all respects might be obvious, the course will give equal weight to the wisdom of taking ethical considerations as seriously, thereby elevating the importance of human interrelationships beyond what might seem adequate at first glance. Realistically, legal obligations are not always synonymous with ethical obligations; however, the dismissal of ethical considerations when making business decisions often leads to disastrous results that later prompt significant changes in the law—changes that are oftentimes more far-reaching than what might have been the case had management simply engaged in self-regulation from the onset. Pre-requisite: None. Offered once per academic year.

Postgraduate Thesis (DISS901) (9-1-10 hours research a week) Instructors: Dr. Stuart Jauncey, Dr. Michael Newnham, Dr. Sanjay Nadkarni, Dr. John Fong, Dr. Ilhan Demirer, Dr. Ioanna Karanikola and Ms. Angela Anthonisz. Business research knowledge and skills are important criteria for understanding, conducting, interpreting and presenting findings in the hospitality/tourism industry. The Thesis provides students with an opportunity to conduct primary research in an area of interest and apply theoretical knowledge and skills learnt in a business environment. The Thesis requires students to carry out their own research study in terms of: Identification of a topical area; research preparation; literature review; question and/or hypothesis development; selection of appropriate research method, including identification of the target population, selection of sampling technique(s), selection of data gathering method(s), 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. The Thesis presents a written work of scholarship that demonstrates the student's ability to research an approved topic and present a well-reasoned argument in support of a clearly stated hypothesis or research question. Prerequisite: RESH901. Offered every Trimester.

THE FULL-TIME FACULTY

NAME	DESIGNATION	QUALIFICATION	YEAR OF AWARD	CONFERRING INSTITUTION	COURSES TAUGHT	
					UG	PG
Angela Anthonisz	Senior Lecturer	MSc (PhD pending)	2008	University of Derby, UK	Housekeeping Operations; International Tourism Management; Special Interest Tourism; MICE; Entrepreneurship;Dissertation Supervision	Events & Urban Regeneration; Events Operations and Risk Management
Chris Dutt	Lecturer	MSc (PhD pending)	2012	The Emirates Academy of Hospitality Management, Dubai	Cultural Diversity; Statistics; Sustainability in the Hospitality Industry; Strategic Management	
Christiane Ibrahim	Language Instructor – Arabic and French	MSc	1998	University of Roeuen, France	Arabic and French Languages	
David Butterton	Senior Lecturer	MBA (PhD pending)		Oxford Brookers University, UK	Introduction to Hospitality and Events Management; Introduction to Marketing; Food and Beverage Service; Hospitality Accounting	
Helen Morris	Executive Chef and Senior Lecturer	Certificate	2001	University of Greenwich, UK	Professional Food Preparation; Food and Beverage Service; Food and Beverage Business; Food and Beverage Management; Gastronomy; Food Media	
Ilhan Demirer	Assistant Professor	PhD	2013	Texas Tech University, US	Finance; Accounting; Principles of Internal Control; Dissertation Supervision; Real Estate (Hotel) Finance	Business Research Methods, Postgraduate Dissertation Supervision; Hotel Asset Management; Corporate Finance
Ioanna Karanikola	Senior Lecturer	PhD	2015	Manchester Metropolitan University, UK	Human Resources Management, Organisational Behaviour; Human Resource Management; Undergraduate Dissertation supervision	Managing Human Capital; Postgraduate Dissertation supervision; Beginner's and Intermediate Spanish

Name	Position	Qualification	Year	Institution		
John Fong	Director of Business Development & Consulting; Associate Professor	PhD	2008	Macquarie University	Undergraduate Dissertation supervision	Postgraduate Dissertation supervision
Marina Durrmeier Rizzi	Senior Lecturer	MSc (PhD pending)	2013	The Emirates Academy of Hospitality Management	Consumer Behaviour; Club and Resort Management; Leadership; Front Office Operations; Services Marketing	
Maximilian Rauch	Lecturer	BSc	2013	The Emirates Academy of Hospitality Management	Food and Beverage Service; Food and Beverage Management; Gastronomy; Food Media	
Marianne Saulwick	Director of Industry Liaison	MSc	2010	University of South Wales	Industry Experience; Internship and Placements; Destination Planning	
Michael Kitts	Director of Culinary Arts	Certificate	1976	Thanet Technical College, UK	Professional Food Preparation; Gastronomy; Food Media; Food and Beverage Management	
Michael Newnham	Associate Dean	PhD	2011	University of Leicester	Consultancy Project; Undergraduate Dissertation supervision Supervision; Developing and Monitoring Corporate Strategy	Postgraduate Dissertation supervision
Stuart Jauncey	Dean	PhD	2001	Oxford Brookes University, UK	Undergraduate Dissertation supervision	Business Research Project; Postgraduate Dissertation
Sanjay Nadkarni	Associate Professor / Director of Research & Innovation	PhD	2003	University of Hull, UK	Strategic Information Technology; Undergraduate Dissertation supervision	Statistics; Digital Marketing; Postgraduate Dissertation supervision
Stephanie Morris	Associate Professor of Law	Juris Doctoris	1987	Washington University School of Law, USA	Legal Aspects of Hospitality Industry; Business Ethics; Principles of Tourism Economics; Undergraduate Dissertation supervision	Law and Ethics in the Business World

Visiting Professors/Adjunct Faculty

NAME	DESIGNATION	QUALIFICATION	YEAR OF AWARD	CONFERRING INSTITUTION	COURSES TAUGHT
Alison Neary	Adjunct Faculty	BoE	1988	University of Bradford, UK	EFL Programme, English Composition & Rhetoric; Cultural Business Exposure; Business and Marketing
Cevat Tosun	Adjunct Faculty	PhD	1998	University of Strathclyce, UK	Developing and Monitoring Corporate Strategy
Donna Haas	Adjunct Faculty	BSc	1979	Sul Ross State University	English Composition & Rhetoric, EFL/TOEFL Preparation, EFL Programme Supervision; Student Support Officer
Elena Schevschenko	Adjunct Faculty	MS (PhD pending)	2015	Heriot-Watt University, Dubai	Service Operations Management
Julie Cavendish	Adjunct Faculty	MBA	2001	Oxford Brookers University	Beginner's and Intermediate German; English Comprehension & Rhetoric
Mandy Kouwenberg	Adjunct Faculty	Bachelor's degree	2000	Hotel Management School, Netherlands	Revenue Management
Pia Ault	Adjunct Faculty	MSc	2013	Walden University, USA	Cross Cultural Selling and Marketing
Seema Pillai	Adjunct Faculty	MSc	2004	University of Calicut	Business Information Systems

STAFF DIRECTORY

FULL-TIME FACULTY	
Stuart Jauncey	
Dean	Phone: +971 4 315 5150
Location: Dean's Office, Ground Floor – Phase II	Email: Stuart.Jauncey@emiratesacademy.edu
Michael Newnham	
Associate Dean	Phone: +971 4 315 5149
Location: Faculty Office, Ground Floor – Phase II	Email: Michael.Newnham@emiratesacademy.edu
Angela Anthonisz	
Senior Lecturer	Phone: +971 4 315 5156
Location: Faculty Office, Ground Floor – Phase II	Email: Angela.Anthonisz@emiratesacademy.edu
Chris Dutt	
Lecturer	Phone: +971 4 315 5211
Location: Faculty Office, Ground Floor – Phase II	Email: Chris.Dutt@emiratesacademy.edu
Christiane Ibrahim	
Language Instructor – Arabic and French	Phone: +971 4 315 5049
Location: Faculty Office, First Floor – Phase II	Email: Christiane.Ibrahim@emiratesacademy.edu
David Butterton	
Senior Lecturer	Phone: +971 4 315 5158
Location: Faculty Office, First Floor – Phase II	Email: David.Butterton@emiratesacademy.edu
Helen Morris	
Executive Chef, Senior Lecturer	Phone : +971 4 315 5047
Location: Faculty Office, First Floor – Phase II	Email: Helen.Morris@emiratesacademy.edu
Ilhan Demirer	
Assistant Professor	Phone : +971 4 315 5033
Location: Faculty Office, Ground Floor – Phase II	Email: Ilhan.Demirer@emiratesacademy.edu
Ioanna Karanikola	
Assistant Professor	Phone : +971 4 315 5245
Location: Faculty Office, Ground Floor – Phase II	Email: Ioanna.Karanikola@emiratesacademy.edu
Marina Durrmeier Rizzi	
Senior Lecturer	Phone : +971 4 315 XXXX TBC
Location: Faculty Office, First Floor – Phase II	Email: Marina.Rizzi@emiratesacademy.edu

Marianne Saulwick	
Director of Industry Liaison	Phone : +971 4 315 5142
Location: Industry Liaison, First Floor – Phase I	Email: Marianne.Saulwick@emiratesacademy.edu

Maximilian Rauch	
Lecturer	Phone: +971 4 315 5048
Location: Faculty Office, First Floor – Phase II	Email: Maximilian.Rauch@emiratesacademy.edu

Michael Kitts	
Director of Culinary Arts	Phone : +971 4 315 5142
Location: Faculty Office, First Floor – Phase II	Email: Michael.Kitts@emiratesacademy.edu

Sanjay Nadkarni	
Associate Professor, Director of Research & Innovation	Phone : +971 4 315 5128
Location: Faculty Office, Ground Floor – Phase II	Email: Sanjay.Nadkarni@emiratesacademy.edu

Stephanie Morris	
Associate Professor of Law	Phone : +971 4 315 5279
Location: Faculty Office, Ground Floor – Phase II	Email: Stephanie.Morris@emiratesacademy.edu

ADJUNCT FACULTY

Alison Neary	
Adjunct Faculty	Alison.Neary@emiratesacademy.edu
Location: Faculty Office, First Floor – Phase II	

Cevat Tuson	
Adjunct Faculty	Cevat.tosun@emiratesacademy.edu
Location: Faculty Office, First Floor – Phase II	

Donna Haas	
Adjunct Faculty	Donna.Haas@emiratesacademy.edu
Location: Library, First Floor – Phase II	

Elena Schevschenko	
Adjunct Faculty	Elena.Shevchenko@emiratesacademy.edu
Location: Faculty Office, First Floor – Phase II	

Julie Cavendish	
Adjunct Faculty	Julie.Cavendish@emiratesacademy.edu
Location: Faculty Office, First Floor – Phase II	

Mandy Kouwenberg	
Adjunct Faculty	Mandy.Kouwenberg@emiratesacademy.edu
Location: Faculty Office, First Floor – Phase II	

Pia Ault	
Adjunct Faculty	Pia.Ault@emiratesacademy.edu
Location: Faculty Office, First Floor – Phase II	

Seema Pillai	
Adjunct Faculty	Seema.pillai@emiratesacademy.edu
Location: Faculty Office, First Floor – Phase II	

ACADEMIC ADMINISTRATION

Annelie Bea	Phone : +971 4 315 5131
Registrar	Fax : +971 4 315 5556
Location: Registrar's Office, First Floor - Phase II	Email : Annelie.Bea@emiratesacademy.edu

Sarah Makki	Phone: +971 55 200 0569
Academic Government Relations Coordinator	Fax : +971 4 315 5556
Location: Registrar's Office, First Floor - Phase II	Email: Sarah.Makki@emiratesacademy.edu

Athira Babu	Phone: +971 4 315 5154
Academic Administrator	Fax: +971 4 315 5556
Location: Registrar's Office, First Floor – Phase II	Email : Athira.Babu@emiratesacademy.edu

Tabita Khawas	Phone: +971 4 315 5148
Administrator / Data Officer	Fax: +971 4 301 6438
Location: Registrar's Office, First Floor – Phase II	Email : Tabita.Khawas@emiratesacademy.edu

Rochelle Angon	Phone: +971 4 315 5154
Academic Administrator	Fax: +971 4 301 6438
Location: Registrar's Office, First Floor – Phase II	Email: Rochelle.Angon@emiratesacademy.edu

LEARNING RESOURCE CENTRE

Scolah Mmbone Kazi	Phone : +971 4 315 5028
Senior Librarian	Fax: +971 4 301 6489
Location: Learning Resource Centre	Email: Scolah.Kazi@emiratesacademy.edu

Zafar Khan	Phone: +971 4 315 5145
Senior Librarian	Fax: +971 4 301 6489
Location: Learning Resource Centre	Email: Zafar.Khan@emiratesacademy.edu

EXECUTIVE OFFICE

TBC	Phone : +971 4 315 5114
Managing Director	Fax: +971 4 301 6404
Location: Managing Director's Office, Ground Floor –Phase I	Email: XXX@emiratesacademy.edu

Melani Dioso	Phone : +971 4 315 5116
HR Executive/PA to Managing Director	Fax: +971 4 301 6414
Location: Managing Director's Office, Ground Floor –Phase I	Email: Melani.Dioso@emiratesacademy.edu

BUSSINESS DEVELOPMENT & CONSULTING / SALES, MARKETING & ADMISSIONS DEPARTMENT

John Fong	
Associate Professor, Director of Business Development & Consulting	Phone : +971 4 315 5118
Location: Marketing Office, First Floor – Phase I	Email: John Fong@emiratesacademy.edu

Agnes Salido	
Admissions Officer	Phone : +971 4 315 5134
Location: Marketing Office, First Floor – Phase I	Email: Agnes.Salido@emiratesacademy.edu

Ashil Shah	
Assistant Business Development & Consulting Manager	Phone : +971 4 315 5036
Location: Marketing Office, First Floor – Phase I	Email: Ashil.Shah@emiratesacademy.edu

Shouq Saeed	
Assistant Business Development & Consulting Manager	Phone : +971 4 315 5126
Location: Marketing Office, First Floor – Phase I	Email: Shouq.Saeed@emiratesacademy.edu

Maureen Ferre	
Business Development & Consulting Coordinator	Phone : +971 4 315 5101
Location: BDC Office, First Floor - Phase II	Email : Maureen.Ferre@emiratesacademy.edu

Edward Xue	
Business Development and Consulting Executive	Phone: +971 4 315 5138
Location: Marketing Office, First Floor – Phase I	Email: Edward.Xue@emiratesacademy.edu

Robbie Jane Delos Reyes	
Marketing and Admissions Coordinator	Phone: +971 4 315 5130
Location: Marketing Office, First Floor – Phase I	Email: Robbie.DelosReyes@emiratesacademy.edu

Zhansultan Nurkhan	
Business Development and Consulting Administrator	Phone: +971 4 315 5135
Location: Marketing Office, First Floor – Phase I	Email: Zhansultan.Nurkhan@emiratesacademy.edu

ADMINISTRATION

Andreas Beisser	Phone : +971 4 315 5100
Director of Operations & Projects	Fax: +971 4 301 6401
Location: Administration Office, First Floor –Phase I	Email: Andreas.Beisser@emiratesacademy.edu

Bakthiar Muhammad	Phone : +971 4 315 5109
Assistant Manager, Operations	Fax: +971 4 301 6401
Location: Administration Office, First Floor –Phase I	Email: Bakthiar.Muhammad@emiratesacademy.edu

Khin Linn	Phone : +971 4 315 5105
Assistant Manager, Operations	Fax: +971 4 301 6401
Location: Administration Office, First Floor –Phase I	Email: Khin.Linn@emiratesacademy.edu

INFORMATION TECHNOLOGY

Abhijith Narayanan	Phone : +971 4 315 5112
System Administrator	Fax: +971 4 301 6429
Location: IT Office, First Floor –Phase I	Email: Abhijith.Narayanan@emiratesacademy.edu

Chinnu Ratheesh	Phone : +971 4 315 5111
IT Specialist	Fax: +971 4 301 6429
Location: IT Office, First Floor –Phase I	Email: Chinnu.Ratheesh@emiratesacademy.edu

FINANCE

Mohamed Fadhlani	Phone : +971 4315 5024
Finance Manager	Fax: +971 4 315 5556
Location: Finance Office, First Floor – Phase I	Email: Mohamed.Fadhlani@jumierah.com

Andrew Fernandes	Phone : +971 4315 5026
Assistant Finance Manager	Fax: +971 4 315 5556
Location: Finance Office, First Floor – Phase I	Email: Andrew.Fernandes@Jumeirah.com

Baraa AlKhatib	Phone: +971 4 315 5027
Assistant Finance Manager	Fax: +971 4 315 5556
Location: Finance Office, First Floor – Phase I	Email: Baraa.alkhatib@Jumeirah.com

Ahmad Mohammad Abdulla	Phone : +971 4315 5025
Finance Executive	Fax: +971 4 315 5556
Location: Finance Office, First Floor – Phase I	Email: Rizel.Laraya@emiratesacademy.edu

Appendix A   ACCEPTABLE HIGH SCHOOL QUALIFICATIONS

Country	Academic Entry Requirements
Australia	Successful completion of the Australian Tertiary Admission Rank (ATAR) with a good passing grade.
Bahrain	Successful completion of the Tawjihiya (Secondary School Leaving Certificate) with a good passing grade.
Bangladesh	Successful completion of the Higher Secondary Certificate with a good passing grade.
Belarus	Successful completion of the Atestat o Srednem Obrzovani (Certificate of Completed Secondary Education) with an average of 75%
Canada	Successful completion of the High School Diploma, CGPA of 2.5 or above. Minimum final average of 75%.
China	Successful completion of the Senior High School; **OR** three years' successful vocational studies at a recognised college with a minimum final average of 75%.
Colombia	Successful completion of the Bachillerato/ Bachiller with a good passing grade.
Czech Republic	Successful completion of the General Secondary School (Gymnasium) to obtain '*Vysvědčení o maturitní zkoušce'* (Secondary School Leaving Certificate) with a minimum grade of '*Chvalitebný'*
Denmark	Successful completion of the Upper Secondary School Certificate (12 years) with a good passing grade.
Egypt	Successful completion of the Thanaweya Am'ma (General Secondary Education School Certificate-GSEC) with a good passing grade.
Finland	Successful completion of the Matriculation Examination (Lukion tai muun toisen asteen päättötodistus) with a good passing grade.
France	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).
Germany	Successful completion of the Abitur (Allgemeine Hochschulreife) with an average of 2.3 or better.
Greece	Successful completion of the Apolytirion with a good passing grade.
Hong Kong & Macau	Successful completion of the Hong Kong Advanced Level Examination [HKALE] with a good passing grade.
India	Successful completion of the All India Senior/Higher Secondary School Certificate (CBSE). Minimum final score of 60%. May require Certificate of Equivalency.
India	Successful completion of the Indian School Certificate (ISC) awarded by the Council for the Indian School Certificate Examination (CISCE)
Indonesia	Successful completion of the SMEA / SMKK / STN leaving certificates.
Iran	Successful completion of Pre-University Studies after high school with a minimum grade of 12
Iraq	Successful completion of the Sixth Form Baccalaureat with a good passing grade.
Italy	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.
Japan	Successful completion of the Upper Secondary School Certificate of Graduation with a good passing grade.
Jordan	Successful completion of the Higher Secondary School Certificate. Minimum final average of 75%.
Kazakhstan	Successful completion of General Secondary School Certificate (Аттестат о среднем образовании) with Grades of 4-5.
Kenya	Successful completion of the Kenyan Certificate of Secondary Education (KCSE) with a good passing grade.

Korea	Successful completion of the General Senior High School Certificate with a good passing grade.
Kuwait	Successful completion of the Kuwaiti Shahadat Al-Thanawiya-Al-A'ama (General Secondary School Certificate) with a good passing grade.
Lebanon	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).
Luxembourg	Successful completion of Diplôme de Fin d'Etudes secondaires (Diploma of Secondary Education) with a minimum grade of B
Malaysia	Successful completion of Sijil Tinggi Persekolahn Malaysia (Malaysian Higher Secondary School Certificate) with an average grade of C
Mexico	Successful completion of the Bachillerato with a good passing grade.
Montenegro (Republic of)	Successful completion of Diploma o završenoj srednjoj školi (Diploma of Acquired Secondary Education) with an average grade of 4.00
Nepal	Successful completion of the Higher Secondary Education with the final average grade on Division I
Netherlands	Successful completion of the Voorbereidend wetenschappelljk onderwijs – VWO with a good passing grade.
Nigeria	Successful completion of the Senior School Certificate Examination/ WAECO/NECO with a good passing grade.
Norway	Successful completion of the Vitnemal fra den Videregaende Skole with a minimum final score of 4.5. Scale running from 1.0 (lowest) through 6.0 (highest).
Oman	Successful completion of the Omani Thanaweya Am'ma (High School Certificate) with a good passing grade.
Pakistan	Successful completion of the Senior / Higher Secondary School Certificate (depending on Board). Minimum final score of 60%. .
Peru	Successful completion of the Certificado de Educación Secundaria Común Completa with a good passing grade.
Philippines	Successful completion of the High School Diploma plus 2 years of university studies with a good passing grade (must obtain a Certificate of Equivalency from the UAE Ministry of Education)
Qatar	Successful completion of the Qatari Shahadat Al-Thanawiya Al-Amma (Secondary School Certificate) with a good passing grade.
Romania	Diploma de Bacalaureat (Baccalaureate Diploma) with a final average of 7.50 ["Bun" (Good)]
Russian Federation	Successful completion of General Secondary School Certificate (Аттестат о среднем образовании) with Grades of 4-5.
Saudi Arabia	Successful completion of the Saudi Shahadat Al-Thanawiya Al-Amma (Secondary School Leaving Certificate) with a good passing grade.
Serbia (Republic of)	Successful completion of Diploma o završenoj srednjoj školi (Diploma of Acquired Secondary Education) with an average grade of 4.00
Singapore	Successful completion of the GCSE (O levels) – 5 Subjects at C or better including Maths and English **Plus** A levels – 3 Subjects at C or better
South Africa	National Senior Certificate (Matriculation) with minimum Achievement Levels of 5 (60%) and 6 (70%) on relevant subjects
Spain	Successful completion of the Curso de Orientacion Universitaria [Course of University Guidance] with a good passing grade.
Sri Lanka	Successful completion of the Sri Lanka General Certificate of Education Advanced Level-with with a good passing grade.
Syria	Successful completion of the Baccalaureat /Al Shahada Al Thanawiya (Secondary School Leaving Certificate) with a good passing grade.

Sweden	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 B grade in English, Swedish, Mathematics.
Thailand	Successful completion of the Certificate of Secondary Education [Matayom 6] with a good passing grade.
Turkey	Successful completion of the Devlet Teknik Lise Diplomasi with a good passing grade.
Ukraine	Successful completion of the Attestat o Protnom Ovshchem Srednem Obrzovani (Certificate of Completed Secondary Education) (11 years) with an average of 75%.
Uzbekistan	Successful completion of Certificate of Completed (Upper) Secondary Education (Akademik Litsey)
United Arab Emirates	Successful completion of Grade 12 (High School Diploma) with a 75% average or better - UAE Ministry of Education Curriculum
United Kingdom	Successful completion of GCE (A levels) with 3 Subjects at C or better **Plus** IGCSE/GCSE (O levels) with 5 Subjects at C or better.
United States of America	Successful completion of the High School Diploma, CGPA of 2.5 or above. Minimum final average of 75%. with SAT of min. 400 Math and 500 English
Vietnam	Successful completion of the Diploma of General Education [Bang Tot Nghiep Pho Thong Trung Hoc] with a good passing grade.
International Baccalaureate Curriculum	Successful completion of the International Baccalaureate (IB) Diploma with a minimum points of 25 (IB certificate is not accepted).

The above list indicates the minimum Academic entry requirements for admission to the undergraduate 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 United Arab Emirates Ministry of Higher Education and Scientific Research.

Students who have completed a High School Diploma will be required to submit a SAT result of at least 400 in Math and 500 in English (Writing).

School-leaving documents must be attested as a part of the admission requirements. Furthermore, a Certificate of Equivalency must be obtained from the UAE Educational Authorities (Ministry of Higher Education and Scientific Research / Ministry of Education / KHDA / ADEC) as a requirement for EAHM degree completion and attestation (the student must consult the particular UAE Educational Authorities for additional documentations that may be required to obtain this certificate).

Appendix B   THE ACADEMIC CALENDAR

THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT
In academic association with Ecole hôtelière de Lausanne

THE ACADEMIC CALENDAR: 2015-2016
(Subject to change – all holidays will be officially announced by the Registrar's Office)

First Trimester

07-12 September	Monday-Saturday	Orientation
13 September	Sunday	Classes Begin
13-17 September	Sunday-Thursday	Drop/Add of Courses Without Grade Penalty
27 Sep–01 October	Sunday-Thursday	EID Holiday Break
29 November	Sunday	Graduation Congregation (all students to attend)
13-17 December	Sunday-Thursday	Final Examinations Week *
18 December	Friday	End of the Trimester

Second Trimester

06-09 January	Wednesday-Saturday	Orientation
10 January	Sunday	Classes Begin
10-14 January	Sunday-Thursday	Drop/Add of Courses Without Grade Penalty
27 Mar–07 Apr	Sunday-Thursday	UAE Higher Education Holiday
10-14 April	Sunday-Thursday	Final Examinations Week *
15 April	Friday	End of the Trimester

Third Trimester

20-23 April	Wednesday-Saturday	Orientation
24 April	Sunday	Classes Begin
24-28 April	Sunday-Thursday	Drop/Add of Courses Without Grade Penalty
10–14 July	Sunday-Thursday	Final Examinations Week*
15 July	Friday	End of the Trimester/Academic Year

*Postgraduate final examinations will be scheduled according to the individual module schedule.

RELIGIOUS AND PUBLIC HOLIDAYS

DATE	DURATION	EVENT
24 September	1 day	Arafat (Haj) Day
25 September	3 days	Eid Al Adha
15 October	1 day	Hijri New Year's Day
02 December	1 day	National Day
01 January	1 day	New Year's Day
05 May	1 day	Israa & Miaraj Night
06 July	3 days	Eid Al Fitr

NOTES:
- The dates for Islamic Holidays shown here are those from the Dubai Convention and Events Bureau. Islamic holidays are determined after the sighting of 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 Trimester(s) may be extended into the study and examination period.
- The Emirates Academy of Hospitality Management will officially announce 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.

EAHMACADEMICCALENDAR/0200615/Final