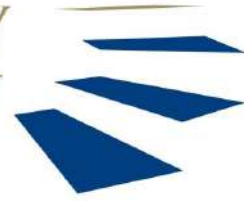# THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT
In academic association with Ecole hôtelière de Lausanne

ACADEMIC CATALOGUE

AY2018-2019

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WELCOME FROM EXECUTIVE DEAN

The hospitality and service industries are experiencing unprecedented levels of growth. The travel and tourism industry alone is predicted to account for one in ten jobs worldwide by 2021[1] and the number of jobs in the United Arab Emirates (UAE) to rise to more than half a million by 2026[2]. Currently, there are more than one hundred thousand hotel rooms in the UAE alone[3].

Success in these industries cannot be presumed; only leaders with exceptional management skills, vision, and drive can expect to rise to the top.

The Emirates Academy of Hospitality Management (EAHM) is proud to have celebrated our 15 years of excellence in 2016. Firmly established as one of the world's leading hospitality business management school in academic association with Ecole hôtelière de Lausanne, EAHM offers high quality accredited degrees that are internationally recognized and our alumni are some of the most respected industry leaders in the world.

At the "Heart of Hospitality" in so many ways, EAHM is located at the center of the local luxury hospitality sector in Dubai, recognized for its world renowned hospitality and tourism industry and is centrally situated equidistant from Europe and Asia.

Every student will go through a process of rigorous leadership development in the course of their studies, which builds on their strengths and nurtures leadership skills and competencies.

As The Emirates Academy of Hospitality Management, students receive significant global exposure and experience through the diverse international student body, the professional internship, as well as the dynamic opportunities Dubai has to offer.

Every student can expect to gain theoretical and practical training that is relevant to current industry trends and demands. Our dedicated faculty of international practitioners and scholars works closely with our industry partners to develop the course content and program structure, and our advisory board consists of some of the most influential figures in the hospitality and service industry today.

By choosing EAHM, you are choosing an education that sets a foundation for life and builds a path for a successful career. You are choosing to join a learning community that will listen and respond to your needs, and a network of students and Alumni that spans the globe. You are choosing to be part of the next generation of leaders.

Dr. Scott Richardson
Executive Dean
The Emirates Academy of Hospitality Management

[1] The World Travel and Tourism Council (WTTC), 2016
[2] https://www.thefirstgroup.com/en/news/2017/1/tourisms-contribution-to-dubais-economy-revealed
[3] http://gulfnews.com/business/sectors/tourism/number-of-uae-hotels-under-construction-close-to-100-1.1978353

THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT (EAHM)

Overview

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

Located in Dubai, a city that is globally recognized for its hospitality and tourism industry, EAHM is situated in the heart of this hospitality haven. EAHM is owned by the world leading Jumeirah Hotel Group and located right opposite sister hotel 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, students at EAHM are able to gain first-hand experience through internships, part-time jobs 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 programs offered. In addition, EAHM is also licensed by and degree programs accredited by the Ministry of Education (Higher Education Affairs) – Commissions for Academic Accreditation in the United Arab Emirates (UAE). The degree programs are also accredited by 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 recognized study programs, 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 Education (MoE) of the UAE to award Undergraduate and Postgraduate degrees in International Hospitality Management, in accordance with the 2011 Standards for Licensure and Accreditation – UAE Commission for Academic Accreditation.

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 programs.

EAHM was the first hospitality university in the world to receive the Green Globe Certification in May 2015. Green Globe is the premier worldwide certification and performance improvement program developed specifically for the travel and tourism

industry. Its purpose is to assist organizations 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. EAHM was recognized 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 this certification. Green Globe also commended EAHM's Student Council's efforts to engage students and colleagues in its Corporate Social Responsibility activities.

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:

- Programs 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 recognizes and embraces the following values/hallmarks – **the 3 A's**:

The EAHM student is distinguished by the following hallmarks which in combination ensure that our graduates are both recognised as highly professional and also highly sort after by employers. We refer to these hallmarks or personal characteristics as the 'Three A's:

Attitude: An EAHM student is encouraged and expected to be motivated, show commitment and demonstrate an exemplary attitude towards themselves, their fellow students, EAHM staff, Jumeirah colleagues and all external stakeholders.

Attendance: Attendance is mandatory across all programs of study at EAHM. Through this policy our students learn to understand the importance of time management and commitment within their professional careers, this also ensures that they have an equal and fair chance of succeeding on their program of study.

Attire: Students across all programs of study at EAHM wear business attire during class and office hours, this prepares them for future employment and teaches them how to dress professionally. It is important that students are taught how to take pride in their grooming standards as this affects their career opportunities and progression, and professional appearance promotes the student's reputation and also that of EAHM and the hospitality and tourism industry in general.

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

1. Provide quality education in hospitality and tourism management;
2. Pursue and produce innovative scholarship and research;
3. 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 meters from the beach and the warm Arabian Gulf. From this location, students have easy access to the commercial districts in the city of Dubai, tourist and leisure developments such as the Dubai Marina, Dubai Mall and Palm Jumeirah, as well as easy access to neighboring Emirates.

Facilities
The Emirates Academy of Hospitality Management comprises of two buildings. The first building (Phase I) is where most of the professional development programs and administration takes place. There are three (3) classrooms including the innovation hub and one auditorium, which can seat up to one hundred forty-eight (148) people. Also, there is a conservatory, 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 eight (8) 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, laundry facilities 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 Teaching, Research and Scholarship Committee .

Organizational Chart
The following diagram is a representation of the structure at this time:

EAHM Organizational Chart
As of 26 September 2018
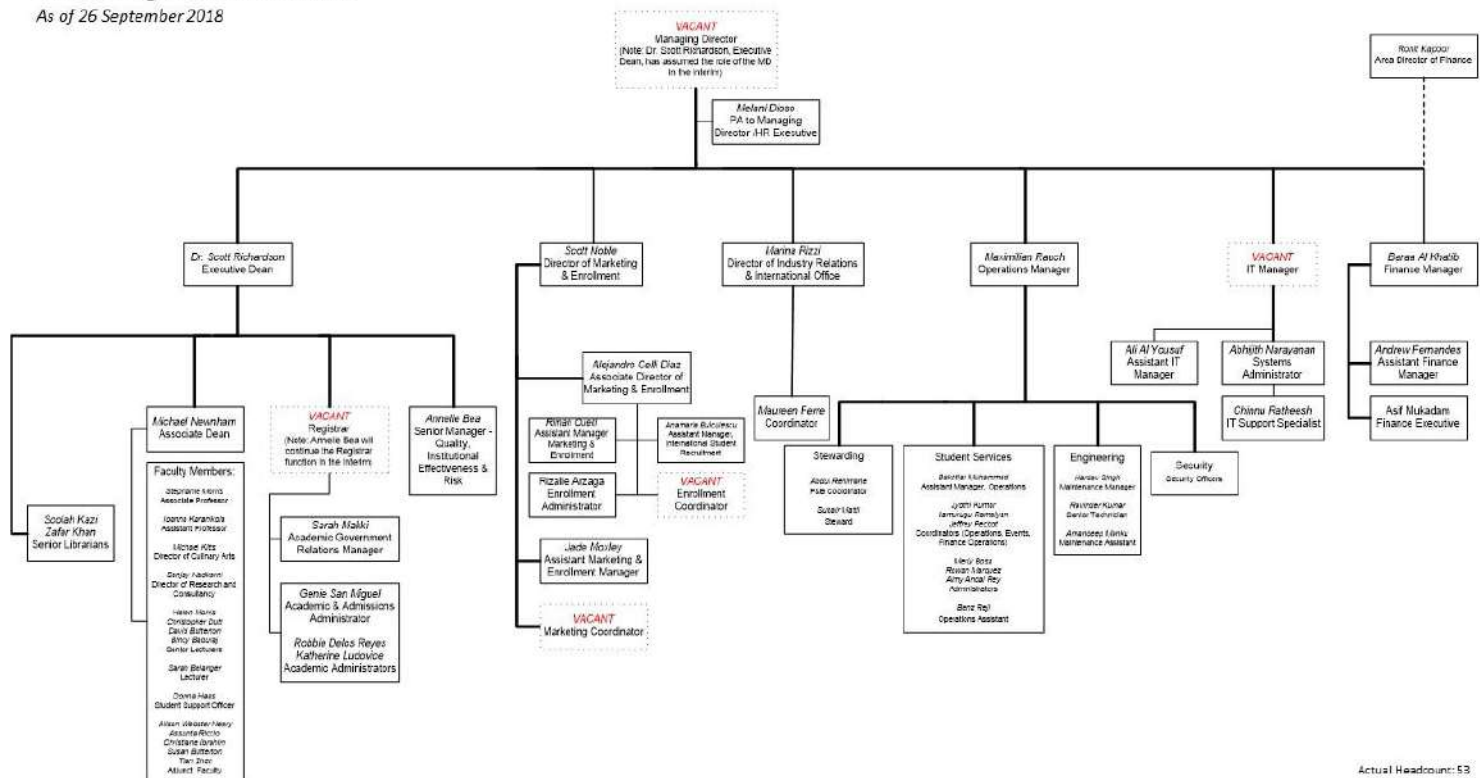
The Board of Governors

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 five (5) 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;
- Reviewing and approving strategic plan;
- 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

1. Ellen Dubois du Bellay, Chief Human Resources Officer, Jumeirah Group (Chair)
2. Nicolas Bellaton, President Global Operations, Jumeirah Group
3. Ruud Reuland, Independent Board Member – Hospitality Coach, Reuland Hospitality Coaching
4. Michel Rochat, Independent Board Member – Chief Executive Officer, EHL Holding SA
5. Floor Bleeker, Chief Information Officer, Mövenpick Holding AG

Non-Voting Members (ex officio)

- TBC, Managing Director, EAHM
- Scott Richardson, Executive Dean, EAHM

The Managing Director and Executive Committee

The Managing Director, along with the Dean (who are both non-voting members), attend 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, the Executive Dean, the Director of Marketing and Enrolment, the Operations Manager and the Finance Manager make up the **Executive Committee** for EAHM which meets weekly. The Managing Director and the Executive Dean are supported by the Heads of Departments, comprised of the Functional Directors / Heads of Departments from Marketing & Enrolment; Industry Relations & International Office;

Operations; Information Technology; Registry & Admissions; and Finance; etc who meet weekly.

Industry Advisory Board

The membership of the industry advisory board has recently been reviewed. This Board met in May 2018 and will meet again in October 2018. The membership of the industry advisory board is:

Name	Job Title
Ellen Dubois du Bellay (Chair)	Chief Human Resources Officer, Jumeirah
Anthony Ross	Chief Executive Officer, JA Resorts & Hotels
Thierry Antinori	Executive Vice President | Chief Commercial Officer, Emirates Airlines
Terry Kane	Head of Auto, Finance, Telco & Travel, Facebook & Instagram
Raziena Cajee	Director of Marketing & Communications, Jumeirah Zabeel Saray
Sebastian Nohse	Director of Food & Beverage, Marriott Marquis & Marriott Harbour
Girish Sehgal	Chief Operating Officer & Managing Director, Fassco International
Mihai Olaeriu	Director of Food & Beverage, Celebrity Cruises
Emma Clark	Event Director, Action Impact
Sarah Shaw	Senior Projects Manager, The Executive Office of HH Sheikh Mohammed bin Rashid Al Maktoum
Nirvana Sears	Development Manager, Warner Bros. World Abu Dhabi
Pam Wilby	General Manager, Le Royal Meridien Beach Resort & Spa

Role of the Industry Advisory Board

The Industry Advisory Board:

(a) promotes closer academic/industry collaboration in Undergraduate, Postgraduate and post experience education;
(b) promotes collaborative research activities between EAHM and industry;
(c) assures the industry relevance of the curriculum of all programs of study;
(d) determines the criteria for the selection of internship placement and students first destination employment; and
(e) promotes the funding of scholarships, awards and bursaries for the benefit of EAHM Students.

Teaching, Research and Scholarship Committee (TRASC)

The function of the TRASC is to formally develop the teaching, research and scholarship strategies for EAHM. TRASC also identifies new learning opportunities, discusses issues related to teaching, research and scholarship, and approves changes to programs or courses. The TRASC meets every second month. The members of the TRASC are:

Name	Job Title
Dr. Scott Richardson	Executive Dean
Dr. Michael Newnham	Associate Dean
Dr. Sanjay Nadkarni	Director of Research & Innovation
Dr. Stephanie Morris	Postgraduate Representative
Dr. Christopher Dutt	Undergraduate Representative

Specifically, the responsibilities of the Teaching, Research and Scholarship Committee include:

- Provide a forum for the discussion of research issues by considering structures and strategies for the support and improvement of research within the School.
- Promote research and research training within the School;
- Develop, implement and communicate research procedures and policies applicable to the School;
- Advise and formulate recommendations and provide information to Academic Board on research policy, guidelines and procedures;
- Identify key research areas and develop key research strengths for the School to maintain currency in teaching and learning, and industry relevance.;
- Oversee the disbursement of research funds allocated to School;
- Establish, review and make recommendations on the allocation of funding for specific research partnership programs, which are managed through a competitive submission process;
- Encourage faculty members to apply for a range of appropriate research grants.
- Review all research proposals to ensure ethical standards are met;
- Provide mentoring and other opportunities for new staff or those seeking to begin participating in research activities, including the provision of guidance and mentoring in the preparation of quality research;
- Evaluate research performance including monitoring and review of research plan, development and monitoring of research performance and success of research initiatives;
- Identify appropriate journals for publication;
- Identify appropriate conferences for staff attendance;
- Inform the School community on research issues through dissemination of minutes of meetings and/or by reports or other appropriate methods.

Within the **Academic team**, the Head of Function is the Executive Dean (Dr Scott Richardson) supported by the Associate Dean (Dr Michael Newnham). The Registrar & Head of Admissions (Mrs Annelie Bea) is in charge of admissions, student registration for

the programs of study and for individual courses as well as for administrating and tracking student performance through their program of study.

AFFILIATIONS WITH OTHER UNIVERSITIES

EAHM currently has an approved exchange program with the following university:

- Ecole hôtelière de Lausanne, Switzerland

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

- ASIA- Pacific Academy (Macau)
- Business School Berlin, (Germany)
- Copenhagen Business Academy, (Denmark)
- De La Salle- College of Saint Benilde, (Philippines)
- Faculty of Business Administration University (Macau)
- Haaga-Helia, (Finland)
- Hsuan Chuang University (Taiwan)
- International School of Management, (Germany)
- I-Shou University (Taiwan)
- Kansai University, (Japan)
- Manchester Metropolitan University (UK)
- Myongji University (Korea)
- Ningbo Foreign Language School (China)
- Nanjing Institute of Tourism and Hospitality, (China)
- Ngee Ann Polytechnic (Singapore)
- Ostelea School of Tourism & Hospitality (Spain)
- Providence University, (Taiwan)
- Shih Chien University, (Taiwan)
- Sunway College Johor Bahru (Malaysia)
- Tamkang University, (Taiwan)
- The Discipline of Hotel, Service and Tourism (Hong Kong)
- The Ostelea, School of Tourism and Hospitality, (Barcelona)
- Universidad San Ignacio de Loyola (Peru/USA)
- University College of Northern Denmark (Denmark)
- University of Business in Prague (Czech Republic)
- University of Macau, (China)
- University of Nebraska Lincoln, (USA)
- University of West Florida, (USA)
- Woosong University (Korea)

DEGREE PROGRAMS

In 2013, the following changes to the degree program names were approved by the CAA, with effect from September 2014:

Original Award Title	Award Title from September 2014
Associate of Science in International Hospitality Operations (ASc)	Associate of Business Administration in International Hospitality Management (ABA)
Bachelor of Science (Honours) in International Hospitality Management (BSc)	Bachelor of Business Administration (Honours) in International Hospitality Management (BBA)
Master of Science in International Hospitality Management (MSc)	Master of Business Administration in International Hospitality Management (MBA)

UNDERGRADUATE DEGREES

Bachelor of Business Administration (Honors) in International Hospitality Management [BBAHons] / Bachelor of Science (Honours) in International Hospitality Management [BScHons]

Program Goals
The aim of this degree program 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.

Program Content
The program consists of approximately thirty – nine (39) 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 program 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

*Course structure, indicative electives and delivery are subject to change without prior notice.

INDICATIVE ELECTIVES		
• Quality Management	• Special Interest Tourism	• Diving Tourism Management
• Consumer Behaviour	• Social Media Management	• Service Operations Management
• Special Project	• Principles of Internal Control	• Sustainability in the Hospitality Industry
• Business Law	• Food Management & Media	• Facilities and Installations Management
• Gastronomy	• SPA & Wellness Management	• Introduction to Cruise Ship Management
	• Club and Resort Management	• Meetings, Incentives, Conventions & Exhibitions

FOREIGN LANGUAGE REQUIREMENT:

Students are required to complete six (6) credits of foreign language. The language courses offered are Arabic, French, German, Mandarin and Spanish.

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, 2, 3	3	
CULT201	Cultural Diversity	3	3	
ETHS301	Business Ethics	5	3	
ACNT101	Hospitality Accounting	2	3	
COMP102	Business Information Systems	1, 2, 3	3	
RESH301	Research Methods	7	3	STAT201
STAT201	Statistics	5	3	
ECON201	Principles of Economics	3	3	
	Foreign Language(s)	ALL	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	
INEN301	Innovation & Entrepreneurship	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
CULN101	Professional Food Preparation	1, 2, 3	3	*FABS101
FABM101	Food and Beverage Business	1, 2	3	

FOOP101	Front Office Operations	1, 2	3	*HKOP101
REVM201	Revenue Management	5	3	FOOP101
HKOP101	Housekeeping Operations	1, 2	3	*FOOP101
ITMT301	International Tourism Management	7	3	
FINN401	Real Estate (Hotel) Finance	8	3	FINN301
INTS202	Undergraduate Internship	4	6	FABS101,CULN101, FOOP101, HKOP101, CDIP100
CDIP100	Career Development & Industry Presentations	1	0	
4. Electives			**(15 credit hours)**	
Students may select from a list of elective courses offered that term.				

BBA Graduate Profile

Upon completion of this **Level 7** qualification, graduates 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 analyze 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. Analyze 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.
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.
9. Appreciate and be committed to on-going personally professional development, and the development of those subordinate to them.
10. Progress to a Level 9 qualification in a business discipline.

Refer to:

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

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 to six 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 utilize this program 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 program onto a full Honors Undergraduate degree program at EAHM or elsewhere.

Program Content

The program consists of sixty – nine (69) credit hours. Nominally this represents twenty – four (24) 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	18 credit hours
Management Core Requirements	15 credit hours
Hospitality Core Requirements	24 credit hours
Electives	12 credit hours
	69 credit hours

Course Sequencing

Curriculum

COURSE CODE	COURSE TITLE	Runs in Trimester	CREDIT HOURS	*CO/PRE-REQUISITE
1. General Studies Requirements			**(18 credit hours)**	
ENGL102	English Composition and Rhetoric	1, 2, 3	3	
CULT201	Cultural Diversity	3	3	
ACNT101	Hospitality Accounting	2	3	
COMP102	Business Information Systems	1, 2, 3	3	
ECON201	Principles of Economics	3	3	
	Foreign Language	3	3	
2. Management Core Requirements			**(15 credit hours)**	
ACNT201	Management Accounting	3	3	ACNT101
MRKT101	Introduction to Marketing	1, 2	3	
LEAD101	Leadership	1, 2	3	
ORGB201	Organisational Behaviour	5	3	
INEN301	Innovation & Entrepreneurship	5	3	
3. Hospitality Core Requirements			**(24 credit hours)**	
BUSS101	Introduction to Hospitality and Events Management	1, 2	3	
FABS101	Food and Beverage Service	1, 2, 3	3	*CULN101
CULN101	Professional Food Preparation	1, 2, 3	3	*FABS101
FABM101	Food and Beverage Business	1, 2	3	
HKOP101	Housekeeping Operations	1, 2	3	*FOOP101
FOOP101	Front Office Operations	1, 2	3	*HKOP101

INTS202	Undergraduate Internship	4	6	FABS101,CULN101, FOOP101,HKOP101, CDIP100
CDIP100	Career Development & Industry Presentations	1	0	
4. Electives			**(12 credit hours)**	
Students may select any 1st, 2nd and 3rd level courses.				

ABA Graduate Profile

Upon completion of this **Level 6** qualification graduates 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. 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, ethical and cultural awareness.
7. Communicate in at least one additional language to their native tongue.
8. Progress to a Level 7 qualification in a business discipline.

Refer to:

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

POSTGRADUATE DEGREE

Master of Business Administration in International Hospitality Management [MBA]

Program Goals

One of the bases for program design is the set of professional competences which are needed to manage hospitality organizations. It is realized 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 program 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

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	
MNGT903	Developing and Monitoring Corporate Strategy	3	3	
FINN901	Hotel Asset Management	2	3	
SOMA901	Service Operations Management	1	3	
HRMT901	Managing Human Capital	3	3	
STAT901	Applied Statistics for Business Research	1	3	
DISS901	Post Graduate Thesis		9	STAT901, RESH901
2. Indicative Electives			(9 or 12 credit hours)	
A selection of indicative electives will be offered.				

MBA Graduate Profile

Upon completion of this **Level 9** qualification, graduates will be able to:

1. Critically examine the Social, Cultural, Cognitive and Financial aspects of contemporary international hospitality management.
2. Make a professional contribution to the process of corporate leadership within hospitality businesses.
3. Investigate hospitality managerial issues in a creative, strategic and entrepreneurial way.

4. Plan, design, construct, execute and present business research using a range of methodologies, analytical techniques and presentation formats.

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

- Events Operations and Risk Management
- Law and Ethics in the Business World
- Sustainability in the Hospitality Industry
- Cross Cultural Selling and Marketing
- Digital Marketing
- Corporate Finance
- Innovation Leadership
- Special Project

Refer to:

- Mapping Postgraduate Profile Statements to Framework
- Postgraduate Profile Statements Mapped to Learning Outcomes
- Mapping of Postgraduate Learning Outcomes to Methods of Assessment

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 students 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.

INEN301 - Innovation & Entrepreneurship
LO 7.   How to express their thoughts, arguments, and conclusions logically, clearly, and concisely in both written and oral communication.

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 – Organizational Behavior
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 analyze and present data.
LO 12. Use software to organize and analyze 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 analyze 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 Behavioral 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 – Organizational Behavior
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 in regard to approaches to customer satisfaction; flow of service and resources; technological considerations; and merchandising and marketing consideration.

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.

Social or Behavioral 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.

INEN301 – Innovation & Entrepreneurship

LO 1. Articulate the difference between design thinking, innovation, and entrepreneurship and possess a shared vocabulary for the process elements of each.
LO 2. Examine the importance of entrepreneurial ecosystems and innovation clusters to healthy societies and economies.

ORGB201 – Organizational Behavior
LO 1. Understand the concept of organizational behavior, nature of service, and customer care.
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.
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 organizations and power and politics in hospitality organizations.
LO 10. To clearly understand the related areas of organizational behavior.

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 program of study will be able to fulfill the learning objectives of the program and achieve the standard required for an award available within the program.
- The ability to successfully complete and benefit from a program 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 program of study, evidence should be sought of personal, professional and educational experiences that provide indications of ability to meet the demands of the program.
- 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 program 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 program of study if they meet the entry requirements for the program. In general terms students will be assessed on an individual basis. Students will be assessed by the Admissions Committee, Executive 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.

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 behavioral requirements that are expected from all students.

English Language Proficiency

Proof of adequate English proficiency is required from all applicants. TOEFL and IELTS (Academic Test) are the most commonly used English proficiency tests that are accepted by EAHM. The following scores can be submitted for admissions into the programs:

	EmSAT	TOEFL *	IELTS	Cambridge	IESOL/SESOL City and Guilds	Pearson PTE Academic
EFL-Intermediate	1100 – 1225	500 (173 CBT, 61 iBT)	5.0	154-161	B1/B2 Borderline (B1 First Class Pass)	36-41
Undergraduate	1250 – 1375	530 (197 CBT, 71 iBT)	5.5	162-168	B2 Pass	42-49
Postgraduate	1400 - 1525	550 (213 CBT, 79-80 iBT);	6.0	176-184	B2 Pass	50-57

A TOEFL ITP score must be accompanied by a Test of Written English test score. If a student has submitted a passing EmSAT score, he/she is not required to submit any other form of English proficiency test result (as referred to in the above table).

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 by the Testing Center as soon as it is available. Scanned copies of the TOEFL / IELTS certificates can be submitted along with the application documents (original score certificates need to be submitted to EAHM to complete the application prior to program start). EAHM 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 program. All students complete an English Diagnostic test during orientation week. Every TOEFL/IELTS certificate received is officially verified and must be valid on the day that the student applies to the program of study.

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.

UAE Nationals

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.

Attestations and Certificate of Equivalency

Attestation of academic qualification is an admissions requirement which must be fulfilled prior to the commencement of the Undergraduate and Postgraduate study programs. Furthermore, a Certificate of Equivalency must be obtained from the UAE Educational Authorities as a requirement for the degree completion. The Certificate of Equivalency certifies that the students' prior academic qualification is equivalent to the UAE educational system, which allows the student to complete a degree in an accredited educational institution in the UAE (please refer to the EAHM Attestation Guideline for further information about the general process).

Application Submission

An applicant may submit his / her application:
- *Online*
    Completed online application on the EAHM website www.emiratesacademy.edu or www.eahm.ae
- *Offline: Email*
    Completed paper-based/offline application form may be submitted via email to info@emiratesacademy.edu or info@eahm.ae
- *Offline: By Post*
    The postal address:
    Admissions
    The Emirates Academy of Hospitality Management
    PO Box 29662
    Dubai, UAE
    Phone: +971 4 315 5555

- *Offline: In person*
  The applicant may meet one of the EAHM's Enrollment team representatives to receive the application documents.

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

Admission Deadline
All applications must normally be submitted by the following dates:

Application Deadlines
Round 1   1 Nov (Jan and Sep Intakes)
Round 2   1 Feb (Apr and Sep Intakes)
Final Round   1 Aug (Sep Intake)

Deposit Deadline
Jan Intake   15 Nov
Apr Intake   15 Feb
Sep Intake   1 May

JI/EAHM Scholarship (Sep Intake)   by   1 Feb
Transfer Students   by   min. 3 months prior to
start of term (*subject to UAE MoE approval)
UAE Residence/Student Visa Applicants   by   min. 2 months prior to
start of term (*Entry permit only issued within 30 days prior to arrival)

Applications received after these dates will only be considered by the Admissions Committee and are subject to places being available on the program.

UNDERGRADUATE
The application should contain:

Application Form
Completed application form either by applying 'online' on the website or sending the completed paper-based application form via email or in person 'offline'.

Colored Passport Copy
A colored copy of the applicant's passport is required, which needs to include a copy of the valid UAE residence visa page (if applicable) in PDF, DOC or JPG formats.

Colored Passport Type Photo
One professional and colored passport type photo in JPEG format with a white background (student should preferably be in professional attire).

High School
Scanned copies of the high school transcripts and diploma (final 3 years) (refer to EAHM entry requirements in the appendix) will need to be submitted in PDF, DOC or JPG formats. If an applicant has completed a High School Diploma, they are required to submit an SAT score of 400 in Math (440 KHDA) and 500 in English. The original score sheet must be sent directly to EAHM. The SAT Institution Code of EAHM is *7958.* For more information about the College Board scoring system, please refer to
https://collegereadiness.collegeboard.org/sat/scores/understanding-scores

Evaluation / Reference Forms *(only for provisionally offered/scholarship students if applicable)* 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@eahm.ae . If the applicant is applying for a Scholarship, he/she must submit two Evaluation / Reference Forms.

Medical Information Form & Insurance Policy
EAHM Medical Information Form. Disclosing a medical condition will not affect the applicants' admission to EAHM. EAHM recognizes and supports students with particular learning requirements such as dyslexia, numeracy issues, etc. Please download the Medical Information Form from the EAHM website and submit it with the application documents. In addition, please submit a copy of your valid Insurance Policy in English (valid upon enrollment at EAHM), which covers medical care in the United Arab Emirates.

Application Fee
An application fee of AED 500 + 5% VAT is to be paid online via debit/credit card, in cash, by local cheque or via bank transfer. The application fee for students who apply during Open Days/Evenings at EAHM will be waived (subject to Admissions Committee approval).

ADMISSIONS PROCEDURE
When considering candidates for admission, the Admissions Committee looks at the entire profile of the candidate including their academic records, work experience, extracurricular activities, test scores and recommendations during the weekly or bi-weekly 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 completed application. See Admissions Committee Checklist for brief overview in the Appendix.

Outcomes of the Admissions Process
There are four possible outcomes:

1. The candidate has been successful in achieving all of the entry requirements. In this case candidates are unconditionally offered entry onto their program of study.

2. The candidate's application 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 candidate 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 application 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 two 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. The student must have met the minimum entry requirements as per the UAE Ministry of Education and be eligible to obtain the required Certificate of Equivalency as well as required attestations.

Applicants may draw on relevant work experience, either paid or voluntary, in hotels or hospitality related organizations, to demonstrate a commitment to the hospitality and tourism industry.

The terms of the Provisional Admittance may be as follows:

a) Obtain a Certificate of Equivalence from the UAE Ministry of Education / KHDA / ADEC and submit original documentation for verification
b) Provide original TOEFL/IELTS Certificates for verification (or equivalent as listed in the table above)
c) Provide original SAT Certificates
d) Pass all of their courses in the first two Trimesters of their program of study and maintain a minimum cGPA of 2.50 or higher.
e) Continue to demonstrate a strong commitment to the Hospitality Industry by attending all of their classes and other official events at EAHM.
f) Do not have any non-academic or academic warnings on file for the first two Trimesters of their program of study.

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 Admissions he/she will be eligible to be fully admitted into their program of study after two Trimesters. Full admission is at the discretion of the Examination Board and Executive Dean.

Students who fail to meet the requirements of their Provisional Admission within two Trimesters will be withdrawn from EAHM. Student may be issued a Special Letter by the Exam Board and/or approved by the Executive Dean for an approved provisional admittance extension of one to two additional Trimester/s, if mitigating circumstances or availability of courses have not permitted the student to increase their cGPA as expected.

Transfer Credits

The Emirates Academy of Hospitality Management recognizes academic credits earned at other recognized and accredited institutions. Regulations relating to the award of Academic credits are set by the UAE's Ministry of Education 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 program. This means that credit/s may not be given for more than half of the courses that make up any program and that credit/s 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; 60% out of 100%) or better.

Candidates wishing to apply for entry with credit must submit the contact details of their previous university, a full syllabus for the subjects they have studied and passed along with an original transcript and relevant employment certificates. 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. EAHM will contact the previous university to validate the transcript and syllabi provided by the student and request for an overview of the applicant's academic standing.

Credit is awarded at the discretion of EAHM which is subject to approval by the UAE's Ministry of Education. 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

The Postgraduate application should contain:
- Application form or online application
- Copies of Bachelor Transcripts and Parchment (with official English translation if necessary) with Certificate of Equivalency/ Attestation from UAE MoE if available or confirmation of attestations/ CoE application in process
- Proof of English proficiency (Official test results of TOEFL / IELTS or registration confirmation)
- Medical information Form (required) & Insurance Policy (can be submitted during on-boarding)
- Colored passport copy
- UAE Residence Visa copy (if available)
- UAE National Identification Card copy (if available)
- One colored JPEG passport type photo with a white background (student should be in professional attire)
- Copies of employment certificates
- Receipt for paid AED 500 + 5% VAT application fee or credit card authorization form

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

A Certificate of Equivalency should be obtained by the applicant from the UAE Ministry of Education.

Assessment Interview (if required)
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.

Outcomes of the Admissions Process

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

1. The candidate has been successful in achieving all of the entry requirements in this case candidates are offered entry onto their program of study.

2. Some of the entrance requirements have yet to be demonstrated or achieved, but the application was overall successful. In this case candidates will receive a conditional/provisional offer and subject to further review.

3. The candidate's application 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.

Entry Date

Classes on the Master's program start at the same time as the Undergraduate, however a student can join the degree at the beginning of any new module (except DISS901).

Admission Deadline

All applications must have been on-boarded before the end of Week 2 of any term (MBA students must be on-boarded prior to start of their first module).

Conditional / Provisional Acceptance

A Postgraduate student may have been admitted conditionally, if he/she has met the English Proficiency Score and university entry requirements, but have yet to submit original and/or attested documentation for validation.

The reason why a student will be admitted on a Provisional Basis (Conditions left to complete for full enrollment and change status to Unconditional) is because their university qualifications do not meet the normal entrance qualifications of EAHM, however EAHM made an exception to these requirements as the student has demonstrated a strong commitment to the Hotel Industry. The student must have met the minimum entry requirements including the published EAHM English Proficiency Requirement as per the UAE Ministry of Education and be eligible to obtain the required Certificate of Equivalency as well as required attestations.

Provisional Admittance scenarios:

a) Bachelor's degree cGPA below 3.00 but above 2.00 (out of 4.00) with a passing English Proficiency score of equivalent to IELTs of 6.0; or
b) Bachelor's degree cGPA 3.00 or above (out of 4.00) with a passing English Proficiency score of equivalent to IELTs of 5.5

Applicants may draw on relevant work experience, either paid or voluntary, in hotels or hospitality related organizations, to demonstrate a commitment to the hospitality and tourism industry.

The terms of the Conditional/Provisional Admittance may be as follows:

a) Obtain a Certificate of Equivalence from the UAE Ministry of Education for their Bachelors Transcript and Parchment and submit original documentation for verification
b) Provide original TOEFL/IELTS Certificates for verification

c) Pass all of their courses in the first Trimester of their program of study and maintain a minimum cGPA of 3.00 or higher.

d) Continue to demonstrate a strong commitment to the Hospitality Industry by attending all of their classes and other official events at EAHM.

e) Do not have any non-academic or academic warnings on file for the first two Trimesters of their program of study.

During the time that a student is Provisionally Admitted to EAHM, he/she will be allowed to take no more than 6 academic credits per Trimester (normally 2 courses) and if Conditionally Admitted to EAHM or as advised by the Executive Dean, he/she will be allowed to take the full load of 9 academic credits per Trimester (normally 3 courses).

When the student meets the requirements of this Conditional/Provisional Admission, he/she will be eligible to be fully admitted into their program of study after the first Trimester grades have been released. Full admission is at the discretion of the Registrar, Executive Dean and/or Examination Board.

Students who fail to meet the requirements of their Provisional Admission within two Trimesters will be withdrawn from EAHM. Student may be issued a Special Letter by the Exam Board/Executive Dean for an approved provisional admittance extension of one or two additional Trimester/s, if mitigating circumstances or availability of courses have not permitted the student to increase their cGPA as required.

Transfer Credits
Not applicable.

STUDY ABROAD PROGRAM (SA)

Application
Students who wish to study at EAHM for one Trimester or more (up to 1 year) and who may intend to transfer the credits back to their institution should submit the following documents:

- Application form or online application
- Curriculum Vitae
- Copies of latest transcripts from their home university / previous education
- Medical information form & Insurance Policy
- Colored passport copy
- One colored passport JPEG photo with a white background (student should preferably be in professional attire)
- Copies of English Proficiency test/performance results (if applicable)
- Letter of approval or/with learning agreement from the student's university (if applicable)
- Receipt for paid USD 500 **+** 5% VAT application & visa fee or credit card authorization form

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

A student enrolled only for internship placement with professional training courses will be referred to as Study Abroad Training Program students (SATP).

ENGLISH AS A FOREIGN LANGUAGE PROGRAM (EFL)

Application

Students who wish to complete the English as a Foreign Language Program should submit the following documents:

- Application form or online application
- Curriculum Vitae and/or copies of previous education documents
- Medical information form & Insurance Policy
- One colored passport JPEG photo with a white background (student should be in professional attire)
- Colored passport copy
- UAE Residence Visa copy (if available)
- UAE National Identification Card copy (if available)
- Copies of English proficiency test/performance results (required for Intermediate Level application)
- Receipt for paid AED 500 + 5% VAT application fee or credit card authorization form

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

TUITION FEES AND EXPENSES 2018-2019

ACADEMIC FEES 2018 – 2019
Bachelor of Business Administration in International Hospitality Management [BBAHons]

Mandatory Fees	YEAR 1			YEAR 2			YEAR 3			TOTAL
Trimester	1	2	3	4	5	6	7	8	9	
Application Fee	500	Application Fee to be paid when submitting the application								500
Holding Deposit	3,000	Holding deposit to be paid to secure the place on the program – VAT exclusive								3,000
Tuition Fees	27,750	27,750	27,750	11,100	27,750	27,750	27,750	27,750	27,750	233,100
Sundries	8,175	8,175	8,175	N/A	8,175	8,175	8,175	8,175	8,175	65,400
Total (AED*)	39,425	35,925	35,925	11,100	35,925	35,925	35,925	35,925	35,925	302,000
VAT 5%	1,822	1,797	1,796	555	1,796	1,796	1,796	1,796	1,796	14,950
Total with VAT (AED*)	41,247	37,722	37,721	11,655	37,721	37,721	37,721	37,721	37,721	316,950

*AED – United Arab Emirates Dirhams

Application Fee is non-refundable and has to be settled upon submission of the application documents. A holding deposit is non-refundable should the applicant decide not to commence the program of study. When a student has completed the program of study, the deposit will be refunded once all outstanding debts have been settled and clearance has been completed. Tuition Fees for each Trimester will remain the same regardless of the number of courses taken, except when students undertake an internship or are on a part-time study mode. Additional charges will apply if a student re-takes a course, takes a study break (intercalation) or registers for more than 15 credits. Full-time course load = 9-15 credits; Part-time course load = 3-6 credits. Sundries include textbooks/e-books, software and licenses, access to electronic databases, photocopying and printing up to the usage of AED 600 per Trimester and graduation congregation expenses.

PAYMENT PLANS
The payment of any fees is due prior to the module start date and registration. Please refer to the EAHM Finance Policy for more information about payment methods and flexible payment plans.

OTHER FEES
UAE RESIDENCE VISA & NATIONAL ID CARD (International Students)

Package	Price AED	VAT 5%	Total AED
Three (3) Year Visa	2,000	100	2,100
Emirates National ID Card	380	19	399
Total with VAT (AED)	2,380	119	2,499

*A local or international insurance for medical coverage in the UAE must be provided to process the visa application.

ON-CAMPUS ACCOMMODATION
All registered students have the opportunity to book single studio on-campus accommodation packages at a prevailing rate:

Package (Single Studio)	Price AED	VAT 5%	Total AED
One (1) Term/Trimester	16,500	825	17,325
Summer Break	5,000	250	5,250

- Avail 10% discount when booking and paying minimum 24 hours prior to check-in date.
- Avail additional 3% discount when booking and paying for full academic year (3 terms/Trimesters) in advance.
- Accommodation booking notification: A holding deposit AED 3,500 is required to secure the accommodation booking.

NOTIFICATIONS
VAT
As per article '48(1)' of Federal Law no (8) of 2017 on Value-Added Tax, the customer is liable for all resulting VAT obligations, including to account for any VAT due, on the VAT exclusive price of items marked on this invoice as liable to VAT on the reverse charge basis.

DISCLAIMER
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 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. For any further information and more details please refer to the EAHM Finance Policy.

Associate of Business Administration in International Hospitality Management

ACADEMIC FEES 2018 – 2019
Associate of Business Administration in International Hospitality Management [ABA]

Mandatory Fees	YEAR 1			YEAR 2			TOTAL
Trimester	1	2	3	4	5	6	
Application Fee	500	Application Fee to be paid when submitting the application					500
Holding Deposit	3,000	Holding deposit to be paid to secure the place on the program – VAT exclusive					3,000
Tuition Fees	27,750	27,750	27,750	11,100	27,750	13,875	135,975
Sundries	8,175	8,175	8,175	NA	8,175	4,088	36,788
Total (AED*)	39,425	35,925	35,925	11,100	35,925	17,963	176,263
VAT 5%	1,822	1,796	1,796	555	1,796	898	8,663
Total with VAT (AED*)	41,247	37,721	37,721	11,655	37,721	18,861	184,926

*AED – United Arab Emirates Dirhams

Application Fee is non-refundable and has to be settled upon submission of the application documents. A holding deposit is non-refundable should the applicant decide not to commence the program of study. When a student has completed the program of study, the deposit will be refunded once all outstanding debts have been settled and clearance has been completed. Tuition Fees for each Trimester will remain the same regardless of the number of courses taken, except when students undertake an internship or are on a part-time study mode. Additional charges will apply if a student re-takes a course, takes a study break (intercalation) or registers for more than 15 credits. Full-time course load = 9-15 credits; Part-time course load = 3-6 credits. Sundries include textbooks/e-books, software and licenses, access to electronic databases, photocopying and printing up to the usage of AED 600 per Trimester and graduation congregation expenses.

PAYMENT PLANS
The payment of any fees is due prior to the module start date and registration. Please refer to the EAHM Finance Policy for more information about payment methods and flexible payment plans.

OTHER FEES
UAE RESIDENCE VISA & NATIONAL ID CARD (International Students)

Package	Price AED	VAT 5%	Total AED
Three (3) Year Visa	2,000	100	2,100
Emirates National ID Card	380	19	399
Total with VAT (AED)	2,380	119	2,499

*A local or international insurance for medical coverage in the UAE must be provided to process the visa application.

ON-CAMPUS ACCOMMODATION
All registered students have the opportunity to book single studio on-campus accommodation packages at a prevailing rate:

Package (Single Studio)	Price AED	VAT 5%	Total AED
One (1) Term/Trimester	16,500	825	17,325
Summer Break	5,000	250	5,250

- Avail 10% discount when booking and paying minimum 24 hours prior to check-in date.
- Avail additional 3% discount when booking and paying for full academic year (3 terms/Trimesters) in advance.
- Accommodation booking notification: A holding deposit AED 3,500 is required to secure the accommodation booking.

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Master of Business Administration in International Hospitality Management

ACADEMIC FEES 2018 – 2019
Master of Business Administration in International Hospitality Management [MBA]

Mandatory Fees	Trimester 1 (3 modules)	Trimester 2 (3 modules)	Trimester 3 (3 modules)	Postgraduate Thesis Fee	TOTAL
Application Fee	Application Fee to be paid when submitting the application				500
Deposit	Holding deposit to be paid to secure the place on the program				3,000
Tuition	26,370	26,370	26,370	4,300	83,410
Sundries	5,820	5,820	5,820	N/A	17,460
Total (AED*)	32,190	32,190	32,190	4,300	104,370
VAT 5%	1,610	1,610	1,610	215	5,069
Total with VAT (AED*)	33,800	33,800	33,800	4,515	109,439

*AED – United Arab Emirates Dirhams

Application Fee is non-refundable and has to be settled upon submission of the application documents. A holding deposit is non-refundable should the applicant decide not to commence the program of study. When a student has completed the program of study, the deposit will be refunded once all outstanding debts have been settled and clearance has been completed. Sundries include textbooks/e-books, software and licenses, access to electronic databases, photocopying and printing up to the usage of AED 600 per Trimester and graduation congregation expenses.

PAYMENT PLANS
The payment of any fees is due prior to the module start date and registration. Please refer to the EAHM Finance Policy for more information about payment methods and flexible payment plans.

OTHER FEES
UAE RESIDENCE VISA & NATIONAL ID CARD (International Students)

Package	Price AED	VAT 5%	Total AED
One (1) Year Visa	2,000	100	2,100
Emirates National ID Card	180	9	189
Total with VAT (AED)	2,180	109	2,289

*A local or international insurance for medical coverage in the UAE must be provided to process the visa application.

ON-CAMPUS ACCOMMODATION
All registered students have the opportunity to book single studio on-campus accommodation packages at a prevailing rate:

Package (Single Studio)	Price AED	VAT 5%	Total AED
One (1) Term/Trimester	16,500	825	17,325
Summer Break	5,000	250	5,250

- Avail 10% discount when booking and paying minimum 24 hours prior to check-in date.
- Avail additional 3% discount when booking and paying for full academic year (3 terms/Trimesters) in advance.
- Accommodation booking notification: A holding deposit AED 3,500 is required to secure the accommodation booking.

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English as a Foreign Language Program

ACADEMIC FEES 2018 – 2019
English as a Foreign Language (EFL) Program with IELTS Preparation

MANDATORY FEES	3 months – 1 Trimester (Either Basic or Advanced level)
Application Fee	500
Holding Deposit	3,000
Tuition Fees	14,800
Sundries	2,450
Total (AED*)	20,750
VAT 5%	888
Total with VAT (AED*)	21,638

AED – United Arab Emirates Dirhams

Application Fee is non-refundable and has to be settled upon submission of the application documents. A holding deposit is non-refundable should the applicant decide not to commence the program of study. When a student has completed the program of study, the deposit will be refunded once all outstanding debts have been settled and clearance has been completed. Sundries include textbooks/e-books, software and licenses, access to electronic databases, photocopying and printing up to the usage of AED 600 per Trimester and graduation congregation expenses.

OTHER FEES
UAE RESIDENCE VISA & NATIONAL ID CARD (International Students)

Package	Price AED	VAT 5%	Total AED
One (1) Year Visa	2,000	100	2,100
Emirates National ID Card	180	9	189
Total with VAT (AED)	2,180	109	2,289

A local or international insurance for medical coverage in the UAE must be provided to process the visa application.

ON-CAMPUS ACCOMMODATION
All registered students have the opportunity to book single studio on-campus accommodation packages at a prevailing rate:

Package (Single Studio)	Price AED	VAT 5%	Total AED
One (1) Term/Trimester	16,500	825	17,325
Summer Break	5,000	250	5,250

- Avail 10% discount when booking and paying minimum 24 hours prior to check-in date.
- Accommodation booking notification: A holding deposit AED 3,500 is required to secure the accommodation booking.

NOTIFICATIONS
VAT
As per article '48(1)' of Federal Law no (8) of 2017 on Value -Added Tax, the customer is liable for all resulting VAT obligations, including to account for any VAT due, on the VAT exclusive price of items marked on this invoice as liable to VAT on the reverse charge basis.

DISCLAIMER
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 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. For any further information and more details please refer to the EAHM Finance Policy.

Study a Trimester Abroad Program

ACADEMIC FEES 2018 – 2019
Study Abroad Program [SA]

Mandatory Fees (1 Academic Term incl. Visa & Emirates ID)	AED*	USD
Application Fee *to be paid when submitting the application documents*	1,916.25	525
Tuition Fees & Accommodation	43,800	12,000
VAT 5%	2,190	600
Total with VAT	47,906.25	13,125

*AED – United Arab Emirates Dirhams

The payment of the fees must be made in two parts; an initial payment of USD 525 should be made at the time of application. The final payment of USD 12,600 must be settled by the date indicated on the invoice issued.

Internship	AED*	USD
Internship Administration Fee	AED 1,825	USD 500
VAT 5%	AED 91.25	USD 25
Total with VAT	AED 1,916.25	USD 525

Once the SA student has completed the academic Term/Trimester, he/she has the option to undertake an internship with a premier hospitality brand. The internship fee includes: Counselling, CV review, interview techniques training and interview scheduling. This fee must be paid prior to the commencement of the internship and does not include accommodation (see below available accommodation packages).

EAHM will apply for the UAE student residence visa for international students and a National ID (1 year). At the end of the program of study (end of the internship), the student must complete a clearance including visa cancellation prior to departure. A local or international insurance for medical coverage in the UAE must be provided to process the visa application.

ON-CAMPUS ACCOMMODATION DURING INTERNSHIP
The following fees apply to SA students who require accommodation (single studio on-campus) during Internship:

Package	Price AED	VAT 5%	Total AED
One (1) Term/Trimester	16,500	825	17,325
Summer Break	5,000	250	5,250

- Avail 10% discount when booking and paying minimum 24 hours prior to check-in date.
- Accommodation booking notification: A holding deposit AED 3,500 is required to secure the accommodation booking.

NOTIFICATIONS
VAT
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DISCLAIMER
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 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. For any further information and more details please refer to the EAHM Finance Policy.

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

SCHEDULE OF FEES AND PAYMENTS ACADEMIC YEAR 2018-2019

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 16 August
> Second payment due by 20 September
> Third payment due by 18 October

Second Trimester
> First payment due by 13 December
> Second payment due by 10 January
> Third payment due by 14 February

Third Trimester
> First payment due by 28 March
> Second payment due by 25 April
> Third payment due by 16 May

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 (5% VAT will be added to the below fees):

1.	*Student 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 100
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 50
3.	*Re-Admission Application Fee* This fee is applicable to all students, who withdrew from their program of study, and wish to be re-admitted into the same program of study.	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 3.	5% of Trimester Fees if pay in Week 210% 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 1,500
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 1,000 per 3 credits course (INTS202 = AED 2,000)
9. *Reprinted Copy of Final Parchment* All students are entitled to one final academic parchment (degree diploma with microchip). Should an additional copy of parchment be required (reprint), this fee will apply.	AED 410
10. *Additional Copy of Transcript* All students are entitled to one final academic transcript (record of courses taken and grades). Should an additional copy of transcript be required, this fee will apply.	AED 50 per transcript (STANDARD 3-5 working days*) or AED 75 per letter (EXPRESS - within 24 hours/1 working day)
11. *Loan Laptop Fee* Should a student require a loan laptop, they will be charged this fee per month (subject to availability).	AED 1,920
12. *Locker Key* There is no rental fee for the locker. However, should the students lose the loan locker key, they will be charged for the replacement of the lock / key and installation.	AED 100
13. *Accommodation Daily Rate* By selecting a package instead, which includes 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 check-in, the daily rate will be applied until the end of that Trimester. Please refer to package rates on the EAHM website/Student Portal.	AED 175 Daily Rate
14. *Intercalation Fee* A student who needs to take a term break, should get approval from the Registrar's Office in advance, complete his/her clearance process and settle this intercalation fee prior to the start of the upcoming term.	AED 3,000 (per term)
15. *Printing Cost* Photocopying and printing up to the usage of AED 600 per Trimester is included in the Trimester fees (sundries). The following fees apply for black/white and colored additional print-outs/piece of paper/sheets.	Black & white AED 1 per page Coloured AED 2 per page
16. *Attestation Support Fee* The following fee applies if a student would like to request for additional Academic Government Relations' administrative assistance with their document attestation process (does not include any attestation stamping/Ministry fees).	AED 150

17. *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

18. *Letter Fee* Should a student require any form of official letter headed letter from EAHM, these fees will apply (students must apply for the letter via SIS).	AED 25 per letter (STANDARD 3-5 working days) or AED 50 per letter (EXPRESS - within 24 hours/1 working day)
19. *Deposits* Student are required to pay the following refundable security deposits prior to start of the degree or check-in to the on-campus studio respectively (0% VAT applicable)	AED 3,000 academic deposit AED 3,500 studio deposit

DISCLAIMER & NOTIFICATION

VAT

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DISCLAIMER

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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 (EAHM), to ensure consistency, fairness, and optimal efficiency.

SCOPE:

This policy applies to all Undergraduate and Postgraduate students in the academic stream of EAHM, including full-time, part-time and Study Abroad students here for one or more Trimesters. It also applies to students in the English as a Foreign Language (EFL) program.

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

DEFINITIONS:

None.

POLICY STATEMENT:

Tuition, sundries, accommodation, and other applicable charges must be paid either in full, or in compliance with the published installment plan, before a student may attend classes or make use of academic and administrative services, including but not limited to computing facilities, library services, housing, degree verification and the release of academic transcripts. All students must register online for their courses and may be required to submit the payment form (*See Appendix A – Payment Form*) by the end of add/drop week to the Finance Department. 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. If a student has not settled all outstanding fees, he/she will be placed on "Financial Hold" by the Finance Manager.

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, which includes assessed course work components, and thus a tuition fee is charged. The pre-requisite internship course CDIP100 is mandatory for all Undergraduate students and is not chargeable.

1.1.2 Postgraduate students

Postgraduate students are charged by the module and a Dissertation fee is applicable from September 2018 onwards (applicable to all students who register for DIS901 20181 onwards).

1.1.3 EFL & TOEFL/IELTS Prep students

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

1.1.4 SA students

SA students pay a flat fee for the full course per term including accommodation and should the SA students opt to take an internship, an additional internship placement fee will be charged. Accommodation is not included during internship, but can be applied for separately. The pre-requisite internship course CDIP100 is mandatory for all SA students who want to go on internship and is not chargeable.

1.2   Sundries

During their studies at EAHM, students will not be expected to cover any hidden costs. EAHM is committed to having an open and transparent fees and expenses policy. The sundries fee covers Graduation Congregation Expenses (for Undergraduate and Postgraduate program students), textbooks/ebooks, software and licenses, access to electronic databases, and photocopying and printing up to the usage of AED 600 per Trimester. Single black & white sheets cost AED 2 and a colored sheet cost AED 4 per piece. Additional fees for graduation gowns and dinner activities and for field trips or certifications may apply.

1.2.1 Undergraduate and Postgraduate students

Students are charged sundries fees for every Trimester at EAHM, with the exception of the Undergraduate Internship Trimester. If students opt to spend a Trimester on a study abroad program, they are also exempt from paying tuition fees and sundries ~~fees~~ for the Trimester they are away from EAHM. Please refer to the schedule of fees and expenses in regards to administrative and transfer credit fees.

1.2.2 EFL students

EFL students are charged the sundries fee at the beginning of the Trimester.

1.3   Other fees

See Appendix B, Schedule of fees and payments

2.   Payment methods

Cash, local cheque (not post-dated), bank transfer or debit/credit card payments are accepted. Students who choose to pay through bank transfer or through online payment ~~on~~ via the student~~'s~~ information system (SIS) are required to present, upload to SIS or email a transfer receipt to the EAHM Finance Department. Only then will the 'Student Payment Form' will be signed.

3.   Payment schedule

3.1   Deposit

All *new* students must pay a deposit as specified in their offer letter, to secure a place on the program of study at EAHM. This deposit must be paid by the deadline stipulated in the offer letter. The deposit will be refunded to the person or the sponsor that paid it at the

end of the program unless there are any outstanding debts or credited towards the student's final trimester payment. The deposit shall not be refunded to students who secured a seat, but did not proceed to enroll into any of EAHM's programs.

3.2   Tuition and sundries

Students across all years and programs must pay Tuition Fees 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 prior to check-in. Students who fail to adhere to the timelines will be charged a daily rate until the full package rate is paid. If the student wishes to extend their stay beyond the contracted time period, they must pay in full for the next period prior to check-in.

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 program to expire at noon on the contracted departure date.

All students booking accommodation will be charged a holding deposit of AED 3,500, 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 and are subject to change.

4.   Flexible payment plans

4.1   Undergraduate students

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

- Pay the yearly mandatory academic fees in nine (9) equal installments during the academic year.
- Pay the Trimester mandatory academic fees in three (3) equal installments during the academic year.
- Pay one year's mandatory academic fees before the start of the first Trimester and receive a three percent (3%) discount on Tuition Fees and Sundries (3 trimesters).
- Pay the mandatory academic fees for the full three-year program before the start of the first Trimester and receive a ten percent (10%) discount on Tuition Fees and Sundries (9 trimesters).

4.2   Postgraduate students

EAHM offers two flexible payment options for Postgraduate students:

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

5.   Late payments

If a student has any outstanding payments from the previous Trimester (including but not limited to library fines, tuition, sundries, and accommodation), he/she will be placed on "Financial Hold" and may be suspended from EAHM.

All students are expected to pay their fees prior to the commencement of each Trimester. Students on "Financial Hold" 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 for all programs except students on the Postgraduate program who have to settle their fees prior to the start of the module or be withdrawn from that module (should a Postgraduate be permitted to attend classes pending outstanding payments, the late payment fee schedule below will be applied):

   a. Fees paid by the end of week 1 (add/drop week), 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 placed on a "Financial Hold" that prevents him/her from attending classes and may result in suspension from EAHM.

6.   Tuition refunds

6.1   Undergraduate students

Once the Trimester has commenced no refunds of Tuition Fees and Sundries will be made. Prior to the commencement of a Trimester, refunds on Tuition Fees and Sundries can only may be made subject to individual circumstances and the approval of the Managing Director or Executive Dean.

No cash refunds will be given.

Refunds will be made only to the person or sponsor that made the initial payment.

6.2   Postgraduate students

Once the course module has commenced no refunds of Tuition Fees and Sundries will be made.

6.3   EFL & TOEFL/IELTS Prep students

Once the EFL program has commenced no refunds of Tuition Fees and Sundries will be made.

7. Clearance
All fees and fines must be paid in full, and a clearance process must be approved by all the relevant departments, in the following cases:

   ▪ When Undergraduate or Postgraduate students are about to graduate.
   ▪ When Study Abroad; EFL students have completed their contracted stay.
   ▪ When students intercalate / withdraw / are dismissed, voluntarily or involuntarily, from studies at EAHM.

In all cases above, outstanding balances 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 a maximum of thirty (45) days for the deposit to be transferred back to the person or sponsor who paid it. Students are required to provide accurate bank details to the Finance team during the clearance process. Should the student provide inaccurate bank details or bank details for an inactive account, the refund may not be refunded.

SCHOLARSHIPS – UNDERGRADUATE

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 applies to all full-time Bachelor students awarded scholarships on or after this date. Students awarded a scholarship before August 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 program of study.

DEFINITIONS:

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

Executive Dean of EAHM, Chair of the Committee
Jumeirah Group, Chief Human Capital Officer
Managing Director of EAHM
Registrar & Head of Admissions of EAHM
Director of Marketing & Enrolment

Host SBU: Each student accepted onto an Jumeirah 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 and the opportunity to apply for a 100% Scholarship on Tuition Fees should they be accepted by Jumeirah as a future employee.

RESPONSIBILITY:

The Managing Director, Executive Dean, Finance Manager, Director of Marketing & Enrolment, Registrar & Head of Admissions 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 along with any relevant documentation as listed on the application forms.

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) Demonstrate that he/she and his/her family are undergoing from financial hardship and cannot sponsor part of or the full academic fees (scholarship referred to: "financial hardship scholarship" (applicable to returning students only)
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 1 February of each year and these applications will be assessed by The Scholarship Committee of EAHM. Applications at other times during the year will be processed and initially reviewed by the Admissions Committee.

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

- No Award
- 10-100% 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 scholarships for living expenses, accommodation, sundries or other costs that a student may incur whilst studying at EAHM. The Emirati Scholarship may 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 (and Sundries if applicable).
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 Executive Dean and Student Support Officer (Student Ambassadors hours). This position may be in the Marketing/Enrolment, Food & Beverage, Library, Industry Relations & International Office, IT, Administration & Operations, Student Council or other functional areas. This may not be a requirement for some scholarship awards, however these scholarship recipients must be available to complete Student Ambassador hours if requested by EAHM management or the Student Support Officer.
c) The requirement that all Scholarship Students must retain a cumulative Grade Point Average (cGPA) of at least 3.00 at Undergraduate level out of the possible maximum of 4.00 (or as listed on the scholarship contract).
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 as per their scholarship contract (this requirement may not apply if a student is under a financial hardship scholarship or EAHM scholarship) and dependent on Jumeirah International business needs.
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, dependent on Jumeirah International business needs. An interview for a full time job will be arranged 3 months before the end of the final Trimester by the Human Resources Department to determine the suitability of the student to the available vacancies (as per their scholarship contract - this requirement may not apply if a student is under a financial hardship scholarship or EAHM scholarship).
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, dependent on Jumeirah International business needs. An interview for a full time job will be arranged 3 months before the end of the final Trimester by the Human Resources Department to qualify determine the suitability of the student to the available vacancies (as per their scholarship contract - this requirement may not apply if a student is under a financial hardship scholarship or EAHM scholarship).

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 (cGPA) as stipulated on their individual scholarship contracts, will be given a warning letter stating that they must increase their cGPA to the minimum requirement within a specific timeframe (normally 1 Trimester). Should the student fail to increase their cGPA 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 cGPA 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.

Right of Appeal.

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 or Managing Director/Executive Dean (if student is under a financial hardship scholarship or EAHM scholarship). The appeal should be submitted in writing. The Group Chief Human Capital Officer or Managing Director/Executive Dean at EAHM (if student is under a financial hardship scholarship or EAHM scholarship) 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 or Managing Director/Executive Dean at EAHM (if student is under a financial hardship scholarship or EAHM scholarship) will be absolute and no further appeal can be made.

Scholarship Refunds.

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 or EAHM, they will be required to pay back 50% of the monetary value of the scholarship funding they have received over the duration of their program 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 "Financial Hold" until the payment has been made. Students on "Financial Hold" will not be allowed to for example register for any courses, attend graduation, access any on-line documents, materials or transcripts and any requests for references or documentation will be declined.

SCHOLARSHIPS - POSTGRADUATE

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 applies to all full-time Postgraduate students awarded scholarships on or after this date. Students awarded a scholarship before August 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 program of study.

DEFINITIONS:

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

> Executive Dean of EAHM, Chair of the Committee
> Jumeirah Group, Chief Human Capital Officer
> Managing Director of EAHM
> Registrar & Head of Admissions of EAHM
> Director of Marketing & Enrolment

Host SBU: Each student accepted onto an Jumeirah 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 and the opportunity to apply for a 100% Scholarship on Tuition Fees should they be accepted by Jumeirah as a future employee.

RESPONSIBILITY:

The Managing Director, Executive Dean, Finance Manager, Director of Marketing & Enrolment, Registrar & Head of Admissions 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) Demonstrate a strong commitment to the Hotel Industry through a significant period of full-time employment. Letters of support will be required from employers.
c) Meet the academic 'merit' requirements as listed on the scholarship application form.

Applications for the award of Scholarships must be received prior to the 1 February of each year and these applications will be assessed by The Scholarship Committee of EAHM. Applications at other times during the year will be processed and initially reviewed by the Admissions Committee.

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

- No Award
- 10-100% 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 scholarships for living expenses, accommodation, sundries or other costs that a student may incur whilst studying at EAHM. The Emirati Scholarship may 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 (and Sundries if applicable).
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 Executive Dean and Student Support Officer (Student Ambassadors hours). This position may be in the Marketing/Enrolment, Food & Beverage, Library, Industry Relations & International Office, IT, Administration & Operations, Student Council or other functional areas. This may not be a requirement for some scholarship awards, however these scholarship recipients must be available to complete Student Ambassador hours if requested by EAHM management or the Student Support Officer.

c) The requirement that all Scholarship Students must retain a cumulative Grade Point Average (cGPA) of at least 3.00 at Postgraduate level out of the possible maximum of 4.00 (or as listed on the scholarship contract).
d) The requirement that all Scholarship Students must attend all official functions, presentations and events at EAHM.
e) The expectation that all Scholarship Students will be exemplary students, conforming fully to the dress and behavioral codes of EAHM.
f) 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, dependent on Jumeirah International business needs. An interview for a full time job will be arranged 3 months before the end of the final Trimester by the Human Resources Department to determine the suitability of the student to the available vacancies (as per their scholarship contract - this requirement may not apply if a student is under a financial hardship scholarship or EAHM scholarship).
g) 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, dependent on Jumeirah International business needs. An interview for a full time job will be arranged 3 months before the end of the final Trimester by the Human Resources Department to qualify determine the suitability of the student to the available vacancies (as per their scholarship contract - this requirement may not apply if a student is under a financial hardship scholarship or EAHM scholarship).

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 (cGPA) as stipulated on their individual scholarship contracts, will be given a warning letter stating that they must increase their cGPA to the minimum requirement within a specific timeframe (normally 1 Trimester). Should the student fail to increase their cGPA 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 cGPA 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.

Right of Appeal.

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 or Managing Director/Executive Dean (if student is under a financial hardship scholarship or EAHM scholarship). The appeal should be submitted in writing. The Group Chief Human Capital Officer or Managing Director/Executive Dean at EAHM (if student is under a financial hardship scholarship or EAHM scholarship) 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 or Managing Director/Executive Dean at EAHM (if student is under a financial hardship scholarship or EAHM scholarship) will be absolute and no further appeal can be made.

Scholarship Refunds.
Should a student's scholarship be terminated during the students first Trimester, they will not be expected to pay back the value of the scholarship.

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

Should a student's Scholarship be terminated after the completion of the first course module 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 "Financial Hold" until the payment has been made. Students on "Financial Hold" will not be allowed to for example register for any courses, attend graduation, access any on-line documents, materials or transcripts and any requests for references or documentation will be declined.

REGISTRY

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 management and the academic programs 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 parchments
- 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
- Proforma Invoices
- Clearance Process

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 university
- Facilitating intercalation (Suspending studies)
- Scheduling and managing exams
- Documenting changes of study
- Providing general information – phone numbers, e-mails, etc. of faculty/students
- Issuance of academic letters and student identification cards
- Cashiering for Academic Fees

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 endeavors 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 or Executive Dean (in line with GDPR compliance).

Information Changes

Students should contact the Registrar's Office immediately in the event of any address, telephone/mobile number, passport, Emirates ID, UAE residence visa, insurance (if on EAHM visa), copies of rental/lease agreements, email address or name change. Some changes such as name change may require additional documentation. Contact the Registrar's Office for details. A student, who does not submit their documents on-time, will be placed on 'Academic Hold'.

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 and will be placed on 'Financial Hold'.

Add/Drop

Students may amend their schedule without penalty during the Add/Drop period. The Add/Drop period is stated on the Academic Calendar. No student is allowed to Add/Drop after the stated period passed. Postgraduate must add/drop their courses prior to the start of the course module.

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.

Intercalation (Suspended studies)

Students intending to intercalate (maximum 3 consecutive trimesters) must submit the signed intercalation form or intercalation request in SIS to the Registrar's Office and complete the clearance process.

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 Executive Dean. The Registrar will issue the official transcript once when the student graduates. Request for additional transcripts may be made by email to the Registrar's Office via SIS and the transcript will be issued to the student (if not on academic hold) once the transcript fee has been paid.

Parchment Replacement

A duplicate parchment may be requested from the Registrar's Office. 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" or "Reprinted on dd/mm/yy". There is a fee for replacing the parchment – see Schedule of Fees & Expenses.
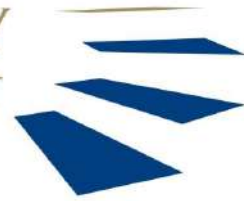
Release of Information

EAHM reserves the right to inform an emergency contact, student's parents, guardian or sponsor of their academic standing and to inform them of any disciplinary action or intervention that is taken if deemed required by the Operations Manager, Registrar's Office, Executive Dean or Managing Director.

LEARNING RESOURCES CENTRE

LEARNING RESOURCES 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 endeavors;
- 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 meters and seating for over 80 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 Resources 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 Resources Centre supports the teaching and learning programs 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 behavior, 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 12,000 books, DVDs, videos and CDs, 80 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. The Library subscribes to over 30 online databases which primarily includes, Emerald, ProQuest, EBSCO, Marketline, Taylor & Francis, Ebrary among others.

Audio-Visual Materials
The Learning Resource Centre offers a full range of multi-media items. Audio-visual equipment is provided for in-house use of the materials.

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

- Heavy duty color and black & white laser printers and copiers
- Scanning facilities
- Laminating machine
- 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 thirty (30%) 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. The library also conducts regular workshops on use of Electronic databases, Referencing styles, plagiarism issues and usage of E-books every trimester.

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. The library also has several Institutional memberships with several organizations working in the field of Travel & Tourism and hospitality.

Opening hours (subject to changed)

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

OTHER STUDENT AFFAIRS

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.

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 LAN connections are available across the campus, including the student accommodation;
- Classrooms, boardroom and the Auditorium are equipped with interactive projectors, Dolby surround sound system and DVD connections.
- The innovation hub is equipped with interactive projectors and laptops that are integrated in ergonomically designed furniture;
- The instruction kitchen is fitted with a Projector and screen for presentations with 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 Multi-function printers;
- Students and staff have a personal academic email address integrated with single sign on features; Home drives (to save documents) and telephone numbers that are accessible from anywhere on the campus or worldwide;
- 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.

eMada (Student Information System - SIS)
This SISPortal provides access to online application, student transcripts, instructor and student schedules, grading, registration, course schedules and general administration for students as well as staff and faculty. The SIS is accessible on campus and off campus.

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. This system is the primary source of information on EAHM announcements and events.

STUDENT SUPPORT OFFICER
This officer, who is located in a private office within the library, 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)
- Liaison with Student Council
- Coordinating the Student Council activities with the Student Council Liaison Manager

- Coordinating Student Ambassador rostering and organizing regular meetings with the Student Ambassadors in regards to events and assignments

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 Executive Dean, Registrar, Associate Dean or with the Director of Industry Relations & International Office.

INDUSTRY RELATIONS & INTERNATIONAL OFFICE

The Director of Industry Relations & International Office manages the EAHM links with the industry, the employment portals and the related social media page postings / updates. 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 organizes the annual Career Fair that attracts companies all seeking to employ the EAHM graduates and overseeing the planning of the Alumni Association activities.

PERSONAL TUTORS (also referred to as Advisors)

All students at EAHM are assigned a Personal Tutor. At all times students can request to meet directly with the Executive 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 program 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 Executive Dean, the Registrar, Operations Manager or the Managing Director. The Registrar and Operations Manager are residents within the EAHM premises and can be contacted at any time in the event of an emergency.

STUDENT ORIENTATION

Newly admitted students across all academic programs, will normally attend an orientation program.

This program 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, Student Support Officer and then to the Executive Dean.

Purpose

The purpose of the Student Council shall be to serve the student body of The Emirates Academy of Hospitality Management (EAHM). The main responsibilities of the Student Council are:

- To plan and organize social events for students.
- To coordinate and/or support student projects and activities.
- To support students, when in need for academic/social/professional support.
- To sustain and increase the Student Council funds.

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

STUDENT RESPONSIBILITY

Each student registering for a program 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 recommended that students should retain copies of all coursework and assessments documents submitted for each course.

Confidentiality

During the course of the program, students may occasionally receive sensitive information regarding the business aspects of Jumeirah or other organizations. 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 or GDPR compliance 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 2018 the Quality Institutional Effectiveness & Risk (QIR) department will be established. The Senior Manager of the QIR departments reports directly to the Executive Dean and is charged with conducting a planned campaign of internal research activities to identify areas for improvement and to actively monitor all stakeholders' satisfaction with all areas of 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 Teaching, Research and Scholarship Committee 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, behavioral, and academic requirements that EAHM expects from all students.

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

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 Register Number 45069 ("**EAHM**"); and

(2) the individual named hereunder, *XXX* of *XXX* whose date of birth is *XXX* and a citizen of the *XXX.* (the "**Student**") who has applied for the *XXX* program.

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 Program 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 program 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 program 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 Program of Study (including but not limited to accommodation).

Program of study: the academic program 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 program of study, this Agreement shall remain in effect for the duration of the student's Program of Study ("**Term**").

3.　EAHM Obligations

3.1.　EAHM will provide the Student with a Program 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 program completion subject to the Student successfully fulfilling the requirements of the Program of Study and relevant modules. Specific details relating to the arrangements for the Program of Study are available in the Catalogue.

3.3.　EAHM will make reasonable efforts to ensure the high quality of the programs 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, programs 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 endeavors to assist the Student with the sourcing of viable employment opportunities upon successful completion of the program 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 Term 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 term, 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 program.

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. Unless stated to the contrary, and otherwise provided in this Agreement, any amounts payable by the Student under this Agreement shall be exclusive of any tax, including VAT.

Where VAT is payable by the Student under this agreement, the consideration for the supply (VAT exclusive) shall be increased by an amount equal to the amount of VAT applicable at the prevailing rate at the time the supply is made (additional VAT amount).

For the purpose of this clause, "VAT means any value added tax or similar consumption tax".

After the commencement of the Term 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 Term 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 in the United Arab Emirates (UAE) are required to have a valid Residency 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 Executive 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 Program 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 Registrar's Office in the Student Services Centre 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 General Directorate of Residency and Foreigners Affairs in the UAE 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 program 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. EAHM has the right to validate and verify the authenticity of all submitted documents from the awarding institution or organization.

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 Undergraduate 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 Term). Postgraduate Students need to maintain a cumulative grade point average (CGPA) of 3.00 in order to continue with a full-time study load (i.e. nine (9) credits per Term). It is the Students' responsibility to visit the Registrar's Office to update and/or revise their individual program plan in line with the Catalogue.

6.5 All students must complete the clearance process before leaving EAHM.

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 program, 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 program 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 Program 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 organized 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 Term 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 favor 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 Scott Richardson, Executive Dean
duly authorized for and on behalf of
The Emirates Academy of Hospitality Management
━━━

SIGNED BY

_ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _
XXX
Bachelor of Business Administration (Honours) in International Hospitality Management
Student
━━━

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

Name and signature of witness: _
Contact email and mobile number: _
City, Country: _

ACADEMIC POLICIES AND PROCEDURES

Academic year

An academic year normally includes three Trimesters of twelve (12) weeks. Full-time Undergraduate students are expected to complete three Trimesters and a maximum of forty-five (45) credit hours within an academic year. Postgraduate students complete the taught course work elements for each individual module within four (4) weeks and then usually have around six (6) – eight (8) weeks to complete the course work requirements.

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 program.

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 thirty-five (135) hours of effort with a minimum of thirty-three (33) hours of structured in-class development. The remaining one hundred and two (102) hours of examinations and student effort (outside of classroom contact) may be spent in a variety of ways depending on the level and nature of the course. To complete a 3 credit course/module on the Undergraduate or Postgraduate program, a student is required to complete a total of 135 credit hours.

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 Executive Dean and in-line with the UAE Ministry of Education– Standards of Accreditation and Licensure.

Period of Registration

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

PROGRAM	MINIMUM	MAXIMUM
Master of Science in International Hospitality Management [MSc] / Master of Business Administration in International Hospitality Management [MBA]	3 Trimesters	12 Trimesters
Bachelor of Science (Honours) in International Hospitality Management [BSc] / Bachelor of Business Administration (Honours) in International Hospitality Management [BBA]	9 Trimesters	18 Trimesters
Associate of Science in International Hospitality Operations [ASc] / Associate of Business Administration in International Hospitality Management [ABA]	5 Trimesters	12 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 program of study. This is because some courses become obsolete over time and/or due to curriculum changes required/approved by the UAE Ministry of Education.

Intercalation (suspended 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 or SIS request and settle the intercalation fees accordingly in Finance. See page 61 for more information.

The maximum authorized intercalation period is three (3) consecutive Trimesters.

Newly admitted or transferred students shall only be allowed to intercalate their study after successfully completing at least one (1) full Trimester at EAHM.

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 have their visa and Emirates National ID cancelled.

Study Abroad for EAHM students

Students may select to study abroad for a Trimester or more (maximum 1 Academic year) 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 and the duration of the program of study. 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 programs are from Trimester four (4) to seven (7) only. The last two Trimesters must be completed at EAHM.

To participate in a study abroad program, the student must have a cumulative Grade Point Average of 3.00 or above, no academic warnings and give at least two (2) Trimesters notice to the Registrar' Office in writing (provide all documents such as syllabi and list of courses, that the student wants to take at the receiving university).

Course Load

Undergraduate
The minimum number of credit hours (academic load), for which a full-time student can be registered on the Undergraduate programs 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 load is three (3) to six (6) credit hours.
(c) The Executive Dean with or without the recommendation of the Registrar or 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 Executive Dean in writing.

Postgraduate
A full-time student will register for six (6) to nine (9) credit hours per Trimester. Part-time students must register for a minimum of three (3) 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 Executive Dean during the published add/drop period published 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 Executive Dean and / or Registrar.

For Elective courses running on a twelve-week block, a student may add or drop courses, with the approval of the Registrar or of the Executive Dean during the published add/drop period as published 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 program and EAHM.

Students are strongly advised to familiarize themselves to the sequencing of the courses. Students are personally responsible for ensuring that all academic requirements and regulations pertaining to their award aim are satisfied and should visit the Registrar's Office on a regular basis to update their program 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 program of study by the expected date of graduation.

Attendance and Absence

Undergraduate
Attendance for taught elements of the program 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 Faculty member concerned and Executive 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. Students who are recorded as absent for three (3) classes (or as per syllabus) 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 the student may now register for 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 will be given written warnings and after three consecutive modules will be dismissed from the program for failing to make satisfactory academic progress. With the Executive Dean's approval, the Exam Board can issue Special Letters to students who have mitigating circumstances that have prevented them from passing the required courses or if EAHM have not offered the required courses within the specified timeframe as per the student's program plan.

Change of Program
Students may change their program of study at any time with the approval of the Dean or the Executive Registrar. A request should be made by completing the Student Request for Change of Program Form or by submitting the Change of program request in SIS. Once the request is approved, the new program of study will be reflected on the student records in the coming term (processed in between terms).

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, where a final exam is required;
  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 respective Faculty member with the Executive Dean, 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 in writing prior to the deadline. The Executive 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 Executive 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.

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.

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 in writing to the Registrar's Office within seven (7) days of missing the submission date.

The decisions to accept or reject mitigating circumstances are made by the Registrar, Executive 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 in writing to the Registrar and Instructor within seven (7) 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 (during a 2-3 hour exam but not during a 1 hour exam); 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, the student 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.

Every student is expected to review the examination guideline document for further details prior to the exam.

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.

Undergraduate Dissertation

In the final Trimester, students will need to complete their Dissertation. The students will be given one (1) Trimester to complete the Dissertation.

Dissertations are graded by the respective supervisor and a second marker (usually nominated by the Dissertation Coordinator). Should the difference between the supervisor's and second marker's grade be within 10%, the average will be treated as final, unless by mutual consensus, another value is agreed upon. In the event of the grade difference exceeding 10%, the supervisor and the second marker will hold a consultation to identify a 'common ground'. In the event of a lack of consensus, the concerned dissertation will be referred to a third marker. The third marker can call for the original grading reports of the supervisor and second marker. The final grade will be the average of the supervisor's or second marker's grade and the third marker's grade, whichever is closer to the latter.

In the event a student wishes to change the supervisor, the student is required to email the request to the original supervisor copying the desired supervisor, the Dissertation Coordinator, the Executive Dean, the Associate Dean and Registrar. The change will be considered approved only once the original supervisor and the desired supervisor convey their written consent via email.

Any extensions can only be approved in writing by the Executive Dean or Associate Dean in liaison with the Dissertation Coordinator.

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 (3) working 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)

Undergraduate 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.

Undergraduate 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. 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 Examination Board meeting.

Undergraduate 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 recognized 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 program 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 program 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 program 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 program 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 program each year a matrix of assessments and assessment submission dates may be developed to ensure that the student work load is balanced.

Key Components of Assessment

In this program, assessment will be:

- Focused and derived from the learning outcomes within each course
- Used to align the curriculum of each course with the overall program 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 program learning outcomes;
- Used to inform curriculum and program 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 three (3) to five (5) months to complete either the Thesis (subject to supervisor approval).

Dissertations are graded by the respective supervisor and a second marker (usually nominated by the Coordinator). Should the difference between the supervisor's and second marker's grade be within 10%, the average will be treated as final, unless by mutual consensus, another value is agreed upon. In the event of the grade difference exceeding 10%, the supervisor and the second marker will hold a consultation to identify a 'common ground'. In the event of a lack of consensus, the concerned dissertation will be referred to a third marker. The third marker can call for the original grading reports of the supervisor and second marker. The final grade will be the average of the supervisor's or second marker's grade and the third marker's grade, whichever is closer to the latter.

In the event a student wishes to change the supervisor, the student is required to email the request to the original supervisor copying the desired supervisor, the Director of Research & Innovation, the Executive Dean, the Associate Dean and Registrar. The change will be considered approved only once the original supervisor and the desired supervisor convey their written consent via email.

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 or as specified by the Examination Board.

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 Executive Dean.

ACADEMIC INTEGRITY

The Emirates Academy of Hospitality Management (EAHM) 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 behavior. 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.

SCOPE:

This policy covers all EAHM students, including study abroad, fulltime and part-time students at both Undergraduate and Postgraduate levels. It also pertains to all EAHM Faculty members, including Adjunct and Visiting Faculty.

Scope of the policy is also elaborated in the sections below.

DEFINITIONS:

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

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

- Using the exact words from a source (a book, website, DVD, journal or any other information source) without quotation marks and without naming the source. Note that there is no number of words below which using exact words is *not* an offense; using even one or two words is plagiarism if they are distinctive. This point also applies to charts, tables, figures, etc., taken from a source and used in your work.

- Presenting the ideas, opinions, facts, figures, images, charts, tables, or research results from a source, in your own words, without naming the source.

- Presenting the ideas, opinions, facts, figures, images, charts, tables, or research results from a source in your own words and naming the source, but paraphrasing badly, too closely following the original in wording and/or sentence structure.

- Translating directly from a source in a language other than English, or using an electronic translator, and submitting the translation as part or all of an assessment, without citing a source.

- Submitting the same or very similar work as another student for an individual assessment.

- Allowing another student to copy your work. Note that this is considered as serious an offense as copying someone else's work yourself.

- Self-plagiarism: This means submitting the same assessment for more than one course, without permission from the lecturer. Note that this is considered academic dishonesty even though you prepared the original paper completely yourself.

- Submitting work done entirely or in part by someone else, and representing it as your own work or the work of your group (for example a paper purchased or downloaded from the web, or written by another student or a relative). The penalties for this are severe.

Falsifying data in academic work
This includes but is not limited to:

- Submitting work that includes false or fabricated data or information. (for example, inventing facts or figures, including them in your essay and attributing them to a false source; OR in a Dissertation, falsifying survey data)

- When a graded assessment is returned to you, changing answers or data surreptitiously and then asking for a better grade.

Lying for academic gain (misrepresentation)
This includes but is not limited to:

- Knowingly giving false information or omitting to provide complete information to the Registrar, Executive 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).

- For Undergraduates, 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, for Undergraduate students).

Collusion

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

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

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

- Submitting work that has been substantially edited or changed by another person.

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

POLICY STATEMENT:

EAHM demands a high standard of academic integrity from both students and faculty as an integral part of academic achievement. EAHM Undergraduate and Postgraduate 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:

- Read, understand and follow the guidelines provided by EAHM to avoid plagiarism and other forms of academic dishonesty.
- Consult with instructors when you are unclear about the guidelines for an assessment or about avoiding academic dishonesty in a particular instance.
- Conduct yourself according to EAHM's standards of academic integrity not only while in classes at EAHM itself, but also during Undergraduate internships and exchange year at Ecole hôtelière de Lausanne.

Responsibilities of EAHM

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

- EAHM publishes its policy on academic integrity in the Catalogue.

- Students are introduced to the policy and the concept of academic integrity early in their first Undergraduate year, and during their first module of the Postgraduate program.

- Every first year Undergraduate student and first module Postgraduate student receives formal instruction on 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 both Undergraduate and Postgraduate students to sign a declaration that the work is their own (See Appendix B).

- All faculty members reinforce the academic integrity policy by ensuring it is followed impartially and equitably in all assessments for their courses, and by processing offenses according to the agreed procedures.

- Faculty members give clear written guidelines for assessments that indicate whether collaborative or individual work is required. All course syllabi include a standard statement on academic integrity with a reference to the policy.

- All faculty members model the required behavior 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. This means, among other things, that sources are listed on PowerPoint slides and other handouts.

- New and adjunct faculty are fully briefed on EAHM's academic integrity policy.

Use of Turnitin for plagiarism detection

- EAHM makes available to students and faculty the plagiarism-testing software Turnitin. Faculty members have the right to use it for any or all of their assignments.

- For some assignments, such as dissertations (DISS490/DISS901) and research proposals (RESH301/RESH901), use of Turnitin is mandatory.

- All other assignments will be submitted to Turnitin at the discretion of the faculty member. However, it is recommended that all substantive essay-style written assignments requiring research to complete be run through Turnitin.

- When Turnitin submission is deemed a requirement for a particular assignment, students will submit their work themselves. Turnitin will be configured so that for every assignment, students have a period of time during which they may submit an assignment, view the plagiarism report, makes necessary changes and re-submit, before the assignment is graded.

- New faculty will receive full documentation and training. First year students will be trained to use Turnitin in ENGL102 and/or in other mandatory workshops.

- Faculty will assess each final Turnitin report, checking the highlighted sections to ensure that students have used proper referencing. Incorrectly referenced or unreferenced matches will incur penalties.

The Executive 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, even those in first year.

If a faculty member, exam invigilator or administrator
- Observes a student using a written or electronic prop during any exam, or
- Finds such a prop in the possession of a student, or
- Suspects a student of infringing examination rules during an exam through collusion, looking at other students' work, etc.

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

First offence

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

Second offense

A second cheating offense will result in failure of the Undergraduate course or Postgraduate module. A letter will be placed in the student's file indicating that this is a second offense. The letter will remain until the student graduates, and then will be removed. The student will be placed on academic probation, and will be suspended if another academic offense of any kind is uncovered.

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 student record.

Other academic offenses
(Plagiarism, Falsifying Data, Lying for academic gain, Collusion)

It is recognized that minor instances of academic misconduct, such as incorrect referencing, may occur among students who are beginning their university studies. Therefore, 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 a learning period and is thus treated separately in this policy. There is no grace period for students in the master's program.

Academic misconduct by Undergraduate students in first year

Instances of academic misconduct during this period **are** penalized but penalties are the sole responsibility of the individual faculty member. A record of each offense is kept in the student file.

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 Undergraduate 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 Executive Dean, who will convene a Disciplinary Committee, as described below. If the Disciplinary Committee upholds the accusation, the offense will be recorded in the student's file and

may be kept on file for up to five years after the student graduates. (Usually a letter recording a first offense will be removed when the student graduates, but the Disciplinary Committee reserves the right to extend the period if it deems an offense more serious).

Academic dishonesty by Postgraduate students

Postgraduate students will be expected to know what constitutes academic dishonesty, and how they can avoid it in the work they submit for assessment, from the first module onward. A phased approach to penalties is not used for Postgraduates.

All alleged offenses will be reported by the faculty member to the Executive Dean, who will convene a Disciplinary Committee, as described below. If the Disciplinary Committee upholds the accusation, the offense will be recorded in the student's file and may be kept on file for up to five years after the student graduates. (Usually a letter recording a first offense will be removed when the student graduates, but the Disciplinary Committee reserves the right to extend the period if it deems an offense more serious).

Minor offences

An offense *may* be deemed to be minor if

- It is a first offense.
- In cases of plagiarism, there is evidence that the student has not yet mastered the necessary skills for effective referencing and/or paraphrasing, although this is rarely defensible after first year.
- In cases of plagiarism, the extent of the plagiarized work is limited (e.g. a couple of sentences in a long paper).

Serious offences

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

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

- The student is in third or fourth year, with the expectation that a student in first year is still learning, while one in fourth year should be fully conversant with both EAHM's policy on academic dishonesty and the means to avoid violating it.

- It involves large-scale plagiarism or collusion or cheating.

- The student cheats, plagiarizes or colludes on an assessment or test with a high weighting in relation to the overall grade for the course, for example, 30% of the total grade or more.

- There is clear evidence of intent to deceive. Such evidence would include, for example, a print-out from Turnitin or another source, showing the exact words appearing in a student's essay without attribution.

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

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

Penalties for academic misconduct may include (singly or combined):

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

See policy EA/ACA/002 Appendix C for Undergraduate students and Appendix D for Postgraduate students)

Procedures for handling accusations of serious academic misconduct <u>after</u> first year, or first module (in the case of Postgraduate students)

- The faculty member will forward the evidence to the Executive Dean and the accused student within five (5) working days of discovery of the alleged misconduct.

- Within two (2) working days of receipt of an accusation, the Executive Dean will convene a Disciplinary Committee, comprising the faculty member, the relevant program director and the Executive Dean, or designated replacements. A replacement will always be nominated when the program director or Executive Dean is also the faculty member involved.

- 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 EAHM.

- If the accusation is upheld, the Disciplinary Committee will announce a decision and a penalty within two (2) working days of the "hearing".

If the accusation is upheld, the penalty will be recorded in the student's record.
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 one (1) Trimester 1, 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 program in either of the following cases (the below does not apply to student still on provisional enrollment status):

   (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 UAE Ministry of Education- Standards of Licensure and a student may be required to submit new application documents.

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; or
    (d) Other mitigating circumstances.

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

The appeal must be submitted within one week from the date of the Examination Board / from the time that grades were published in the student information system. The Executive Dean or the Registrar will examine the eligibility of an appeal and forward eligible appeals and the students' course work/assessments to the 3rd reviewer for remarking (2-6 weeks). Students will be notified of the decision within one week after the following Examination Board meeting. The decision of the Examination 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.

To apply for a grade appeal, the student must complete the grade appeal form along with a statement explaining the reasoning behind the grade appeal. The student is also encouraged to submit any supporting evidence / documents / meeting minutes / emails and must meet with their course instructor to present their case prior to the grade appeal submission.

GRADING SYSTEM

Grade Report and Transcript
A grade report will be issued to the students and published on the student information system after the Examination 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 (not on "Financial Hold") and to students who have completed the clearance process (for graduating or withdrawing students) and who are not on "Academic Hold".

Undergraduate

The following grading system will apply on the Undergraduate programs.

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 program requirement.
P	Pass on an ungraded course.
R	Repeated/Replaced. From September 2016, repeated course will no longer be assigned the grade R, instead the transcript will show the original grade, but clearly be marked as a "Repeated course". The cumulative GPA will not account for the original grade.
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 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. From September 2016, repeated course will no longer be assigned the grade R, instead the transcript will show the original grade, but clearly be marked as a "Repeated course". The cumulative GPA will not account for the original grade.

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 program.*** 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 program 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 recognized institution of higher education at the same level of study as the program to which they are transferring, with a cumulative GPA of two (2.50) or above.
   (d) The Ministry of Education in the UAE must approve all transfer credit applications prior to the Examination Board review.

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 specializing in the content area or by the Associate Dean for comparability determination outside of the greater than sixty – six (66) percent guideline.

Determination of credit transfer will be made by the Executive Dean or Associate Dean following a recommendation from one or more faculty specializing 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 program. 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 Honors degree (subject to Ministry of Education in the UAE approval). 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.

The Admissions team will contact the university from which the credits will be transferred, to validate the transcript or any certificates received and submit the transcripts, syllabi, proposed transfer credit approval form with the validation email/letter to the Ministry of Education in the UAE for transfer credit approval.

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 and wishing to participate on study abroad programs 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 program from the Registrar or Dean and from Ministry of Education in the UAE, 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 submits it to the Enrollment Coordinator (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 Executive Dean or Associate Dean and to the Ministry of Education in the UAE for further approval.
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 Program Plan and the Award of Credits Letter.
6. After the Examination Board meeting, the Registrar's Office sends the program 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 and/or submitting supporting full-time employment certificates.

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 Relations & International Partnerships prior to commencing their program of study. The Director of Industry Relations & International Office. will liaise with the student regarding the Internship report requirements and contact the previous employer for a confidential evaluation.

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 Relations & International Office.

EXAMINATION BOARD

The Examination Board meets every Trimester:

Jan Trimester

1. *Retake Exams / Internships* from previous Trimester at the beginning of Feb (2 weeks after retake exam week)
2. *Postgraduate* in the middle of March (latest 10th calendar week after the last PG course has finished in the previous Trimester)
3. *Study Abroad / Undergraduate* after Final Exam Week during the break for the end of that Trimester

Apr Trimester

1. *Retake Exams / Internships* from previous Trimester in the middle of May (2 weeks after retake exam week)
2. *Postgraduate* at the mid/end of June – not in July and before Eid break (latest 10th calendar week after the last PG course has finished in the previous Trimester)
3. *Study Abroad / Undergraduate* after Final Exam Week during the break for the end of that Trimester

Sep Trimester

1. *Retake Exams / Internships* from previous Trimester at the beginning of October (2 weeks after retake exam week)
2. *Postgraduate* at the beginning of October – not later as the Graduates have to be confirmed (latest 10th calendar week after the last PG course has finished in the previous Trimester)
   - ❖ Can be combined with Retake Exams / Internships Examination Board

3. ***Study Abroad / Undergraduate*** after Final Exam Week during the break for the end of that Trimester

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 and comments, to the Registrar's Office for review at 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;
(f) Intercalation requests;
(g) Change of program requests

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

The Executive 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 The Emirates Academy of Hospitality Management (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 Faculty and staff when disagreements arise.

SCOPE:

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

The policy covers interactions, decisions or actions between a student and 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 EAHM, e.g. problems encountered with an employer during an internship. The Industry Liaison Manager is the first line of contact for this type of problem.

A student may not use this policy to take issue with the *content* of a policy or procedure, only the application of it. Comments and suggestions related to the content of published policies and procedures, or the lack of policies on particular issues, may be submitted to the Executive 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 Executive 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 Executive 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 Executive Dean for all Faculty; for non-academic matters, the relevant line manager, for example the IT Manager, the Operations Manager, Director of Marketing & Enrolment 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 Executive Dean, including a history of resolution attempts to date. The Student Grievance Form should be used for this purpose (Appendix A), with all relevant documentation appended. The Student Support Officer can help in the process of submitting a grievance.

The Executive Dean will review the written records and will collect further information through discussions with the two parties and any relevant witnesses. The Executive 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 (Appendix B) and this will bring an end to the matter.

If a grievance is resolved formally, a complete set of records will be kept in a separate file in the Executive 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.

PARCHMENT

Students may not request the parchment in advance of the date of graduation. EAHM will issue a letter stating the completion of the program study to the students if requested with a copy of the students' unofficial transcript.

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

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 Application requirements, submit all required documentation requested by the Registrar's Office and completed the full clearance process prior to the graduation ceremony.

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 program 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 and is not on "Financial Hold".
(g) The student has submitted all required documentation to the Registrar's Office including official attestations and certificate of equivalencies.
(h) The student has completed the full clearance process.

Guidelines for Honors 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 program 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 – MBA in International Hospitality Management program 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.
(e) The student is in good financial standing with The Emirates Academy of Hospitality Management and is not on "Financial Hold".
(f) The student has submitted all required documentation to the Registrar's Office including official attestations and certificate of equivalencies.
(g) The student has completed the full clearance process.

Award Classification

Award	Grade Point Average
Distinction	≥3.75 - ≤4.00
Merit	≥3.50 - ≤3.74
Pass	≥3.00 - ≤3.49

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 summarized 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) (3-2-0)

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:

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) (3-0-3) Instructor: Ms. Assunta Riccio. The aim of this course is to give learners a knowledge of the uses of spreadsheets, Word processing and PowerPoint presentations and enable to present data in an effective way including graphical format and alternative visual aids. The course intends to equip students with office application suite 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, Word and PowerPoint and industry specific platforms for operational use. There will also be an overview of Outlook including both emails and calendar. Pre-requisite: None. Offered twice per academic year.

Consultancy Project (CONS401) (6-2-10 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) (3-2-0) Instructor: Dr. 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, service culture, and the relationship between culture and tourism. Pre-requisite: None. Offered every Trimester.

Cultural Diversity (CULT201) (3-4-0) Instructor: Dr. 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 acceptance and the relationship of this to effectiveness in the workplace. Coverage includes: definitions of culture; national culture, cultural tourism, 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) Instructor: Dr. Sanjay Nadkarni / Other Supervisors: Dr. Scott Richardson, Dr. Michael Newnham, Dr. Stephanie Morris, Dr. Ioanna Karanikola, Dr. Chris Dutt and Ms. Bincy Baburaj. 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 and modelling techniques; 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 Program 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. Pre-requisite: RESH301. Offered every Trimester.

English Composition and Rhetoric (ENGL102) (3-4-0) Instructor: Ms. Donna Haas. 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 Trimester, 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. Discussion will be encouraged and expected on a regular basis. Pre-requisite: None. Offered every Trimester.

Food and Beverage Business (FABM101) (3-4-0) Instructor: Ms. Helen Morris. The course aims to focus students' attention on the management aspects of a food and beverage operation by developing basic concepts of planning, organizing and controlling a food service operation. The course covers the differing aspects of the food and beverage operation, classification, food safety management, cost control, revenue generation and managing quality within the business. Pre-requisite: None. Offered twice per academic year.

Food and Beverage Service (FABS101) (3-1-8) Instructors: Ms. Helen Morris and Ms. Sarah Belanger. 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; restaurant trends, 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 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) (3-2-2) Instructor: Dr. Ioanna Karanikola. 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: Ms Bincy Baburaj. 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) (3-2-2) Instructor: Ms. Sue Butterton. 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, organization 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 International Human Resource Management (IHRM), its evolution throughout the years which shaped it to what it is today, a strategic partner in the organization 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.

Innovation & Entrepreneurship (INEN301) (3-3-0) Instructor: Dr. Stephanie Morris. Entrepreneurship has the potential to make several positive contributions to a country's economy via the creation of entrepreneurial ecosystems and innovation clusters. This course provides students with the knowledge to articulate the differences between

design thinking, innovation, and entrepreneurship and to differentiate between an idea and a viable opportunity. The assessments provide students with opportunities to develop their creative confidence and develop a business idea that has the potential to become a viable business. The course draws on a number of key areas including design thinking, legal issues surrounding entrepreneurship, the creation of the entrepreneurial mind-set, innovation and idea creation, evaluation of market opportunities, and risk taking. The module is designed to develop students' enterprising and entrepreneurial skills, particularly in respect to the service industry, and to enhance employability by working on a range of complex problems and issues both individually and in teams. Pre-requisite: None. Offered twice per academic year.

Introduction to Finance (FINN301) (3-4-0) Instructor: Ms Bincy Baburaj. 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.

International Tourism Management (ITMT301) (3-4-0) Instructor: Dr Chris Dutt. 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 theories 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) (6-0-21/22 weeks in industry) Instructor: Ms. Marina Rizzi. 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 program. 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, CDIP100 (for intakes from Sep 2018 onwards). Offered every Trimester.

Leadership (LEAD101) (3-3-0) Instructor: Ms Assunta Riccio. The purpose of this course is to introduce students to the principles and practices of leadership; within the context of the International Hospitality Industry and even within others. 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 twice 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 international legal principles and considers legal traditions in multiple countries whenever possible. Pre-requisite: None. Offered once per academic year.

Management Accounting (ACNT201) (3-4-0) Instructor: Ms. Bincy Baburaj. 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. Having transitioned from Accounting 101, the purpose of this course is to learn the key concepts and stages of analyzing and apply using the range of financial statements presented in a hospitality business setting and from the managerial or business owner perspective. Emphasis is placed on understanding and interpreting the data presented allowing for meaningful and accurate interpretation that enables focused decision making in the business setting. Pre-requisite: ACNT101. Offered once per academic year.

Organizational Behaviour (ORGB201) (3-4-0) Instructor: Dr. Ioanna Karanikola. This course 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) (3-4-0) Instructor: Ms Bincy Baburaj. 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. 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, current trends, and competence in preparing dish 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: latest food trends; consumer demand; psychological, sociological, environmental and political influences on consumer demand; established and innovative dishes; menu planning; and kitchen accounting. Pre-requisite: None. Basic Food Hygiene Certificate is required. Offered twice per academic year.

Real Estate (Hotel) Finance (FINN401) (3-3-0) Instructor: Ms. Bincy Baburaj. 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: Dr. Chris Dutt / Team-Taught with Dr. Scott Richardson, Dr. Michael Newnham, Dr. Sanjay Nadkarni and Dr. Stephanie Morris. 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) (3-4-0) Instructor: Dr. Ioanna Karanikola / Ms Bincy Baburaj. The existence of this course is vital to the Hospitality Program 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 Revenue management 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 twice per academic year.

Services Marketing (MRKT301) (3-3-0) Instructor: Mr David Butterton. In an age of unprecedented competition where the focus of effort is frequently orientated towards measures of financial accountability those organizations who neglect or mismanage their Marketing strategies will ultimately suffer. Increasingly, managers find themselves involved in charting the direction of the organization and contributing to decisions that will create and sustain a competitive advantage and affect long-term organizational performance. Managing in this constantly changing business environment is an essential

requirement for business success as the world moves through the 21st century. 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) (3-4-0) Instructor: Dr. 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 and management information systems in the conduct of business with a focus on hospitality and the wider services sector. 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 and processes are being challenged by technology driven disruption, 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 practitioner across the industry verticals. Students will be able to build upon their knowledge of business driven digital platforms, consider issues related to the implementation in organizations across sector-verticals and identify best-in-class platforms. Pre-requisite: COMP102. Offered once per academic year.

Strategic Management (STMT401) (3-4-0) Instructor: Dr. 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. STMT401 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 twice per academic year.

Career Development and Industry Presentations (CDIP100) (0-2-0). This course is packed with innovative resources you can use now and throughout your career, it helps you move from "job seeker" to "job finder" with its comprehensive step-by-step guide to finding and keeping a job. Both empowering and encouraging, this course effectively breaks the daunting prospect of marketing yourself to prospective employers into a manageable process. Clear instruction guides you through self-assessment, employer research, self-marketing, writing a market-driven resume, and interviewing. It equips you with the tools you need to gain a competitive advantage in the workplace, reach your career potential, and stand out in a crowd.

INDICATIVE UNDERGRADUATE LANGUAGES 2018-2019

Beginners Arabic (ARAB100) (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 interest of the students.

Beginners French (FREN100) (3-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the students to engage in simple communication in French and to develop their speaking, listening, reading and writing skills through   activities that introduce the language in authentic setting and also through audio and video resources. Pre-requisite: None. May be offered in every Trimester depending on the interest of the students.

Beginners Mandarin (MAND100) (3-4-0) Instructor: Ms. Tian Zhen. 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. May be offered in every Trimester depending on the interest of the students.

Beginners Spanish (SPAN100) (3-4-0) Instructor: Dr. Ioanna Karanikola. This module in Spanish provides an insight into the beginner's level of Spanish language for Hospitality. 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 interest of the students.

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

Intermediate French (FREN200) (3-4-0) Instructor: Ms. Christiane Ibrahim. In Intermediate French, the facilitator will provide students 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 to enable them to understand and use French in the hospitality context. Pre-requisite: FREN100. May be offered in every Trimester depending on the interest of the students.

Intermediate Spanish (SPAN200) (3-4-0) Instructor: Dr. Ioanna Karanikola. This module in Spanish provides an insight into the intermediate's level of Spanish language for Hospitality. 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. May be offered in every Trimester depending on the interest of the students.

INDICATIVE UNDERGRADUATE ELECTIVES 2018-2019
(selection to be confirmed in Q2 2019)

Business Law (BLAW401) (3-3-0) Instructor: Dr. Stephanie Morris. BLAW401 is intended to give future business managers overall awareness of the legal environment in which society operates. We will discuss topics such as general classifications of law, torts, crimes, and elements of a contract. We will also explore the function and procedure of a court case from start to finish by holding a mock trial. The mock trial gives students hands-on experience in understanding the time, effort, and expense involved in the litigation process. It functions as a general aid for future use in making intelligent management decisions when confronted with the choice of either independently handling legal issues that will inevitably arise or handing the matters over to attorneys. General principles of law are taught that can be applied globally. Pre-requisite: None. Offered once per academic year.

Club and Resort Management (CLMT301) (3-3-0) Instructor: TBC. 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.

Consumer Behavior (CONB301) (3-3-0) Instructor: Mr. David Butterton. The aim of this course is to introduce the theories and concepts of consumer behavior from a multi-disciplinary perspective, using principles from psychology, sociology, business and economics. The inter-relationship between consumer behavior and marketing will be explored. Examples and exercises will be drawn from various service sectors. Pre-requisite: None. Offered once per academic year.

Facilities and Installations Management (FACM301) (3-3-0) Instructor: Mr. David Butterton. Facilities management is a critical dimension of hotel and resort operations and underpins the health, safety and welfare of all stakeholders both on and off site. This course is designed to meet the challenges faced by operations facilities managers in the hospitality industry today and seeks to equip the student with a broad and lateral perspective of facility management. This course will be underpinned by current practices and principles of facilities management and will take the form of a series of traditional lectures along with seminars, workshops and case studies. A core philosophy within the course is for students to apply theory to practice through visiting a number of establishments during the length of the course and comparing industry practice with course content and examples. Pre-requisite: None. Offered twice per academic year.

Food Management & Media (FMAM301) (12-0-24) Instructors: Mr. Michael Kitts, Ms. Helen Morris, and Ms. Sarah Belanger. The course focuses on designing and developing a restaurant concept where students start the process from planning through to execution using various resources and skills available. Not only will the students develop and execute a restaurant concept they will learn and incorporate social media skills of food writing, food styling and photography and evaluate how a manager can use social media channels to best promote a food and beverage business to clients. Pre-requisite: FABM101, FABS101, CULN101. Offered once per academic year.

Gastronomy (GAST301) (3-0-8) Instructors: Mr. Michael Kitts, Ms. Helen Morris, and Ms. Sarah Belanger. The course aims to focus students' attention on the food and beverage aspects of a fine dining operation by developing advanced techniques in food production and cooking along with dish composition, planning, organizing and controlling a food service operation. The course covers the differing skill sets relating to the food and beverage operation and managing quality along with the finance and organization of the business. Pre-requisite: FABM101, FABS101, CULN101. Offered once per academic year.

Introduction to Cruise Ship Management (CRMT301) (3-3-0) Instructor: TBC. The cruise industry is the most dynamic category of the entire leisure market. Despite the global economic crisis, the industry continues to show steady growth. For 2017, the forecasted amount of people travelling on cruise ships is 28 million worldwide. Some of the key drivers for the cruise industry's success are the deployment of international brand ships in fast growing and emerging markets, as well as a diverse range of offerings. The novelty of new routes and itineraries attract first time and repeater cruise guests alike. One of the biggest trends for recent years are river cruises, now offered worldwide, exploring the great rivers of Europe, North America, Asia, and Africa. 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.

Meetings, Incentives, Conventions and Exhibitions (MICE301) (3-3-0) Instructor: TBC. 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 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.

Quality Management (QUAL301) (3-3-0) Instructor: Mr David Butterton. This course examines what quality is, how we measure it, how we manage it and what impact quality management has on tourism and the hospitality industry. Quality management will be studied in services and manufacturing industries in both public and private sectors, to ensure complete comprehension of the theories. Through classroom instruction, interactive case studies, and exposure to industry professionals, students will be able to apply theory to practical scenarios. Pre-requisite: None. Offered once per academic year.

Special Interest Tourism (SITM301) (3-3-0) Instructor: Dr. Chris Dutt. 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 analyze the key developments in their chosen market. Understanding the changing tourism landscapes and demographic diversity of needs is a key management function in today's growing and dynamic tourism market place. This module aims to offer alternative thinking to the already vast array of tourism products available to consumers and how new trends develop. Pre-requisite: None. Offered once per academic year.

Sustainability in the Hospitality Industry (SUST301) (3-3-0) Instructor: Mr. David Butterton. 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 polarization of modern society. Shareholders, employees and customers all have higher expectations of

a hospitality industry that increasingly demonstrates responsible behavior across the triple bottom line of economic, social, and environmental management. In response, the hospitality industry, along with governments and private organizations 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. This course will enable students to learn the theoretical underpinnings of sustainability and apply their knowledge through a hotel benchmarking exercise. Pre-requisite: None. Offered once per academic year.

Innovation and Sustainability (INSS301) (3-3-0) Instructor: Dr Stephanie Morris & Dr Sanjay Nadkarni. This course is designed to develop students' understanding of the principles, frameworks, and tools of innovative and sustainable product development. The focus will be on a physical product rather than a service or event because it is the access to a tangible object that will bring the impacts to the forefront for sustainability evaluation. The final student output will consist of a product pitch designed for delivery to government stakeholders in view of UAE sustainable strategies for 2030. Pre-requisite: INEN301. Offered once per academic year.

POSTGRADUATE MODULES

Applied Statistics for Business Research (STAT901) (3-9-0) Instructor: Dr. Sanjay Nadkarni. Statistical methods and analytics are critical decision support tools that have an important role to play in improving business processes and outcomes and form the core of Business Intelligence (BI). Enterprises, irrespective of their scale and sector deploy 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 analysis and probability concepts. The emphasis is on trending topics in data visualizations, Big Data and inferential statistical algorithms which enable students to explore differences and relationships commonly used in business studies. Drawing on use cases and examples from hospitality and tourism as well as other allied sectors, the content familiarizes them with desktop and cloud application software tools for data visualization and analyses which enable handling 'Big Data' from a business intelligence perspective. Practical application of the concepts and interpretation of the output will augment the student's ability to derive actionable insights and to mitigate risk and uncertainty. 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: None. Offered once per academic year.

Developing and Monitoring Corporate Strategy (MNGT903) (3-9-0) Instructor: Dr. Michael Newnham. As a discipline and as a business practice strategic management is playing a vital role within the modern hospitality industry. Strategy is concerned with the long term direction and aspirations of the organization and is based upon solid market and business research and an understanding of the organizations capabilities and potential. Strategic planning is however of little organizational use without the effective management of the achievement of the strategic intent. This module provides managers with the skill sets to engage with the strategic planning process and then to manage and monitor the achievement of these goals. Pre-requisite: None. Offered once per academic year.

Hotel Asset Management (FINN901) (3-9-0) Instructor: Ms. Bincy Baburaj - Supervised/Reviewed by Dr Michael Newnham. 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. Ultimately, the goal of an asset manager is to strategically oversee hotel operations to meet the hotel owner's investment objectives. 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. In this course, you will examine the various negotiation tactics and conflict resolution approaches that you can use to help when issues arise between owners and the hotel manager. You will also examine capital expenditure planning and benchmarking, which can enable you to strategically increase hotel performance and its overall long-term value. Finally, you'll learn how to manage and analyze risk appropriately, in order to make refinancing decisions that use debt creatively. 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.

Service Operations Management (SOMA901) (3-9-0) Instructor: Dr. Michael Newnham. This course explores the dimensions of successful service firms. It prepares students for enlightened leadership and management of service operations. Outstanding service organizations are led and managed differently from others. Execution is based on innovative and entrepreneurial assumptions about the way success is achieved, and the application of effective project management principles. Superior results and a distinctive competitive advantage emerge from alignment between service strategies, new service development and the service encounter. Service operations managers must also consider, among other things, the service scape, service quality, process improvement, and capacity management. They must also blend marketing, technology, people, and information. This subject will study service management from an integrated viewpoint, applying concepts and models to the hospitality and tourism industry. The material will integrate the topics outlined above and help students discover entrepreneurial opportunities. Prerequisite: None. Offered once per academic year.

Managing Human Capital (HRMT901) (3-9-0) Instructor: Dr. Ioanna Karanikola. This course provides an introduction to the nature of International Human Resource Management (IHRM), its evolution throughout the years which shaped it to what it is today, a strategic partner in the organization 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. Prerequisites: None. Offered once per academic year.

Postgraduate Thesis (DISS901) (9-1-12 hours research a week) Instructor: Dr. Sanjay Nadkarni / Other supervisors: Dr. Scott Richardson, Dr. Michael Newnham, Dr. Stephanie Morris, Dr. Ioanna Karanikola, Dr Chris Dutt and Ms. Bincy Baburaj. 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 and STAT901. Offered every Trimester.

INDICATIVE POSTGRADUATE ELECTIVES 2017-2018
(selection to be confirmed in Q4 2018)

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 when required.

Cross Cultural Selling and Marketing (MRKT901) (3-9-0) Instructor: Dr Chris Dutt - Supervised/Reviewed by Dr Scott Richardson. Recent waves of globalization have created new markets and business opportunities that few could have visualized earlier. These opportunities however, come with challenges and risks. Companies today have proven that they are, and will continue to remain globally competitive if they are to be able to carry their clients, investors and talented high performing employees with them into the future. Many businesses are expanding into multicultural markets both within their home country and globally, and have to appeal to clientele from different cultures. Conducting business across international boundaries requires interaction with people. Both national culture and organizational culture can influence the sales process when conducting business internationally. As more firms operate globally, an understanding of the effects of cultural differences on decision making becomes increasingly important so as to mitigate business risk as well as to enhance international marketing strategies. More than any other function of a business, the Marketing function is perhaps the most susceptible to cultural

error. It is in the area of international marketing that most of the "international business blunders" occur. 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.

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.

Event Operations and Risk Management (EORM901) (3-9-0) Instructor: Ms. Julie Jackson - Supervised/Reviewed by Dr Michael Newnham. Risk is a fundamental operational concept centered around a legislative framework that enables organizations 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.

Innovation Leadership (INLE901) (3-9-0) Instructor: Dr. Stephanie Morris. Today's world expects to find a new style of leadership that emboldens and accelerates design innovation in the workplace. Design thinking offers a novel way to discover market opportunities, iterate to validate concepts, save valuable time, mitigate risk, and deliver value to all stakeholders. This course offers hands-on experience applying the human-centered design process to real-world challenges. You will have the opportunity to explore the world around you and learn how to empathize and engage with end users, effectively frame problems, identify potential solutions, and build prototypes to test your

assumptions, with the ultimate aim being to select a scalable idea that can be taken to market. Pre-requisites: None. Offered once per academic year.

Law and Ethics in the Business World (LEBW901) (3-9-0) 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 and self-reflection from the onset. Pre-requisite: None. Offered once per academic year.

Sustainable Tourism Development (SUST901) (3-9-0) Instructor: TBC. The inclusion of this course is based upon reasons of good business practice, good corporate citizenship and ethics. Tourism as an industry consumes business assets and those of culture and natural environments as it commodifies the latter in order to create positive visitor experiences. As the hospitality industry develops to not simply be a means of meeting demand derived from providing accommodation arising from trips to desired locations, but to becoming attractions and desired places in their right as evidenced by the Burj Al Arab in Dubai, the Venetian in Macau, the Versace Hotels and resort complexes such as 'The Promised Land' in Taiwan, the need to consider longer term sustainability becomes more pressing if future generations are also to enjoy an un-degraded natural environment. Threats to the environment are many, and are not simply related to climate change. Agricultural practices, demands upon water supply, energy requirements, construction industry requirements – all impact upon tourist destinations. Equally the development s of the industry itself impact on these other industries through creating demand for food, water, energy, new buildings and airports and again on social and natural resources. The U.A.E and specifically Dubai represents a case study of challenge with its construction and demands, and the ways in which resorts, tourism attractions and hotel accommodation are melded into wider planned communities as in Dubailand and the Waterfront developments. Similarly, Dubai offers alternative measures such as those incorporated into the Dubai Desert Conservation Scheme and its role in desert and wildlife regeneration.

Thus the inclusion of the paper can be rationalized in terms to global significance with local issues and cases illustrating both problems and solutions in the process of securing sustainable tourism development. Pre-requisite: None. Offered once per academic year.

Special Project (SPPR901) (3-9-0) 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 Special 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 Special 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 Special 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: None. Offered once per academic year.

FACULTY

FULL-TIME

NAME	DESIGNATION	QUALIFICATION	YEAR OF AWARD	CONFERRING INSTITUTION	COURSES	
					UG	PG
Chris Dutt	Senior Lecturer	Doctor of Philosophy	2018	University of Exeter	Cultural Diversity; Cultural Business Exposure; Statistics; Strategic Management; Special Interest Tourism; Undergraduate Dissertation supervision; Research Methods; International Tourism Management; Consumer Behaviour	Cross Cultural Selling and Marketing; Postgraduate Dissertation supervision
David Butterton	Senior Lecturer	Master of Business Administration	2001	Oxford Brookers University, UK	Introduction to Hospitality and Events Management; Introduction to Marketing; Hospitality Accounting; Sustainability in the Hospitality Industry; Services Marketing; Introduction to Cruise Ship Management; Facilities & Installation Management	Events Operations & Risk Management
Helen Morris	Executive Chef and Senior Lecturer	Certificate in Education	2001	University of Greenwich, UK	Professional Food Preparation; Food and Beverage Service; Food and Beverage Business; Gastronomy; Food Management & Media	
Ioanna Karanikola	Assistant Professor	Doctor of Philosophy	2015	Manchester Metropolitan University, UK	Organisational Behaviour; Human Resource Management; Undergraduate Dissertation supervision; Basic, Intermediate and Advanced Spanish; Research Methods; Revenue Management; Front Office Operations	Managing Human Capital; Postgraduate Dissertation supervision; Business Research Methods
Marina Durrmeier Rizzi	Director of Industry Relations and International Office	Master of Science in International Hospitality Management	2013	The Emirates Academy of Hospitality Management	Human Resource Management; Services Marketing; Club and Resort Management;Consumer Behaviour; Front Office & Housekeeping Operations; Internship; Career Development &	

					Industry Presentations	
Sarah Belanger	Food and Beverage Lecturer	Social Science College Degree	2001	St Lawrence College	Food and Beverage Service; Gastronomy; Food Management & Media	
Michael Kitts	Director of Culinary Arts	Diploma of Proficiency in Advanced Cookery for the Hotel and Catering Industry	1976	Thanet Technical College, UK	Professional Food Preparation; Gastronomy; Food Management & Media	
Michael Newnham	Associate Dean	Doctor of Social Sciences	2011	University of Leicester	Consultancy Project; Undergraduate Dissertation Supervision; Research Methods; Leadership	Postgraduate Dissertation supervision; Service Operations Management; Developing and Monitoring Corporate Strategy; Business Research Methods; Special Project
Scott Richardson	Executive Dean	Doctor of Philosophy	2008	Griffith University, Australia	Undergraduate Dissertation Supervision; Research Methods	Business Research Methods; Postgraduate Dissertation Supervision; Events Operations & Risk Management
Sanjay Nadkarni	Director of Innovation and Research	Doctor of Philosophy	2003	University of Hull, UK	Strategic Information Technology; Undergraduate Dissertation Supervision; Research Methods; Innovation & Sustainability	Applied Statistics for Business Research; Digital Marketing; Postgraduate Dissertation Supervision; Business Research Methods
Stephanie Morris	Associate Professor of Law	Juris Doctoris	1987	Washington University School of Law, USA	Business Ethics; Principles of Business Law; Legal Aspects of Hospitality Industry; Innovation & Entrepreneurship; Undergraduate Dissertation supervision; Research Methods; Innovation & Sustainability	Law and Ethics in the Business World; Postgraduate Dissertation supervision; Innovation Leadership; Business Research Methods
Donna Haas	Student Support Officer	Bachelor of Science	1979	Sul Ross State University	English Composition & Rhetoric, TOEFL/IELTS Preparation, EFL Program Supervision; Student Support	Student Support

Bincy Baburaj	Senior Lecturer	Master of Commerce	2010	The University of Glasgow	Introduction to Finance; Real Estate (Hotel) Finance; Management Accounting; Hospitality Accounting; Revenue Management; Quality Management; Principles of Economics; Undergraduate Dissertation Supervision	Hotel Asset Management; Postgraduate Dissertation supervision; Corporate Finance

VISITING / ADJUNCT

NAME	DESIGNATION	QUALIFICATION	YEAR OF AWARD	CONFERRING INSTITUTION	COURSES
Assunta Riccio	Adjunct Faculty	Degree in Economy of Tourism	2006	Universita degli Studi Parthenope	Leadership; Business Information Systems
Alison Neary	Adjunct Faculty	Bachelor of Engineering	1988	University of Bradford, UK	Beginner and Intermediate English as a Foreign Language Program
Christiane Ibrahim	Adjunct Faculty	Master Français Langue Étrangère	2008	University of Rouen, France	Beginner and Intermediate Arabic; Beginner and Intermediate French
Susan Butterton	Adjunct Faculty	Postgraduate Diploma in Human Resources	1996	University of the West of England	Housekeeping Operations; Introduction to Cruise Ship Management
Tian Zhen	Adjunct Faculty	Bachelor of Arts	2016	Yanan University	Beginner Mandarin

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APPENDICES

Appendix A ACCEPTABLE HIGH SCHOOL QUALIFICATIONS

UNDERGRADUATE ENTRY REQUIREMENTS

Country	Qualification***	Secondary Edu	Direct Entry (Fast-Track)	Probation (Provisional) Entry
UAE*	Ministry of Education (MoE) Curriculum	Year 10-12	70%	60%
US**	High School Diploma	Year 10-12	70% (C average or 2.5/4.0)	60% (C average or 2.5/4.0)
UK	IGCSE/GCSE/GCE (O/AS/A Levels)	Year 10-12/13	Equivalent to 2 A Levels min grade C	Equivalent of 2 A Levels with min grade D
Switzerland / IB Curriculum	International Baccalaureate (IB) Diploma	Year 10-12/13	26 points	24 points
India	Central Board of Secondary Education (CBSE)	Year 10+2	60%	50%
India	Indian School Certificate (ISC)	Year 10+2	60%	50%
CIS Countries	Attestat o Srednem Obrazovanii (Certificate of Secondary Education after yr11)	Year 9-11	Grades 4-5/5	Grades 3-5/5
China	Senior (Upper) Secondary School certificate (gaozhong 高中)	Year 10-12	70% Satisfactory 中等	60% Pass 中等 / 及格
Vietnam	Diploma of General Education [Bang Tot Nghiep Pho Thong Trung Hoc]	Year 10-12	6.00 out of 10.00 (C) or 24.00 out of 40.00 (C)	5.00 out of 10.00 (C) or 20.00 out of 40.00 (C)
Morocco	Certificate/diploma awarded: Baccalauréat (L'Enseignement Secondaire)	Year 10-12	11.00 (B - Pass) out of 20.00	9.00 (C-) out of 20.00

* In accordance with the federal law no. 6 of 2014, all Emirati male students must submit evidence of national service registration, exception or completion. For more information please contact www.uaensr.ae.

** SAT 440 Math (new system) & 500 English required for High School Diploma graduates

*** In accordance with Ministerial decrees 200/yr2004 and 133/yr 2005, senior secondary education documentation must be attested and equivalized if required by the UAE Ministry of Education.

POSTGRADUATE ENTRY REQUIREMENTS

	BACHELOR**	TOEFL	IELTS (Academic)
DIRECT*	Bachelor min 3.00 cGPA / min 75%	79-80	Overall 6.0 (5.5 min all sections)
PROVISIONAL*	Bachelor (PASS) 2.00 - 2.99 cGPA with TOEFL 79-80/IELTS 6.0 (5.5 min all sections) **OR** Bachelor (PASS) min 3.00 cGPA with TOEFL 71/IELTS 5.5 (5.0 min all sections) must retake TOEFL/IELTS in 1st term		

information please contact www.uaensr.ae.

*** In accordance with Ministerial decrees 200/yr2004 and 133/yr 2005, Bachelors Degree and senior secondary education documentation must be attested and equivalized if required by the UAE Ministry of Education.

Undergraduate	EmSAT	TOEFL*	IELTS	Cambridge	IESOL/SESOL City and Guilds	Pearson PTE Academic
Probation (Provisional) Entry	1100 – 1225	500 (173 CBT, 61 iBT)	5	154-161	B1/B2 Borderline (B1 First Class Pass)	36-41
Direct Entry	1250 – 1375	530 (197 CBT, 71 iBT)	5.5	162-168	B2 Pass	42-49

Postgraduate	EmSAT	TOEFL*	IELTS	Cambridge	IESOL/SESOL City and Guilds	Pearson PTE Academic
Probation (Provisional) Entry	1250 – 1375	530 (197 CBT, 71 iBT)	5.5	162-168	B2 Pass	42-49
Direct Entry	1400 - 1525	550 (213 CBT, 79-80 iBT);	6	176-184	B2 Pass	50-57

The above list indicates the minimum academic entry requirements for admission to the undergraduate degree programs 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 (UAE) Ministry of Education.

Students who have completed a High School Diploma will be required to submit a SAT result of at least 440 in Math and 500 in English (Writing).

Student who meet the UAE Ministry of Education entry requirements and are eligible for the Certificate of Equivalency (equivalent to 12 years of public education in the UAE), but not the EAHM published entry requirements, will be reviewed at the Admissions Committee meeting for provisional offer consideration.

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 Education / KHDA / ADEC) as a requirement for EAHM degree completion and attestation (the student must consult the particular UAE Educational and Foreign Ministry Authorities, for additional documentations that may be required to obtain this certificate).

Please contact the Registry & Admissions Office, to confirm equivalent entry requirements for any curriculum not listed above.

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

THE ACADEMIC CALENDAR: AY2018-2019
(Subject to change – all holidays will be officially announced by the Registrar's Office)

First Trimester 2018

09-13 September	Sunday-Thursday	Orientation
16 September	Sunday	Classes Begin
16-20 September	Sunday-Thursday	Add/Drop of Courses Without Grade Penalty
02-06 December	Sunday-Thursday	National Day Holiday Break
09-13 December	Sunday-Thursday	Final Examinations Week *
14 December	Friday	End of the Trimester

Second Trimester 2019

02-05 January	Wednesday-Saturday	Orientation
06 January	Sunday	Classes Begin
06-10 January	Sunday-Thursday	Add/Drop of Courses Without Grade Penalty
24-28 March	Sunday-Thursday	Final Examinations Week *
29 March	Friday	End of the Trimester
31 Mar - 14 April	Sunday-Thursday	UAE Higher Education Holiday

Third Trimester 2019

15-18 April	Wednesday-Saturday	Orientation/Break
21 April	Sunday	Classes Begin
21-25 April	Sunday-Thursday	Add/Drop of Courses Without Grade Penalty
07–11 July	Sunday-Thursday	Final Examinations Week*
12 July	Friday	End of the Trimester/Academic Year

*Postgraduate: Add/drop week for MBA modules is the week prior to course start date and final examinations will be scheduled according to the individual module schedule.

RELIGIOUS AND PUBLIC HOLIDAYS

DATE	DURATION	EVENT
11 September	1 day	Hijri New Year's Day
03 November	1 day	UAE Flag Day
19/20 November	1 day	Prophet Mohammad's (PBUH) Birthday
30 November	1 day	Commemoration Day
02 December	1 day	UAE National Day
01 January	1 day	New Year's Day
03 April	1 day	Israa & Miraj Night
05-07 June	3 days	Eid Al Fitr

NOTES:
- The dates for 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 and on weekends/evenings.
- EAHM will officially announce any closure on a religious and/or public holiday to the students once the official confirmation has been received either from Jumeirah Group or the Ministry of Education (university section) via email and/or posted on the noticeboard/timetable. If there are any scheduled classes that cannot be delivered due to a religious holiday, the classes may be re-scheduled accordingly.

EAHMACADEMICCALENDAR/27.09.18/Final

Appendix C ADMISSIONS COMMITTEE CHECKLIST

CoE   **Certificate of Equivalency** – Proves that school/university level education is recognized in the UAE (equivalent to UAE public education)

MoFA   **Ministry of Foreign Affairs** – Federal attestations

MoE   **Ministry of Education**
                      Senior Secondary School Section – Emirate specific attestations / CoE requests
                      University Level Education Section – Federal attestations / CoE requests

KHDA   Knowledge Human Development Authority in Dubai

ADEC   Abu Dhabi Education Council

Undergraduate Application (BBAHons/ABA)

1	**Application Form**	☐ Personal email/mobile ☐ Emergency contact email/mobile
2	**Financial Aid / Scholarship Doc**	☐ Scholarship/Financial Need – additional letter required ☐ Background – Work Experience / Family Status / Supporting Docs
3	**Certificate of Equivalency & Attestation**	☐ CoE / Attestations for last 3 years of schooling ☐ See below for more curriculum specific details ☐ Letter from High School confirming curriculum and years of enrolment
4	**Transcripts**	☐ Final 3 years of schooling (See below for more curriculum specific details) in English ☐ Note if last year transcript is final or not – follow-up prior to enrolment ☐ No home schooling or online studies
5	**Diploma**	☐ Final high school diploma / certificate (See below for more curriculum specific details) in English
6	**TOEFL/IELTS**	☐ TOEFL iBT 71 / Academic IELTS 5.5 ☐ *If min. TOEFL iBT 61 / Academic IELTS 5.0 then conditional/provisional offer have to get the full score within first term* ☐ Check for even distribution of scores – if uneven discuss provisional admission options or retaking test ☐ Must be valid on application day
7	**Medical Form**	☐ Check for Learning Disorder ☐ Signature
8	**Passport**	☐ Check expiry date and match name/DOB with application form and high school documents
9	**JPEG**	☐ White background ☐ Grooming
10	**Emirates ID**	☐ Front/Back - Check expiry date (only applicable for domestic applicants)
11	**Military Letter**	☐ Letter confirming that the Military does not object to male Emirati starting his Undergraduate degree
12	**Family Book**	☐ Father/Mother/Applicant pages (only applicable for Emirati applicants)

Senior Secondary School Curriculum Specifics

A	UAE Public School – MoE Curriculum	☐ Separate transcripts for 10th-12th Grades 70% cumulative GPA across all years – if lower but higher than 60% discuss provisional admissions ☐ Only MoE attestation stamp required
B	High School Diploma (American/ Canadian)	☐ Separate transcripts for 10th-12th Grades 70% cGPA across all years – if lower cGPA but higher than 60% discuss Provisional Admissions eligibility ☐ Final Diploma ☐ SAT score report (440 Math / 500 English) ☐ Attestations on transcripts and diploma and CoE
C	International Baccalaureate	☐ Successful completion of the International Baccalaureate (IB) **Diploma** (IB certificate is not accepted) comprised of a IB Diploma page and a IB Diploma Grade Sheet – 26 points *(eligible for provisional admission if has 24 points – meet below requirements as well)* ▪ There is no "N" awarded for theory of knowledge, the extended essay or for a contributing subject. ▪ There is no grade E awarded for theory of knowledge and/or the extended essay. ▪ There is no grade 1 awarded in a subject/level. ▪ There are no more than two grade 2s awarded (HL or SL). ▪ There are no more than three grade 3s or below awarded (HL or SL). ▪ The candidate has gained 12 points or more on HL subjects (for candidate who register for four HL subjects, the three highest grades count). ▪ The candidate has gained 9 points or more on SL subjects (candidates who register for two SL subjects must gain at least 5 points at SL). ▪ The candidate has not received a penalty for academic misconduct from the Final Award Committee.
D	British Curriculum	☐ 2 A Levels, 5 O Levels – C or above grades ☐ If student has 2 A Levels and 2 AS levels with 5 O Levels – C or above grades – discuss Provisional Admissions eligibility ☐ Letter from high school confirming British Curriculum, enrolment dates and full-time status (not home schooled)
E	Indian Curriculum	☐ Successful completion of the All India Senior/Higher Secondary School Certificate (CBSE). Minimum final score of 60%.
F	German Curriculum	☐ Final Abitur Completion Document in English with final 2 years grades + 10th/11th transcript – previously 13 years of schooling now 12 years of school – average GPA of 2.3
G	Kazakhstan/Russia	☐ Successful completion of General Secondary School Certificate (Attestat) with Grades of 4-5/5 – 11 years of education (9th & 11th grade books).
H	High School Diploma (American/ Canadian) with IB courses	☐ 3 Year transcript with original IB Grade Sheet ☐ Final High School Diploma ☐ SAT score report (440 Math / 500 English) ☐ Letter from high school confirming IB Curriculum, enrolment dates and full-time status (not home schooled)
I	High School Diploma/Certificate with IGCSE / A Levels	☐ 3 Year transcript/s with original A/AS/O levels certificates ☐ Final High School Diploma/Certificate ☐ Letter from high school confirming British Curriculum, enrolment dates and full-time status (not home schooled)

☐ If studied at public school in UAE – Attestation from MoE in that Emirate
  o 3 years of final transcripts in English
  o ID documents

☐ If studied at private school in Dubai - Attestations & CoE from KHDA
  o Original school leaving documents
  o *Original SAT report – if required see above*
  o Original TOEFL iBT / IELTS score report

- ☐ If studied at private school in Abu Dhabi - Attestations & CoE from ADEC
    - ○ Original school leaving documents
    - ○ *Original SAT report – if required see above*
    - ○ Original TOEFL iBT / IELTS score report
- ☐ If studied at private school in other Emirate **-** Attestations & CoE from MoE
    - ○ Original school leaving documents
    - ○ Letter from High School confirming that applicant completed/graduated 3 years of senior secondary schooling incl enrollment years, name of student, name/location of school
    - ○ *Original SAT report – if required see above*
    - ○ Original TOEFL iBT / IELTS score report

- ☐ If studied abroad – Attestations from MoFA in Dubai & CoE from MoE in Dubai after Attestations from MoFA and UAE Embassy in the country where the documents were issued from (IB Diploma always from Switzerland and A/AS/O Levels – British Curriculum from UK)
    - ○ Letter from High School confirming that applicant completed/graduated 3 years of senior secondary schooling incl enrollment years, name of student, name/location of school
    - ○ *Original SAT report – if required see above*
    - ○ Original TOEFL iBT / IELTS score report
    - ○ Attested documents should all be in original and in English – if original documents are in a different language, the official English translation must be attested – any translation done within the UAE needs Ministry of Justice attestation before CoE application

Transfer Credits from Other University

- ☐ Final Transcript from the other university (original to be couriered to EAHM)
- ☐ Syllabi for every course with a grade of C and above
- ☐ EAHM Transfer Credit Form from previous university (good conduct) sent via Email/Letter addressed to EAHM confirming validity of original transcript as well.
- ☐ Check MoE list if university is recognized

Postgraduate Application (MBA)

1	**Application Form**	☐ Personal email/mobile ☐ Emergency email/mobile
2	**Financial Aid / Scholarship Doc**	☐ Scholarship/Financial Need – additional letter required ☐ Background – Work Experience / Family Status / Supporting Docs
3	**Certificate of Equivalency & Attestation**	☐ CoE / Attestations for last all years of university / degree parchment ☐ Letter from University confirming degree curriculum and years of enrolment (no online studies / transfer credits)
4	**Transcripts**	☐ For all years of university in English ☐ Check cGPA above 3.00 and good standing ☐ Business/Hospitality related courses
5	**Parchment**	☐ Final degree parchment in English
6	**TOEFL/IELTS**	☐ TOEFL iBT 79 / Academic IELTS 6.0 – if studied at MoE UAE accredited university validation letter of passing scores from previous university to be submitted with copy of expired score report ☐ Check for even distribution of scores ☐ Must be valid on application day
7	**Medical Form**	☐ Check for Learning Disorder ☐ Signature
9	**Passport**	☐ Check expiry date and match name/DOB with application form and high school documents
10	**JPEG**	☐ White background ☐ Grooming
13	**Emirates ID**	☐ Front/Back - Check expiry date (only applicable for domestic applicants)
14	**Military Letter**	☐ Letter confirming that the Military does not object to male Emirati starting his Undergraduate degree
15	**Family Book**	☐ Father/Mother/Applicant pages (only applicable for Emirati applicants)

Appendix D STUDY ABROAD FACTSHEET

Fact Sheet 2018-2019 (Study Abroad / Exchange Program)	
About EAHM	The Emirates Academy of Hospitality Management (EAHM) is a university based in Dubai, United Arab Emirates (UAE), that inspires tomorrow's business leaders through the lens of hospitality. It is a leading provider of University-level hospitality business education offering both Undergraduate and Postgraduate degrees. EAHM is one of the top 10 best hospitality management universities in the world, and also an integral part of the global luxury hotel company, Jumeirah Group. https://www.educations.com/top-10-lists/top-10-universities-to-study-hotel-management-11553 EAHM works in academic association with Ecole hôtelière de Lausanne in Switzerland and all programs of study at EAHM are fully accredited by the Ministry of Education in the United Arab Emirates, the Institute of Hospitality in the United Kingdom (Bologna-compliant) and THE-ICE (International Centre of Excellence in Tourism and Hospitality Education) in Australia. It is also a higher education member of the Council of International Schools (CIS). **Total number of students and nationality: Approx. 259 students. 50 different nationalities** **Total number of faculty members: 17** **Faculty to Student ratio: 1: 15** **EAHM website:** www.eahm.ae
Address	**The Emirates Academy of Hospitality Management (EAHM)** PO Box 29662 Umm Suqeim 3, Al Saqool Street, Building 69 Opposite Burj Al Arab Dubai, United Arab Emirates
Contact Details	
General Enquiries & Admissions	**Industry Relations & International Office** Ms Marina Rizzi Director of Industry Relations & International Office Email: Marina.Rizzi@eahm.ae Mobile: +971 55 500 9552 Direct: +971 4 315 5110 ***Enquiries and Application submission (coordinates visa/ learning agreements/ accommodation):*** Ms Maureen Ferre Coordinator - Industry Relations & International Office Email: Maureen.Ferre@eahm.ae Mobile: +971 55 500 9564 Direct: +971 4 315 5036 **Generic admissions email: admissions@eahm.ae**
Language of Instruction	English
US CR / ECTS	3 US CREDITS (135 hours) = 5 ECTS

Academic Calendar (Indicative dates only – subject to changes without prior notice.)		
January 2019	Check-In Orientation Week Classes Begin Final Exams Check-Out	30 December 2018 2 – 5 January 2019 6 January 2019 24 – 28 March 2019 13 April 2019
April 2019	Check-In Orientation Week Classes Begin Final Exams Check-Out	13 April 2019 17 – 20 April 2019 21 April 2019 7 – 11 July 2019 14 July 2019
September 2019 *(subject to change)*	Check-In Orientation Week Classes Begin *Final Exams* *Check-Out*	6 September 2019 8 – 12 September 2019 15 September 2019 *8– 12 December 2019* *30 December 2019*
Application Deadlines		

November 1st, February 1st and August 1st

Apply online: https://admissions.emiratesacademy.edu/Login.aspx

Application to EAHM	
Application Documents	1. Complete online application: https://admissions.emiratesacademy.edu/Login.aspx by uploading the following: • Updated Curriculum Vitae • Medical Form • Copies of recent University Transcripts in English • Passport (clear colored copy, valid min. 1 year - required for visa application) • Photo for Visa and Student ID (colored passport-type photo with white background in JPEG format) • Receipt of USD 500 + 5% VAT application & visa fee **or** credit card authorization form **(total USD 525)** • *IELTS or TOEFL test scores*** or confirmation letter from your university stating that your English is fluent and in line with EAHM entry requirements as listed below.* 2. As part of the on-boarding process, the following documents will need to be completed and submitted to admissions@eahm.ae (Coordinate with Maureen.Ferre@eahm.ae): • Requested course selection – learning agreement from home university (subject to EAHM approval) • Signed student contract • Payment confirmation for academic fees • Approval/Letter from home university for any student who have for example dyslexia and require further support during examinations *****NOTE:** As EAHM's language of instruction is English, it is essential that the applicants written and spoken English is equivalent to EAHM's entry requirements, which are: • **Undergraduate Level**: TOEFL Internet Based (iBT) score of 71 or IELTS overall band of 5.5 • **Postgraduate Level**: TOEFL Internet Based (iBT) score of 79-80 or IELTS overall band of 6.0 Please do note that all new students will be given an English Diagnostic Test during Orientation, this is so that we can identify if the student would benefit from any additional English language or learning support. Such support, if required, is provided free of charge and is part of EAHM's commitment to ensure that all enrolled students are provided with the help they need to succeed on the programme and to maximize their overall potential.

Application Process	1. Application submitted to EAHM through the online portal with paid application fee
	2. International Office Coordinator will forward the Offer Letter, Student Contract & Invoice – after the Admissions Committee have reviewed the application – up to 2 weeks
	3. On-Boarding process starts and student submits Acceptance Form, Full Fee Payment Receipt & Learning Agreement with signed Student Contract
	4. Student receives and submits "Visa Application and Arrival Information Forms" with a copy of their International Insurance Policy in English (medical coverage in the United Arab Emirates for the full period of study at EAHM). EAHM can also assist students with getting a local insurance if required at an additional cost.
	5. International Office Coordinator confirms EAHM Registrar's Office approved course selection – approved learning agreement sent to applicant's home university (see EAHM Calendar for Add / Drop Period Dates) for final approval.
	6. Student receives go-ahead from the International Office to book flights (subject to Visa confirmation from the UAE Immigration Department) – Arrival only in Dubai Int. Airport
	7. Confirmation for Enrollment letter will be issued once all conditions listed on the offer letter have been met.
	8. International Office Coordinator forwards Visa 'Entry Permit', Orientation Week Schedule, General Information, Arrival Guide and EAHM Location Map as part of on-boarding process.
	9. Student arrives at Dubai International Airport (please bring a printed copy of the Visa Entry Permit which needs to be stamped at Dubai Int. Airport passport control/immigration desk upon arrival)
	10. Student arrives at EAHM Security Gate / Welcome Centre via taxi (kindly bring a copy of the EAHM Location Map to show the taxi driver). For assistance while travelling, kindly contact +971 55 2000 568.
	If airport transfer is required, please feel free to contact Marhaba Services www.marhabaservices.com (around USD40 – USD50 for basic package).

Study Abroad / Exchange Programme Fees	
Academic Fees	Per Academic Term – USD 12,500 + 5% VAT (see Study Abroad Fee Structure) – **Total USD13,125** USD 500 – Application and Visa Fee (to be submitted with application) non-refundable. USD 12,000 – Includes Tuition Fees, Textbooks, Partial Printing Expenses, Library Resources, EAHM specific IT software and one (1) Term of Accommodation. Upon arrival – approximately (please bring cash in local currency AED – small notes) AED 100 Taxi to EAHM from DXB Airport Internship Fee - USD 500 + 5% VAT– **Total USD525** After the student has completed one (1) or two (2) Academic Terms at EAHM, he/she can decide to undertake a 6-8 months' internship with a premier hospitality brand in the UAE (overall study abroad program length max 1 year). During this period accommodation might be offered by the employer. Otherwise, the student can stay at EAHM's campus accommodation at the discounted student daily rate, subject to availability.
Estimated Costs of Living per month	Approximately USD 500 per month for food and leisure activities. Note that students are able to apply for casual work opportunities in Dubai and the average rate is about USD15 per hour (tax free).
VAT	As per article '48(1)' of Federal Law no (8) of 2017 on Value - Added Tax, the customer is liable for all resulting VAT obligations, including to account for any VAT due, on the VAT exclusive price of items marked on this invoice as liable to VAT on the reverse charge basis. For more details, see https://www.mof.gov.ae/En/budget/Pages/VATQuestions.aspx

Optional Internship	
Prior / After Academic Trimester	The Industry Relations & International Office at EAHM arranges all internships / interviews. Study Abroad students may complete the optional Internship <u>after</u> the students have completed a minimum of one (1) Academic Term at EAHM, so that students can: • Adapt to the way of living and working / UAE business culture • Gain some part-time / casual work experience prior to the Internship • Attend Industry Presentations • Potentially go for Employment Interviews The Industry Relations & International Office will arrange the Internship prior to completing the Academic Term, if the home university requires it and will contact the student via email prior to arrival with the confirmation. See below Study Abroad FAQ. ➢ **Duration of the Internship = min 6 months** <u>Typical Departments</u> 1. Front Office 2. Housekeeping 3. Food & Beverage Service (F&B Hygiene Certificate required - HACCP) 4. Kitchen (F&B Hygiene Certificate required - HACCP) <u>Other Departments (subject to availability and prior experience)</u> 5. Sales & Marketing 6. Events (F&B Hygiene Certificate required - HACCP) 7. Human Resources 8. Concierge / Guest Relations 9. Butler All Study Abroad students opting to complete an Internship, must pass the Career Development & Industry Presentations Course (CDIP100 – 0 US/ECTS CR) prior to the start of the Internship. Students will pass this course, if they comply with the attendance requirements and course objectives (syllabus presented during orientation).
Health Insurance	By law, all students enrolled at EAHM are required to be covered by an international health insurance. EAHM will provide students with an insurance option that must be paid by the student – discounted student rate will be offered. If the student already has an international insurance, he/she will have to provide a confirmation of the policy to EAHM before enrolment and visa issuance.

Course Selection	
Undergraduate Course Load 1 Trimester / 3 Months	Students may take up to 18 US credits / 30 ECTS (6 Courses) Recommended course load full-time Undergraduate mode 15 US credits / 25 ECTS (5 Courses)
Postgraduate Course Load 1 Trimester / 3 Months	Students may take up to 9 US credits / 15 ECTS (3 modules) Must have completed a Bachelor's degree with min. cGPA of 3.00 out of 4.00
Professional Training with Internship *6 months*	*Students complete 1 - 2 short Professional Training courses (subject to availability of courses that Term) for which certificates will be issued but no academic credits. These courses will be completed in the first 1 – 4 weeks on-campus prior to starting the 6-month internship. Different fee structure may apply and agreement is subject to University partnership approval.*

	Grading System & Other Information	
Undergraduate	A = 90 - 100% Excellent A- = 85 - 89% Very Good B+ = 80 - 84% Good B = 75 - 79% Good B- = 70 - 74% Average C+ = 65 - 69% Average C = 60 - 64% Pass FC = 55 - 59% Compensative Fail (considered pass if cGPA ≥ 2.00 out of 4.00) FD = 50 - 54% Compensative Fail (considered pass if cGPA ≥ 2.00 out of 4.00) F = 0 - 49% Fail *Grading rubric to change from September 2019 onwards,*	
Postgraduate	A = 90 - 100% Distinction B = 80 - 89% Merit C = 70 - 79% Pass D = 0 - 69% Fail	
Students to review upon arrival at EAHM post orientation week:	• Academic Catalogue • Student Handbook with Code of Conduct • Arrival Guide • Policy Manual	

STUDY ABROAD INTERNSHIPS - FREQUENTLY ASKED QUESTIONS (FAQ)

Q 1. How long is the internship?
A. Most hotels require you to do a 6 months' internship and many will not accept a longer internship period.

Q 2. Do I have a choice of hotels where I will do my internship?
A. You can state your preference for hotel companies and every endeavor will be made to secure this however, there are no guarantees. Your CV will be sent to a number of hotels and, depending on vacancies, interviews will follow and allocations will be subject to work permit approvals.

Q 3. What sort of internship will I be doing?
A. Most of the internships on offer are in operational areas ie. Front Office, Housekeeping, Food & Beverage Service & Kitchen.

Q. 4 How do I get an internship?
A. The Industry Relations & International Office works with many hotel properties in the UAE to locate a suitable internship for you. The office will inform you when you are required to go to interviews.

Q.5 Will I be paid and where will I live?
A. Most hotel companies offer payment of between AED 1,000 and AED 1,500 per month plus work permit, shared accommodation, duty meals and transportation to and from the workplace (provided that students live in company accommodation).

Q. 6 Do I need my CV?
A. You must have an up to date CV with a color, passport size photo of you in business attire. The Industry Relations & International Office will meet with you shortly after you arrive in Dubai to check your CV and advise on any changes needed.

Q. 7 What can I do to ensure that I am successful at the interview?
A. You will receive coaching from the Industry Relations & International Office staff on interview techniques. Basic things to remember are:

- Professional presentation
    Business attire/polished shoes
    Hair up/ minimal jewelry/discreet make-up and neutral nail polish
- Be open, warm and friendly – ask the interviewer questions about the internship
- Have a flexible attitude; if the company doesn't have a position in your preferred department, be prepared to consider what they are offering

Q. 8 Will I stay on the EAHM visa when I go on internship?
A. The visa situation in the UAE differs from company to company and from Emirate to Emirate. Some hotels require you to cancel your EAHM visa and go onto their visa. You must ask the hotel about which visa you will be on and if you require a work permit and HACCP Certificate when you are offered an internship.

Q. 9 What if I am not offered an internship placement?
A. The Industry Relations & International Office works to place all Study Abroad students on internship. Sometimes, a student will not be offered a placement; perhaps because of language challenges, inflexible attitude, lack of confidence etc. The hotels are looking for interns who will interact with their guests and staff in a confident, friendly manner. If a student is not offered an internship because of their performance during the interview and selection process, the students may need to return back home.

Q.10 Do I need to do clearance upon completion of the study abroad program including internship?
A. To conform with the UAE law, all students must cancel their residency visa and complete the EAHM clearance process.

Q.11 When will I receive my grades and transcript/certificate?
A. Transcripts and certificates will be released to the home university (copy for student and copy for university) once the EAHM exam board has confirmed your grades and your clearance has been completed.