



THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT



ACADEMIC CATALOGUE

AY2021 - 2022

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WELCOME FROM THE MANAGING DIRECTOR

Welcome to the Emirates Academy of Hospitality Management, a global top-10 ranked hospitality business school, proudly part of Jumeirah Hotels and Resorts.

Situated in Dubai, at the heart of international hospitality and innovation, studying at EAHM means true immersion in world-class hospitality management education. Firmly established as a leading business school in the Middle East, the quality and versatility of our academic awards provide graduates with a choice of careers in top-end hotels and restaurants, in the service sector like banking and consultancy, as well as founding startups and entrepreneurial ventures in the sector.

The academy offers a boutique-style experience with state-of-the-art facilities, studio accommodation and recreational areas with a private pool, gym, several restaurants, events spaces and more. Dubai is one of the safest cities globally with virtually unlimited options for entertainment; you will be ensured of a rewarding and versatile student life too!

During its 20-year existence, the EAHM has become an internationally renowned hospitality business school, known for its innovative and industry-relevant education. The uncompromising dedication to quality boasts an industry-leading 97% employment rate among recent graduates. And with thousands of alumni worldwide, you will become part of a network of sought-after #EAHMproud hoteliers.

Thank you for choosing the Emirates Academy of Hospitality Management and for letting us be part of your journey into a rewarding and exciting career in the international hospitality industry!



Jeroen Greven
Managing Director
The Emirates Academy of Hospitality Management



THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT (EAHM)

Overview

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

Located in Dubai, a city that is globally recognised for its hospitality and tourism industry, EAHM is situated in the heart of this hospitality haven. 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.

All programmes of study are fully accredited by the Ministry of Education (MOE) - Commission for Academic Accreditation) in the United Arab Emirates, the Institute of Hospitality (IOH) in the United Kingdom, and THE-ICE (International Centre of Excellence in Tourism and Hospitality Education) in Australia. It is also a higher education member of the World Association for Hospitality and Tourism Education and Training (AMFORTH), EUHOFA International Association of Hotel Schools and the Association to Advance Collegiate Schools of Business (AACSB).

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

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

Accreditation and Licensure

The Emirates Academy of Hospitality Management (EAHM), located in the Emirate of Dubai, is officially Licensed from 13 October 2019 to 31 October 2023 by the Ministry of Education of the United Arab Emirates to award degrees/qualifications in higher education.

EAHM has earned Accreditation through the Commission for Academic Accreditation of the Ministry of Education for the following degrees: Bachelor of Business Administration (with Honours) in International Hospitality Management; Associate of Business Administration in International Hospitality Management; Master of Business Administration in International Hospitality Management.

See below summary of domestic and international accreditations and memberships:

Institutional License & Programme Accreditation	UAE Ministry of Education (MOE) - Commission for Academic Accreditation (CAA)
Programme Accreditation	Institute of Hospitality (IOH)
Programme Accreditation	International Centre of Excellence in Tourism and Hospitality Education (THE-ICE)
Academic Affiliation	Institute of Tourism Studies (ITS) in Malta
Member	Association to Advance Collegiate Schools of Business (AACSB)
Member	World Association for Hospitality and Tourism Education and Training (AMFORTH)
Member	EUHOFA International Association of Hotel Schools
Member	Association for Tourism and Leisure Education and Research (ATLAS)
Member	International Council on Hotel, Restaurant and Institutional Education (ICHRIE)

EAHM Historical Timeline

- 2001 EAHM opened in October 2001
Welcomed first intake 15 students
Licensed and Accredited by Ministry of Higher Education & Scientific Research in 2001 for delivery of Undergraduate programmes (now known as Ministry of Education)
Academic Association with Ecole hôtelière de Lausanne
First local university accredited by MoE to deliver hospitality management degrees
- 2005 First graduating batch of Bachelors and Associate degree students
- 2009 EAHM's Master's degree accredited by Ministry of Higher Education & Scientific Research (now known as Ministry of Education)
- 2010 Undergraduate and Postgraduate programmes accredited by Institute of Hospitality in the United Kingdom in November 2010 (only accredited university in the Middle East)
- 2011 EAHM became an accredited member of The International Centre of Excellence in Tourism and Hospitality Education in Australia in July 2011 (awarded THE-ICE AccreditationPLUS status) - Undergraduate and Postgraduate programmes accredited
- 2012 First graduating batch of Master's degree students
- 2014 Degree names changed from BScHons, ASc & MSc to BBAHons, ABA & MBA approved by Ministry of Higher Education & Scientific Research (now known as Ministry of Education)
- 2015 First hospitality school in the world to receive the Green Globe Certification
- 2017 Listed on the China Education White List
Ranked among world's top 10 hospitality schools by global education research firm Education.com
- 2018 EAHM became a member of Association to Advance Collegiate Schools of Business (AACSB) in August 2018
- 2019 EAHM signed MOU with the Institute of Tourism (ITS) in Malta to deliver MBA curriculum
Ranked on Top 50 QS Subject Ranking in the field of Hospitality & Leisure Management
Academic Association ends with Ecole hôtelière de Lausanne

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 deliver world-class, innovative, industry-relevant education and research in a contemporary, multi-cultural environment to equip the next generation of hospitality business leaders with competencies to succeed in a dynamic world."

Institutional Goals

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

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

Institutional Values

EAHM recognises and embraces the following values/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 programmes 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 programmes 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 neighbouring Emirates.

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FOR GENERAL INQUIRIES

info@emiratesacademy.edu

FOR PROFESSIONAL TRAINING & DEVELOPMENT

training@emiratesacademy.edu

FOR ACCOMMODATION & LODGING

reservations@eahm.ae

Facilities

The Emirates Academy of Hospitality Management comprises of two buildings. The first building (Phase I) is where some of the classes and most of the 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 Student Services Centre, 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.

Capacity Chart	Cocktail reception	Set dinner	Buffet	Theatre	Classroom	U-shape	Board room
Phase I							
The Auditorium	150	100	100	148 tiered	80	36	-
The Board Room	-	-	-	-	-	-	10
Icon Restaurant	50	50	40	60	30	20	-
The Kitchen	equipped with 10 individual workstations						
The Conservatory	60	40	40	-	-	-	-
The Cafe	70	40	50	-	-	-	-
The Fountain and Lawn	150	60	50	-	-	-	-
Innovation Hub				30	22	16	18
Classroom 9	-	-	-	30	22	16	
Classroom 10	-	-	-	30	22	16	
Classroom 9 & 10				60	40	30	
Phase II							
Classrooms 1, 2, 3	-	-	-	30	24	18	20
Classrooms 4, 7, 8	-	-	-	30	24	18	
Classroom 5	-	-	-	30	22	16	
Classroom 6	-	-	-	30	22	16	
Classroom 5 & 6				60	40	30	
Lecture Theater 1, tiered	-	-	-	88	-	-	-
Lecture Theater 2, tiered	-	-	-	88	-	-	-
Roof Lounge*	80	60	40	-	-	-	-
Courtyard*	250	150	150	-	-	-	-
*External caterer	50	30	45				


* Please note that the above listed classroom capacity is based on the maximum allowed pre-COVID-19. Due to the current COVID-19 situation, maximum capacity of each classroom had been amended in order to accommodate the required social distancing between participants. Please contact the Administrative Department for the new maximum capacity of each classroom.

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.

Emirates Academy Lodging

Emirates Academy Lodging studios are DTCM licensed as guest housing and are composed of 45 units of 21m². These newly refurbished studios consist of 33 Queen and 12 Twin studios that include a fully equipped kitchen, study area with direct dial telephone and broadband network connection / Wi-Fi and an en-suite bathroom with shower. Air-



conditioning, electricity, Internet, TV, bed linen, towels and gym & pool access are included in the accommodation rate. EA Lodging rates vary based on seasonality.

Campus

The clubhouse is composed of a recreation/ social area called 'Barza', the Pool Side Restaurant and is adjacent to the gym. Barza offers our students a relax facility to hang out and relax, to play pool or to enjoy our BeIN Sports package to watch any of the five major football leagues and other sports that are being broadcasted. Our Pool Side Restaurant offers students and guests a selection of snacks and hot meals, ranging from Salads to Pizzas as well as selection of grab-an-go items for those students with limited time for lunch or dinner.

The campus has comprehensive sports and leisure facilities, including a swimming pool, gym, multi-sports facility and tennis courts, which are available on campus. The multi-sports facility allows EAHM students to use it for basketball, football and volleyball, as well as extended group training sessions such as Yoga. In addition, public beaches are within walking distance of the campus. The numerous sporting clubs and associations in Dubai offer students an opportunity to participate in a wide range of activities off campus too. This includes the sports and leisure centre at the nearby Jumeirah Beach Hotel and Madinat Jumeirah, where students receive discounted rates on sports classes.

Educational, cultural or community organisations

EAHM is committed to working with a range of educational, cultural and community organisations all year around. The following groups / organisations work with EAHM on a regular basis and some rent the facilities within the EAHM campus. Some of the activities are for example: prepare for competitions and restaurant openings; support students in their education and professional journey; conduct trainings and presentations; rent facilities; exchange experiences/best practise. See below some of examples organisations EAHM works with:

- Lifeworks Holistic Counselling Centre (Student Support & Counselling)
- Pink Caravan (Charity)
- Rational (Kitchen Equipment/Demonstration)
- Fresh Express (Syrup Supplier)
- Chefs Eye (Food Waste Scale)
- DHNG (Dubai National History Group)
- Centre Stage (Arts and Drama)
- iQ Tennis Academy

EAHM also has MOUs in place with the following institutions to facilitate students studying at EAHM for a Study Abroad Programme and to conduct scholarly activities together when applicable:

- National Kaohsiung University of Hospitality and Tourism
- Providence University
- Tamkang University
- Beijing Hospitality Institute
- Metropolitan University Prague
- European Business College (EBC Hochschule)
- Hochschule Worms University of Applied Sciences
- De La Salle – College of St. Benilde
- The Ostelea, School of Tourism and Hospitality
- International School of Management



ACADEMIC MANAGEMENT AND LEADERSHIP

EAHM is an integral part of the luxury hotel hospitality company 'Jumeirah Hotels & Resorts' (Jumeirah). This is a group owned by Dubai Holding, a global investment holding company managing a diverse portfolio of assets in the United Arab Emirates (UAE) and globally, including educational institutions.

The strategic business unit and university 'Emirates Academy of Hospitality Management' (EAHM) was opened in 2001 under the luxury hospitality company asset 'Jumeirah Hotels & Resorts' (Jumeirah) and licensed by the United Arab Emirates Ministry of Education and Scientific Research (MoHESR). MoHESR now falls under and is only referred to as Ministry of Education (MoE) in the UAE.

All degree programmes offered over the years have all been fully accredited by MoE. All MoE accredited universities in the UAE report to the Commission for Academic Accreditation (CAA), so EAHM adheres to the 'Standards of Institutional Licensure and Programme Accreditation' published as by the CAA.

The MoE collect most of the institutional data via the Center for Higher Education Data and Statistics (CHEDS) in the UAE and liaise/manage other departments that support the CAA with the management of institutional data collection.

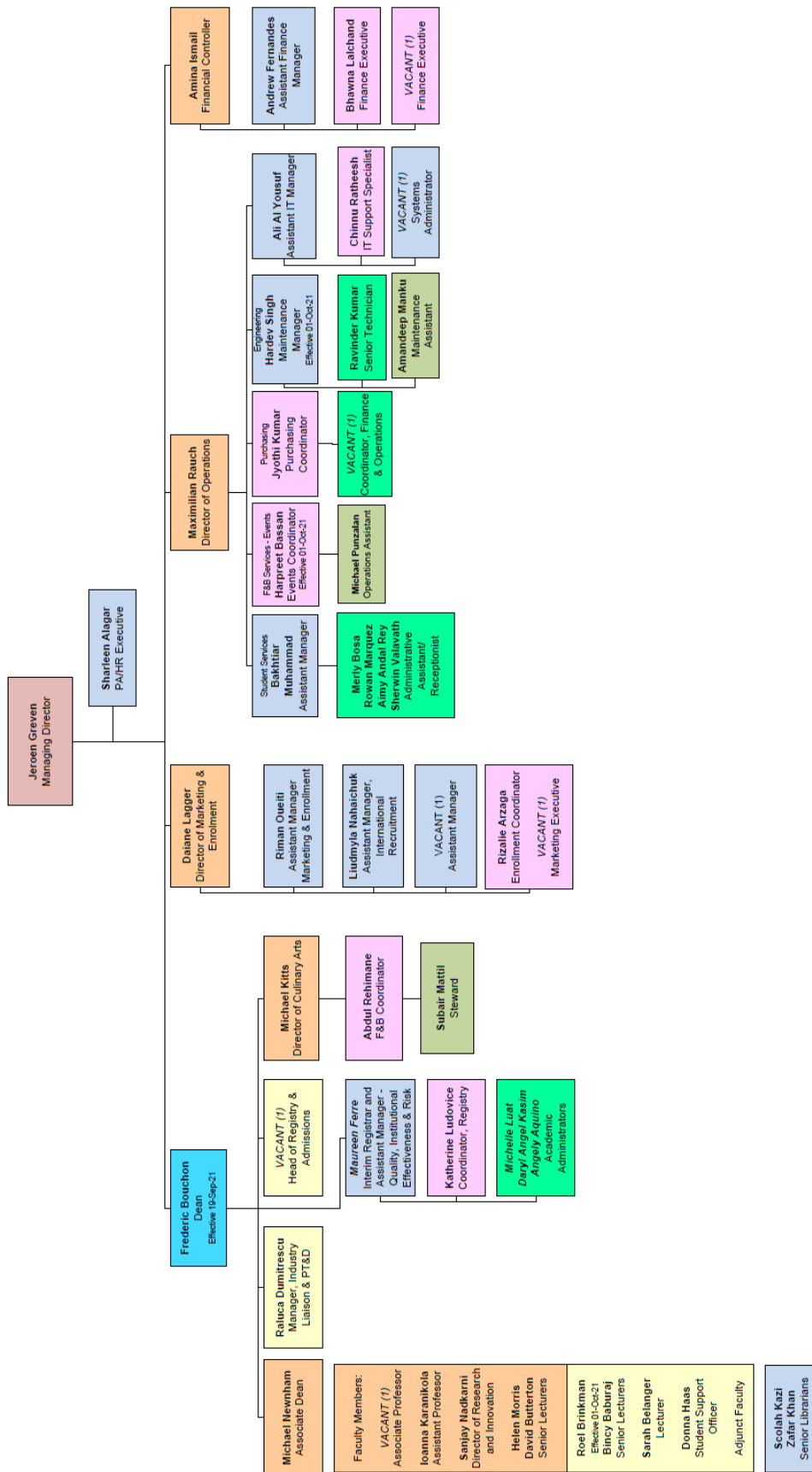
By being part of the Jumeirah, EAHM staff also have access to shared services / benefits and adhere to the Jumeirah/Dubai Holding policies in regard to Information Technology, Facilities Management, Legal, Brand Marketing, Security, Human Resources / Payroll, Data Management and Finance.

The management and governance of EAHM is overseen both by the Board of Directors of Jumeirah and 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 (HODs), Faculty Board, Alumni and Industry Advisory Boards and a Teaching, Research and Scholarship Committee.

In line with the UAE's Tourism Vision 2020, a key focus for Dubai Holding and its entities, such as Jumeirah and EAHM, is to drive innovation and create a positive impact on the UAE economy.

Organisational Chart

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





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. Floor Bleeker, Chief Information Officer, Mövenpick Holding AG
4. Rami Moukarzel, Independent Board Member

Non-Voting Members (ex officio)

- Jeroen Greven, Managing Director, EAHM
- Frederic Bouchon, Dean, EAHM

Within EAHM there are currently seven Permanent Standing Committees:

Executive Committee

The Managing Director, the Dean, the Director of Marketing and Enrolment, the Operations Manager and the Finance Manager make up the Executive Committee for EAHM which meets weekly.

Heads of Departments (HOD)

The Managing Director and the Dean are supported by the Heads of Departments, comprised of the Functional Directors / Heads of Departments from Faculty, Marketing & Enrolment; Industry Relations & International Office; Quality, Institutional Effectiveness & Risk; Operations; Information Technology; Registry & Admissions; and Finance; etc who meet weekly.

Industry Advisory Board (IAB)

This board meets twice per year and its role is to:

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

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
Terry Kane	Head of Auto, Finance, Telco & Travel, Facebook & Instagram
Raziena Cajee	Director of Marketing & Communications, Jumeirah Zabeel Saray
Nick Patmore	Director of Rooms, JW Marriott Marquis Hotel Dubai
Emma Clark	Event Director, done Events
Sarah Shaw	Senior Projects Manager, The Executive Office of HH Sheikh Mohammed bin Rashid Al Maktoum
Mihai Olaeriu	Director of Food & Beverage, Celebrity Cruises
Nirvana Sears	Development Manager, Warner Bros. World Abu Dhabi

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 Committee is chaired by the Dean and includes the Associate Dean, the Director of Research & Innovation and a representative from the Undergraduate and Postgraduate degree programmes. This board meets three times per year (each trimester).

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

- a) Provide a forum for the discussion of research issues by considering structures and strategies for the support and improvement of research within the School.
- b) Promote research and research training within the School;
- c) Develop, implement and communicate research procedures and policies applicable to the School;
- d) Advise and formulate recommendations and provide information to the Academic Department on research policy, guidelines and procedures;
- e) Identify key research areas and develop key research strengths for the School to maintain currency in teaching and learning, and industry relevance.;
- f) Oversee the disbursement of research funds allocated to School;

- g) Establish, review and make recommendations on the allocation of funding for specific research partnership programs, which are managed through a competitive submission process;
- h) Encourage faculty members to apply for a range of appropriate research grants.
- i) Review all research proposals to ensure ethical standards are met;
- j) 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;
- k) Evaluate research performance including monitoring and review of research plan, development and monitoring of research performance and success of research initiatives;
- l) Identify appropriate journals for publication;
- m) Identify appropriate conferences for staff attendance;
- n) Inform the School community on research issues through dissemination of minutes of meetings and/or by reports or other appropriate methods.

The members of the TRASC are:

Name	Job Title
Dr. Frederic Bouchon	Dean
Dr. Michael Newnham	Associate Dean
Dr. Sanjay Nadkarni	Director of Research & Innovation
Dr. Ioanna Karanikola	Postgraduate Representative
Ms. Helen Morris	Undergraduate Representative

Faculty Board:

Membership of the Faculty Board, which is also The Examination Board, consists of all Faculty, both full and part time who teach students enrolled at EAHM. The Faculty Board examines all student results and provides decisions based on the results provided at the Examination Board. All students at EAHM are expected to maintain a passing Cumulative GPA and be in good financial standing with EAHM. Nonconformance with these rules may result in the student not being allowed to progress from one trimester to another or in the student being dismissed from EAHM. The decision to Dismiss a student on the grounds of poor academic performance will be taken by the Faculty Board / Examination Board and Dean.

Admissions Committee

The Dean, Associate Dean, Head of Registry & Admissions make up the Admissions & Scholarship Committee (voting members). The Director of Marketing & Enrolment or his/her nominee attends to present the applications to the committee and to provide relevant recommendations (non-voting member). The committee can meet up to 5 times per week and the role of the Admissions & Scholarship Committee is mainly to:

- a) Accept or Reject program applications
- b) Accept or Reject scholarship and financial aid applications
- c) Discuss relevance and updates of entry requirements against standards, other committee feedback and benchmarking reports



Temporary Standing Committees

Membership of Temporary Standing Committees will vary according to their mission and purpose. These committees will always be chaired by a member of the Executive Committee. The First Meeting of all Temporary Standing Committees will be used to establish its terms of reference and duration of existence. The terms of reference and duration of the committee along with any budget requirements will require the approval of the Managing Director.



THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT



DEGREE PROGRAMMES

AY2021 - 2022

In 2013, the following changes to the degree programme 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 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 (Honours) in International Hospitality Management

Programme Goals

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

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

Programme Content

The programme consists of approximately thirty – 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 programme consists of 126 credit hours:

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

Course Sequencing

BACHELOR OF BUSINESS ADMINISTRATION (by course name)									
YEAR 1			YEAR 2			YEAR 3			APR - TERM 9
SEP - TERM 1	JAN - TERM 2	APR - TERM 3	SEP - TERM 4	JAN - TERM 5	APR - TERM 6	SEP - TERM 7	JAN - TERM 8	APR - TERM 9	APR - TERM 9
English Composition and Rhetoric	Hospitality Accounting	Management Accounting*	Undergraduate Internship* (22 weeks)	Innovation & Entrepreneurship	Elective	Introduction to Finance*	Strategic Information Technology Application in Management*		Consultancy Project*
Introduction to Hospitality and Events Management	Food and Beverage Service	Business Information Systems		Business Ethics	Elective	Research Methods*	Real Estate (Hotel) Finance*		
Front Office Operations	Professional Food Preparation	Culture Courses**	Revenue Management*	Revenue Management*	Elective	Human Resources Management	Services Marketing*		
Housekeeping Operations	Food and Beverage Business	Principles of Economics	Statistics	Statistics	Elective	Legal Aspects of Hospitality Industry	Strategic Management		Dissertation*
Introduction to Marketing	Leadership	Foreign Language	Organisational Behaviour	Organisational Behaviour	Elective	International Tourism Management	Foreign Language		
15	15	15	6	15	15	15	15	15	15
Career Development and Industry Presentations									
BACHELOR OF BUSINESS ADMINISTRATION (by course name)									
YEAR 1			YEAR 2			YEAR 3			APR - TERM 9
SEP - TERM 1	JAN - TERM 2	APR - TERM 3	SEP - TERM 4	JAN - TERM 5	APR - TERM 6	SEP - TERM 7	JAN - TERM 8	APR - TERM 9	APR - TERM 9
ENGL102	ACNT101	ACNT201*	INTS202* (22 weeks)	INEN301	Elective	FINN301*	COMP301*		
BUSS101	FABS101	COMP102		ETHS301	Elective	FRESH301*	FINN401*		CONS401*
FOOP101	CULN101	CULT201**, CULT202**, CULT203**		REWM201*	Elective	HRMT301	MRKT301*		
HKOP101	FABM101	ECON201		STAT201	Elective	HLAW401	STMT401		DISS490*
MRKT101	LEAD101	Foreign Language		ORGB201	Elective	ITMT301	Foreign Language		
15	15	15	6	15	15	15	15	15	15
CDIP100									

*Pre-requisite applicable
 **Culture courses are three one-credit courses and are divided into: CULT201 - Cultural Diversity, CULT202 - Islamic Studies, CULT203 - UAE Culture and History
 Full-time standard study mode allows students to complete programme in 3 years by taking up to a maximum of 15 US credits per term (any students who needs to repeat courses or are on a reduced course load or start in a term other than September, may graduate in up to 4 years on a full-time study mode.)
 If a student starts their degree in January or April, they will follow an individual programme plan and will most likely take the Undergraduate Internship in the April term of the second year.
 Full-time study mode = 7-15 US Credits; Part-Time study mode = 1-6 US Credits (INTS202 - Undergraduate Internship Term 6 US Credits considered as a Full-Time study mode term).
 Students who are registered for AB48001 can only take maximum of 12 credits for the first trimester.
 Students who are registered for AB48001 will be re-registered for AB48001 course

Foreign Language requirement and Electives:

Students are required to complete six (6) credits of foreign language. The language courses offered are Arabic, French and occasionally Mandarin and Spanish. See list of 'indicative' electives below (all electives may not be offered) – selection will be confirmed in the Spring of 2022 by the Registry office:

Foreign Languages		
Course Name	Course Code	US Credits
Basic Level Mandarin	MAND100	3
Intermediate Level Mandarin	MAND200*	3
Basic Level Arabic	ARAB100	3
Intermediate Level Arabic	ARAB200*	3
Basic Level Spanish	SPAN100	3
Intermediate Level Spanish	SPAN200*	3
Basic Level French	FREN100	3
Intermediate Level French	FREN200*	3

***Foreign Language selection to be published on a term basis (subject to change)*

BBAHons Indicative Electives *** (selection predicted for 2021)		
Course Name	Course Code	US Credits
Special Interest Tourism	SITM301	3
Club and Resort Management	CLMT301	3
Consumer Behaviour	CONB301	3
Food Management & Media*	FMAM301*	12
Restaurant Concept Design	FMAM302	3
Beverage Knowledge and Operations	FMAM303	3
Street Food Project	FMAM304	3
Sustainability in the Hospitality Industry	SUST301	3
Principles of Internal Control*	ACNT301*	3
Introduction to Cruise Ship Management	CRMT301	3
Business Law	BLAW401	3
Quality Management	QUAL301	3
Meetings, Incentives, Conventions and Exhibitions	MICE301	3
Facilities and Installations Management	FACM301	3
Special Project	SPPR301	3
Restaurant Concept Design	FMAM302	3
Beverage Knowledge and Operations	FMAM303	3
Street Food Project	FMAM304	3

**Pre-requisite applicable*

**** Electives selection changes on a yearly basis - above selection shows list of indicative electives (subject to change)*

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	1	
CULT202	Islamic Studies	3	1	
CULT203	UAE Culture and History	3	1	
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	Career Development & Industry Presentations	1, 2, 3	0	
4. Electives			(15 credit hours)	
Students may select from a list of elective courses offered that term.				

The following will be adapted in the next curriculum review:

The General Education Programme for a Bachelor's degree includes the equivalent of at least 21 credit hours of course work throughout the curriculum, that provides a broad-based education and must include at least one course in each of the following:

- English language;
- Arabic language;
- Islamic studies;
- UAE studies.



BBA Graduate Profile

Upon completion of this **QFE Level 7** qualification (in accordance with the Qualification Framework Emirates - QFE), graduates of the EAHM BBAHons Programme will be able to:

- PLO 1. Apply knowledge and skills to design and deliver hospitality services and experiences
- PLO 2. Integrate a broad and coherent theoretical and operational knowledge of hospitality as an interdisciplinary field of research and practice
- PLO 3. Work together with key stakeholders to acquire and convey knowledge and ideas effectively to achieve shared goals in unambiguous contexts
- PLO 4. Reflect on their own conduct and the performance of others to improve their own interpersonal and hospitality operational skills and knowledge
- PLO 5. Reflect on feedback and formulate strategies for continued self-improvement
- PLO 6. Be proficient in the application of digital tools and platforms
- PLO 7. Communicate and work effectively in culturally diverse environments
- PLO 8. Apply cognitive skills to collect, analyse and synthesise information to develop innovative and entrepreneurial solutions for routine hospitality problems
- PLO 9. Apply sustainability best practices in the management of hospitality businesses

Progress to a Level 8 & 9 qualification in a business discipline.

Associate of Business Administration in International Hospitality Management [ABA]

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 utilise this programme as a short route into a career in the hospitality industry, entering at supervisory or trainee management level positions, or they can transfer the credits earned from this program onto a full Honours Undergraduate degree programme at EAHM or elsewhere.

Programme Content

The programme consists of sixty – nine (69) credit hours. Nominally this represents twenty – 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
<u>Electives</u>	<u>12 credit hours</u>
	69 credit hours

Course Sequencing

ASSOCIATE OF BUSINESS ADMINISTRATION IN INTERNATIONAL HOSPITALITY MANAGEMENT (By course name)					
YEAR 1			YEAR 2		
SEP - TERM 1	JAN - TERM 2	APR - TERM 3	SEP - TERM 4	JAN - TERM 5	APR - TERM 6
English Composition and Rhetoric	Hospitality Accounting	Management Accounting*	Undergraduate Internship* (22 weeks)	Innovation & Entrepreneurship	Elective
Introduction to Hospitality and Events Management	Food and Beverage Service	Business Information Systems		Organisational Behaviour	Elective
Front Office Operations	Professional Food Preparation	Culture courses**		Elective	
Housekeeping Operations	Food and Beverage Business	Principles of Economics		Elective	
Introduction to Marketing	Leadership	Foreign Language			
<i>Career Development and Industry Presentations</i>					
15	15	15	6	12	6

ASSOCIATE OF BUSINESS ADMINISTRATION IN INTERNATIONAL HOSPITALITY MANAGEMENT (By course name)					
YEAR 1			YEAR 2		
SEP - TERM 1	JAN - TERM 2	APR - TERM 3	SEP - TERM 4	JAN - TERM 5	APR - TERM 6
ENGL102	ACNT101	ACNT201*	INTS202* (22 weeks)	INEN301	Elective
BUSS101	FABS101	COMP102		ORGB201	Elective
FOOP101	CULN101	CULT201**, CULT202**, CULT203**		Elective	
HKOP101	FABM101	ECON201		Elective	
MRKT101	LEAD101	Foreign Language		Elective	
<i>CDIP100</i>					
15	15	15	6	12	6

*Pre-requisite applicable

**Culture courses are three one-credit courses and are divided into: CULT201 - Cultural Diversity, CULT202 - Islamic Studies, CULT203 - UAE Culture and History

Full-time standard study mode allows students to complete programme in 2 years by taking up to a maximum of 15 US credits per term (any students who needs to repeat courses or are on a reduced course load or start in a term other than September, may graduate depending on their programme plan)

If a student starts their degree in January or April, they will follow an individual programme plan and will most likely take the Undergraduate Internship in the April term of the second year.

Full-Time study mode = 7-15 US Credits; Part-Time study mode = 1-6 US Credits (INTS202 - Undergraduate Internship Term 6 US Credits considered as a Full-Time study mode term)

Students who need to take EmSAT Math maybe registered for the MATH001 courses. Non-Arabic speakers will be registered for ARAB001 course. Both courses are non-credit bearing courses and is not part of the total

number of credits required to complete the programme

Students who are registered for ARAB001 can only take maximum of 12 credits for the first trimester

Foreign Language requirement and Electives:

Students are required to complete three (3) credits of foreign language. The language courses offered are Arabic, French and occasionally Mandarin and Spanish. See list of 'indicative' electives below (all electives may not be offered) – selection will be confirmed in the Spring of 2022 by the Registry office:

Foreign Languages **		
Course Name	Course Code	US Credits
Basic Level Mandarin	MAND100	3
Intermediate Level Mandarin	MAND200*	3
Basic Level Arabic	ARAB100	3
Intermediate Level Arabic	ARAB200*	3
Basic Level Spanish	SPAN100	3
Intermediate Level Spanish	SPAN200*	3
Basic Level French	FREN100	3
Intermediate Level French	FREN200*	3

**Foreign Language selection to be published on a term basis (subject to change)

ABA Electives *** in TERM 5		
Course Name	Course Code	US Credits
Business Ethics	ETHS301	3
Revenue Management*	REVM201*	3
Statistics	STAT201	3
Strategic Information Technology Application in Management*	COMP301	3
Services Marketing	MRKT301*	3

ABA Indicative Electives *** in TERM 6 (selection predicted for 2022)		
Course Name	Course Code	US Credits
Special Interest Tourism	SITM301	3
Club and Resort Management	CLMT301	3
Consumer Behaviour	CONB301	3
Food Management & Media*	FMAM301*	12
Restaurant Concept Design	FMAM302	3
Beverage Knowledge and Operations	FMAM303	3
Street Food Project	FMAM304	3
Sustainability in the Hospitality Industry	SUST301	3
Principles of Internal Control*	ACNT301*	3
Introduction to Cruise Ship Management	CRMT301	3
Business Law	BLAW401	3
Quality Management	QUAL301	3
Meetings, Incentives, Conventions and Exhibitions	MICE301	3
Facilities and Installations Management	FACM301	3
Special Project	SPPR301	3
Restaurant Concept Design	FMAM302	3
Beverage Knowledge and Operations	FMAM303	3
Street Food Project	FMAM304	3

*Pre-requisite applicable

***Electives selection changes on a yearly basis – above selection shows list of indicative electives (subject to change)

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	1	
CULT202	Islamic Studies	3	1	
CULT203	UAE Culture and History	3	1	
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	Career Development & Industry Presentations	1, 2, 3	0	
4. Electives			(12 credit hours)	
Students may select any 1 st , 2 nd and 3 rd level courses.				

The following will be adapted in the next curriculum review:

The General Education Programme for a Bachelor's degree includes the equivalent of at least 21 credit hours of course work throughout the curriculum, that provides a broad-based education and must include at least one course in each of the following:

- English language;
- Arabic language;
- Islamic studies;
- UAE studies.

ABA Graduate Profile

Upon completion of this **QFE Level 6** qualification (in accordance with the Qualification Framework Emirates - QFE), graduates will be able to:

- Apply knowledge and skills to design and deliver hospitality services and experiences
- Integrate a broad and coherent theoretical and operational knowledge of hospitality as an interdisciplinary field of research and practice
- Work together with key stakeholders to acquire and convey knowledge and ideas effectively to achieve shared goals in unambiguous contexts
- Reflect on their own conduct and the performance of others to improve their own interpersonal and hospitality operational skills and knowledge
- Reflect on feedback and formulate strategies for continued self-improvement
- Be proficient in the application of digital tools and platforms
- Communicate and work effectively in culturally diverse environments

Progress to a Level 7 qualification in a business discipline.

POSTGRADUATE DEGREE

Master of Business Administration in International Hospitality Management [MBA]

Programme Goals

One of the bases for programme design is the set of professional competences which are needed to manage hospitality organisations. It is realised that in the world of work, each of these competences is not demonstrated as a discrete element, but rather in an integrative manner which mirrors the situations managers are faced with - that is, that problems, issues, and other "situations" do not arrive clearly labelled as "HRM", "Finance", "Ethics", "Communication", etc.

The programme modules are delivered over 12-18 months for full-time students, in which each course acts as the coordinating mechanism for the variety of disciplines/subject areas and skills. The taught part of each module is delivered over 4 weeks. 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

MASTER OF BUSINESS ADMINISTRATION IN INTERNATIONAL HOSPITALITY MANAGEMENT (By course name)			
YEAR 1			
SEP - TERM 1	JAN - TERM 2	APR - TERM 3	
Applied Statistics for Business Research	Advance Corporate Finance	Managing Human Capital	
Business Research Methods*	Elective	Elective	
Service Operations Management	Marketing	Developing and Monitoring Corporate Strategy	
		Postgraduate Thesis (completed by end of August)*	
9	9	18	36

MASTER OF BUSINESS ADMINISTRATION IN INTERNATIONAL HOSPITALITY MANAGEMENT (By course name)			
YEAR 1			
SEP - TERM 1	JAN - TERM 2	APR - TERM 3	
STAT901	FINN901	HRMT901	
RESH901*	Elective	Elective	
SOMA901	MRKT901	MNGT903	
		DISS901 (completed by end of August)*	
9	9	18	36

*Pre-requisite applicable

Curriculum

COURSE CODE	COURSE TITLE	Runs in Trimester	CREDIT HOURS	PRE-REQUISITE
1. Mandatory Courses			(27 or 30 credit hours)	
RESH901	Business Research Methods	1	3	
MNGT903	Developing and Monitoring Corporate Strategy	3	3	
FINN901	Hotel Asset Management	2	3	
MRKT901	Marketing	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			(6 or 9 credit hours)	
A selection of indicative electives will be offered.				

MBA ELECTIVES WHICH MAY BE OFFERED ACROSS THE PROGRAMME AY 2021 - 2022 (TO BE CONFIRMED on a term basis):

US CR	Indicative Elective	
3	ELIA901	Effective Leadership in Action
3	EORM901	Events Operations & Risk Management
3	FIRE901	Industry 4.0
3	LEBW901	Law and Ethics in the Business World
3	INLE901	Innovation Leadership
3	SITM901	Special Interest Tourism
3	SPPR901***	Special Project
3	ASMA901	Asset Management
3	SUST901	Sustainability
3	SPCB901	Social Psychology of Consumer Behaviour

** STAT901 & RESH901 pre-requisite courses

*** Elective offered every second and third term

MBA Graduate Profile

Upon completion of this **QFE Level 9** qualification (in accordance with the Qualification Framework Emirates - QFE), graduates will be able to:

- PLO 1. Apply advanced knowledge and skills to design and deliver sustainable and innovative hospitality services and experiences
- PLO 2. Demonstrate a critical, advanced, contemporary and integrated theoretical and operational knowledge of hospitality as an interdisciplinary field of research and practice.
- PLO 3. Work together with diverse stakeholders to integrate complex knowledge and convey ideas effectively to achieve shared goals in ambiguous contexts
- PLO 4. Apply cognitive, creative and reflective skills to collect, analyse and synthesise information to generate and implement new ideas for solving complex hospitality problems
- PLO 5. Demonstrate knowledge, skills and techniques to lead entrepreneurial and strategic ventures

GENERAL EDUCATION 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, culture, innovation, entrepreneurship and in the use of information technology. This is achieved through students being required to take all/some of the following mandatory courses from the undergraduate curriculum:

ENGLISH LANGUAGE	
<i>all courses are taught in English and assess communication skills (excl. foreign languages)</i>	
ENGL102	English Composition and Rhetoric
CULTURE AND ORGANISATIONAL SKILLS	
CULT201	Cultural Diversity
CULT202	Islamic Studies
CULT203	UAE Culture and History
ECON201	Principles of Economics
ETHS301	Business Ethics
LEAD101	Leadership
ORGB201	Organisational Behaviour
HRMT301	Human Resources Management
HLAW401	Legal Aspects of Hospitality Industry
INTS202	Undergraduate Internship
CDIP100	Career Development & Industry Presentations
MATHEMATICS AND RESEARCH	
CULN101	Professional Food Preparation
FABM101	Food and Beverage Business
ACNT101	Hospitality Accounting
ACNT201	Management Accounting
FINN301	Introduction to Finance
FINN401	Real Estate (Hotel) Finance
STAT201	Statistics
RESH301	Research Methods
CONS401	Consultancy Project
DISS490	Dissertation
TECHNOLOGY, INNOVATION & SUSTAINABILITY	
COMP102	Business Information Systems
COMP301	Strategic Information Technology Application in Management
INEN301	Innovation & Entrepreneurship
FOOP101	Front Office Operations
REVM201	Revenue Management
SUST301*	Sustainability in the Hospitality Industry

**offered as elective*

In addition to these General Education subjects, EAHM also develops knowledge and competency in the following areas of additional General Education:

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



All courses map assessments against the following transferable and employment skills which are aligned with the skills that are measured by CHEDS during the graduate destination survey (Alumni):

- Written Communication
- Verbal Communication
- Commercial Awareness
- Problem Solving
- Networking
- Planning and Organising
- Numeracy
- Computer Literacy
- Time Management
- Research
- Teamwork
- Leadership
- Negotiating
- Customer Service

Skills measured by CHEDS during Graduate Destination Survey (Alumni)

- Problem-solving
- Critical and analytical thinking
- Digital literacy
- Numeracy skills
- Writing skills
- Presenting skills
- Communication skills
- Collaboration and teamwork
- Time management



ADMISSIONS

Principles

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

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

ENTRANCE QUALIFICATIONS

Applicants may be admitted to the start of a programme of study if they meet the entry requirements for the programme. In general terms students will be assessed on an individual basis. Students quantitative and qualitative application documents will be reviewed by the Admissions Committee, 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 (prior to 20191 intake) or a Student Code of Conduct document (from 20191 intake onwards) that states the obligations of EAHM to the student and the educational, attire and behavioural requirements that are expected from all students.

English Language Proficiency

Proof of adequate English proficiency is required from all applicants. EMSAT, TOEFL and IELTS (Academic Test) are the most commonly used English proficiency tests that are accepted by EAHM.

20211 Intakes:

The following scores can be submitted for admissions into the programmes:

Undergraduate	EmSAT	TOEFL*	IELTS (Academic)
Probation (Provisional) Entry	1100	500 (173 CBT, 61 iBT)	5
Direct Entry	1250	530 (197 CBT, 71 iBT)	5.5

Postgraduate	EmSAT	TOEFL*	IELTS (Academic)
Direct Entry	1400	550 (213 CBT, 79-80 iBT)	6
Provisional Entry	1250	530 (197 CBT, 71 iBT)	5.5

EFL	EmSAT	TOEFL*	IELTS (Academic)
Intermediate Level - EFLP200	1100	500 (173 CBT, 61 iBT)	5

SA	TOEFL*	IELTS (Academic)	TOEIC
Undergraduate	500 (173 CBT, 61 iBT)	5	600
Postgraduate	550 (213 CBT, 79-80 iBT)	6	690

*A TOEFL ITP score must be accompanied by a Test of Written English test score of minimum 5.0. A TOEFL ITP score can only be accepted if the test was taken at an approved AMIDEAST testing centre in the UAE and EAHM has the right to request for an alternative test score (TOEFL iBT, IELTS or EMSAT). 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 EAHM by the Testing Centre as soon as it is available. Scanned copies of the score certificates can be submitted along with the application documents (original score certificates need to be submitted to EAHM to complete the application prior to programme start). Every certificate received is officially verified and must be valid on the day that the student applies to the programme of study.

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 programme. All students must complete an English Diagnostic test during orientation week.

SAT Results


If an applicant has completed an American High School Diploma, they are required to submit an SAT score of 500 in Math. 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>

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 programmes.

Furthermore, a Certificate of Equivalency must be obtained from the UAE Educational Authorities as a requirement for the degree completion (not applicable to students who completed their Bachelors degrees at MoE accredited universities and completed their 12 year secondary education at MoE curriculum schools). 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). All applicants must present their original attested educational documents to the Registry & Admissions office. The team will take official true copies of the documents and return the originals to the students.

Undergraduate applicants must present all transcripts / score certificates with a final diploma (if applicable to curriculum) representation the final three years of senior secondary schooling and Postgraduate applicants in addition also need to present the yearly university transcripts showing all grades received throughout the Bachelors' degree along with a final parchment. All documents must be submitted in English (even documents received from high schools or universities in the UAE). Only the Certificate of Equivalency from the UAE Ministry of Education or Arabic/Islamic Studies test results can be presented in Arabic.

Age

To commence their degree programme, students should be aged eighteen (18) or above by the end of the 'academic year of entry'. EAHM will only be able to sponsor student residency visas to students who are eighteen (18) years or above.

Transfer Credits

EAHM recognises academic credits earned at other recognised and accredited institutions. Regulations relating to the award of academic credits are set by the UAE's Ministry of Education and may vary from time to time.

The Undergraduate programme applicant must have achieved a cumulative grade point average of 2.00 out of 4.00 and be in at least 'good' academic standing at the other institution from where they are transferring from. No more than 50% of the total number of credits at EAHM may be awarded on the basis of prior academic study and no credits can be awarded for the Consultancy (CONS401) and Undergraduate Dissertation (DISS490) courses. Transfer credit cannot be accepted twice for substantially the same course taken at two different institutions and only for courses relevant to the degree that provide equivalent learning outcomes and in which the student earned a grade of C (2.0 on a 4.0 scale) or better.

The postgraduate applicant must have achieved a cumulative grade point average of 3.00 out of 4.00 and be in at least 'good' academic standing at the other institution from where they are transferring from. No more than 25% of the total number of credits at EAHM may be awarded on the basis of prior academic study and no credits can be awarded for the Postgraduate Thesis (DISS901) course. 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 B (3.0 on a 4.0 scale) or better.

Students wishing to transfer courses must provide a certified transcript showing which courses they have taken and passed, the completed EAHM transfer credit form and detailed course syllabi for each course. The applicant is required to submit any official transcripts showing all post-secondary work attempted at all institutions attended. These syllabi must show the level of the course, contact hours, course code and course name, its content in terms of learning outcomes, readings and assessment. As part of the transfer credit application process, EAHM may 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.

See EA/ACA/007 Credit Transfer Policy.

How to apply?

All applications must be submitted online via the application portal: www.emiratesacademy.edu or www.eahm.ae

Admission Deadline

All applications must normally be submitted by the following dates:

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

Any applicant who requires a student residency visa, has submitted a transfer credit application or applied for a scholarship, need to ensure that their programme application along with the other required documents and any applicable fees, **at least 2 months prior to the intake start date.**

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

ADMISSIONS COMMITTEE *	
Dean	Dr Frederic Bouchon
Associate Dean	Dr Michael Newnham
Head of Registry & Admissions (Interim)	Ms Maureen Ferre
Director of Marketing & Enrolment (non-voting)	Ms Daiane Lagger

****The Academic & Admissions Administrator will normally attend weekly meetings to take notes and present application files. All application files are to be submitted to the Admissions office for initial review prior to meeting taking place.***

UNDERGRADUATE

The application should contain:

1. Application Form

To be completed online in the application portal.


2. Coloured Passport Copy

A coloured 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.

3. Coloured Emirates ID Card Copy (front & back)

If UAE National or expatriate residing in the UAE (or if the applicant previously used to live in the UAE).

4. Coloured Residency Visa Copy (front & back)



Expatriate residing in the UAE (or if the applicant previously used to live in the UAE). If the previous visa has been cancelled, please provide a copy of the cancellation confirmation.

5. Coloured Passport Type Photo

One professional and coloured passport type photo in JPEG format with a white background (student should preferably be in professional attire). This photo will be used for any ID cards and visa formalities as well.

6. Education Documentation

Transcripts from final 3 years of senior secondary education along with the final diploma/certificate. All documents must be in English. See Attestations and Certificate of Equivalency section. Refer to EAHM entry requirements in the Appendix.

7. Personal Interview Form

The Enrolment Coordinator will conduct an initial interview with the applicant using an interview template as part of the admission process. This form will be submitted along with the applicant's file.

8. Medical Information Form & Insurance Policy

Disclosing a medical condition will not affect the applicants' admission to EAHM. Please download the Medical Information Form from the EAHM website and submit it with the application documents. EAHM recognises and supports students (people of determination) with particular learning requirements such as dyslexia, numeracy issues, etc. To seek additional learning support a medical report no older than 6 months issued by a licensed medical professional must be submitted along with the degree application documents. In addition, please submit a copy of a valid insurance policy in English (valid upon enrolment at EAHM), which covers medical care in the United Arab Emirates. This will also be required for EAHM to process a residency visa. Should the applicant require a local insurance, the admissions and enrolment team will be able to recommend an insurance company.

9. Evaluation / Reference Form *(only required for scholarship applicants)*

If the applicant is applying for a scholarship, he/she must submit two Evaluation / Reference Forms 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.

10. Curriculum Vitae *(only required for scholarship applicants)*

A copy of the applicants' CV outlining previous education, any work experience, awards and extracurricular activities.

11. 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).

UAE Nationals

All male UAE National applicants are requested to submit proof of clearance/completion from the UAE National Military Service, which permits them to commence their university studies. Both female and male UAE Nationals must submit a copy of their family book (Kholasat Qaid) or Marsoom when submitting their application documents.

ADMISSIONS PROCEDURE

When considering candidates for Undergraduate admission, the Admissions Committee looks at the entire profile of the candidate including their academic records, work experience, extracurricular activities, test scores and recommendations. Applicants' credentials are



evaluated as soon as the application form, with all relevant documentation, is received. The offer letter is normally issued within two weeks of the receipt the completed application.

Outcomes of the Admissions Process

There are four possible outcomes:

1. The candidate has been successful in achieving all of the entry requirements and has submitted the required attestations/certificate of equivalency. In this case candidates are unconditionally offered entry onto their programme 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 the 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 in a future term. 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 organisations, 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 Equivalency from the UAE Ministry of Education and submit original attested documentation for verification
- b) Provide the original English test score report for verification (or equivalent as listed in the table above)
- c) Provide original SAT/EMSAT score report
- d) Required to register in a non-credit Beginners' Arabic course for non-Arabic speakers;
- e) Pass all of their courses in the first Trimester of their programme of study and maintain a minimum cGPA of 2.00 or higher.
- f) Continue to demonstrate a strong commitment to the hospitality industry by attending all of their classes and other official events at EAHM.
- g) Do not have any non-academic or academic warnings on file for the first two Trimesters of their programme 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 credit bearing courses).



If he/she meets the requirements of this Provisional Admissions he/she will be eligible to be fully admitted into their programme of study after two Trimesters. Full admission (unconditional) is at the discretion of the Examination Board and Dean.

Students who fail to meet the requirements of their Conditional/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 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.

See EA/ACA/015 Undergraduate Completion Requirements, EA/ACA/026 Undergraduate Admissions and EA/ACA/016 Academic Progress policies.

POSTGRADUATE

The Postgraduate application should contain:

1. Application Form

To be completed online in the application portal.

2. Coloured Passport Copy

A coloured 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.

3. Coloured Emirates ID Card Copy (front & back)

If UAE National or expatriate residing in the UAE (or if the applicant previously used to live in the UAE).

4. Coloured Residency Visa Copy (front & back)

Expatriate residing in the UAE (or if the applicant previously used to live in the UAE). If the previous visa has been cancelled, please provide a copy of the cancellation confirmation.

5. Coloured Passport Type Photo


One professional and coloured passport type photo in JPEG format with a white background (student should preferably be in professional attire). This photo will be used for any ID cards and visa formalities as well.

6. Education Documentation

Bachelors' Transcripts (each year) and 'final' Parchment in addition to copies of senior secondary school transcripts from final 3 years along with the final diploma/certificate. All documents must be in English. See Attestations and Certificate of Equivalency section. Refer to EAHM entry requirements in the Appendix. The Bachelors' degree should be issued from a recognised qualification from an institution recognised by the Ministry of Education (or equivalent) in the country of study. The applicant should have a satisfactory scholastic average on the Bachelors' degree of a minimum cGPA of 3.00 out of 4.00 (B).

7. Medical Information Form & Insurance Policy

Disclosing a medical condition will not affect the applicants' admission to EAHM. Please download the Medical Information Form from the EAHM website and submit it with the application documents. EAHM recognises and supports students (people of determination) with particular learning requirements such as dyslexia, numeracy issues, etc. To seek additional learning support a medical report no older than 6 months issued by a licensed medical professional must be submitted along with the degree application documents. In addition, please submit a copy of a valid insurance policy in English (valid upon enrolment at EAHM), which covers medical care in the United Arab Emirates. This will also be required for EAHM to process a



residency visa. Should the applicant require a local insurance, the admissions and enrolment team will be able to recommend an insurance company.

8. Evaluation / Reference Form *(only required for scholarship applicants)*

If the applicant is applying for a scholarship, he/she must submit two Evaluation / Reference Forms 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.

9. Curriculum Vitae

A copy of the applicants' CV outlining previous education and work experience. The applicant may be required to submit evidence of work experience.

10. 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).

UAE Nationals

All male UAE National applicants are requested to submit proof of clearance/completion from the UAE National Military Service, which permits them to commence their university studies. Both female and male UAE Nationals must submit a copy of their family book (Kholasat Qaid) or Marsoom when submitting their application documents.

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 and application review, a final decision to offer the candidate a place in the programme or not, will be reached. There are three possible outcomes:

1. The candidate has been successful in achieving all of the entry requirements and has submitted the required attestations/certificate of equivalency. In this case, candidates are offered unconditional entry onto their programme of study.
2. Some of the entrance requirements have yet to be demonstrated or achieved, but the application was overall successful and is expected to meet the minimum entry requirements. In this case, candidates will receive a conditional offer and will be subject to further review once the remaining documents have been submitted. A Postgraduate student may be admitted conditionally, if he/she has met the English Proficiency Score and university entry requirements but has yet to submit the original and/or attested documentation and/or certificate of equivalency for validation.
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.

Conditional Acceptance

There are three main reasons why a student will be offered with Conditional Acceptance:

1. 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.

The terms of the Conditional 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
2. The student has completed a recognised Bachelor's degree and an EmSAT score of 1250 or its equivalent to another standardised test approved by CAA, such as TOEFL score of 530 (197 CBT, 71 iBT) or 5.5 IELTS academic.

The terms of the Conditional Admittance are as follows:

- a) Must achieve an EmSAT score of 1400 or equivalent, by the end of the student's first trimester of study
 - b) May take a maximum of six credit hours in the first trimester of study, not including intensive English courses
 - c) Must achieve a minimum cGPA of 3.00 on a 4.00 scale, or its established equivalent, in the first six credit hours of credit-bearing courses studies for the graduate program.
3. The candidate has completed a recognised Bachelor's degree with cGPA of 2.50 out of 4.00 scale or its established equivalent

The terms of the Conditional Admittance are as follows:

- a) Must take a maximum of nine credit hours of courses studied for a graduate program during the period of the conditional admission
- b) Must achieve a minimum cGPA of 3.00 on a 4.00 scale, or its established equivalent, in these nine credit hours of credit-bearing courses studied for the graduate program.

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

Students who fail to meet the requirements of their Conditional Admission may be subject to:

Condition 1: Students who fail to meet the requirements of their Conditional Admission within two Trimesters will be withdrawn from EAHM. Student may be issued a Special Letter by the Exam Board/ 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.

Conditions 2 & 3: Students who fail to meet the requirements of their Conditional Admission within period of the conditional admission will be withdrawn from EAHM.

Please see appendix A for the Admission Requirements



STUDY ABROAD PROGRAMME (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 - To be completed online in the application portal.
- Curriculum Vitae
- Copies of latest transcripts from their home university / previous education with required grading scale (in English)
- Medical information form & copy of Insurance Policy
- Coloured passport copy
- One coloured passport JPEG photo with a white background (student should preferably be in professional attire)
- Copies of English Proficiency test/performance results (if applicable) – see English Language Proficiency section for applicable level of study.
- Letter of approval or/with learning agreement from the student's university (if applicable)
- Receipt for paid application & visa fee or credit card authorisation form

EAHM 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 programme students (SATP).

All male UAE National applicants are requested to submit proof of clearance/completion from the UAE National Military Service, which permits them to commence their university studies. Both female and male UAE Nationals must submit a copy of their family book (Kholasat Qaid) or Marsoom when submitting their application documents.


ENGLISH AS A FOREIGN LANGUAGE PROGRAMME (EFL)

Application

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

- Application form or online application - To be completed online in the application portal.
- Curriculum Vitae or copies of previous education documents (employment certificates may be requested)
- Medical information form & copy of insurance policy
- One coloured passport JPEG photo with a white background (student should be in professional attire)
- Coloured 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.



All male UAE National applicants are requested to submit proof of clearance/completion from the UAE National Military Service, which permits them to commence their university studies. Both female and male UAE Nationals must submit a copy of their family book (Kholasat Qaid) or Marsoom when submitting their application documents.

Bachelor of Business Administration (BBA)

International Hospitality Management

Tuition and other fees (AED)	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									
Security deposit	3,000 Deposit to be paid to secure the place on the programme (VAT exclusive)									
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	39,425	35,925	35,925	11,100	35,925	35,925	35,925	35,925	35,925	302,000
VAT 5%	1,821	1,796	1,796	555	1,796	1,796	1,796	1,796	1,796	14,950
Total with VAT	41,246	37,721	37,721	11,655	37,721	37,721	37,721	37,721	37,721	316,950

Master of Business Administration (MBA)

International Hospitality Management

Tuition and other fees (AED)	Trimester 1 (3 modules)	Trimester 2 (3 modules)	Trimester 3 (3 modules)	Postgraduate Thesis Fee	Total
Application fee	500 Application fee to be paid when submitting the application				
Security deposit	3,000 Deposit to be paid to secure the place on the programme (VAT exclusive)				
Tuition	26,370	26,370	26,370	4,300	83,410
Sundries	5,820	5,820	5,820	N/A	17,460
Total	35,690	32,190	32,190	4,300	104,370
VAT 5%	1,635	1,610	1,610	215	5,069
Total with VAT	37,325	33,800	33,800	4,515	109,439

A note on 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. Where VAT is payable by the Student, 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).

Associate of Business Administration (ABA)

International Hospitality Management

Tuition and other fees (AED)	Year 1			Year 2			Total
	1	2	3	4	5	6	
Application fee	500 Application fee to be paid when submitting the application						
Security deposit	3,000 Deposit to be paid to secure the place on the programme (VAT exclusive)						
Tuition fees	27,750	27,750	27,750	11,100	27,750	13,875	135,975
Sundries	8,175	8,175	8,175	N/A	8,175	4,088	36,788
Total	39,425	35,925	35,925	11,100	35,925	17,963	176,263
VAT 5%	1,821	1,796	1,796	555	1,796	898	8,663
Total with VAT	41,246	37,721	37,721	11,655	37,721	18,816	184,926

English as a Foreign Language (EFL)

Study Abroad (SA)

Tuition and other fees (AED)	1 Trimester (3 months, basic or advanced level)	Tuition and other fees (AED)	1 Trimester + Internship
Application fee (paid when submitting the application)	500	Application fee (paid when submitting the application)	500
Tuition fees	14,800	Tuition, Accommodation, UAE Visa and ID Card	45,375
Sundries	2,450		
Total	17,750*	Total	45,875
VAT 5%	888	VAT 5%	2,294
Total with VAT	18,638	Total with VAT	48,169

*Taking an IELTS Test at the end of the EFL programme means that you can support your admissions application into the EAHM Undergraduate programme. You will take the test with a third party, who will invoice you separately at a cost of around AED 1,000.

On-campus accommodation

(BBA, MBA, ABA and EFL)

Studio (single)	Price (AED)	VAT 5%	Total (AED)
1 Trimester	16,500	825	17,325
Summer Break	5,000	250	5,250

UAE residence visa and national ID

(International students)

	Price (AED)	VAT 5%	Total (AED)
UAE Visa	2,000	100	2,100
Emirates National ID Card	380	19	399
Emirates National ID Card (EFL)	180	9	189

Terms & Conditions

Changes to tuition and other fees

Tuition and other fees are reviewed every year and published in advance. They can increase by up to 10% over the course of your studies, but at least six months' notice will be given before any change. The fees above are indicative only and EAHM makes the final decision if there are any disputes. Please refer to the EAHM Finance Policy booklet.

Payments

All fees and accommodation expenses are to be paid before the start of each term – the exact dates and payment methods are stated in your invoice and in the Schedule of Fees.

The following late payment surcharges may apply:

1. Up until the end of week two – none
2. Up until the end of week three – 5%
3. Up until the end of week four – 10%

At the end of week five, you will be withdrawn from the programme. Once the trimester starts, you (or your sponsor or representative) will not be able to get a refund on any fees or accommodation charges. Before the start of the trimester, refunds are only given in the circumstances covered by our published Financial Policies. Academic documentation (transcript of grades, degrees, etc.) are only awarded if all outstanding fees and charges are paid.

Payment Plans

Undergraduate students (full-time)

You have a choice of four flexible payment options:

- Pay the yearly tuition fees in nine equal instalments during the academic year.
- Pay the trimester tuition fees in three equal instalments during the academic year.
- Pay one year's tuition fees before the start of the first trimester and get a 3% discount on tuition fees (three trimesters).
- Pay the tuition fees for the full three-year programme before the start of the first trimester and get a 10% discount on tuition fees (nine trimesters).

Postgraduate students

You have one payment option:

- Pay one year's tuition fees before the start of the first trimester and get a 3% discount on tuition fees (three trimesters).

Scholarships

A limited number of scholarships are granted to successful applicants based on the criteria in the Scholarship Policy and at the discretion of the EAHM Scholarship Committee. The Scholarship Policy is reviewed periodically and can be changed at any time without notice.

Refund Policy

All fees, with the exception of the security deposit, are non-refundable. If a student withdraws before the start of a trimester, refunds of tuition fees and sundries can only be made on a case-by-case basis, with the approval of the Managing Director or Executive Dean. No cash refunds can be given and refunds can only be made to the person or sponsor who made the initial payment.

If a student is dismissed or withdraws from the programme during a trimester (after the first day of classes), fees are non-refundable.

Insurance

Health and accident insurance is mandatory for all residents of the UAE. All students require a health insurance certificate or insurance card at Orientation.

Personal and private insurance, to cover things such as damage or theft of personal property, is strongly recommended. For further information about insurance, please contact your Enrollment Advisor.

EAHM Obligations

We will provide you with the programme of study outlined in the Academic Catalogue, allowing for amendments where required.

You can find the full arrangements for the programme of study in the Academic Catalogue.

If circumstances change outside our reasonable control, we might need to change or cancel parts of, or entire programmes of study or services at any time, even after you have registered. Circumstances could include: industrial action, over or under demand, staff illness, lack of funding, severe weather, fire, civil disorder, political unrest, government restrictions, changes in ministry regulations and concern about serious illness.

UAE Visas

EAHM will assist students to obtain a student visa, allowing students to live and study in the UAE for the duration of their studies. If a student's (where the student visa is sponsored by EAHM) programme of study is terminated for any reason, the student visa will be cancelled. Upon completion of a student's programme of study, the student visa will also be cancelled. The Registrar's Office can provide you with any assistance related to your visa.

Understanding the fees table

- All figures are in United Arab Emirates Dirhams (AED).
- The application fee, which is non-refundable, is paid upon submission of your application documents.
- The security deposit, where applicable, is credited to the invoice of the last trimester of study.
- Sundries include textbooks/e-books, software and licences, access to electronic databases, photocopying and printing (up to AED600 per trimester) and graduation congregation expenses.
- The security deposit is non-refundable should you decide not to start the programme, or do not complete the entire programme.
- BBA: Additional charges apply if you retake a course, take a study break (intercalation) or register for more than 15 credits. A full-time course load is 9-15 credits; a part-time course load is 3-6 credits.

SCHEDULE OF FEES & EXPENSES 2021-2022

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

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. <i>Student Identification Card Replacement Fee</i> 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 AED 105 with VAT
2. <i>Name Badge Replacement Fee</i> 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 AED 52.5 with VAT
3. <i>Re-Admission Application Fee</i> This fee is applicable to all students, who withdrew from their programme of study, and wish to be re-admitted into the same programme of study.	AED 500 AED 525 with VAT
4. <i>Late Payment Fee (per Trimester)</i> 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. <i>Chargeable date/s is subject to add/drop week registration completion as confirmed by Registry.</i>	AED 400 on day after due date AED 420 with VAT
5. <i>Transfer Credits Assessment Fee</i> This is a one-off fee for students who apply to transfer credit for courses they have studied in other universities. The transfer of credits requires the mapping of course contents. <i>(Chargeable at the discretion of the Dean)</i>	AED 1,500 AED 1,575 with VAT
6. <i>Test – Out Fee (per course)</i> A student who has prior knowledge of a certain course may apply to “test out.” This involves demonstrating they already have achieved the learning outcomes by sitting a separate assessment.	AED 1,000 per 3 credits course AED 1,050 with VAT (INTS202 = AED 2,000 AED 2,100 with VAT)
7. <i>Reprinted Copy of Final Parchment</i> 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 AED 430.5 with VAT
8. <i>Additional Copy of Transcript</i> 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.	STANDARD AED 50 per transcript (3-5 working days*) AED 52.5 with VAT; EXPRESS AED 75 per letter (within 24 hours/1 working day) AED 78.75 with VAT
9. <i>Locker Key</i> 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 AED 105 with VAT
10. <i>Accommodation Daily Rate</i> 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 in the published fee structures.	AED 175 Daily Rate AED 183.75 with VAT Daily rate
11. <i>Printing Cost</i> 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 coloured additional print-outs/piece of paper/sheets.	Black & white AED 1.05 with VAT per page Coloured AED 2.1 with VAT per page
12. <i>Attestation Support Fee</i> 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 AED 157.5 with VAT
13. <i>Library Fines</i> 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 AED 5.25 with VAT
14. <i>Letter Fee</i> 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).	STANDARD AED 25 per letter (3-5 working days) AED 26.25 with VAT; EXPRESS AED 50 per letter (within 24 hours/1 working day) AED 52.5 with VAT

15. Deposits

Undergraduate and Postgraduate students are required to pay the following refundable security deposits prior to start of the degree which will be deducted from the final programme payment at the end of the degree (0% VAT applicable). *The deposit is non-refundable if the student is dismissed or withdraws from the programme. It may not be refunded at the time when students intercalate.*

One amount of AED 3,000 for both academic and accommodation deposit

DISCLAIMER & NOTIFICATION

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.

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 (BBAHons, BBA & ABA) and Postgraduate (MBA) students in the academic stream of EAHM, including full-time, part-time and Study Abroad (SA) /Study Abroad Training Programme (SATP) students here for one or more Trimesters. It also applies to students in the English as a Foreign Language (EFL) programme. The policy does not apply to students of the Professional Training & Development department.

DEFINITIONS:

N/A

POLICY STATEMENT:

Tuition, sundries, accommodation, and other applicable charges must be paid either in full, or in compliance with the published instalment 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. The Faculty will count all unexcused absences from the first day of the course start (if a student exceeds the approved number of absences, he/she will be withdrawn from that course with no refund). Students who have not registered for classes by the end of the add/drop week, will be suspended for that Trimester (intercalation fees may apply). If a student has not settled all outstanding fees, he/she will be placed on "Financial Hold" by the Finance Manager and will be charged late payment fees.

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 career placement preparation course CDIP100 is mandatory for all Undergraduate students and is not chargeable.

1.1.2 Postgraduate students

Postgraduate students are charged by the course and a Dissertation fee is applicable.

1.1.3 EFL & TOEFL/IELTS Prep students

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

1.1.4 SA/SATP 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.

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 student ID and name tag (if lost additional charges will be applicable). Graduation Congregation Expenses (for Undergraduate and Postgraduate programme students), textbooks/ebooks usage, software and licenses, access to electronic databases, and photocopying and printing up to the usage of AED 600 per Trimester are included. Additional fees graduation gowns and dinner activities and for field trips or certifications may apply. See Schedule of Fees & Expenses for all other fees.

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 programme, they are also exempt from paying tuition fees and sundries 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 Schedule of Fees & Expenses 2021-2022

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 via the student information system (SIS) are required to present, upload to SIS or email a transfer receipt to the EAHM Finance and Registry/Admissions Departments.

3. Payment schedule

3.1 Deposit

All **new** Undergraduate and Postgraduate students must pay a deposit as specified in their offer letter, to secure a place on the programme 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 programme via bank transfer 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 enrol into any of EAHM's programmes unless approved to be refunded by the Dean or withdrew or was dismissed from their programme of study. EFL and SA students are not required to settle a deposit.

3.2 Tuition and sundries

Students across all years and programmes must pay Tuition Fees and Sundries either in full, or in compliance with the published instalment plan (payment 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 programmed to expire at noon on the contracted departure date.

Room Rates/Packages charged for accommodation vary according to the duration of the booking and are subject to change. Additional fees or fines for any repairs in the students' room due to damage caused by the student (student living in the room) will be charged.

4. Flexible payment plans

4.1 Undergraduate students

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

- Pay the Trimester mandatory academic fees in three (3) equal instalments 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 full-time package).
- Pay the mandatory academic fees for the full three-year programme before the start of the first Trimester and receive a ten percent (10%) discount on Tuition Fees and Sundries (9 trimesters – 126 credits full-time).

4.2 **Postgraduate students**

EAHM offers two flexible payment options for Postgraduate students:

- Pay the mandatory academic fees (tuition and sundries) for one Trimester in full before the first course/s begin/s.
- Payments must be received before the course begins (*only applies to BLOCK mode students*).
- Pay the mandatory academic fees for the full programme before the start of the first Trimester and receive three percent (3%) discount on Tuition Fees and Sundries (36 credits including thesis/dissertation full-time mode).

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" appears on class lists and a student on "Financial Hold" will be considered absent in all classes until their fees are settled and the "Financial Hold" has been lifted.

Should a student miss the deadline for payment of fees, late payment fee of AED 400 +5% VAT applies.

6. **Tuition refunds**

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 be made, subject to individual circumstances and the approval of the Managing Director or Dean.

No cash refunds will be given only bank transfers.

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

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 by the end of the students' 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 approximately sixty (60) working days for the deposit or any other refund (if applicable) 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.



THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT



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

- Scheduling and registration processes
- Security and maintenance of academic records
- Issuing of transcripts, certifications and 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
- Visa & Emirates ID processing for sponsored students

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 / dismissal from the university
- Facilitating intercalation (suspending studies)
- Scheduling and managing exam printing / regulations
- 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
- Visa & Emirates ID processing for sponsored students

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

ACADEMIC RECORDS

Record Retention and Storage

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

Access to Records

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

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. See page 89 for further details.

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 Head of Registry & Admissions or the Dean. The Head of Registry & Admissions 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 in case of an emergency and when students have confirmed the release of information to specific individuals or organisations. See *EA/ADM/003 Students Records Retention policy*.



THE EMIRATES ACADEMY
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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 100 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 as well as remotely from anywhere in the world via a secure single-sign on access.

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 22,000 print and electronic books, videos, 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, other hotels' and students' restaurants.

All books are arranged on the shelves according to the Dewey Decimal Classification using a combination of numbers and letters. The required book can be searched by its author, title or subject through the library's online catalogue called Liberty.

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 available in electronic



form as well as access to the UN World Tourism Organization e-library. We believe that provision of relevant high-quality electronic resources encourages research and reading by students in many cases more familiar with online materials than traditional academic resources.

Audio-Visual Materials

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

Reprographics

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

- i. Three heavy duty colour and black & white laser printers, copiers
- ii. Scanning facilities
- iii. Laminating machine
- iv. Multi-media desktop computers
- v. Binding machine
- vi. Paper cutting machine

To use the printers, students have to generate their individual access codes via the printer app on Moodle. The photocopying of articles and chapters is allowed within the bounds of copyright legislation. The EAHM Library abides by the UAE and international copyright laws in force. Copyright Regulations notice is posted above the dual printers to create awareness and prevent any infringement of the rules. Photocopying from cover to cover is not be allowed.

Library Induction

All students receive an induction to the EAHM Library and the services it offers as part of their orientation week. They will meet the librarians and are briefly introduced to the services offered at the Library, the portfolio of information resources on offer and on how to access these resources.

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. Six 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. Every trimester the library also conducts campus-wide workshops on the effective use of open-access and subscription databases and academic integrity.

LRC services

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

- Reference and enquiry: qualified librarians 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 help pages: are continually updated set of webpages that contain information 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 information 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 within 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, 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 on Moodle Library course page as well as library@emiratesacademy.edu mailbox.

General Rules and Regulations

The marking, defacing or damaging of Library materials, furniture and other property will be regarded as a serious offence and may be subject to the EAHM disciplinary procedures.

Any damage found should be reported immediately to the Library staff.

Patrons who are responsible for an item which is damaged or lost will be required to pay the full replacement cost of the item(s).

All late returns of borrowed items will be liable to the appropriate fine that is currently AED 5 per day for the circulation and reserve textbooks collections.

Smoking is not allowed in the Library.

The consumption of food and drink is not be allowed in the Quiet Zone of the Library.

The use of mobile phones is not allowed in the Library.

In accordance with the EAHM's general disciplinary regulations, a librarian may suspend persistent violators from access and use of the EAHM Library and its resources.

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 learning and teaching needs of EAHM students and faculty subsequently we constantly seek and apply best practices in academic libraries.

Ask-A-Librarian Online Services

Sunday to Wednesday	0800hrs to 2200hrs
Thursday	0800hrs to 1800hrs
Saturday	1200hrs to 1800hrs
Fridays and Holidays	OFF

Physical Library Hours (from 12 September until further notice)

Sunday, Monday & Thursday	0800hrs to 2000hrs
Tuesday & Wednesday	0800hrs to 1800hrs
Saturday	1200hrs to 1800hrs
Friday and Holidays	CLOSED

*All timings are subject to change.



THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT



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, 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 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 (when necessary)
- Access to professional care services (doctors, psychologists, clinics)
- Liaison for Student Council
- Coordinating the Student Council activities with the Student Council Liaison Manager(s)

- 
- Coordinating Student Ambassador rostering and organizing regular meetings with the Student Ambassadors in regard 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 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. Their role includes establishing quality assured internships and short work experience exposure and the placement of the graduates in their first jobs. This office also organises the annual Career Fair that attracts companies all seeking to employ the EAHM graduates.

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 Dean or with the Managing Director of EAHM.

The role of the personal tutor is to assist students in understanding and meeting the academic requirements of the programme of study on which they are registered and also to provide an update in regards to EAHM actions as a response to student feedback. Please see EAHM Policy EA/ACA/003 - Personal Tutor, which is maintained in the Policy Handbook on Moodle.

Should students wish to discuss non-academic issues they will be referred to the Student Support Officer who can facilitate access to appropriate medical, psychological or other practitioners. In the absence of the Student Support Officer, students should contact the Dean, the Head of Registry, Operations Manager or the Managing Director. The Student Support Officer is a resident within the EAHM premises and can be contacted at any time in the event of an emergency (in case of an emergency it is recommended to contact the security office).

STUDENT ORIENTATION

Newly admitted students across all academic programmes, will normally attend an orientation programme.

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



STUDENT COUNCIL

Mission

The mission of the Student Council is to promote students' interests, reflect their concerns, and organize their activities within the framework of the EAHM's rules and regulations. It is run and managed by students reporting to the Student Council Liaison Manager, Student Support Officer and then to the 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 programme and accepting admission to EAHM shall assume full responsibility for knowledge of and compliance with the definitions, regulations, and procedures of EAHM.

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

Confidentiality

During the course of the programme, students may occasionally receive sensitive information regarding the business aspects of Jumeirah or other organisations. This and all other information is to be regarded as confidential and is not to be communicated to any third party including the press. Breaches of confidentiality 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. In October 2018, the Quality Institutional Effectiveness & Risk (QIR) department was established. The QIR department reports directly to the Dean and is supported by the Associate Dean and Registrar's Team. QIR is in charge 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 the EAHM's activities.

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 and external non-academic audit. 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 (prior to Sep 2019 intake) or an academic Student Code of Conduct acknowledgement letter (including and from Sep 2019 intake onwards). The student contract/code of conduct is the agreement between EAHM and the student, it states EAHM's obligations to the student along with the class, behavioural, and academic requirements that EAHM expects from all students.



STUDENT CODE OF CONDUCT

The objective of the Emirates Academy of Hospitality Management (EAHM) Code of Conduct document is to clarify rights and responsibilities of the students, and the academy expectations from them, in order to help students achieve success during their study.

Students should read this document carefully. In the case of any misunderstanding of EAHM Academy systems or rules, please contact the Registrar office.

The Emirates Academy of Hospitality Management (EAHM) requires all students to sign this document to acknowledge receipt and understanding of the Student Code of Conduct.

BACKGROUND

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

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- (4) This document is supplementary to the "Student Code of Conduct Policy EA/STU/007" and students need to be aware and have read this policy.

1. Definitions and interpretation

- 1.1 In this document, 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 Programme of Study (including but not limited to accommodation).

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

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

2. Commencement and Term


- 2.1 This document shall commence upon the student's acceptance of the offer and unless terminated as a result of the Student withdrawing or being removed from the programme of study, this document shall remain in effect for the duration of the student's Programme of Study ("**Term**").

3. EAHM Obligations

- 3.1 EAHM will provide the Student with a Programme of Study in accordance with the Catalogue as amended from time to time.
- 3.2 EAHM will provide the Student with tuition, academic supervision, learning opportunities and other related services which will lead to the award of the appropriate academic degree or programme completion subject to the Student successfully fulfilling the requirements of the Program of Study and relevant modules. Specific details related to the arrangements for the Programme of Study are available in the Catalogue.
- 3.3 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.
- 3.4 EAHM will use reasonable endeavors to assist the Student with the sourcing of viable employment opportunities upon successful completion of the program of study.
- 3.5 EAHM will provide reasonable pastoral and academic support for the Student in line with the relevant Policy.

4 Student's Financial Obligations *(Refer to schedule of fee document in Appendix 1)*

- 4.1 All new students must ensure that all Fees and any related accommodation expenses are settled in advance of the commencement of the first trimester of Study as indicated in the invoice and Schedule of Fees and Expenses.

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- 4.2 Returning students must ensure payments of all fees by the end of the second week of study in order to avoid late payment admin fee, financial hold, and disruption to access to classes and other facilities which may ultimately lead to de-registration.
 - 4.3 Students with outstanding fees will not be able to register for future trimesters until all outstanding fees are settled.
 - 4.4 It is the responsibility of the student to check their SIS account to view invoices and statement of account and share the necessary documents with their guardian / sponsor in order to avoid delays in payment.
 - 4.5 Only one type of scholarship or prevailing discount may be applied at once.
 - 4.6 If for any reason, fees have not been settled by the due date as indicated above, the following late payment admin fee of AED 400+5% VAT will apply.
 - 4.7 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.
 - 4.8 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.
 - 4.9 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).
 - 4.10 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 18 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 student's 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 programme if relevant documentations and requirements are not submitted on specified dates.

6.2 Submission of any fraudulent documents may result in non-admission or dismissal from EAHM. 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 2.00 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 2.50 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 programme 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 is mandatory for all courses.

7.2 Whilst studying on the programme, EAHM reserves the right to require the Student to attend all classes and lectures, and additionally work where required on events or projects specified by EAHM. Some taught elements will require student to attend classes during the evenings or at weekends.

7.3 If the Student is required to undertake an Internship or period of work placement as part of the programme of study, the Student must follow all instructions provided by EAHM or the third party providing the Internship or work placement. The Student will be treated as an employee during this period (with the exclusion of the accrual of any employment rights under the law) and will be subject to the regulations of the work place. The Student is also expected to demonstrate enthusiasm, commitment and professionalism during this period.

7.4 Whilst studying on the Programme, student is expected to be an exemplary one 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.

I hereby acknowledge that I have read and understand the terms and conditions stipulated in the code of conduct.

SIGNED BY

Student Name _____

Programme _____

Date _____

[For Emergency purposes please provide contact details below]

Name: -----

Relationship: -----

Telephone number: -----

Email (if available) -----



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 who are teaching out on the BLOCK mode schedule, 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-five (45) 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 credits course/module on the Undergraduate or Postgraduate programme, a student is required to complete a total of 135 credit hours.

For study abroad or transfer students, 3 US credits at EAHM would usually equate to 4.5-5 ECTS at the university in Europe. It is up to the European university to conduct the credit transfer process as per their own academic policies and stipulations.

Courses

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

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

All courses that are taken by a student will be recorded in the student's academic record. A student may not study any course prior to passing its pre-requisites. In the event that a student should study a course without first passing the pre-requisite, the student's registration and mark in that particular course will be cancelled.

In exceptional circumstances, a student may study the course plus its prerequisite in the same Trimester if this has the approval of the Dean 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 programme are as follows:

PROGRAMME	MINIMUM	MAXIMUM
Master of Science in International Hospitality Management [MSc] / Master of Business Administration in International Hospitality Management [MBA]	3 Trimesters + Dissertation	12 Trimesters + Dissertation
Bachelor of Science (Honours) in International Hospitality Management [BScHons] / Bachelor of Business Administration (Honours) in International Hospitality Management	9 Trimesters	18 Trimesters
Associate of Science in International Hospitality Operations [ASc] / Associate of Business Administration in International Hospitality Management [ABA]	6 Trimesters	12 Trimesters

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

The maximum authorised intercalation period is three (3) consecutive Trimesters in one application.

Students on approved intercalation must return to their program of study latest after the 3rd intercalated consecutive trimester. Students failing to return to EAHM within three consecutive trimesters will be withdrawn from their program of study.

The maximum number of approved intercalation application per programme are as follow:

PROGRAMME	MAXIMUM ALLOWED INTERCALATION PERIOD
Master of Science in International Hospitality Management [MSc] / Master of Business Administration in International Hospitality Management [MBA]	1 trimester per application – maximum of 4 trimesters in total.
Bachelor of Science (Honours) in International Hospitality Management [BScHons] / Bachelor of Business Administration in International Hospitality Management [BBA]	3 consecutive trimesters in one application or maximum of 6 trimesters in total.
Associate of Science in International Hospitality Operations [ASc] / Associate of Business Administration in International Hospitality Management [ABA]	3 consecutive trimesters in one application or maximum of 4 trimesters in total.

The intercalation period shall not prolong the maximum period which is allowed between initial registration on a programme and its completion (please see above for the period of registration for each programme).

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

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 programme 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 programmes are normally from Trimester four (4) to seven (7) only. The last two Trimesters must be completed at EAHM.

To participate in a study abroad programme, 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). The Head of Registry & Admissions will recommend the most appropriate study abroad programme timing to optimise the students programme plan. The student is responsible for gathering all required documentation for the study abroad programme and relevant documentation must be submitted to the Registrar's Office at EAHM to get the required approval.



Course Load

Undergraduate

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

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

- (a) The number of credit hours remaining to complete the minimum graduation requirements is less than nine (9) credit hours.
- (b) The student is registered on a part-time basis, in which case the load is three (3) to six (6) credit hours.
- (c) The Dean with or without the recommendation of the Head of Registry & Admissions or Personal Advisor (Personal Tutor) grants special permission.

The maximum credit hours for which a student may register is fifteen (15) credit hours for each Trimester unless otherwise approved by the Dean 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 Head of Registry & Admissions or of the 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 Dean and / or Head of Registry & Admissions.


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 Dean during the published add/drop period as published on the academic calendar.

For Undergraduate Elective courses and Postgraduate BLOCK mode courses running on a four-week block, no add or drop period is allowed once the course has started.

Academic Advising / Registration

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

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



Students are strongly advised to familiarise themselves to the sequencing of the courses. Students are personally responsible for ensuring that all academic requirements and regulations pertaining to their award aim are satisfied and should visit the Registrar's Office on a regular basis to update their programme plan.

Course Sequencing

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

Attendance and Absence

Undergraduate

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

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

A student who misses a class must inform the Faculty member concerned and Dean or Registrar's Office in advance and provide appropriate documentary evidence in the form of an official Dubai Health Authority verified 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. These documents must be reviewed, verified and approved by the Head of Registry & Admissions before an 'excused' absence is granted.

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) may be informed that the maximum amount of credits that the student may now register for is twelve (12) credit hours – subject to Examination Board or Dean decision.

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 programme for failing to make satisfactory academic progress. With the 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 programme plan.



Change of Programme

Students may change their programme of study at any time with the approval of the Dean or the Head of Registry & Admissions. A request should be made by completing the Student Request for Change of Programme Form or by submitting the change of programme request in SIS. Once the request is approved, the new programme 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 thirty (30) 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 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 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). The Registrar's Office must be notified in writing of reason for mitigating circumstances, retake / first attempt examination details, resubmission detail or approved extended deadlines.

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

Coursework

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

Late submissions:

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- 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 Head of Registry & Admissions, 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 Head of Registry & Admissions and Instructor within seven (7) days of missing the test. If the student’s request is accepted, the course Instructor and Registry Office 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. The Head of Registry & Admissions or Invigilators will announce what applies to specific exams.
- (e) The course tutor(s) will be available for questions during the reading time.
- (f) 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.

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- (g) 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.
 - (h) 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.
 - (i) 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 for 2 and 3 hour exams and five (5) to ten (10) minutes for 1 hour exams. 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 Dean, the Associate Dean and Head of Registry & Admissions. 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 Dean or Associate Dean in liaison with the Dissertation Coordinator.

See Dissertation syllabus and handbook for further details specific to the term when the student is registered for the course.

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 (also referred to as 'first attempt' exam). Proof of mitigating circumstances must be submitted within three (3) working days of the exam date. Dubai Health Authority sick leaves will 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 Head of Registry & Admissions.

Eligibility to Repeat Course(s)

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

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

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

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

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

Assessments Feedback

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

An examination consultation week will be scheduled during the first week of the succeeding Trimester. Students who wish to receive feedback on their examination or other assessments should make an appointment to see the relevant member of faculty.

Should the student wish to appeal the marks, the student should follow the grade appeal procedure. In this meeting they will be shown their examination paper and the member of faculty will comment on their overall performance. This meeting is a learning event and it is not an opportunity to negotiate over grades.



POSTGRADUATE

Assessment of Student Learning

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

Rationale for Assessment

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

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

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

Key Components of Assessment


In this programme, assessment will be:

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

Postgraduate Thesis

In the final Trimester, students will need to complete their Thesis. Full time students will be given three (3) to five (5) months to complete 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 Dean, the Associate Dean and Head of Registry & Admissions. 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, 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 within the required time scale, they must submit a Request for Extension via email to their supervisor. This request should be supported by proof of mitigating circumstances and will be subject to approval by the Associate Dean or the Dean.

See Dissertation syllabus and handbook for further details specific to the term when the student is registered for the course.

ACADEMIC INTEGRITY

PURPOSE:

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 communicating in any way with another student during a test or exam.

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- Using any unauthorised material or equipment during an 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.

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- 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 Head of Registry & Admission, 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 study abroad exchanges.

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 all written assignments completed for courses delivered via distance learning, use of Turnitin is mandatory.
- 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.
- 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.

Use of Exam Proctoring Services for exams and quizzes conducted via distance learning

- EAHM makes available to students and faculty online exam proctoring services for all exams and quizzes taken for courses delivered via distance learning. Currently EAHM utilise the services of ProctorU for online exam proctoring. Faculty members have the right to use online exam proctoring for any or all of their exams or quizzes delivered via distance learning.
- Students studying via distance learning must undertake exams utilising the online exam proctoring service used by EAHM. Failure to complete distance learning exams utilising the online exam proctoring service will result in the student receiving a zero grade for the exam. If, in exceptional circumstances, a student is unable to complete an exam using the online exam proctoring service alternative options will be provided.
- New faculty will receive full documentation and training on how to use the online exam proctoring service.
- All distance learning students will be trained to use the online exam proctoring service in mandatory workshops.
- Faculty will assess each incident report that is sent by the online exam proctoring service, checking the identified sections to ensure that students have not breached exam protocols. Any student that is found to have breached the exam protocol will incur penalties.



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

IMPLEMENTATION OF THE POLICY:

Cheating on tests and exams

Any instance of cheating on an exam, if proven, is treated as a serious breach of the academic integrity policy, and all students will be penalized strictly, even those in first year. This includes students who breach exam protocols in exams undertaken via distance learning.

If a faculty member, exam invigilator, administrator all online proctoring service

- 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 Dean.
- Enter brief details of the incident on the invigilator's report.
- Report the allegation to the Dean.
- The 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.
- For any exam undertaken via distance learning utilising online exam proctoring services, all incidents of potential breach of protocols that are reported to the appropriate faculty member will be investigated and appropriate action taken.

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 offence

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 offence

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 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 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.

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- 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 EA/ACA/002 Academic Integrity Policy for for indicative penalties for each offense (Appendix C for Undergraduate students and Appendix D for Postgraduate students)

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

- The faculty member will forward the evidence to the 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 Dean will convene a Disciplinary Committee, comprising the faculty member, the relevant program director and the Dean, or designated replacements. A replacement will always be nominated when the program director or Dean is also the faculty member involved.

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- 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.

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 programme in either of the following cases (the below does not apply to student still on provisional enrolment 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 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 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".

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

$$GPA = \frac{\sum_{i=1}^n \text{Course_Grade_Point}_i \times \text{Course_Credit_Value}_i}{\sum_{i=1}^n \text{Course_Credit_Value}_i}$$

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.

Undergraduate Grading System prior to Sep 2019 – 20191 Term

Prior to September 2019, the following grading system applies on the Undergraduate programmes.

Letter Grade	Grade Points	Percentage Grade	Grade Description	Included in Attempted Hours	Included in Cumulative GPA
A	4.00	90 – 100	Excellent	Yes	Yes
A-	3.67	85 – 89	Very Good	Yes	Yes
B+	3.33	80 – 84	Good	Yes	Yes
B	3.00	75 – 79	Good	Yes	Yes
B-	2.67	70 – 74	Average	Yes	Yes
C+	2.33	65 – 69	Average	Yes	Yes

C	2.00	60 – 64	Pass	Yes	Yes
FC*	1.50	55 – 59	Compensative Fail	Yes	Yes
FD*	1.00	50 – 54	Compensative Fail	Yes	Yes
F	0.00	<50	Fail	Yes	Yes
WF	0.00	Nil	Withdrawn	Yes	Yes

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

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

I	Indicates a course which has not been completed. This grade may only be awarded when a student has completed a substantial amount of coursework and it has been approved by the Exam board. The course where the "I" grade is achieved, must be completed by the subsequent Trimester. The "I" grade will automatically be changed to "F" after the stipulated time if the student unsuccessfully fulfills the remaining requirement(s) of the course.
N	No grade (assessment is not required); taken as an extra course; not part of the programme requirement.
P	Pass on an ungraded course.
R	Repeated/Replaced. 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.

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 Grading System prior to Sep 2021 – 20211 Term

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
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"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.

Undergraduate Grading System from 20191 Intake onwards

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 – 89.50	Very Good	Yes	Yes
B+	3.33	80 – 84.50	Good	Yes	Yes
B	3.00	75 – 79.50	Good	Yes	Yes
B-	2.67	70 – 74.50	Average	Yes	Yes
C+	2.33	65 – 69.50	Average	Yes	Yes
C	2.00	60 – 64.50	Pass	Yes	Yes
PC*	1.00	50 – 59.50	Pass Concede	Yes	Yes
F	0.00	0 - 49.50	Fail	Yes	Yes
WF	0.00	Nil	Withdrawn	Yes	Yes

*From 20191 Intake onwards, a student may accumulate a maximum of 5 PC grades across the BBAHons programme of study and a maximum of 3 PC grades across the ABA programme of study. Any additional PC grades will be changed into a F grade (Fail). Intakes prior to 20191, can accumulate unlimited PC grades as a replacement for the Compensative Fail grades (FC / FD grades).

*Courses in which a student achieved a grade of PC are not eligible for transfer credit to another institution. This grade constitutes less than sixty percent (60%) mark, which is the passing mark.

The important points to note from this scheme are that the pass mark is 60% and that a grade A (or First) requires a minimum mark of eighty-five percent (85%). Whilst EAHM does not mark to a curve (i.e. requiring a certain percentage of students to achieve different grades), as a rule of thumb the Faculty Examination Board would expect that about ten percent (10%) of students achieve a grade A (over 85%) and the average mark for all students on a course should be approximately seventy-five percent (75%) or Grade B.

The R grade on a transcript indicates that a student has repeated an entire course. The R grade has no impact on the Student Cumulative Grade Point Average. From 2016 onwards, repeated courses [course plan element codes] are marked on the transcript as 'Repeated'

and the actual letter grade is not changed. Once a course has been repeated, only the new letter grade will be counted towards the Cumulative Grade Point Average.

The Head of Registry & Admissions alongside the Dean will monitor all students' performance across all courses and will advise students on their academic standing and in particular on the impact that any Pass Concede grade will have on their ability to graduate.

In addition to the above qualitative letter grades, the following symbol 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 due to mitigating circumstances; students must register for the course in an upcoming term but will not be subject to any additional fees; the new grade in the second term will apply and count towards the term and cGPA calculation
- IP** Indicates a course which is still 'in process' although the term has ended (for example a project has been given an extension or the internship has yet to be completed as per the employment contract)
- W** Designates student withdrawal from a course within the allowed add/drop period; there will be no impact on the term or cGPA calculation; any refund of course fees needs to be applied for directly with the Finance Manager and Dean if applicable.

Postgraduate Grading and Assessment from 20211 intake onwards

The Master of Business Administration in International Hospitality Management programme applies a goal-related grading system. The grades used are: High Distinction, Distinction, Merit, Pass, and Fail. In order to obtain a Pass, a minimum GPA of 3.00 out of a four-point scale must be achieved. A Merit grade indicates that a minimum GPA of 3.50 has been achieved in that module. A Distinction grade indicates that a GPA of 4.00 has been achieved in that module. A High Distinction indicates that a GPA of 4.00 has been achieved in that module. Should a student graduate with Distinction in all modules, including the postgraduate thesis, they will be awarded an overall High Distinction status. Should a student graduate with between 6-9 Distinction on all modules, including the postgraduate thesis, they will be awarded an overall Distinction.

- These grades are goal-related and are based upon grading criteria that describe how well the student has achieved the stated learning outcomes.
- The expected educational outcomes, or learning outcomes, are written descriptions of what the student is expected to have mastered after completing a course. Active student learning is encouraged within the course content framework.

Grade Description	Percentage Grade	Letter Grade
High Distinction	90>	A*
Distinction	80-89	A
Merit	65-79	B
Pass	50-64	C
Fail	<50	F
Withdrawn Fail	Nil	WF



“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 symbol 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 due to mitigating circumstances; students must register for the course in an upcoming term but will not be subject to any additional fees; the new grade in the second term will apply and count towards the term and cGPA calculation.
- IP** Indicates a course which is still ‘in process’ although the term has ended (for example the thesis has been given an extension)
- W** Designates student withdrawal from a course within the allowed add/drop period; there will be no impact on the term or cGPA calculation; any refund of course fees needs to be applied for directly with the Finance Manager and Dean if applicable

Distance Education due to COVID-19 (From 20202 – 20203 only)

As per Ministry of Education Decree 237, due to the pandemic, students were allowed to opt to be awarded the following grades on Academic Year 2019 – 2020 (Trimesters 2 & 3 only):

- P** Pass grade with no impact on GPA/cGPA
- NP** No Pass (Failed) with no impact on GPA/cGPA

Curricula Approval and Revision

The curricula of EAHM is accredited by the UAE Ministry of Education. It is vitally important that no changes are made to the curricula that will endanger this accreditation. Please refer to the ‘Standards for Institutional Licensure and Program Accreditation’ as published by the Commission for Academic Accreditation for further information.

As the curriculum is learning outcome based, and as each of the learning outcomes feeds into the development of the Graduate Profile and may also deliver areas of skills, knowledge, and understanding that subsequent courses expect students to possess, it is important that any changes to curricula are monitored and approved.

Minor changes to the curricula, such as to methods of assessment, or to resources used or referenced, can of course be made by the relevant faculty. Substantive changes are defined at the EAHM as any change to the learning outcomes, and include a decision not to deliver some of the learning outcomes. Any such substantive change should be discussed first with the Dean or Associate Dean and then formally approved by the TRASC. This process will ensure that any changes made will be brought to the attention of all faculty and that any implications to the Graduate Profile or to other courses will be identified.

More major changes to the structure and content of the programme in general will have to be referred to the Commission for Academic Accreditation for their consideration and approval.



TRANSFER CREDIT

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

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

- (a) The applicant must meet the admission requirements of EAHM
- (b) The educational institution from which course work is being considered for transfer credit must be licensed, and the programme accredited, by the Ministry of Education in the UAE, or in the case of international credit transfer, by the relevant national or regional institutional accrediting body.
- (c) The applicant has successfully completed a full Trimester at a recognised institution of higher education at the same level of study as the programme to which they are transferring, with a cumulative GPA of two (2.50) or above.
- (d) The courses being considered for transfer credit should have a grade of C or above.
- (e) 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 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 programme. Grades from another institution are not transferable and will not be



used in the calculation of the EAHM GPA. However, in circumstances where a student has completed a two-year degree (or equivalent academic credential) from an institution that is licensed and accredited by the Ministry of Education in the UAE, or in the case of international credit transfer, by the relevant national or regional institutional accrediting body, and the content of this degree (or equivalent academic credential) is comparable both in terms of course content and credit hour distribution, the degree may be accepted in its entirety as satisfying the first five (5) Trimesters of study towards a BSc / BBA 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 Registrar's Office 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 programmes should seek prior approval for the courses they intend to take. Should the student fail to get approval for the courses prior to the commencement of the study abroad programme 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.

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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 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 Programme Plan and the Award of Credits Letter.
 6. After the Examination Board meeting, the Registrar's Office sends the programme plan and award of credits letter to the Admissions Officer to communicate the results to the applicant or directly to the students (for current students).

Test Out

A student who has prior knowledge of a certain course may apply to "test out." This involves demonstrating they already have achieved the learning outcomes by sitting a separate assessment and/or submitting supporting full-time employment certificates.

Internship Exemption (Test Out)

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 programme 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 on the following schedules:


Jan Trimester – within the third week of December or the week after the last day of final exams

Apr Trimester – within the third week of April or the week after the last day of final exams

Sep Trimester – within the third week of July or the week after the last day of final exams

An additional Examination Board is held every third week of September to confirm the final list of the graduating students.

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 programme requests

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

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

STUDENT GRIEVANCE

PURPOSE:

The purpose of this policy is to ensure that students have recourse to an impartial, consistent review process in the event of a decision or action taken by a member of 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 organisations outside EAHM, e.g. problems encountered with an employer during an internship. The Director of Industry Relations & International Office 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 Quality, Institutional Effectiveness & Risk department and Dean or Managing Director.

DEFINITIONS:

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



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

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

POLICY STATEMENT:

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

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

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

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

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

RESPONSIBILITY:

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

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


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

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

IMPLEMENTATION OF THE POLICY:

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

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



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

If informal resolution with or without arbitration is not initially successful, the student should take the issue to the respondent's line manager for informal resolution at that level (e.g. the Dean for all Faculty; for non-academic matters, the relevant line manager, for example the IT Manager, the 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 Dean, including a history of resolution attempts to date. The Student Grievance Form should be used for this purpose (Appendix A), with all relevant documentation appended. The Student Support Officer can help in the process of submitting a grievance.

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

Student Grievance Committee membership will vary depending on the nature of the grievance but will typically include three neutral individuals from within EAHM (i.e. no one directly involved in the decisions or actions leading to the complaint). The student can request for the President or the Student Council or the Presidents nominee to be part of the ad hoc committee.

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 an advocate from within EAHM to accompany them during the hearing. The grievant may request an advocate from the Student Council to attend the hearing as support. This Student Council member cannot be the same Student Council member who is part of the ad hoc committee.

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). This decision cannot be appealed.

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

ASSOCIATED DOCUMENTS:

- Student grievance form
- Student grievance record

The procedures related to the following policies must be implemented in full before a grievance may be initiated.

PARCHMENT

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

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 programme of study.
- (c) Achieved a cumulative grade point average of no less than two (2.0)
- (d) Not exceeded the maximum period of enrolment.
- (e) If the student has transferred from another tertiary institution, they must have successfully completed no less than fifty percent (50%) of the total number of credit hours required for graduation at The Emirates Academy of Hospitality Management.
- (f) The student is in good financial standing with The Emirates Academy of Hospitality Management 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 Honours Award Classification

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

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

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

Postgraduate Requirements

A student on the Postgraduate – MBA in International Hospitality Management programme will be conferred a degree if the following conditions are fulfilled:

(a) Completed the required credits as follows:

Number of Modules	Description	Credits
Six (6)	Three (3) credit compulsory modules;	18
Three (3)	Three (3) credit elective modules	9
One (1) or Two (2)	Nine (9) credit thesis or Six (6) credit project plus a three (3) credit elective.	9
Total Credit Requirement		36

(b) Achieved a cumulative grade point average of no less than three (3.0).

(c) Achieved at least a grade of C on the thesis or project.

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

(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
High Distinction	≥3.60 - ≤4.00
Distinction	≥3.20 - ≤3.59
Merit	≥2.61 - ≤3.19
Pass	≥2.00 - ≤2.59



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/Tutorial 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: TBC. 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: Mr Roel Brinkman. Computer Basic course is designed to provide essential digital awareness, literacy and skills to the students in the early stages of the BBA programme. The goal is to equip them with a digital survival kit that will see them through the degree programme and provide a distinct advantage in their internships and career pursuits. A curated list of topics that reflect contemporary digital trends, particularly in the applications software space has been developed in consultation with faculty with the objective of facilitating the students’ learning experience in a range of subjects as well as strengthening their research capacity. With reference to application or utility software program, the course is vendor agnostic as it aims to provides a broad overview of the digital landscape which include mainstream and alternative variants. The portfolio of output created by the students in form of in-class exercises and assignments will serve them as a learning resource during the course of their study. As the course purports to be hands on and skills based, the assessment will be done on a topic by topic basis with a binary outcome. Pre-requisite: None. Offered once 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: Mr. Roel Brinkman. 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 behaviour, service culture, and the relationship between culture and tourism. Pre-requisite: None. May be offered every Trimester.

Cultural Diversity (CULT201) (1-3-0) Instructor: Mr. Roel Brinkman. 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 behaviour, and Multicultural working environments. Pre-requisite: None. Offered once per academic year.


Islamic Culture (CULT202) (1-3-0) Instructor: Dr. Zafar Khan. This course introduces the history, principles and impacts of Islam. Within this context, students will learn about the history of Islam, the practices, principles and the business implication of Islam. Pre-requisite: None. Offered once per academic year.

UAE Culture and History (CULT203) (1-3-0) Instructor: Dr. Zafar Khan. This course introduces the history, culture, politics, economy, business style, and future of the United Arab Emirates (UAE). Within this context, students will learn about the history of the UAE, the predominant culture traits, the prevalent business practices, and the future directions of the UAE. Pre-requisite: None. Offered once per academic year.

Dissertation (DISS490) (9-1-10 hours research a week) Instructor: Dr. Sanjay Nadkarni / Other Supervisors: Dr. Frederic Bouchon, Dr. Michael Newnham, Dr. Ioanna Karanikola, and Dr. 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 and/or secondary research in an area of interest and apply theoretical knowledge and skills learnt in previous courses in their programme 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 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 degree programme and presents a written work of scholarship that demonstrates the student's ability to research an approved topic and present a well-reasoned argument in support of a clearly stated hypothesis or research question. Pre-requisite: RESH301. Offered every Trimester.

English Composition and Rhetoric (ENGL102) (3-0-4) 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.

English as a Foreign Language Programme – Beginner Level (EFLP100) (0-0-20) Instructor: Ms. Donna Haas. The aim of this course is to enable the students to understand the spoken and written forms of English necessary to succeed both academically and



professionally. Upon completion, students should be able to communicate confidently and clearly in English at a high-beginner level. Coverage includes reading, writing, listening, and oral skills which focus on verb tenses, adjectives, nouns and pronouns, and articles and prepositions, with a view to the student achieving a score in the IELTS/TOEFL test of 5.0 or higher. Pre-requisite: Beginner English language skills/IELTS 4.5. May be offered every Trimester.


English as a Foreign Language Programme – Intermediate Level (EFLP200) (0-0-20) Instructor: Ms. Donna Haas. The aim of this course is to enable the students to understand the spoken and written forms of English necessary to succeed both academically and professionally. Upon completion, students should be able to communicate confidently and clearly in English at a high-intermediate level. Coverage includes reading, writing, listening, and oral skills which focus on intermediate level grammar, including more complex verb tenses, conjunctions, clauses, modals, passive voice and gerunds, with a view to the student achieving a score in the IELTS/TOEFL exam of 5.5 or higher. Pre-requisite: Intermediate English language skills/IELTS 5.0. May be offered every Trimester.

Food and Beverage Business (FABM101) (3-2-2) 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, organising and controlling a food service operation. The course covers the differing characteristics 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) (3-2-2) Instructor: Dr 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 analysed; 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: Mr. Roel Brinkman. The housekeeping department in a hotel is often one of the most diverse in terms of the skill set needed to ensure both efficiency and effectiveness while maintaining hotel standards and meeting guest expectations. In addition to helping students to understand the importance of this department within a hotel the module will develop students' skills in many of the basic operational functions such as budgeting, organisation, operations and staffing. A number of site visits/guest speakers then allow students to develop their knowledge of how these are then put into 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 once or twice per academic year.

Human Resources Management (HRMT301) (3-2-2) 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 organisation and critical to the success of the business. The course will also offer an insight into current challenges in attracting, retaining, training, developing, compensating, engaging and committing employees in a highly competitive and global environment. Pre-requisite: None. Offered once per academic year.

Innovation & Entrepreneurship (INEN301) (3-3-0) Instructor: Ms. Assunta Riccio. 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 mindset, 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) (3-2-2) Instructor: Dr. Bincy Baburaj. A manager in charge of a hotel (restaurant) needs an awareness of the key role that operational financial performance plays towards the maximising 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: Mr. David Butterson. 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) (3-2-2) Instructor: Mr. David Butterson. In an age where marketing is key to the success of any business, Introduction to Marketing breaks this interesting and complex area of business strategy down into its key components. The course gives examples and explanations of how to manage basic digital media marketing along with traditional marketing mechanisms used in industry today. Social media marketing is explained and examples of how to write marketing content in order to optimize the business value proposition. Many of the foundation theories of marketing are explored and it is expected that students will have a wide and diverse understanding of what role marketing plays and how it integrates the business model in order to optimize industry marketing share and how to gain greater and more aggressive traction to gain new and pipeline business. Pre-requisite: None. Offered twice per academic year.

Undergraduate Internship (INTS202) (6-0-21/22 weeks in industry) Instructor: Ms. Raluca Dumitrescu. It is essential that all students be given the opportunity to consolidate, develop and reinforce skills and information acquired at The Emirates Academy of Hospitality Management (EAHM) by placing them into realistic practice. A 22-week internship in industry is designed as an integral part of the degree programme. The internship not only allows students to put theory into practice but also to accept a large share of the responsibility for their own academic and skills development by experiencing a real work environment. Pre-requisite: CULN101, FABS101, FOOP101, HKOP101. Offered every Trimester.

Leadership (LEAD101) (3-3-0) Instructor: Dr. Michael Newnham. The purpose of this course is to introduce students to the principles and practices of leadership; within the context of organisations including those in the International Hospitality Industry. A second 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: Mr. David Butterton. 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 minimise the negative impact of the legal environment on the company, and how to work effectively with lawyers to protect the company. The course emphasises international legal principles and considers legal traditions in multiple countries whenever possible. Pre-requisite: None. Offered once per academic year.

Management Accounting (ACNT201) (3-2-2) Instructor: Dr. 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 or twice per academic year.

Organisational Behaviour (ORGB201) (3-2-2) 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 organisations. 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 employee and guest satisfaction. Pre-requisite: None. Offered once per academic year.

Principles of Economics (ECON201) (3-2-2) Instructor: Dr 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 and environmental 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: Dr. 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. Ioanna Karanikola / Team-Taught with Dr. Frederic Bouchon, Dr. Michael Newnham, Dr. Sanjay Nadkarni and Dr. Bincy Baburaj. 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) (3-2-2) Instructor: Dr. Ioanna Karanikola. The existence of this course is vital to the hospitality programme since it emphasises 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 Butterson. Services Marketing seeks to explain how the world of digital and traditional marketing work together in order to offer a comprehensive marketing strategy. From a global perspective, effective and successful marketing underpins an organisation's brand image and quality integrity. Understanding how marketing contributes to the strategic and operational levels of an organisation allows future managers and business entrepreneur's the ability to leverage consumers in real time thus giving greater competitive advantage and higher market share. Managing businesses in a changing environment is an essential requirement for organisational success and as the world moves through the 21st century, understanding the role marketing plays is vital to the long-term health and success of the business. Services Marketing is intended to broaden understanding of the concepts used in the current business marketplace and give and offer understanding of how marketing is practiced in service organisations in addition to other organisational settings. Pre-requisite: MRKT101. Offered once per academic year.

Statistics (STAT201) (3-2-2) Instructor: Dr. Sanjay Nadkarni. 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) (3-1-2) 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 by engaging with start-ups developing IR 4.0 compatible solutions for hospitality. Pre-requisite: COMP102. Offered once per academic year.

Strategic Management (STMT401) (3-2-2) Instructor: Mr. Roel Brinkman. 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) (3-2-2) 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). Instructor: Ms. Raluca Dumitrescu. Our Professional and Career Development course has been designed to develop and enhance the students' skills and attributes thereby optimizing his/her chance of succeeding in the workplace. 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 CV, 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. Pre-requisite: None. Offered when required.

Study Abroad Credited Internship (INTS005) (6-0-22+ weeks in industry) Instructor: Ms. Marina Raluca Dumitresculop and reinforce skills and information acquired at The Emirates Academy of Hospitality Management (EAHM) by placing them into realistic practice. A 22-week internship in industry is designed as an integral part of the degree programme. The internship not only allows students to put theory into practice but also to accept a large share of the responsibility for their own academic and skills development by experiencing a real work environment. The Study Abroad Credited Internship program is designed to allow students from EAHM partner universities to complete a credit bearing internship. Pre-requisite: None. Offered when required.


Study Tours (INTS006) (2-25-0) Instructor: Ms. Raluca Dumitrescu. 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 Dubai specific 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 culture of Dubai, economic environment, tourism sectors and combine their learnings with the practice of marketing. Pre-requisite: None. Offered when required.

INDICATIVE UNDERGRADUATE LANGUAGES 2021-2022

Beginners Arabic (ARAB001) (0-4-0) 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 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) (3-2-2) 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) (3-2-2) Instructor: TBC. The aim of this course is to enable the student to understand the spoken and written forms of Mandarin and to communicate confidently and clearly in Mandarin at a high-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) (3-2-2) 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) (3-2-2) 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) (3-2-2) 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.

Intermediate Mandarin (MAND200) (3-2-2) Instructor: TBC. Module 2 in Chinese will provide the language tools students need for the daily communication in real life situations. Although English can undoubtedly connecting you with the whole world, Chinese can take you a big step forward. The single thought of you can communicate with 1/5 of the world population in their mother tongue and see the world through their eyes can be a real excitement. To be equipped for future opportunities, in business and in tourism. China currently has the second largest economy in the world and has become the factory of the world. Also, countries with large overseas Chinese populations include Indonesia, Philippines, Thailand, Singapore, and Malaysia. Speaking Mandarin gives you an edge in doing business with them. No matter you conduct tourism in China or attract the growing number of Chinese tour groups to your place, knowing Chinese is helpful. Learning another



viewpoint. Chinese culture is over 5000 years old. By learning the Chinese Language, Chinese you will learn another culture and another way of looking at the world. Pre-requisite: MAND100. May be offered in every Trimester depending on the interest of the students.

Advanced Spanish (SPAN300) (3-2-2) Instructor: Dr. Ioanna Karanikola. This module in Spanish provides an insight into the advanced 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-advanced level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: SPAN200. May be offered in every Trimester depending on the interest of the students.


INDICATIVE UNDERGRADUATE ELECTIVES 2021-2022

(selection to be confirmed in Q4 2021)

Principles of Internal Control (ACNT301) (3-3-0) Instructor: Dr. Bincy Baburaj. Students would have taken from ACNT201 an understanding of managerial accounting techniques as applied to a hospitality unit; specifically, budgetary control. Developing the operating budget requires also the necessary controls to maximize optimum performance – namely setting up internal controls. The course concerns ‘internal control’ as applied to hospitality businesses. A guiding definition of the content of the course is as follows taken from the American Institute of Certified Public Accountants (AICPA): Internal Control comprises the plan of organization and all of the coordinate methods and measures adopted within a business to safeguard its assets, check the accuracy and reliability of its accounting data, promote operational efficiency and ensure adherence to prescribed managerial policies. This definition recognizes that a system of internal control extends beyond those matters which relate directly to the functions of the accounting department. A well-developed system of internal control includes budgetary control, standard costs, periodic operating reports and their analysis, personnel training programmes and internal audit staff. Above all students need to understand the unique nature of a hospitality unit; that which distinguishes it from a unit in the manufacturing sector and thus presenting a number of internal control challenges. In this regard, principles as applied to the ‘international’ hotel are the focus, being an operating unit that incorporates both accommodation and catering (Food and Beverage). Pre-requisite: ACNT201. Offered once per academic year.

Business Law (BLAW401) (3-3-0) Instructor: TBC. 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: Mr. Roel Brinkman. 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 Behaviour (CONB301) (3-3-0) Instructor: Mr. David Butterton. Consumers of the 21st century have very different values and needs from previous generations and understanding the psychology behind what decisions they make and how they behave is key to business success and operational product strategy. Organisation's need to understand current and future customer needs, what they want, when they want it and how they wish to acquire it. This course explains in detail the theories and concepts used and how organisation's optimize psychology to attract and retain their customers. The field of psychology is extremely complex and understanding the science clearly reveals the steps organisation's need to take in order to make their products and services appeal to wider and more divers audiences. The aim of this course is to introduce the theories and concepts of consumer behaviour from a multi-disciplinary perspective, using principles from psychology, sociology, business and economics. The inter-relationship between consumer behaviour and marketing will be explored and many examples and exercises will be drawn from various in 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 learners with a broad and lateral perspective of facility management in a 21st century setting. Regardless of the business sector, organisations have a responsibility and duty to provide safe and secure buildings and real estate and this course underpins current practices and principles of facilities management taking the form of a series of traditional lectures along with seminars, workshops and case studies. Understanding building codes and business regulations along with health and safety regulations contributes to a complete understanding of the facilities management role and the necessary integration into the business model A core philosophy within the course is for students to apply theory to practice through understanding how establishments meet the related regulations and legislation necessary to comply with governmental requirements. The cost of doing business requires organisation's to understand the duties and responsibilities necessary to enhance the business model and in doing so, adding value and quality to the brand and products. 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. The students will start the planning stages; concept creation, marketing plan, menu development, human resource planning, negotiation skills and financial reporting in planning a restaurant. Not only will the students develop a restaurant concept but they will run the operation for one week as a commercially viable business.




The final stage of this project is to review the operation providing detailed for reports on all aspects on this restaurant concept. In addition, the course will provide the students with crucial team work skills but social media marketing, food styling and photography skills that are essential to the current food and beverage sector. Pre-requisite: FABM101, FABS101, CULN101. Offered once per academic year.

Restaurant Concept Design (FMAM302) (3-0-4) Instructor: Ms. Helen Morris. This course focuses on developing and designing a commercially viable restaurant concept design. Students will plan a restaurant concept with an emphasis on sustainability aspects that promote the long-term well-being of the business as well as positively contributing to the bottom line. A feasibility study will be utilised to validate the concepts viability prior to developing the concept components; location, theme, décor, atmosphere, food and beverage product offer, service style, menu design and employee qualities. In addition, students will examine the importance of brand positioning, marketing, media and financial statements that are important in running a successful business. Pre-requisite: None. Offered once per academic year.

Beverage Knowledge and Operations (FMAM303) (3-0-3) Instructor: Ms. Sarah Belanger. This course aims to focus students' attention on the theoretical knowledge of alcoholic and non-alcoholic beverage production and service. Students will understand the importance of beverage trends and how this plays a role in beverage innovation and menu development to satisfy consumer expectation whilst contributing to the overall profit margins within the food and beverage department. This course will explain the difference between wine and beer production including main grape varieties, regions, storage, service and inventory control. In addition, control of beverage sales utilising analytical tools through the point of sales system are taught. Pre-requisite: None. Offered once per academic year.

Street Food Project (FMAM304) (3-0-4) Instructor: Mr. Michael Kitts. This course is designed to help develop a 'sense of difference' in street food concepts around the world, focusing on Asia, Europe and the Middle East. Students will study 'street food' in their respective regions, both past and present. This will include detailing the taste and flavour developed within those regions, as well as key aspects of food styles, cooking techniques and menu development. The objective of the course will be to design and develop a street food truck to encompass many of today's key factors, namely - profitability, sustainability and the consistency of the product. The Street Food course will also promote students' awareness of local food sources and the importance of marketing, social media and the requirement to understand related health & safety policies and procedures. Pre-requisite: None. 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 preparation, cooking and presentation techniques. Students will learn dish and menu composition, planning, organizing and controlling a food service operation to a high standard. In addition, time management, menu development, human resourcing, financial reporting will form part of this course. The course will conclude with a six-course gastronomy event to 40 customers while all skills are showcased to restaurant guests. Pre-requisite: FABM101, FABS101, CULN101. Offered once per academic year.




Introduction to Cruise Ship Management (CRMT301) (3-3-0) Instructor: Mr. David Butterton. 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. Pre-requisite: None. Offered once per academic year.

Quality Management (QUAL301) (3-3-0) Instructor: Dr Bincy Baburaj 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 or twice per academic year.

Special Interest Tourism (SITM301) (3-3-0) Instructor: Mr. Roel Brinkman. 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 Butterson. 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 behaviour 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: Mr. Roel Brinkman. 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.

Special Project (SPP301) (3-0-2) Instructor: Dr Michael Newnham. This special project course is intended to be a stimulating, lateral and highly interactive course that seeks to satisfy students in the elementary stages of working with external organizations in the current Hospitality and Tourism arena. Key learning objectives include sourcing an organization in need of a special project, networking to gain relationships to further the process of student & organisation engagement and finally setting objectives in a draft proposal which outlines' the specific needs of the project using measurable perimeters, clear and precise terms of reference and cognitive commitment during all stages of the course. Using effective time management & objective completion strategies the selection of target companies in the current industrial sector will be critical to both the learning outcomes demanded and the level of competencies identified in the draft report. Pre-requisite: None. Offered when required.

POSTGRADUATE COURSES




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). In the contemporary context, these methods form a critical component of Data Science in general and Machine Learning in particular. Enterprises, irrespective of their scale and sector, find the need to deploy data driven decision making to help managers take critical decisions under conditions of risk and uncertainty, and the hospitality industry is no exception. This course pivots towards BI concepts and tools by including trending topics in data visualization, inferential analytics and data mining which form the basis of Machine Learning / Artificial Intelligence algorithms. Drawing on use cases and examples from service sector, the content familiarizes them with digital analytics and data visualization platforms used in handling Big Data. Practical application of the concepts and interpretation of the output will augment the student's ability to understand automation, derive actionable insights and to make decisions under risk and uncertainty. Pre-requisite: None. Offered once per academic year.

Business Research Methods (RESH901) (3-9-0) Instructor: Dr. Michael Newnham/ Team Taught with Dr. Frederic Bouchon, Dr. Sanjay Nadkarni, Dr. Ioanna Karanikola, Dr. Bincy Baburaj, Dr. Zafar Khan and Ms. Scolah Kazi. 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.

Advance Corporate Finance (FINN901) (3-9-0) Instructor: Dr. Bincy Baburaj. Introduce concepts of Advanced Corporate Finance, which combines aspects of corporate finance and value-based management. The focus is on understanding the relationships between investments and financing decisions on shareholder value. Analyzing these relationships is essential in managing a firm for value. This course introduces the concept of firm valuation using DCF or alternative methods. Strategic decisions on capital structure, investment policy (e.g., diversification), corporate governance and dividend policy are examined regarding their value creation potential. This course also introduces students to an in-depth analysis of financial planning and management with emphasis on capital




structure, dividend payout policies, cost of capital, capital budgeting, risk, and other special topics. The course serves as a framework for understanding a broad range of corporate financial decisions. Real time data and directed readings will be used to enhance learning. The course gives students the opportunity to study topics for the level I and level II CFA exam, Associate level of CPA and ACCA courses.. 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 organisations 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 or twice 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. Frederic Bouchon, Dr. Michael Newnham, Dr. Ioanna Karanikola, and Dr. 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 two alternative tracks: (i) Academic Track: This track involves primary research in an area of interest and the application of theoretical knowledge and skills learnt in a business environment. Students will carry out their own research study in terms of: Identification of a topical area; research preparation; academic literature review; question and/or hypothesis formulation; selection of appropriate research method, selection of data gathering method(s), and application of appropriate data analysis tools; presentation of the research findings, and articulation of the research conclusions in the broader context of the topical area. The Thesis presents a written output 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. Academic writing style is expected for this track. (ii) Industry Track: This track requires the student to partner/collaborate with industry stakeholders to identify and solve a specific problem impacting their business operations and/or strategy using the analytical tools, conceptual frameworks and techniques from relevant electives and core courses. The student acts as a consultant for a hospitality related business and works on developing the problem statement to be addressed using the APPASA approach – ask the




right questions and define the scope; prepare by reviewing cross-industry benchmarks and best practices; process the data by cleaning and ensuring integrity; analyze the data using appropriate analytics/modelling tools and frameworks; share the output using data visualization tools data-driven story-telling techniques; act on the research outcomes to optimize processes or impact strategy in line with the scope. The Thesis presents a well-documented business report with actionable insights that demonstrates the student's ability to identify and solve a real-world business problem that will directly benefit industry stakeholders. Business writing style is expected for this trace. Prerequisite: RESH901 and STAT901. Offered every Trimester.

INDICATIVE POSTGRADUATE ELECTIVES 2021 - 2022

(to be confirmed in Q4 2021 for Q1 2022 delivery and in Q1 2022 for Q2 2022 delivery)

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.


Marketing 2.0 (MRKT901) (3-9-0) Instructor: Mr. David Butterson. Understanding and interpreting digitized marketing concepts along with diverse cultural protocols to reach a truly global audience requires a set of unique dynamic skills and set of business principles demanded by progressive and forward-thinking companies today. As all global players continue to innovate and grow across all areas of business operations, the need to configure clear and precise communication & understanding remains critical both in terms of success and more importantly reaching, communicating & satisfying consumer needs and wants like never. Gaining an innovative and blue-sky mindset remains a highly demanded and sought-after set of skills demanded by today's top companies and in response this course seeks to offer a greater understanding of the cultural communication blends that blended successfully result in strong consumer following and customer loyalty. Understanding the digitized communication landscape is no longer an option, it is a strategic demand and understanding consumer interaction across all communication platforms is the company's hallmark, from leveraging platforms and tools to how consumers communicate and innovate. The foundation of success in understanding the global marketplace with how to effectively reach potential clients and offering the best consumer journey experience possible is by far one of the most important brand matrixes highlighted in all business platforms. Blending strong marketing and cultural understanding with the ability of the company to maximise search engine optimization, disintermediation, paid search marketing, channel distribution and metrics and analytics is only some of the key areas this course covers. Knowledge of website construction and



optimization is of paramount important both for consumers to understand and rely on and management to effectively interpret and innovate using correct traffic building, data integration, persuasion, and visual design. More importantly, the need and leadership in digital channel optimization and building interesting, enjoyable, and engaging moments of truth with guests achieves high conversion ratios enabling digital convergence platforms, social mobil trinity (SoLoMo) to be won. The contextual framework of this course focuses on true understanding of how disruptive technologies impact the tourism and hospitality industry sector and companies' responses to growth drivers that translate into more profitable equity. Pre-requisite: None, Offered once per academic year.

Effective Leadership in Action (ELIA901) (3-9-0) Instructors: Dr. Erich Steinbock. This course explores the impact of effective leadership on organizations and individuals' wellbeing. Today's hospitality industry leaders reach beyond developing business management skills by understanding the effects of emotional intelligence on work performance. Global organizations battle to recruit leaders who thrive on intercultural challenges. Successful leaders find ways to succeed in the workplace while maintaining balance in various life domains. Applying the theories of positive psychology will assist participants in planning success in and outside of the workplace. Exercises will prepare students to cross the bridge from academia to the hospitality industry. Positive emotions, engagement, strong relationships, and finding meaning during in-class activities will sharpen the focus on worthwhile goals. This subject will investigate successful leaders' career paths and their attention to diversity in the hospitality workplace. The material will integrate the topics outlined above and help students discover their strengths that they can leverage when pursuing career opportunities. Pre-requisite: None. Offered once per academic year.

Event Operations and Risk Management (EORM901) (3-9-0) Instructor: Mr David Butterton - Supervised/Reviewed by Dr Frederic Bouchon. The main goal of this course is to develop understanding of the fundamental aspects associated with the event & conventions industry in the Middle east and globally. The course also seeks to explore the two principle angles, hotel operations, and an independent planning with a specialized event management perspective. Each angle is different and requiring differing knowledge bases and skill sets critical to event success and profitability. Each area will be split into its core operational components, where explanations and industry examples will be used to provide a clearer overview of the differences in the two areas. All stages of the event procurement, delivery and post event stages will be reviewed. As with any vibrant industry, risk management will also be explored from a special events angle formulating protocols necessary to ensure all stakeholders are protected and remain safe while minimising the risks. As part of the process risk is a fundamental operational concept centred on a legislative framework that enables organisations to design, develop and deliver their operational activities. 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 the product and the post-modern consumer. This course explores the social and environmental risks as important factors for future predictions in the events industry and how management should best view them. 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: TBC. 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-centred 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.

Industry 4.0 (FIRE901) (3-9-0) Instructor: Dr. Sanjay Nadkarni. Industry 4.0 is about automation and machine2machine communications, causing disruption in every sphere of human activity. As the hospitality industry pivots from the pre-pandemic 'high-tech-high touch' approach to a 'high tech-no touch' environment, the uptake of Industry 4.0 is only set to increase. This course provides an introductory overview of the Industry 4.0 landscape, covering AI, Big Data, Blockchain, IoT and Robotics with the objective of developing new and examining existing use cases in hospitality and allied verticals. Elements of design thinking will be applied in the co-creation of the use cases, leading to potentially innovative ideas and solutions that can segway into startups for which an ecosystem has been made available. Domain specialists and industry partners will contribute to the course content and delivery ensuring freshness and relevance of content. Pre-requisites: None. Offered once per academic year.

Law and Ethics in the Business World (LEBW901) (3-9-0) Instructor: TBC. 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.

Social Psychology of Consumer Behaviour (SPCB901) (3-9-0) Instructor: TBC. The aim of this course is to introduce the theories and concepts of consumer behaviour from a multi-disciplinary perspective, using principles from psychology, sociology, business and economics. The course addresses consumer behaviour, defined broadly as the acquisition, use and disposal of products, services, ideas and practice. The course focuses on the "why and how" of consumer behaviour: why people buy what they do and how they go about doing this. This draws not only on social-psychological theories of attitude




formation, attitude behaviour relations, and attitude change but also on ideas from cognitive and emotional psychology. Students will find detailed descriptions of leading theories such as the models of persuasion and theories of planned behaviour. The inter-relationship between consumer behaviour and marketing will be explored. Examples and exercises will be drawn from various service sectors, including the tourism industry. Pre-requisite: None. Offered once per academic year.

Sustainable Tourism Development (SUST901) (3-9-0) Instructor: Mr. Roel Brinkman. 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 when required.

Asset Management (ASMA901) (3-9-0) Instructor: Dr. Bincy Baburaj. 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, students will examine the various negotiation tactics and conflict resolution approaches that can be used when issues arise between owners and the hotel manager. Students will also examine capital expenditure planning and benchmarking, which can enable managers to strategically increase hotel performance and its overall long-term value. Finally, students will learn how to manage and analyze risk appropriately, 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-requisite: None. Offered when required.

Special Interest Tourism (SITM901) (3-9-0) Instructor: Mr. Roel Brinkman. This course 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 Health and Wellness Tourism, as well as more established special interest sectors such as Dark, Backpacker, Film & Media and Adventure Tourism. Students will have the opportunity to explore a particular sector that is of interest to them and analyse the key developments in their chosen market. 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 when required.

New courses and/or any of the following may be updated during the academic year as approved by the TRASC committee and/or Dean:

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



FACULTY

FULL-TIME (as of 20211 term)

NAME	DESIGNATION	QUALIFICATION	YEAR OF AWARD	CONFERRING INSTITUTION
Dr. Bincy Baburaj	Senior Lecturer	Doctorate in Management Studies	2018	Indian School of Business Management and Administration
Mr. David Butterton	Senior Lecturer	Master of Business Administration and Management	2000	Oxford Brookers University, UK
Ms. Donna Haas	Student Support Officer	Master of Business Administration in International Hospitality Management	2019	The Emirates Academy of Hospitality Management, UAE
Dr. Frederic Bouchon	Dean	Doctor of Geography and Planning	2012	University of Toulouse, France
Ms. Helen Morris	Executive Chef and Senior Lecturer	Master of Science	2019	University of Derby, UK
Dr. Ioanna Karanikola	Assistant Professor	Doctor of Philosophy	2015	Manchester Metropolitan University, UK
Mr. Michael Kitts	Director of Culinary Arts	Diploma of Proficiency in Advanced Cookery for the Hotel and Catering Industry	1985	Garnett College, UK
Dr. Michael Newnham	Associate Dean	Doctor of Social Sciences	2011	University of Leicester
Mr. Roel Brinkman	Senior Lecturer	Master of Arts in International Service Management	2015	London Metropolitan University, UK
Dr. Sanjay Nadkarni	Director of Innovation and Research	Doctor of Philosophy	2003	University of Hull, UK
Ms. Sarah Belanger	Food and Beverage Lecturer	Bachelor of Arts in Political Science and Philosophy	2003	Concordia University

VISITING / ADJUNCT

NAME	DESIGNATION	QUALIFICATION	YEAR OF AWARD	CONFERRING INSTITUTION
Ms. Assunta Riccio	Adjunct Faculty	Degree in Economy of Tourism	2006	Universita degli Studi Parthenope
Ms. Christiane Ibrahim	Adjunct Faculty	Master 1 in FLE (Français langue étrangère)	2008	University of Rouen, France
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THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT



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THE EMIRATES ACADEMY
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APPENDICES

Appendix A ACCEPTABLE HIGH SCHOOL QUALIFICATIONS September 2021 intake

EAHM ENTRY REQUIREMENTS as of 2021 September Intake (Updated 18 May 2021)

Country/Curriculum#	Qualification***	Direct Entry (Fast-Track)	Probation (Provisional) Entry
UAE*	Ministry of Education (MoE) Curriculum	Advance or Elite Stream - 70% (2.8/4.0)	75% (3.0/4.0)
US**	High School Diploma	75% (3.0/4.0) min 5 subjects not counting Arabic and Islamic Education with a passing grade of 80% or B in each subject each year 10-12.	70% (2.8/4.0) min 5 subjects not counting Arabic and Islamic Education with a passing grade of 70% or C in each subject each year 10-12.
UK	IGCSE/GCSE (O/AS/A Levels)	Equivalent to 2 A levels min grade C; complete min 5 O levels min grade C; not including Islamic Education or Arabic Language (Overall 70% Average)	Equivalent of 2 A Levels min grade D; min 5 O levels min grade D; not incl Islamic Education or Arabic Language
Switzerland / IB Curriculum	International Baccalaureate (IB) Diploma	26 points overall (min 6 subjects including Mathematics, English Language and Science subject with min score of 3 either - not counting Islamic Education)	24 points overall (min 6 subjects including Mathematics, English Language and Science subject with min score of 3 - not counting Islamic Education)
India	Central Board of Secondary Education (CBSE)	B-2 min overall 7.00 out of 10 (61-70) each year	C-1 min overall 6.00 out of 10 (51-60) each year
India	Indian School Certificate (ISC)	Min overall 70% each year	Min overall 60% each year
CIS Countries	Attestat o Srednem Obrazovanju (Certificate of Secondary Education after yr11)	Grades 4-5 out of 5 each year across all subjects	Grades 3-5 out of 5 each year across all subjects
China	Senior (Upper) Secondary School Certificate (gaozhong zhong)	Min overall 70% Satisfactory 中等 each year	Min overall 60% Pass 中等 / 及格 each year
Vietnam	Diploma of General Education (Bằng tốt nghiệp Trung học phổ thông)	6.00 overall out of 10.00(C) or 24.00 out of 40.00(C)	5.00 overall out of 10.00(C) or 20.00 out of 40.00(C)
France / French Baccalaureate	Baccalaurat Général; Certificate/diploma awarded in the Literature Department (L), Economy and Sociology (ES), Department or Scientific Department (S)	12 points overall out of 20.00 (Grade AB)	No Provisional Entry
Morocco	General Secondary (Cycle qualifiant); Certificate/diploma awarded: Baccalauréat	11 points overall (B- Pass) out of 20.00	9 points overall (C-) out of 20.00
ENGLISH REQUIREMENT			
Probation Entry (Provisional)****		TOEFL	IELTS (Academic)
Direct Entry (Unconditional/Conditional)		500 (173 CBT, 61 IBT)	5.0
		530 (197 CBT, 71 IBT)	5.5

See list of approved subjects

* 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.uaesr.ae.

** UAE Nationals must complete an EMSAT with a score of 1100 English, 600 Arabic and 600 Math. Non-UAE Nationals must complete SAT 500 Math in addition to IELTS/TOEFL/IBSAT and non-Arabic speakers must take Beginner's Arabic in the first trimester

*** Senior secondary education documentation must be attested and equivalised as required by the UAE Ministry of Education; A letter of completion from the embassy (if studied outside UAE) and/or school may be required along with a letter confirming cumulative grade point average/s.

**** Must complete programme of study and all years required for that curriculum at the senior secondary school (high school) - final 3 years of transcripts must be submitted as part of the application; Students shall pass the Islamic Education subject (for Arab Muslims and Non-Arab Muslims) and the Arabic language subject (for Arab students) in the 10th, 11th, and 12th Grades, pursuant to the related laws and regulatory decrees.

***** May be required to sit/re-sit an IELTS/TOEFL to achieve the UG Direct Entry score requirement in the first or second term, based on Admissions Committee/Registry decision and academic progression. All conditions for the provisional entry will be stipulated on the offer letter.

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ENGLISH REQUIREMENT			
Probation Entry (Provisional)****		TOEFL	IELTS (Academic)
Direct Entry (Unconditional/Conditional)		500 (173 CBT, 61 IBT)	5.0
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The above lists indicates the minimum academic entry requirements for admission to the undergraduate degree programmes offered at The Emirates Academy of Hospitality Management. However, exceptions to these requirements may be made for applicants who can demonstrate a significant commitment to the Hospitality Industry and who still meet the minimum requirements for university entrance, as set by the United Arab Emirates (UAE) Ministry of Education.

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.

Appendix B THE ACADEMIC CALENDAR



THE ACADEMIC CALENDAR: AY2021-2022

(Subject to change – all holidays will be officially announced by the Registrar's Office)

First Trimester 2021

05-09 September	Sunday-Thursday	Orientation
12 September	Sunday	Classes Begin
12-16 September	Sunday-Thursday	Add/Drop of Courses Without Grade Penalty
28 November-02 December	Tuesday-Thursday	National Day Holiday Break (TBC)
05-09 December	Sunday-Thursday	Final Examinations Week
10 December	Friday	End of the Trimester

Second Trimester 2022

04-06 January	Tuesday-Thursday	Orientation
09 January	Sunday	Classes Begin
09-13 January	Sunday-Thursday	Add/Drop of Courses Without Grade Penalty
27 March – 7 April	Sunday – Thursday	UAE MoE Holiday (TBC)
10-14 April	Sunday-Thursday	Final Examinations Week
15 April	Friday	End of the Trimester

Third Trimester 2022

19-21 April	Tuesday-Thursday	Orientation
24 April	Sunday	Classes Begin
24-28 April	Sunday-Thursday	Add/Drop of Courses Without Grade Penalty
01-05 May	Sunday – Thursday	Eid Al Fitr Holiday Break
10-12 July	Sunday – Tuesday	Eid Al Adha Holiday Break
17-21 July	Sunday – Thursday	Final Examinations Week
22 July	Friday	End of the Trimester/Academic Year

RELIGIOUS AND PUBLIC HOLIDAYS

DATE	DURATION	EVENT
19 October	1 day	Prophet Mohammad's (PBUH) Birthday
03 November	1 day	UAE Flag Day
01 December	1 day	Commemoration Day
02 December	1 day	UAE National Day
01 January	1 day	New Year's Day
01 March	1 day	Israa & Miaraj Night
01-05 May	5 days	Eid Al Fitr
10-12 July	3 days	Eid Al Adha

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 (higher education 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/27.05.2021