

THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT

In academic association with Ecole hôtelière de Lausanne



CATALOGUE

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THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT (EAHM)

OVERVIEW

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

The Ministry of Higher Education and Scientific Research for the United Arab Emirates licenses and accredits The Emirates Academy of Hospitality Management and its degree courses.

EAHM currently offers both undergraduate and master's programmes.

With highly qualified international faculty, state-of-the-art infrastructure, modern comprehensive facilities and strong support from a leading hospitality group, EAHM is well-placed to become one of the world's leading hospitality management schools.

ACCREDITATION AND LICENSURE

The Emirates Academy of Hospitality Management is licensed by the United Arab Emirates Ministry of Higher Education and Scientific Research (UAE MoHESR). <https://www.caa.ae/caa/DesktopModules/Institutions.aspx>
Both of the Undergraduate and the Master's programmes of EAHM are accredited by the UAE MoHESR.

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

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

AFFILIATIONS WITH OTHER UNIVERSITIES

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

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

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

- Haaga Helia University, Finland
- Worms University, Germany
- International School of Management, Germany
- Rahn Dittrich School, Germany
- Euro Business College, Germany
- CESSA, Mexico

- Lillehammer University, Norway
- Oslo Business School, Norway
- De La Salle College of Saint Benilde, Philippines

DEGREE PROFILES

UNDERGRADUATE

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

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

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

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

5. Supervise culturally diverse employees with due regard to best practice in the areas of Leadership, Human Resource Management and Ethics.
6. Function as a well rounded business professional, ready and willing for the world of work with high levels of social competence and ethical and cultural awareness.

N.B. The Emirates Academy of Hospitality Management insists that all students conform to a strict dress code. Student's performance in the world of work is also assessed during their six month internship.

7. Communicate in at least one additional language to their native tongue.

N.B. All students on the Associate Degree programme are required to take three credits of languages. These must be in languages that they have not previously studied to grade 11 and 12 of High School and they may not be native speakers of these languages.

MASTER OF SCIENCE IN INTERNATIONAL HOSPITALITY MANAGEMENT

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

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

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

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

ACADEMIC MANAGEMENT AND LEADERSHIP

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

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

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

The Board of Governors

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

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

Specifically, the Board of Governors is responsible for:

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

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

Members

- Gerald Lawless, Executive Chairman, Jumeirah
- Guy Crawford, Chief Executive Officer, Jumeirah
- Ruud Reuland, Independent Board Member – previously General Director, Ecole hôtelière de Lausanne (EHL)
- Michel Rochat, Independent Board Member – General Director, Ecole hôtelière de Lausanne
- Chanin Donovanik, Independent Board Member – Chief Executive Officer, Dusit International
- Natella Terblanche, Assistant Company Secretary, Jumeirah International

Non-Voting Members

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

The Managing Director and Executive Committee

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

The Managing Director, along with the Dean (who is a non-voting member), attends all of the Governing Body Meetings. Their role in doing so is to keep the Governors apprised of all activity within the Academy, to inform the decision making of the Governors and to ensure that decisions made by the Governing Body are implemented within the educational and operational units of The Emirates Academy of Hospitality Management. From time to time, in order to provide information specific to their realms of responsibility, other senior members of staff from the Academy may also be asked to attend Governing Body meetings.

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

The Faculty Board

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

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

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

Specifically the responsibilities of the Faculty Board include:

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

Institutional Vision

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

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

Institutional Purpose / Mission

The Academy is committed to fulfilling its distinct mission:

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

The aim is:

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

Institutional Goals

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

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

Institutional Values

The Academy recognizes and embraces the following values:

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

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

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

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

Institutional Objectives

The enabling objectives of the Academy are:

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

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

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

INSTITUTIONAL EFFECTIVENESS RESEARCH

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

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

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

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

LOCATION

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

Facilities

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

Student Accommodation

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

Currently students have access to the following shared facilities:

- BBQ area
- basketball/volleyball court
- cafeteria
- clubhouse
- Remo restaurant
- convenience store
- gymnasium
- prayer rooms
- swimming pool
- tennis courts
- wireless internet access in designated areas

ADMISSIONS

Principles

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

- There should be a reasonable expectation that anyone admitted to a programme of study will be able to 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.
- The Academy must satisfy itself that the applicant has sufficient command of the English language to complete satisfactorily the programme of study.
- Admission of a student that is premised upon inaccurate or false statements or documents is null and void upon discovery of such fraud, and any academic credit earned by the student at the Academy is voided.

ENTRANCE QUALIFICATIONS

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

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

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

UNDERGRADUATE

Application

You may submit your application:

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

Your application should contain:

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

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

High School (Secondary School) Qualifications

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

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

Proof of Adequate English Proficiency

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

Acceptable Tests and Required Scores

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

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

Accepted TOEFL / IELTS –scores

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

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

For both TOEFL and IELTS the Academy only accepts official test scores sent directly to Admissions by the issuing agency. The TOEFL Institution Code of The Emirates Academy of Hospitality Management is 7116.

We recommend that students request that their result be sent to us as soon as it is available. Please do note that the Academy reserves the right to re-test applicants for English proficiency. Should this re-test demonstrate an unacceptable score, the application will be void.

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

All students are required to complete the ICDL/ECDL by the third trimester in order to take the EAHM's computing course – COMP102.

If you are not able to complete this qualification prior to your arrival at EAHM, we will facilitate your attendance at a local testing centre and help you prepare for this testing by offering free and non-academic credit bearing

preparatory courses at EAHM. If a student has a limited or no computing experience, they should enroll in one of the taught courses which are also offered locally.

Admission Procedure

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

Personal Assessment

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

Outcomes of the Admissions Process

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

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

Admission Deadline

All applications must be on file in the Registry's Office by the following dates:

First trimester by	01 August 2011
Second trimester by	01 December 2011
Third trimester by	01 March 2012

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

Transfer Credits

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

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

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

As the mapping of the learning outcomes is a time consuming activity, a fee equivalent to one credit hour of tuition will be charged.

See Transfer Credit Policy.

MASTER'S

Application

You may submit your application:

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

The application should contain:

- A completed application form
- Official transcripts – photocopies may be submitted at the time of your application.
- Copy of your baccalaureate degree parchment
- A statement of purpose articulating your career goals (500 words)
- A writing sample (preferably a technical document such as a report; an academic essay is also acceptable)
- A satisfactory level of the English language – demonstrated by a score of at least 600 on the paper-based TOEFL, 250 on the computer-based TOEFL, or 7.0 on the IELTS.
- Sufficient relevant work experience of at least one year full time.
- Two letters of reference.
 - One might be from the applicant's current supervisor.
 - The other might be from a person familiar with the applicant's work and with whom the applicant has worked.
 - Letters from former teachers or professors are also eligible.
- If employed, a letter of support from the employer stating how adequate time and resources for part time study will be assured.
- An official Curriculum Vitae (CV).
- Application fee of five hundred dirhams (AED 500).

Baccalaureate Degree

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

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

Competence in English

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

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

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

Assessment

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

Admission Procedure

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

Outcomes of the Admissions Process

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

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

Entry Date

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

Admission Deadline

All applications must be on file in the Registry's Office at least one month before the intended joining trimester.

Transfer Credits

Not applicable.

STUDY ABROAD

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

- Completed application form
- Official transcript from the student's university. (Minimum cumulative grade point average of 2.0)
- Letter of approval from the student's university
- Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS) result. If still unavailable, please identify your test date on the application form.
- Application fee of five hundred dirhams (AED 500).

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

TUITION FEE AND EXPENSES

Bachelor of Science (Honours) in International Hospitality Management Associate of Science in International Hospitality Operations (Valid from September 2011 – July 2012)

	YEAR 1			YEAR 2			YEAR 3			Total
Trimester	1	2	3	4	5	6	7	8	9	
Credits	15	16	16	6	16	13	16	13	15	126 credits
Weeks of study	13	13	13	20	13	13	13	13	13	124 weeks
Application Fee*	500									500
Deposit**	An initial payment of AED 3,000 will be required to secure the place on the programme									
Business attire***	4,400									4,400
Tuition****	23,250	24,800	24,800	9,300	24,800	20,150	24,800	20,150	23,250	195,300
Sundries ****	7,208	7,688	7,688		7,688	6,247	7,688	6,247	7,208	57,660
TOTAL TRIMESTER FEE	35,358	32,488	32,488	9,300	32,488	26,397	32,488	26,397	30,458	257,860

* The application fee is paid before enrollment and not included in the invoice for courses.

** The deposit to secure the place on the programme is to be paid once a student is accepted and it will be credited to the first trimester invoice.

*** The cost for Business Attire is included in the first invoice and is not included in the tuition fees and sundries.

**** Tuition fees and sundries are calculated based on the assumption that a student will take the normal course load per trimester and an internship in trimester four, where each credit is AED 1,550. All fees are in AED.

TUITION FEES AND EXPENSES

Master of Science in International Hospitality Management (Valid from September 2011 – September 2012)

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

* The application fee is paid before enrollment and not included in the invoice for courses.

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

*** Tuition fees for full-time students are calculated based on the assumption that a student will take 3 courses per trimester, where each course is AED 8,140. All fees are in AED.

Mandatory Fees

APPLICATION FEE

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

SUNDRIES

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

Mandatory Extras

DEPOSIT

The first trimester invoice will include a deposit of AED 3,000. This deposit is intended to secure the place of the programme. It must be paid once the student has been accepted and will be credited to the first trimester invoice.

BUSINESS ATTIRE

It is compulsory for all students to wear their uniforms during college hours. Students will be issued service and kitchen uniforms as well as business suits.

Optional Fees

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

Students are required to obtain the ICDL or ECDL qualification to complete their degree. Students without the ICDL or ECDL qualification will be required to complete the course during their first trimester at the Academy. The cost of the course will be up to AED 1,200.

ON-CAMPUS ACCOMMODATION

Single studio accommodation consisting of an en-suite bathroom, kitchen and bed/study room is available on campus. The accommodation fee is AED 125 per night.

VISA

The Academy will provide visas for international students. The cost is AED 2,000. After three years, the visa needs to be renewed.

Participating in Trimester Abroad Programme

Students wishing to participate on the Trimester Abroad programme should check the fees from the website of the university they wish to join. The Emirates Academy of Hospitality Management charges an administration fee of two thousand dirhams (AED 2000).

Terms and Conditions

The Emirates Academy of Hospitality Management reserves the right to make changes affecting policies or fees without prior notice. The stated fees are indicative only.

Flexible Payment Plans

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

1. Pay the yearly mandatory academic fees in 9 equal installments per year.
2. Pay one year's mandatory academic fees before the start of the first trimester of each year and receive 5% discount.
3. Pay the full mandatory academic fees before the start of the very first trimester and receive 10% discount.

FINANCE POLICY

PURPOSE:

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

SCOPE:

This policy applies to all undergraduate and master's students in the academic stream of the Academy, including full-time, part-time and exchange students here for one or more trimesters.

The policy does not apply to students of the Training & Consultancy or Emiratisation departments.

DEFINITIONS

None.

POLICY STATEMENT:

Tuition, sundries, accommodation, and other applicable charges must be paid either in full, or in compliance with the published installment plan, before a student may attend classes or make use of academic and administrative services, including but not limited to computing facilities, library services, housing, degree verification and the release of academic transcripts. In exceptional cases, the Managing Director and Finance Manager may consider other options for an individual student.

1Payments

Tuition

Undergraduate students

Undergraduate students are charged by credit hours for each course. The internship trimester is an integral part of the curriculum and thus a tuition fee for six credit hours is charged. Students participating in study abroad programmes do not pay tuition fees to the Academy. However they will incur charges at the host institution, for tuition and other expenses.

Post-graduate students

Post-graduate students are charged by module.

EFL & TOEFL students

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

Sundries

During their studies at the Academy, students will not be expected to cover any hidden or additional costs. The Academy is committed to having an open and transparent fees and expenses policy. The sundries fee covers all textbooks, software and licenses, access to electronic databases, photocopying and printing, and graduation fees.

Under- and post-graduate students

Students are charged the sundries fee for every trimester at the Academy, with the exception of the undergraduate internship trimester. If students opt to spend a trimester on a study abroad programme, they are also exempt from paying sundries fees for the trimester they are away from the Academy, with one exception. Undergraduate students must continue to pay the leasing fee for their laptop computers even while they are studying abroad.

EFL & TOEFL students

EFL and TOEFL students are charged a one-time sundries fee at the beginning of their course. They are not charged for laptops and associated software, support, etc.

Laptops and IT

Among other things, undergraduates' sundries fees cover new software, upgrades to existing software, internet access and general support for the students' laptops and links with the network. The supplier's three-year warranty covers repairs needed due to faulty parts (hard disks, motherboards, etc). Any other repairs, such as a broken screen caused by dropping the laptop, are the responsibility of the student.

Graduating ASc and BSc students may keep their laptops.

Other fees

See Appendix A, Schedule of fees and payments

Payment methods

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

Payment schedule

Deposit

All **new** students (including those entering second to fourth years, exchange students, post-graduate students, EFL and TOEFL course students) must pay a deposit as specified in their offer letter, to secure a place at the Academy. This deposit must be paid by the deadline stipulated in the offer letter. The deposit will be applied to the tuition fees for the first trimester.

Tuition and sundries

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

Undergraduate students must pay their internship trimester tuition fees in full by the end of the trimester just before they begin their internships.

Accommodation

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

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

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

If a student plans to move out of a contracted room before the agreed departure date, a refund for the unused balance will be given only if the student gives one week's notice. In lieu of a refund the student may be given a credit against other expenses such as the next trimester's tuition.

Flexible payment plans

Undergraduate students

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

- Pay the yearly mandatory academic fees in 9 equal installments during the academic year.
- Pay one year's mandatory academic fees before the start of the first trimester each year and receive a 5% discount on tuition fees.
- Pay the mandatory academic fees for the full three year programme before the start of the very first trimester and receive a 10% discount on tuition fees and sundries.

Post-graduate students

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

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

EFL and TOEFL course students

There are two payment options for EFL and TOEFL course students:

- Pay tuition and sundries fees in full before the course begins.
- Pay sundries in full before the course begins, and pay tuition in two installments. The first installment would be due before the course begins and the second half-way through.

Late payments

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

When a payment is more than two weeks overdue, a student may be prevented from attending classes and using Academy and Jumeirah Village facilities until the balance owing is paid in full. This decision will be made by the Dean and Director of Operations and Projects.

Tuition refunds

Undergraduate students

Tuition refunds will not be given for withdrawal from intensive / block courses (up to 4 weeks in duration), including language courses.

Before receiving a refund for 12-week courses, students must follow the procedures for withdrawing from a course, including completion of all the required documents.

Students who drop a 12-week course or withdraw from the Academy will receive a pro-rated refund as follows:

If the drop or withdrawal occurs	Refund
• Up to the end of the first week of classes	100%
• During the 2 nd and 3 rd weeks of classes	50%
• After the 3 rd week of classes	No refund

No tuition refund will be given if fees or charges of any type are outstanding.

No refund will be given if the student achieves a “withdraw/fail” status within the first three weeks of classes.

Only tuition fees will be refunded in whole or part. Sundry fees will not be refunded, as the Academy will already have incurred expenses on the student’s behalf.

No cash refunds will be given.

Refunds will be made only to the person who paid in the first place. If a parent or sponsor paid the tuition and other fees, then the Finance Department will send the refund to them. If the student wants to receive the refund directly, the parent or sponsor must send the Finance Department a letter of no objection stating that the refund can be transferred to the student’s account.

Post-graduate students

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

EFL & TOEFL students

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

Clearance

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

- When associate, bachelor’s or post-graduate students are about to graduate
- When exchange students have completed their contracted stay at the Academy
- When students withdraw, voluntarily or involuntarily, from studies at the Academy
- When students will be away from the Academy for a trimester or more, for a study abroad trimester, or intercalation

In all cases above, accounts must be paid in full and a clearance form must be signed and submitted before the end of the student's last trimester at the Academy, or before the end of the trimester preceding an internship or study abroad trimester.

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

See Appendix A: Schedule of fees and payments, for exact charges.

RESPONSIBILITY:

Finance Department

- Sending proforma invoices to students before the beginning of each trimester
- Collecting payments
- Notifying the Registrar and Operations Department when a student's fees have been paid
- Notifying students/their parents/The Registrar of past-due payments
- Processing refunds and credits
- Notifying Registrar's Office of outstanding payments from the previous trimester before registration for a new trimester
- Reconciliation of each student's account

Registrar's Office

- Ensuring that students' course choices fulfil the pre-requisites and other eligibility requirements
- Notifying the Finance Department of each student's status at the beginning of the trimester and after any changes with financial implications: registration, add and drop of classes, withdrawal from the Academy

Others

- Library: Ensuring that textbooks are only given to students with proper documentation, and that students who drop courses are notified to return any books they may have picked up.
- IT Department: Responsible for handling the capex disposal procedures at the end of every academic year (usually July), when laptops become the property of graduating students.

The Finance Manager is responsible for ensuring that the policy is reviewed regularly and kept up-to-date.

IMPLEMENTATION OF THE POLICY:

Registering and paying: New students

Once a new student is accepted, conditionally or unconditionally, the Registrar sends a letter of offer to them, requesting a deposit. When the deposit is paid, the Registrar's Office sends the student a pro forma invoice for tuition and sundries. The invoice amount is based on the standard course load for the cohort.

New students register for specific courses online, once their fees are paid. If a student's course load is not standard, then the amount owed may differ from the amount on the pro forma invoice. Adjustments are made promptly as described below under "Refunds".

Registering and paying: Returning students

The Finance Department sends each *returning* student a standard pro-forma invoice for twelve or fifteen credit hours about two months before the start of each new trimester, based on the student's cumulative GPA. Students with a GPA of 3.0 or above may take 5 courses per semester (15 credit hours) and others may only take four courses (12 credit hours). The students register online for specific courses before the end of the previous trimester. If a student's course load is not standard, then the amount owed may differ from the amount on the pro forma invoice. Adjustments are made promptly as described below.

Registering and paying: Both new and returning students

Before students may receive textbooks or attend classes, they must receive an email from the Registrar's office, confirming their course registrations and signed by the Dean or Registrar to indicate that they have completed any pre-requisites required.

The library will only give textbooks to students who can produce a copy of the signed registration confirmation email.

Dropping courses

When undergraduate students drop one or more courses, they must complete a Course Add/Drop/Withdraw form (see Appendix C) available from the Registrar's Office, within the allowable time period. Before a refund can be processed, the add/drop form must be signed by the Registrar or Dean. In addition, a Library staff member must sign to indicate that the textbooks for each dropped course have been returned (or were never issued).

Only after the Finance Department receives a signed Course Add/Drop/Withdraw form will a refund be processed. Students may opt instead to receive a credit to their account, to be applied to future courses or expenses such as accommodation fees.

Adding courses

When students add a course after the trimester begins, they must complete the Course Add/Drop/Withdraw form (see Appendix C), available from the Registrar's Office, within the allowable time period. The add/drop form must be signed by the Registrar or Dean, to indicate that the student was eligible to add the course. Additionally, the form must be signed and stamped by the Finance Department as proof that the tuition fees for the new course have been paid in full, or were already paid for a dropped course. If a course has been dropped, the form must be signed by a Library staff member to indicate that any textbooks for the dropped course were returned (or were never issued).

The Library will distribute textbooks for added courses only upon receipt of an appropriately signed copy of this add/drop form.

Refunds

If an undergraduate student drops a course and does not pick up another to complete their course load, they may be eligible for a refund. The Finance Department will determine if the student is eligible for a refund, and if so, how much is owed. The student may opt to receive either a refund or a credit against their account, to be applied to future expenses at the Academy.

A refund or credit may also be given in the case of overpayment. The Finance Department is responsible for notifying students of overpayments and processing either a refund or a credit at the student's request.

Once a student is deemed eligible for a refund or credit, and all the documentation has been signed and submitted, the Finance Department will process the transaction within two weeks of receiving the request.

When a student withdraws completely from the Academy, he or she must complete a Clearance Form and this form must be signed by all the parties listed therein. No refunds or transcripts will be issued until all outstanding balances are cleared.

SCHOLARSHIPS

PURPOSE:

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

SCOPE:

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

The policy is aimed at full-time students only.

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

DEFINITIONS:

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

POLICY STATEMENT:

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

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

1. The EAHM Scholarship for Emirati Nationals

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

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

Recipients of this scholarship are expected to maintain a GPA of no lower than 2.5 in order to continue receiving funding.

If a scholarship recipient is asked to leave the Academy for academic or other reasons, the scholarship will be terminated with immediate effect, but no payback will be required for the elapsed time at the Academy.

2. The EAHM Scholarship for Academic Excellence

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

For successful applicants, tuition fees and sundries will be covered as needed for the duration of study. This is a full scholarship with no monetary payback required. However, recipients will be expected to participate in Academy events as requested (for example, take part in career fairs).

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

If a scholarship recipient is asked to leave the Academy for academic or other reasons before graduating, the scholarship will be terminated with immediate effect, but no payback will be required for the elapsed time at the Academy.

3. The Ronnefeldt Scholarship for Outstanding German Students

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

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

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

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

If a scholarship recipient is asked to leave the Academy for academic or other reasons before graduating, the scholarship will be terminated with immediate effect, but no payback will be required for the elapsed time at the Academy.

Acceptance of any of the scholarships described above does not imply that the student has an obligation to work for the Academy, Jumeirah or Dubai Holding upon graduation, or that those organizations will offer employment to them, unless so specified in the individual award contract.

IMPLEMENTATION OF THE POLICY:

A *Scholarship & Financial Aid Committee* will be established for the purpose of administering the awards described above. The Committee Chair will be the Academy's Managing Director. Membership will comprise the Dean, Director of Industry Liaison & Student Recruitment, and a nominee from Dubai Holding.

Although it is hoped that most decisions will be made by consensus, a quorum of three (3) will carry a motion.

The Committee will have the following responsibilities:

- To meet once a year (before the Governing Board meeting in June) to determine who will receive scholarships under categories 1 to 3 above.
- To present an annual report on scholarships awarded, to the Governing Board in June each year

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

- For entry-level scholarships, applicants must submit their request for a scholarship to the Registrar, along with their application documents.
- Students who have completed one or more trimesters of study must submit their requests for a scholarship to the Dean before 31st May for the following year.
- In either case applicants must submit the following documents:
 - a personal letter in their own words stating convincingly why they should receive a scholarship. Applicants should base their arguments on the criteria for the specific award for which they are applying, as described above.
 - copies of transcripts with their most recent school or tertiary results.
 - the names of at least two references and their telephone numbers.

RESPONSIBILITY:

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

REGISTRAR'S OFFICE

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

Mission and Purpose

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

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

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

- Issuance of academic transcripts (accumulative grade and course record)
- Process grade appeals
- Procedures to Drop/Add courses
- Recording withdrawal from the college
- Facilitating intercalation (Suspending studies)
- Scheduling and managing retake exams
- Documenting changes of study
- Providing general information – phone numbers, e-mails, etc. of faculty

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

ACADEMIC RECORDS

Record Retention and Storage

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

Access to Records

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

Information Changes

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

Release of Grades

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

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

Drop/Add

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

Withdrawal from EAHM

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

Transcripts

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

Parchment Replacement

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

LEARNING RESOURCE CENTRE

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

Mission

The mission of the Learning Resource Centre is to:

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

Facilities

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

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

Collections

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

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

Electronic Resources

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

encourages research and reading by students in many cases more familiar with online materials than traditional academic resources.

Audio-Visual Materials

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

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

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

Information literacy training

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

LRC services

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

- Reference and enquiry: qualified library staff are available to answer quick queries and complex reference questions, give advice on appropriate sources, and teach students how to use the library catalogue and electronic resources;
- Library intranet pages: a continually updated set of webpages contains data on using the library as well as revolving book and website reviews, lists of newly received resources, links to relevant websites, guides to using the catalogue, digital cameras, scanner, etc.;
- Mini-workshops and individual training sessions on online searching;
- Library orientation sessions for each new intake of students and refresher sessions for all classes at the beginning of each year;
- Document delivery: if journal articles are not available from our paper or electronic collections, they may be ordered from the British Library or Ingenta;
- Displays of new or themed materials;
- Lists of web resources to coincide with class projects;
- Online suggestion box - library@emiratesacademy.edu

Future directions

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

Opening hours

Sunday to Wednesday	0800h to 2100h
Thursday	0800h to 1800h
Saturday	0800h to 1800h
Holidays	as announced

INFORMATION TECHNOLOGY RESOURCES AND SYSTEMS

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

Facilities

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

- All students and all faculty are provided with high-end laptops pre-loaded with the latest office software and hospitality applications;
- All public areas on campus are fully covered with a wireless network. Additionally, high-speed hardwired connections are available across the campus, including the student accommodation;
- Classrooms and the Auditorium are equipped with LCD projectors, Dolby surround sound, video and DVD connections.
- The computer classroom is equipped with the above plus desktop PC's with TFT flat screens that are integrated in ergonomically designed furniture and is equipped with an interactive projection screen;
- The instruction kitchen is fitted with a portable LCD projector for presentations;
- The Multi Media Room in the library is equipped with PCs, a TV, a multi format DVD player, heavy duty colour printers and photocopiers;
- The printers act as document senders to allow documents to be scanned and emailed;
- Students and staff have a personal e-mail address and telephone numbers that are accessible from anywhere on the campus or any internet connection worldwide;
- Students, faculty and staff have access to a 10MB pipe to the internet from anywhere on the campus including the student accommodation block;
- Food and Beverage automation includes a networked Point of Sales (POS) system with touch screen terminals and an automated procurement system with inventory scanners and recipe management systems.

The Academy ensures future development of systems and continual upgrades of software through partnerships with leaders in the IT and IT hospitality industry. Some of the future projects include:

- A voice and video over IP network
- The Academy with Partnership with Jumeirah endorses Blackberry devices allowing the functionality of push emails.

Partnerships

To continuously upgrade and improve facilities and the IT components in the curricula, several partnerships have been formed with leaders in the technology and hospitality automation industry. The Academy will seek for partnerships with IT companies that value education on an ongoing basis.

The following companies have formally committed to offer their products and expertise free of charge or at a heavily reduced rate to the Academy. They are also committed to continuously updating their systems in order to expose the students to the latest technologies available in the market.

- Hewlett Packard (Hardware, Document Management);
- Micros – Fidelio (Property Management System (PMS), Interfaces, F&B Control, Sales);
- Micros (Point Of Sales (POS);
- CalcMenu (Recipe Management Software);
- Optims (Yield Management Software);
- Teledex (Telephony systems);
- Mitel (PABX systems);
- Comtelco (Call logging and Voice mail systems);
- Microsoft (Office automation, Document management, Online learning systems); and;
- Messerschmitt (Electronic door locks)

Intranet

The Intranet is the primary source of information on Academy programmes, events and administration for students as well as staff and faculty. The Intranet is accessible on campus or from anywhere in the world through Remote Desktop Connection over the Internet. The Intranet framework is based on Microsoft SharePoint Portal Server. This system enables the user to customize personal home pages. The Intranet is continuously updated. Terminal server technology is used to deliver server based applications over a low bandwidth connection, e.g. the Internet. Information and services that are available on the Intranet are:

- Document Management System (collaboration tools, access to office documents);
- Advanced Search Features to find resources in library system, document management system, online databases and the Internet from a single interface;
- Learning Resource Centre (On line catalogue, online subscription resources, including journals and books)
- Student Information System (student records and status)
- Online Course Management System (Online resources and exercises for courses can be created; features can include tests, discussion groups, chat, whiteboards and collaboration tools for virtual teams);
- Web-based training packages;
- Restaurant reservations module;
- Online directories, departmental websites and other general information such as prayer times and events;
- On-going IT and administrative support.

Moodle

Modular Object-Oriented Dynamic Learning Environment (Moodle), a popular open source Learning Management System (LMS) has been rolled out at the EAHM since the second semester of the academic year 2009-2010. This

simple, light weight platform provides an easy to use menu driven browser interface to the EAHM students, faculty and administration, and its deployment has brought about marked improvements in

- storage, distribution and access of pedagogic resources
- housekeeping on EAHM's IT network infrastructure
- data security through validation, authentication and encryption protocols
- workflow of pedagogic processes such as enrolment, assignment submissions, grading and reporting
- choice of interactive channels through chat, wiki, survey and forum modules

Moodle plug-ins of educational applications already deployed or in the process of deployment at EAHM such as anti-plagiarism software Turnitin and Power Campus Student Information System allow for an integrated end-user interface via the LMS. In addition to the value-add it provides to conventional face-to-face learning, Moodle has augmented EAHM's capability to offer pure on-line courses as well as blended courses in a multi-campus on site/off site environment.

STUDENT SERVICES

The Student Services Office is one of the Academy's central services.

Mission

The Student Services Office including the position of Student Support Officer to commenced operation in the autumn of 2008. This was developed to enhance the student experience at The Emirates Academy of Hospitality Management. Specifically the mission of this department is:

To encourage and nurture the potential of each individual student through fostering intellectual drive, facilitating engagement with innovative learning, and working to ensure a harmonious atmosphere at the Academy, where individual differences are valued.

Aims and Objectives

The aims and objectives of the Student Services Office are to:

- Provide personal support to students, enabling them to handle difficult social issues and co-operative discipline.
- Assist students to perform better academically by helping them to attain certain study skills.
- Provide general counselling on career and pastoral care.
- Handle other student related issues including: catering facilities, student events and projects such as yearbook, alumni association, student health and well-being matters, Student Council, and any other issues related to students.
- Advise students with financial difficulties where appropriate and with consultation with the Managing Director, through for example, Financial Aids and Grants, Scholarships and Sponsorships, Flexible Payment Schemes, etc.

Student Support Officer

The Student Services Office achieves its aims and objectives through the Student Support Officer. This officer is responsible for the general welfare of students. The Student Support Officer organizes and/ or co-ordinates the following services:

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

Student Council – works with student representatives

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

The Industry Liaison

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

Personal Tutors

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

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

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

Student Orientation

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

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

STUDENT COUNCIL

Mission

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

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

STUDENT RESPONSIBILITY

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

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

Confidentiality

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

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

ACADEMIC POLICIES AND PROCEDURES

ACADEMIC YEAR

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

LANGUAGE OF INSTRUCTION

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

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

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

ACADEMIC CREDIT HOURS

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

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

One academic credit relates to a minimum of forty-five (45) hours of student effort of which one third (15 hours) must 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 forty-five (45) hours involving in class development. The remaining ninety (90) hours of student effort (outside of classroom contact) may be spent in a variety of ways depending on the level and nature of the course.

COURSES

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

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

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

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

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

PERIOD OF REGISTRATION

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

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

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

INTERCALATION (Interrupted Studies)

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

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

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

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

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

STUDY ABROAD

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

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

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

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

COURSE LOAD

UNDERGRADUATE

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

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

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

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

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

MASTERS

A full time student will register for at least nine (9) credit hours per trimester.

Part time students must register for a minimum of six (6) credit hours across any academic year.

CHANGE OF REGISTRATION

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

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

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

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

ACADEMIC ADVISING/REGISTRATION

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

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

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

COURSE SEQUENCING

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

ATTENDANCE AND ABSENCE

UNDERGRADUATE

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

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

Attendance is compulsory for all courses.

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

MASTERS

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

PROGRESSION AND AWARDS

UNDERGRADUATE

At the end of every trimester, the student's academic performance will be evaluated by the Examination Board. Students with a cumulative grade point average of less than three (3.00) will be informed that the maximum amount of credits that may now register is twelve (12) credit hours.

MASTERS

Students must maintain a minimum grade-point average of three (3.0) in order to meet the requirements of a graduate degree.

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

CHANGE OF PROGRAMME

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

ASSESSMENTS

UNDERGRADUATE

Integrated course assessment

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

Each course shall normally be assessed as follows:

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

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

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

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

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

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

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

Coursework

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

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

Late submissions:

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

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

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

Course Tests

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

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

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

Final Examinations

Examination Regulation

- (a) Students are not permitted to take any unauthorized items (papers, bags, mobile phones, calculators, laptops, etc.) in the examination room.
- (b) No communication is permitted with any other candidate during the course of the examination.
- (c) A student may leave the room to go to the toilet; but will be accompanied by an invigilator.
- (d) The course tutor(s) will be available for questions during the reading time (first ten (10) minutes). Students are not allowed to start writing during the reading time. After that, the course tutor(s) will leave and no course specific questions can be answered by the invigilators. If you wish to attract attention of the course tutor or an invigilator, you should do so by raising your hand.

- (e) You may leave the exam room once you have finished and had your papers checked and collected by an invigilator except during the first thirty (30) minutes and within the last fifteen (15) minutes of the examination period.
- (f) Students must not remove from the examination room any question paper, answer book, loose paper, used or unused, dictionary, calculator or any other document provided.
- (g) Students must be in complete uniform (name badge, Academy's uniform), well – groomed (shaved for men, etc.) and have their ID card available to gain entry to the examination room.

Reading Time

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

ELIGIBILITY TO REPEAT COURSE(S)/RE-TAKE EXAM(S)

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

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

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

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

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

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

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

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

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

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

MASTERS

Assessment of Student Learning

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

Rationale for Assessment

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

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

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

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

Key Components of Assessment

In this programme assessment will be:

- Focused and derived from the learning outcomes within each course
- Used to align the curriculum of each course with the overall programme learning outcomes

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

GRADING SYSTEM

GRADE REPORT and TRANSCRIPT

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

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

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

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

UNDERGRADUATE

The following grading system will apply on the undergraduate programmes.

<i>Letter Grade</i>	<i>Grade Points</i>	<i>Percentage Grade</i>	<i>Grade Description</i>	<i>Included in Attempted Hours</i>	<i>Included in Cumulative GPA</i>
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
FR	Nil	Nil	Failed Repeated	Yes	No

*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 plan
P	pass on an ungraded course;
U	fail on an ungraded course;
W	designates student withdrawal from a course within the allowed period;
X	Designate that a student was exempted for that course.
TC	Transfer Credit
TO	Test Out

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

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

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

MASTERS

The MSc International Hospitality Management will apply a goal-related grading system. The grades to be used are; Distinction; Merit, Pass and Fail. In order to obtain a pass, a minimum grade point of three (3.00) out of a four (4.00) point scale must be achieved. A Merit grade indicates that a minimum grade point of three point five (3.50) has been achieved in that module. A Distinction grade indicates that a grade point of four (4.00) has been achieved in that module. Should a student graduate with Merits on all modules including the dissertation they will be awarded an overall distinction. Should a student graduate with between 6-9 Merits on all modules including the dissertation they will be awarded an overall Merit.

Grade Description	Percentage Grade	Letter Grade	Grade Point	Award
Distinction	90>	A	4.00	All 10 modules at Merit>
Merit	80-89	B	3.50	6-9 Modules at Merit>
Pass	70-79	C	3.00	
Fail	<70	F	0.00	
Withdrawn Fail	Nil	WF	0.00	

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

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

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

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.

GRADE APPEALS

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

Students may appeal if:

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

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

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

Grade appeals will not be entertained on the following cases:

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

ACADEMIC INTEGRITY

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

DEFINITIONS:

Cheating on exams and tests

This includes but is not limited to:

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

Plagiarism

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

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

Falsifying data in academic work

This includes but is not limited to

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

Lying for academic gain (misrepresentation)

This includes but is not limited to

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

Collusion

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

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

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

POLICY STATEMENT:

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

RESPONSIBILITY:

Responsibilities of the student

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

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

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

Responsibilities of the Academy

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

- The Academy publishes its policy on academic integrity in the Catalogue.
- Students are introduced to the policy and the concept of academic integrity early in their first year.
- Every first year student receives formal instruction on the Academy's academic integrity policy, including how to recognize and avoid plagiarism. The Academy requires all new students to sign a "Student acknowledgement of Academic Integrity Policy" form (See Appendix A), after the taught sessions, indicating that they are aware of the policy and their responsibilities within it.
- For major assessments such as dissertations, the Academy requires students to sign a declaration that the work is their own (See Appendix B).
- All faculty members reinforce the academic integrity policy by ensuring it is followed impartially and equitably in all assessments for their courses, and by processing offenses according to the agreed procedures.
- Faculty members give clear written guidelines for assessments that indicate whether collaborative or individual work is required, All course syllabi include a standard statement on academic integrity with a reference to the policy.
- All faculty members model the required behaviour by ensuring that their course handouts and PowerPoint presentations are prepared according to the same high standards of academic integrity that they demand of their students.
- The Academy makes available to all academic staff the plagiarism-testing software Turnitin and faculty members have the right to use it for all appropriate assessments.
- New and adjunct faculty are fully briefed on the Academy's academic integrity policy.

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

IMPLEMENTATION OF THE POLICY:

Cheating on tests and exams

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

If a faculty member, exam invigilator or administrator

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

the faculty member, exam invigilator or administrator will

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

First offense

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

Second offense

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

Third offense

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

Other academic offenses

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

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

Academic misconduct by first-year students

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

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

Academic dishonesty by students after first year

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

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

Minor offences

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

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

Serious offences

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

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

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

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

Penalties for academic misconduct may include:

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

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

Procedures for handling accusations of academic misconduct after first year

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

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

ACADEMIC PROBATION, DISMISSAL, READMISSION

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

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

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

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

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

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

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

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

Readmission

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

All readmission requests must be approved by the Dean.

TRANSFER CREDIT

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

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

- The applicant must meet the admission requirements of The Emirates Academy of Hospitality Management.
- The educational institution from which course work is being considered for transfer credit must be licensed, and the programme accredited, by the Ministry of Education in the UAE, or in the case of international credit transfer, by the relevant national or regional institutional accrediting body.
- The applicant has successfully completed a full trimester at a recognised institution of higher education at the same level of study as the programme to which they are transferring, with a cumulative GPA of two (2.00) or above.

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

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

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

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

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

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

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

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

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

Foreign institutions which provide only one original document certifying attendance, course of instruction and achievement should be asked to mail the certifying documents directly to EAHM. The originals will be retained until credit transfer has been completed. Certified copies will be retained for the student's record and the originals will be returned to the student.

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

No transfer credit application will be accepted after the first trimester of the student in the Academy.

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

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

Examination Board

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

The course instructor is responsible for verifying test papers, submitted course work, as well as the final examination papers relating to his/her course, and reporting all the marks in percentage points, with the appropriate breakdown and weighting of individual assessment components, to the Examination Board within two weeks of the final examination.

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

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

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

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

GRADUATION

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

UNDERGRADUATE REQUIREMENTS

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

- (a) Completed the required credits:
 - 1. Associate of Science in International Hospitality Operations - sixty nine (69) credits
 - 2. Bachelor of Science (Honours) in International Hospitality Management – one hundred twenty six (126) credits including Consultancy (PROJ401) and Dissertation (DISS490).
- (b) Successfully passed all 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.

21.2 Guidelines for Honours Award Classification

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

<i>Honours Degrees</i>	<i>Guidelines</i>
1st	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	The student has reached a standard of performance/ attainment that is more than satisfactory but less than excellent.
2:ii	The student has reached a standard of performance/ attainment judged to be satisfactory, and clearly higher than the 'essential minimum' required for graduation.
3rd	The student has attained the 'essential minimum' required for graduation at a standard ranging from just adequate to just satisfactory.

- (b) Another set of indicators, also for Boards of Examiners' reference, which can be used in helping to determine award classification is as follows:

<i>Honours Degrees</i>	<i>GPA or Weighted GPA</i>
1st	≥3.67 - ≤4.00
2:i	≥3.00 - ≤3.66
2:ii	≥2.67 - ≤2.99
3rd	≥2.00 - ≤2.66

- (c) 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.

MASTERS REQUIREMENT

Degree Completion Requirements

Study for the master's degree shall take one of these two forms:

- Coursework and a thesis; or;
- Coursework and a research project.

The curriculum requirement for the master's degree consists of:

# Modules	Description	Credits
Six (6)	Three (3) credit compulsory modules;	18
Three (3)	Three (3) credit elective modules	9
One (1)	Nine (9) credit thesis or research project .	8
	Total Credit Requirement	36

The minimum module requirements for the Master's degree are at least 36 credit hours composed of 27 credit hours of coursework plus another 9 credit hours for thesis work.

Students are required to complete 36 credit hours through completing ten (10) modules including the thesis/ research project; and to attain a cumulative GPA of three (3.00) or better.

PARCHMENT

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

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

DEGREE PROGRAMMES

BACHELOR OF SCIENCE (HONOURS) in INTERNATIONAL HOSPITALITY MANAGEMENT

Programme Goals

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

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

Overall goals:

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

Specific Objectives

Specifically, the programme aims to enable students to:

- Develop a regional and global view of the hotel, travel and tourism industry, linking the private, public, and non-profit sectors;

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

Programme Content

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

The programme consists of 126 credit hours:

General Studies Requirements	30 credit hours
Management Core Requirements	45 credit hours
Hospitality Core Requirements	33 credit hours
<u>Electives</u>	<u>18 credit hours</u>
	126 credit hours

Course Sequencing

	First Year	Second Year	Third Year
First Trimester	Professional Food Preparation* Food and Beverage Service* Tourism and Hospitality Business Business Communication Food and Beverage Business	Internship (6 credits)	Services Marketing International Tourism Management Research Methods Elective Elective
Second Trimester	Housekeeping Operations* Front Office Operations* Leadership Marketing Hospitality Accounting	Service Operations Management Human Resources Management Business Ethics Financial Accounting Statistics	Strategic Information Technology Real Estate (Hotel) Finance Hospitality and Tourism Law Strategic Management
Third Trimester	Business Information System Cultural Diversity Organisational Behaviour Tourism Economics Management Accounting	Elective (6 credits) Elective Elective	Consultancy Project (6 credits) Dissertation (9 credits)

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

FOREIGN LANGUAGE REQUIREMENT:

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

EXAMPLE OF ELECTIVES:

Business Continuity Planning
Entrepreneurship
E-commerce
Facilities Management
Food and Beverage Management (6 credits)
Gastronomy (6 credits)
Interior Design and Architecture
Managing Festivals, Events and Visitor Attractions

Meetings, Incentives, Conventions and Exhibitions
Professional Human Resources Management Skills
Quality Management
Resort and Club Management
Rooms Division Management (6 credits)
Sustainable and Eco-tourism
Theme Park Management

Curriculum

COURSE CODE	COURSE TITLE	Runs in Trimester	CREDIT HOURS	PRE-REQUISITE
1. General Studies Requirements			(30 credit hours)	
ENGL102	English Composition and Rhetoric	1	3	
CULT201	Cultural Diversity	3	3	
ETHS301	Business Ethics	5	3	
ACNT101	Hospitality Accounting	2	3	
COMP102	Business Information Systems	3	3	ICDL
RESH301	Research Methods	7	3	STAT201
STAT201	Statistics	5	3	
ECON302	Tourism Economics	1	3	
	Foreign Language(s)	1-9	6	
2. Management Core Requirements			(45 credit hours)	
CONS401	Consultancy Project	9	6	
DISS490	Dissertation	9	9	
HLAW401	Hospitality and Tourism Law	8	3	
HRMT301	Human Resource Management	5	3	
ITMT401	International Tourism Management	7	3	
MRKT101	Introduction to Marketing	2	3	
LEAD101	Leadership	2	3	
ORGB201	Organisational Behaviour	3	3	
SOMT301	Service Operations Management	5	3	
MRKT301	Services Marketing	7	3	
COMP301	Strategic Information Technology	8	3	COMP102
STMT401	Strategic Management	8	3	
3. Hospitality Core Requirements			(33 credit hours)	
ACNT201	Management Accounting	3	3	ACNT101
BUSS101	Tourism and Hospitality Business	1	3	
FINN301	Financial Accounting	5	3	ACNT201
FABS101	Food and Beverage Service	1, 2	3	
CULN101	Professional Food Preparation	1, 2	3	
FABM101	Food and Beverage Business	1	3	
HKOP101	Housekeeping Operations	1, 2	3	
FOOP101	Front Office Operations	1, 2	3	
FINN401	Real Estate (Hotel) Finance	8	3	FINN301
INTS202	Internship	4	6	
4. Electives			(18 credit hours)	
BSIM301	Business Simulation	6 or 7	3	
ENTR301	Entrepreneurship	6 or 7	3	
ECOM301	E-commerce	6 or 7	3	
FACM301	Facilities and Installations Management	6 or 7	3	
FABM202	Food and Beverage Management	6	6	
GAST301	Gastronomy	6	6	
DSGN301	Interior Design and Architecture	6 or 7	3	
MFEV301	Managing Festivals, Events and Visitor Attractions	6 or 7	3	
PHRM301	Professional Human Resources Management Skills	6 or 7	3	
QUAL301	Quality Management	6 or 7	3	
RDMG202	Rooms Divisions Management	6	6	
ECOT301	Sustainable and Eco-Tourism	3	3	
SUST301	Sustainability in the Hospitality Industry	6	3	
DEST301	Destination Planning	6	3	

ASSOCIATE OF SCIENCE in INTERNATIONAL HOSPITALITY OPERATIONS

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

Programme Goals

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

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

Specific Objectives

The programme will:

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

Programme Content

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

General Studies Requirements	15 credit hours
Management Core Requirements	09 credit hours
Hospitality Core Requirements	27 credit hours
<u>Electives</u>	<u>18 credit hours</u>
	69 credit hours

Course Sequencing

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

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

Curriculum

COURSE CODE	COURSE TITLE	Runs in Trimester	CREDIT HOURS	PRE-REQUISITE
1. General Studies Requirements			(15 credit hours)	
ENGL102	English Composition and Rhetoric	1	3	
CULT201	Cultural Diversity	3	3	
ACNT101	Hospitality Accounting	2	3	
COMP102	Business Information System	3	3	ICDL
ECON302	Tourism Economics	1	3	
2. Management Core Requirements			(9 credit hours)	
MRKT101	Introduction to Marketing	2	3	
LEAD101	Leadership	2	3	
ORGB201	Organisational Behaviour	3	3	
3. Hospitality Core Requirements			(27 credit hours)	
ACNT201	Management Accounting	3	3	ACNT101
BUSS101	Tourism and Hospitality Business	1	3	
FABS101	Food and Beverage Service	1, 2	3	
CULN101	Professional Food Preparation	1, 2	3	
FABM101	Food and Beverage Business	1	3	
HKOP101	Housekeeping Operations	1, 2	3	
FOOP101	Front Office	1, 2	3	
INTS202	Internship	4	6	
3. Electives			(18 credit hours)	
Students may select any courses.				

MASTER OF SCIENCE IN INTERNATIONAL HOSPITALITY MANAGEMENT

Goals and Programme Outcomes

Desired Outcomes

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

Programme Goals

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

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

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

Within this framework, the MSc intends to:

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

Course Sequencing

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

ELECTIVES

Business Continuity Planning
Digital Marketing
Entrepreneurship

Hotel Benchmarking
Sustainable Tourism Development

Curriculum

COURSE CODE	COURSE TITLE	Runs in Trimester	CREDIT HOURS	PRE-REQUISITE
1. Mandatory Courses			(24 or 27 credit hours)	
RESH901	Business Research Methods	2	3	
MNGT903	Developing and Monitoring Corporate Strategy	2	3	
FINN901	Hotel Asset Management	1	3	
HOTS901	Hotel Service Operations Management	3	3	
HRMT901	International Recruitment and Talent Management	3	3	
STAT901	Applied Statistics for Business Research	1	3	
DISS901	Post Graduate Thesis*		9	RESH901
PROJ901	Business Research Project*		6	RESH901/STAT201
2. Electives			(9 or 12 credit hours)	
DIGM903	Digital Marketing	1 or 2 or 3	3	
ENTR901	Entrepreneurship	1 or 2 or 3	3	
MNGT904	Business Continuity Planning	1 or 2 or 3	3	
MRKT901	Cross Cultural Selling and Marketing	1 or 2 or 3	3	
HBEN901	Hotel Benchmarking	1 or 2 or 3	3	
SUST901	Sustainable Tourism Development	1 or 2 or 3	3	

GENERAL EDUCATION PROVISION

UNDERGRADUATE

General Educational Provision

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

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

English Language

FABS101 – Food and Beverage Service

- LO 2. Describe the structure and organization of the food and beverage industry.
- LO 6. Describe the different uses of food and beverages from satisfying physiological needs to satisfying social and psychological needs.
- LO 7. Describe the general market for food and beverage by displaying an understanding of the recent performance of the local food and beverage industry.

FABM101 – Food and Beverage Business

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

ENGL002 – English Composition and Rhetoric

- LO 1. Appreciate and apply the skills necessary in essay writing in order to communicate clearly.
- LO 2. Demonstrate comprehension of the critical thinking process in order to evaluate reasons and make decisions.
- LO 3. State a point of view and formulate a reasoned argument to prove its correctness.
- LO 4. Understand the relationship between written/spoken skills and academic/professional achievements.
- LO 5. Apply the appropriate style in managerial business writing.

CULT201 – Cultural Diversity

- LO 4. Explain how social contact – an individual's communication and interactions in multicultural settings – is influenced by their cultural orientation.

ORGB201 – Organisational Behaviour

- LO 1. Explain the nature of managerial work in a variety of forms of organizations, taking into account the impact of the external environment.
- LO 8. Contrast different leadership styles and motivational techniques.

INTS202 – Internship

- LO 4. Demonstrate linguistic and communication skills appropriate to the work place.

ETHS301 – Business Ethics

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

RESH301 – Research Methods

LO 6. Critique and evaluate a research article based on the rigour of the research methods described.

HRMT301 – Human Resource Management

LO 2. Formulate a recruitment and retention policy based on the strategic intent of the company.

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

LO 9. Compare and contrast UAE Labour Law and with other European Labour Laws.

ITMT301 – International Tourism Management

LO 1. Understand and explain the tourism system, with it's individual components using Leiper's model of the tourism industry as an organizing framework (Leiper 1990).

LO 2. Identify and describe the basic concepts of tourism demand and supply, and understand the tourism destination as a focal point of tourism activity.

LO 4. Identify the components of a tourism destination and the factors that attract visitors to the destination.

LO 6. Identify both positive and negative impacts resulting from the development of tourism.

CONS401 – Consultancy Project

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

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

DISS490 –Dissertation

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

Mathematics

CULN101 – Professional Food Preparation

LO 7. Carry out basic kitchen accounting tasks.

FABM101 – Food and Beverage Business

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

ACNT101 – Hospitality Accounting

LO 1. Illustrate satisfactory arithmetic and basic accounting skills.

LO 3. Formulate simple financial statements from given data.

RDOP102 – Front Office Operations

- LO 8. List the procedures for processing guest charges and payments (check – out) including city ledgers to accounts ledgers to accounts receivable.
- LO 9. Identify importance of the night audit for the Front Office in a hotel unit.

ACNT201 – Management Accounting

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

RDMG202 – Room Division Management

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

STAT201 – Statistics

- LO 6. Organize and analyze data in appropriate ways using descriptive statistics procedures including: graphical displays of univariate data; numerical description of central tendency, variability and position; exploration of bivariate data and categorical data; and to understand the probability associated with any normal probability distribution.

FINN301 – Financial Accounting

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

FINN401 – Real Estate (Hotel) Finance

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

COMP102 – Business Information Systems

- LO 1. Demonstrate conceptual understanding of Decision Support Systems and Practical Management Science.
- LO 2. Demonstrate knowledge of basic spreadsheet modeling techniques for data analysis in marketing and finance.
- LO 4. Demonstrate capacity to utilise project management tools in project planning.

COMP301 – Strategic Hospitality Information Technology

- LO 1. Identify the potential and limitations of Information System (IS) and Information Technology (IT).
- LO 2. Examine current issues related to assessing and adapting IT.
- LO 3. Demonstrate a conceptual understanding of IT use in hospitality industries.
- LO 4. Identify emerging technologies and assess their potential in the hospitality industry.
- LO 5. Evaluate the feasibility of IT projects and appraise their competitive potential.

RESH301 – Research Methods

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

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

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

Culture

CULT201 – Cultural Diversity

- LO 1. Explain various definitions and characteristics of culture.
- LO 6. Appreciate how organizational culture influences social interaction in a multicultural workplace.
- LO 7. Explain how perceptions of culture influence customer satisfaction with service delivery.
- LO 8. Examine a culture question by analyzing and discussing the data from a qualitative interview.

ORGB201 – Organisational Behaviour

- LO 3. Appreciate the foundations of individual behaviour and employee job satisfaction
- LO 4. Classify key personality traits and apply Hofstede's cultural dimensions to comprehend different sets of values.

HRMT301 – Human Resource Management

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

Arts

CULN101 – Professional Food Preparation

- LO 3. Illustrate an understanding of current trends and potential innovation, and their future effects on cuisine.
- LO 4. Prepare and cook a variety of gastronomic dishes, using different cooking methods.

FABM101 – Food and Beverage Business

- LO 3. Describe examples of food and beverage operations that employ service processes which complement the scope and application of a practical situation in regard to approaches to customer satisfaction; flow of service and resources; technological considerations; and merchandising and marketing consideration.

DSGN301 – Interior Design and Architecture

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

Languages

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

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

Natural or Physical Sciences

CULN101 – Professional Food Preparation

- LO 2. Assess the impact of: agricultural, environmental and sociological influences on gastronomy.
- LO 3. Illustrate an understanding of current trends and potential innovation, and their future effects on cuisine.
- LO 4. Prepare and cook a variety of gastronomic dishes, using different cooking methods.
- LO 6. Demonstrate an understanding of basic menu planning.

FABS101 – Food and Beverage Service

- LO 1. Define what is meant by food and beverage both conceptually and technically.
- LO 4. Understand the use and application of food and beverage products and discuss ethical issues related to the provision of food and drink.

SOMT301 – Service Operations Management

- LO 2. Investigate the transferability of the services operations concepts from the industrial sector to the services sector.

ITMT301 – International Tourism Management

- LO 6. Identify both positive and negative impacts resulting from the development of tourism.
- LO 7. Appreciate the complexity of tourism, the concept of sustainability and understand the process of tourism planning.

Social or Behavioural Sciences

BUSS101 –Tourism and Hospitality Business

LO 5. Explain the principal roles performed by Managers in Industry.

FABS101 –Food and Beverage Service

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

MRKT101 –Marketing

LO 2. Identify and describe service industries and their specific characteristics affecting marketing.

LO 5. Understand the basic characteristics of consumer and business buying behaviour in hospitality and tourism.

CULT201 – Cultural Diversity

LO.5 Predict how National Culture and values influence social interaction in a multicultural workplace.

ORGB201 – Organisational Behaviour

LO 1. Explain the nature of managerial work in a variety of forms of organization, taking into account the impact of the external environment

LO 2. Indicate the major challenges and opportunities managers have in using OB concepts and practices.

LO 3. Appreciate the foundations of individual behaviour and employee job satisfaction

LO 4. Classify key personality traits and apply Hofstede's cultural dimensions to comprehend different sets of values.

LO 5. Appreciate the study of human behaviour and its implications for the management of organizations and businesses

LO 6. Predict how groups and teams develop and function and their impact on performance

LO 8. Contrast different leadership styles and motivational techniques.

SOMT301 – Service Operations Management

LO 5. Analyze service policies to understand their importance in gaining competitive advantage.

HRMT301 – Human Resource Management

LO 6. Evaluate how personality types, work behaviours, and job performance monitoring can be used to inform employee development.

LO 7. Comprehend the different sources of conflicts – grievance, discipline and dismissal.

MASTERS

General education provision

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

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

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

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

COURSE DESCRIPTIONS

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

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

Course Code (Prefix and Number)

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

Language Studies IV– French (LANG 301) (3-3-0)

In this example, LANG is the course prefix (which represents “Language Studies”) and 301 is the course number. This particular course is a third level course in French (denoted by the 300 level number). This course is more advanced than a 200 level language courses such as LANG 201 (Language Studies III– French) and LANG 102 b (Language Studies II - French).

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 semester.

As an example, the Academy offers the course:

Rooms Division 1 - Housekeeping (RDOP 101) (3-2-2)

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

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

Prerequisites, Co-requisites

Certain courses also have prerequisites, 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 prerequisite courses cited in individual course descriptions. Titles and numbers are those of the Academy courses. Equivalent courses satisfactorily completed at other institutions may also meet prerequisite requirements by transfer credit. Students need to consult the Dean for more information. Students are responsible for entering the class with the required competence.

Business Ethics (ETHS301) (3-3-0) Instructor: Dr. Stephanie Morris, JD. The aim of this course is to provide students with a base for reflection on topics related to both general and business ethics. Coverage includes: Traditional business models of ethical behaviour; Review of international trends; Essential ethical traditions; Comparison of the shareholder value approach to the stakeholder responsiveness approach; Personal skills in reflection and support of value-based reasoning. Offered once per academic year.

Business Information System (COMP102) (3-3-0) Instructor: Dr. Sanjay Nadkarni. The aim of this course is to develop operational competence in the effective use of the latest Microsoft Office applications. Coverage includes: Microsoft Word and Excel at a Microsoft Office User Specialist Expert level and it will train students up to an intermediate level in other common business applications such as FrontPage, PhotoShop, Project and Visio. Prerequisite: COMP 101. Offered once per academic year.

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

Cultural Diversity (CULT201) (3-3-0) Instructor: TBA. The aim of this course is to develop in students an understanding of the theory of culture and then to explore the basis of their own cultural background and that of others around them. Within this context students will learn the importance of cultural tolerance and the relationship of this to effectiveness in a management role. Coverage includes: Dimensions of culture; Cultural clusters; National culture and corporate culture; Cross-cultural consumer behaviour; Multicultural working environments; Cultural dynamics and heritage; Service culture; and Expatriate managers and staff. Offered once

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

English Composition and Rhetoric (ENGL 102) (3-4-0) Instructor: Ms. Stephanie Morris, JD. The aim of this course is to develop those English language skills required by the student to communicate effectively in their future professional careers. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills in the context of the travel, tourism and hospitality related industries. Offered once per academic year.

Financial Accounting (FINN301) (3-3-0) Instructor: Dr. Duncan Gibson. The aim of this course is to provide students with an understanding of the role of financial forecasting in the tourism industry. Coverage includes: Short and long term financial planning; Financial mathematics; and Financing. Prerequisite: ACNT 201. Offered once per academic year.

Food and Beverage Business (FABM101) (3-1-5) Instructor: Ms. Helen Morris. The aim of this course is to introduce the student to restaurant and kitchen organisation, food and beverage product knowledge, and different food and beverage production and service methods and procedures from both a management viewpoint and as an extension of technical skill. Coverage includes: Kitchen and restaurant organisation; F&B facility planning; F&B products; Operational features, procedures and sequence; Control mechanisms and Supervising the customer experience. Pre-requisite: FABS 101, CULN 101. Offered twice per academic year.

Food and Beverage Service (FABS101) (3-1-5) Instructors: Ms. Helen Morris and Mr. Hareesh Mohinani. The aim of this course is to examine food service systems from the viewpoint of Maslow's (1965) hierarchy of needs. Coverage includes: People and food; Food and social theory; Restaurant environments; Different levels and styles of service; Menu styles; Beverages; Ethical issues; and Bar operations techniques. Co-requisite: CULN 101. Offered twice per academic year.

Front Office Operations (FOOP 101) (3-2-2) Instructor: Ms. Marina Rizzi. The aim of this course is to introduce students to the organisation of a front office department in a hotel. It will focus on the essential front desk procedures, day-to-day duties and issues affecting the management of rooms in the hospitality industry. Coverage includes: Organisation of a hotel; Front Office operations; Overview of front desk equipment; Reservation activities; Telephone and front desk techniques; Night auditing; Handling corporate and group sales; and Dealing with guests' complaints and problems. Co-requisite: HKOP 101. Offered twice per academic year.

Hospitality Accounting (ACNT 101) (3-3-0) Instructor: Dr. Duncan Gibson. The aim of this course is to provide the basic mathematical underpinning knowledge needed to successfully complete undergraduate programmes. Coverage includes: Proficiency in core numeracy and computation areas; Use of a variety of algebraic processes; and Spatial sense and understanding of geometrical concepts. Offered once per academic year.

Hospitality and Tourism Law (HLAW 401) (3-3-0) Instructor: Ms. Stephanie Morris, JD. The aim of this course is to examine major legal areas that affect the hospitality industry. Coverage includes: Hospitality operating structures; Real and personal property rights; Hospitality contracts; Managing property; Legal selection and management of employees; Civil liability; Duty and responsibility of hotel operators; and Responsibility for property of the guest. Offered once per academic year.

Housekeeping Operations (HKOP 101) (3-2-2) Instructor: Ms. Marina Rizzi. The aim of this course is to provide an understanding of the business functions of a Housekeeping Department; the basics of cleaning guestrooms, public areas, ceilings, walls, floors and carpets; and the Executive Housekeeper's responsibilities. Coverage includes: The Housekeeping Department; Operations; Cleaning agents and equipment; Care and maintenance of surfaces, guest rooms, and public areas; Uniform and linen services; Laundry services and contract services; Safety and fire prevention; and Hotel security. Co-requisite: FOOP 101. Offered twice per academic year.

Human Resource Management (HRMT 301) (3-3-0) Instructor: Ms. Ioanna Karanikola. The aim of this course is to enable students to understand the strategic role played by Human Resources Management (HRM), as well as to define the activities of the HR Department, its organisation and its environment. Coverage includes: The nature of HRM; Business strategy and HRM; Implementing policies; Recruitment and selection; Performance management; Training and career development; Grievance and Trade unions. Offered once per academic year.

International Tourism Management (ITMT 301) (3-3-0) Instructor: Dr. Ivan Ninov. The aim of this course is to enable students to identify and critically evaluate issues of current importance or highly relevant to the global tourism industry, to develop the use of analytical skills and to understand the changing nature and influences that impinge on the tourism industry, particularly in the international transport and hospitality sectors. Coverage includes: Visitor flows; Organisation of international tourism; Contemporary issues in international tourism

(Globalization, McDonaldisation, North/South debate, Host-guest relationship), Western tourists visiting Islamic countries; International transport, and Globalisation issues in the hospitality industry. Offered once per academic year.

Internship (INTS 202) (6-3-24 hours in industry a week) Instructor: Mr. Graham Challender. The aim of this course is to provide students with practical background experience in a setting where learning and doing are the chief objectives. Thus, the internship will help students improve, evaluate and -above all - practice the skills and theories that they have been exposed to during their studies, by providing them with the means to understand their strengths, weaknesses and future prospects. Coverage includes: The working environment experience; Interpersonal skills; and Internship evaluation and future career prospects. Offered once per academic year.

Leadership (LEAD 101) (3-3-0) Instructor: Ma. Marianne Saulwick. The aim of this course is to introduce students to the principles and practice of leadership within the context of the International Hospitality Industry. A secondary rationale for the course is to encourage students and future managers to reflect on leadership styles so that they are able to motivate and inspire future subordinates. Coverage includes: Leadership and management; Development of leaders and managers; Trait and process approaches; Styles of leadership; Leadership theories; Methods of assessing effective leaders; Psychological screening and assessment of leaders. Offered once per academic year.

Management Accounting (ACNT 201) (3-3-0) Instructor: Dr. Duncan Gibson. The aim of this course is to provide students with operational competence in hospitality industry accounting and control. It provides a management understanding of financial accounting concepts and revenue management processes. Coverage includes: Revenue; Financial statements and the reporting process; Budgeting; Internal control; Costing; Pricing, Ratios; and Analysis of variance. Prerequisite: MATH101. Offered once per academic year.

Marketing (MRKT 101) (3-3-0) Dr. Stuart Jauncey. The aim of this course is to give the students an introduction in the theory and practice of marketing. Coverage includes: Principles and concepts in marketing; Micro and macro environment for marketing; Consumer behaviour; Market segmentation and positioning; Building customer loyalty through quality; Marketing mix: Strategies for pricing, Communication channels, Promotion, sales and public relations; and Marketing of services. Offered once per academic year.

Organisational Behaviour (ORGB 201) (3-3-0) Instructor: Ms. Ioanna Karanikola. The aim of this course is to introduce the fundamental theories and concepts concerning firstly, the functions of managing a business and secondly, the study of human behaviour and its implications for the management of organisations. Coverage includes: Managers and management; Organising an enterprise; Functions of management; People in organisations; The manager's role as a leader; Motivation concepts; and Group behaviour. Offered once per academic year.

Professional Food Preparation (CULN 101) (3-1-5) Instructors: Mr Michael Kitts and Ms. Helen Morris. The aim of this course is to focus the student's attention on trends in gastronomy and competence in preparing gastronomic combinations. Coverage includes: Trends in FoodB; Consumer demand; Agricultural, psychological, sociological, environmental and political influences on consumer demand; Established and innovative gastronomic dishes; and Merchandising and marketing. Co-requisite: FABS 101. Offered twice per academic year.

Real Estate (Hotel) Finance (FINN 401) (3-3-0) Instructor: Dr. Duncan Gibson. The aim of this course is to examine the evolution of the theory of business enterprise and the procedures of corporate control necessary to protect the interests of the shareholders. Furthermore, it focuses on the analysis of the market, which allows taking operational decisions and setting the strategies of the firm to the advantage of the shareholders. Coverage includes: Corporate governance (Corporate control); Understanding financial statements; Risk; Valuation of the

firm; Financial structure of the firm; and The investment decision. Prerequisite: FINN 301. Offered once per academic year.

Research Methods (RESH 301) (3-3-0) Instructor: Ms. Dr. Amanda Henderson. The aim of this course is to provide students with an appreciation of, and ability to apply appropriate research methods in addressing hotel, catering and tourism related problems. Coverage includes: The Research process; Sampling; Hypothesis testing; Correlation and Regression; Financial Mathematics; Literature Searching; Observational Research; Qualitative methods; Quantitative methods; Measurement; Questionnaire surveys and design; Data analysis; Reporting research findings; and Writing a research proposal. Prerequisite: STAT 201. Offered once per academic year.

Service Operations Management (SOMT 301) (3-3-0) Instructor: Dr. John Fong. The aim of this course is to provide students with a systematic approach to control the process of transforming inputs into outputs (finished products and services). Coverage includes: The service system vision, structure and concept; Project management; Inventory management; Lean production and just-in-time; Capacity management; Queuing systems; and Managing service quality and productivity. Offered once per academic year.

Services Marketing (MRKT 301) (3-3-0) Instructor: TBA. The aim of this course is to differentiate services marketing from traditional product marketing, concentrating on contemporary issues relevant to the services industry in general and the hospitality industry in particular. Coverage includes: Specific issues related to services marketing in general; limits of operational thinking; changing service environment; transactional and relationship marketing activities; marketing tools and concepts, building upon and broadening strategic marketing insights acquired in the earlier semesters. Prerequisite: MRKT 101. Offered once per academic year.

Statistics (STAT 201) (3-3-0) Instructor: Dr. Edith Szivas. The aim of this course is to acquaint students with the basic concepts of statistics that will help them make or evaluate decisions using statistical analysis of empirical data. Coverage includes: Descriptive statistics; Basic probability; and Sampling and testing. Prerequisite: MATH 101. Maybe offered in every trimester depending on the interests of the students.

Strategic Information Technology (COMP 301) (3-3-0) Instructor: Dr. Sanjay Nadkarni. The aim of this course is to acquaint students with the most recent developments in Information Technology impacting the hospitality industry through group web-research, application demonstrations, readings and case study analysis. Coverage includes: Analysis of the impact of information technology's impact on society and the impact of societal change on information technology; Recent hardware and software innovations; Internet; Data warehousing; Business process reengineering; and Yield management. Prerequisite: COMP 102. Offered once per academic year.

Strategic Management (STMT 401) (3-3-0) Instructor: Dr. Ivan Ninov. The aim of this course is to integrate much of what has been learned earlier in the programme from a "functional discipline" perspective (marketing, finance, human resource management etc.) and apply that knowledge to the study of sustainable competitive advantage. Coverage includes: Internal analysis: Product lifecycle analysis, value chain analysis, capabilities and competitive advantage; External analysis: Competitive forces; Strategic groups, and customer analysis; SWOT, Strategy formulation; Generic strategies; Strategy implementation; Strategic change; and Evaluation and control. Offered once per academic year. Offered once per academic year.

Sustainability in the Hospitality Industry (SUST301) (3-3-0) Instructor: Mr. Willy Legrand. Sustainability in the Hospitality Industry -a subject high on the corporate agenda- is a course based on a funnel system: the course starts with the need to understand the current environmental challenges and societal concerns. The scope is then gradually reduced until hands-on activities in the Hospitality Industry are reviewed with an emphasis on sustainability current best practices. Those include a review of certification and reporting initiatives, the execution

of sound Environmental Management Systems in the hospitality industry as well as best practices in terms of implementation of practical operational and technological solutions. Offered once per academic year.

Tourism and Hospitality Business (BUSS 101) (3-3-0) Instructor: Ms. Marianne Saulwick. The aim of this course is to provide students with a basic understanding of the hotel and tourism business. This course will draw on the expertise that is available within Jumeirah to illustrate the types of career opportunities that are available. Other topics that are covered include: Tourism and hospitality defined; The tourism systems; Business; Primary and secondary functions in business; The Business environment, Economics; Management, Human Resource

Tourism Economics (ECON302) (3-3-0) Instructor: Ms. Mairanne Saulwick. The aim of this course is to understand the \$\$\$ flow of the tourism sector as well as the social, cultural and environmental costs of tourism. Coverage includes: a basic overview of economics, an introduction to the development of tourism and its impact upon both mature and developing economies. Also included will be an examination of the positive and negative impacts of tourism on a country's economy using a variety of case studies to illustrate the relevant issues. Offered once per academic year.

LANGUAGES

Arabic Module I (ARAB 101) (1-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken form of Modern Standard Arabic and to communicate confidently and clearly at a beginner level. Coverage includes: Oral Skills; and Listening Skills. Maybe offered in every trimester depending on the interests of the students.

Arabic Module II (ARAB 102) (1-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to read and write using the Arabic alphabet at a mid-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: ARAB 101. Maybe offered in every trimester depending on the interests of the students.

Arabic Module III (ARAB 103) (1-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of Arabic and to communicate confidently and clearly in Arabic at a high-beginner level. . Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: ARAB 102. Maybe offered in every trimester depending on the interests of the students.

Arabic Module IV (ARAB 104) (1-4-0) 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. Prerequisite: ARAB 103. Maybe offered in every trimester depending on the interests of the students.

Arabic Module V (ARAB 105) (1-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of Arabic and to communicate confidently and clearly in Arabic at a mid-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: ARAB 104. Maybe offered in every trimester depending on the interests of the students.

Arabic Module VI (ARAB 106) (1-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of Arabic and to communicate confidently and clearly in Arabic at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: ARAB 105. Maybe offered in every trimester depending on the interests of the students.

French Module I (FREN 101) (1-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of French and to communicate confidently and clearly in French at a beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Maybe offered in every trimester depending on the interests of the students.

French Module II (FREN 102) (1-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of French and to communicate confidently and clearly in French at a mid-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: FREN 101. Maybe offered in every trimester depending on the interests of the students.

French Module III (FREN 103) (1-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of French and to communicate confidently and clearly in French at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: FREN 102. Maybe offered in every trimester depending on the interests of the students.

French Module IV (FREN 104) (1-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of French and to communicate confidently and clearly in French at an intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: FREN 103. Maybe offered in every trimester depending on the interests of the students.

French Module V (FREN 105) (1-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of French and to communicate confidently and clearly in French at a mid-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: FREN 104. Maybe offered in every trimester depending on the interests of the students.

French Module VI (FREN 106) (1-4-0) Instructor: Ms. Christiane Ibrahim. The aim of this course is to enable the student to understand the spoken and written forms of French and to communicate confidently and clearly in French at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: FREN 105. Maybe offered in every trimester depending on the interests of the students.

German Module I (GERM 101) (1-4-0) Instructor: Ms. Ramona Bretschneider. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Maybe offered in every trimester depending on the interests of the students.

German Module II (GERM 102) (1-4-0) Instructor: Ms. Ramona Bretschneider. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a mid-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: GERM 101. Maybe offered in every trimester depending on the interests of the students.

German Module III (GERM 103) (1-4-0) Instructor: Ms. Ramona Bretschneider. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: GERM 102. Maybe offered in every trimester depending on the interests of the students.

German Module IV (GERM 104) (1-4-0) Instructor: Ms. Ramona Bretschneider. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at an intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: GERM 103. Maybe offered in every trimester depending on the interests of the students.

German Module V (GERM 105) (1-4-0) Instructor: Ms. Ramona Bretschneider. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a mid-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: GERM 104. Maybe offered in every trimester depending on the interests of the students.

German Module VI (GERM 106) (1-4-0) Instructor: Ms. Ramona Bretschneider. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: GERM 105. Maybe offered in every trimester depending on the interests of the students

Italian Module I (ITAL 101) (1-4-0) Instructor: Ms. Melissa Giovagnoli. The aim of this course is to enable the student to understand the spoken and written forms of Italian and to communicate confidently and clearly in Italian at a beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Maybe offered in every trimester depending on the interests of the students.

Italian Module II (ITAL 102) (1-4-0) Instructor: Ms. Melissa Giovagnoli. The aim of this course is to enable the student to understand the spoken and written forms of Italian and to communicate confidently and clearly in Italian at a mid-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: ITAL 101. Maybe offered in every trimester depending on the interests of the students.

Italian Module III (ITAL 103) (1-4-0) Instructor: Ms. Melissa Giovagnoli. The aim of this course is to enable the student to understand the spoken and written forms of Italian and to communicate confidently and clearly in Italian at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: ITAL 102. Maybe offered in every trimester depending on the interests of the students.

Italian Module IV (GERM 104) (1-4-0) Instructor: Ms. Melissa Giovagnoli. The aim of this course is to enable the student to understand the spoken and written forms of Italian and to communicate confidently and clearly in Italian at an intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: ITAL 103. Maybe offered in every trimester depending on the interests of the students.

Italian Module V (GERM 105) (1-4-0) Instructor: Ms. Melissa Giovagnoli. The aim of this course is to enable the student to understand the spoken and written forms of Italian and to communicate confidently and clearly in Italian at a mid-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: ITAL 104. Maybe offered in every trimester depending on the interests of the students.

Italian Module VI (GERM 106) (1-4-0) Instructor: Ms. Melissa Giovagnoli. The aim of this course is to enable the student to understand the spoken and written forms of Italian and to communicate confidently and clearly in Italian at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: ITAL 105. Maybe offered in every trimester depending on the interests of the students

Japanese Module I (JAPA 101) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Japanese and to communicate confidently and clearly in Japanese at a beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Maybe offered in every trimester depending on the interests of the students.

Japanese Module II (JAPA 102) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Japanese and to communicate confidently and clearly in Japanese at

a mid-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills.
Prerequisite: JAPA 101. Maybe offered in every trimester depending on the interests of the students.

Japanese Module III (JAPA 103) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Japanese and to communicate confidently and clearly in Japanese at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills.
Prerequisite: JAPA 102. Maybe offered in every trimester depending on the interests of the students.

Japanese Module IV (JAPA 104) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Japanese and to communicate confidently and clearly in Japanese at an intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills.
Prerequisite: JAPA 103. Maybe offered in every trimester depending on the interests of the students.

Japanese Module V (JAPA 105) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Japanese and to communicate confidently and clearly in Japanese at a mid-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills.
Prerequisite: JAPA 104. Maybe offered in every trimester depending on the interests of the students.

Japanese Module VI (JAPA 106) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Japanese and to communicate confidently and clearly in Japanese at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills.
Prerequisite: JAPA 105. Maybe offered in every trimester depending on the interests of the students

Mandarin Module I (MAND 101) (1-4-0) Instructor: Ms. Li Wei 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 beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Maybe offered in every trimester depending on the interests of the students.

Mandarin Module II (MAND 102) (1-4-0) Instructor: Ms. Li Wei. 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 mid-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills.
Prerequisite: MAND 101. Maybe offered in every trimester depending on the interests of the students.

Mandarin Module III (MAND 103) (1-4-0) Instructor: Ms. Li Wei. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: MAND101. Maybe offered in every trimester depending on the interests of the students.

Mandarin Module IV (MAND 104) (1-4-0) Instructor: Ms. Li Wei. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at an intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: MAND 103. Maybe offered in every trimester depending on the interests of the students.

Mandarin Module V (MAND 105) (1-4-0) Instructor: Ms. Li Wei. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a mid-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills.
Prerequisite: MAND 104. Maybe offered in every trimester depending on the interests of the students.

Mandarin Module VI (MAND 106) (1-4-0) Instructor: Ms. Li Wei. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: MAND 105. Maybe offered in every trimester depending on the interests of the students

Russian Module I (RUSS 101) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Russian and to communicate confidently and clearly in Russian at a beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Maybe offered in every trimester depending on the interests of the students.

Russian Module II (RUSS 102) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Russian and to communicate confidently and clearly in Russian at a mid-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: RUSS 101. Maybe offered in every trimester depending on the interests of the students.

Russian Module III (RUSS 103) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Russian and to communicate confidently and clearly in Russian at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: RUSS 102. Maybe offered in every trimester depending on the interests of the students.

Russian Module IV (RUSS 104) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Russian and to communicate confidently and clearly in Russian at an intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: RUSS 103. Maybe offered in every trimester depending on the interests of the students.

Russian Module V (RUSS 105) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Russian and to communicate confidently and clearly in Russian at a mid-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: RUSS 104. Maybe offered in every trimester depending on the interests of the students.

Russian Module VI (RUSS 106) (1-4-0) Instructor: TBA. The aim of this course is to enable the student to understand the spoken and written forms of Russian and to communicate confidently and clearly in Russian at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: RUSS 105. Maybe offered in every trimester depending on the interests of the students.

Spanish Module I (SPAN 101) (1-4-0) Instructor: Ms. Maria Farias. 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 beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Maybe offered in every trimester depending on the interests of the students.

Spanish Module II (SPAN 102) (1-4-0) Instructor: Ms. Maria Farias. 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 mid-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Prerequisite: SPAN 101. Maybe offered in every trimester depending on the interests of the students.

Spanish Module III (SPAN 103) (1-4-0) Instructor: Ms. Maria Farias. 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.

Prerequisite: SPAN 102. Maybe offered in every trimester depending on the interests of the students.

Spanish Module IV (SPAN 104) (1-4-0) Instructor: Ms. Maria Farias. 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 an intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills.

Prerequisite: SPAN 103. Maybe offered in every trimester depending on the interests of the students.

Spanish Module V (SPAN 105) (1-4-0) Instructor: Ms. Maria Farias. 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 mid-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills.

Prerequisite: SPAN 104. Maybe offered in every trimester depending on the interests of the students.

Spanish Module VI (SPAN 106) (1-4-0) Instructor: Ms. Maria Farias. 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.

Prerequisite: SPAN 105. Maybe offered in every trimester depending on the interests of the students.

ELECTIVES:

Business Simulation (BUSI 403) (6-1-10) Instructor: Dr. Ivan Ninov. The aim of this course is to encourage candidates to relate rudimentary strategic management theory to a simulated business situation and hence realize the value of theory applied to real life situations. Coverage includes: Initial input - the business and its environment; Simulation preparation (business plan); Interactive and dynamic simulation runs (running the business); and Simulation evaluation (shareholders report). Prerequisite: STMT 401. Offered once per academic year.

E-commerce (ECOM 301) (3-3-0) Instructor: Dr. Sanjay Nadkarni. The aim of this course is to develop a critical understanding of the key aspects of Internet and the specific challenges and opportunities Internet offers to marketing. It will also bring forward a strategic approach to harnessing Internet as an integrated tool in on-line and off-line marketing. Coverage includes: Internet marketing; Internet industry facts; Different uses of e-commerce (B-to-B, B-to-C, Intranet, etc.); Internet strategies; Internet customers; Advertising, Distribution, Pricing and payment issues on the Internet, and Electronic commerce and Retailing and banking. Prerequisite: MRKT 101. Offered once per academic year.

Entrepreneurship (ENTR 301) (3-3-0) Instructor: TBA. The aim of this course is to show the importance of the small business community to the UAE and other economies, particularly in the tourism industry. Also the course aims to outline the various forms that the business can take, sources of finance available including government aid to small firms; the stages of development and the critical strategy questions at each stage. Coverage includes: Small business sector; Small business owner manager; Small firms; definitions, descriptions and patterns; The birth and death of firms; The growth of small firms; Employment; Finance and Public policy. Offered once per academic year.

Facilities Planning and Management (FACM 301) (3-3-0) Instructors: Mr. Crispin Farbrother and Ms. Lynn Randall. The aim of this course is to provide an understanding of the planning of hotel projects in respect of new constructions, renovations, remodelling, modernisations and/or reconstructions. Coverage includes: Basic facilities management concepts; The hotel project; Basic surface areas; Construction costs; Room functional analysis;

Horizontal and vertical circulation; F&B planning; Goods receiving and shipping area. Offered once per academic year.

Food and Beverage Management II (FABM 202) (6-2-2) Instructors: Mr. Michael Kitts, Ms. Helen Morris, and Mr. Haresh Mohinani. The aim of this course is to provide student-centred, problem based and interactive learning approaches to develop the students' food and beverage management skills and knowledge for operational competence in a hotel or catering organisation, through the planning, practical operation and evaluation of appropriate food and beverage management projects. Coverage includes: The F&B manager; Food service systems; Traditional catering operations; Service that sells; Menu and product planning; Purchasing systems; Quality and quality control; Food safety; and Managing resources; all applied in events, planned and executed by the students. Prerequisite: FABM 101. Offered once per academic year.

Gastronomy (GAST301) (6-2-2) Instructors: Mr. Michael Kitts, Ms. Helen Morris, and Mr. Haresh Mohinani. This course focuses on the food and beverage aspects of a fine dining operation by developing advanced techniques in food production and cooking along with dish composition. Students gain knowledge in advanced preparation and cooking techniques along with identifying flavours and aromas of beverages to accompany various food commodities. The course includes planning of staff resources, the control of finance, menu planning and monitoring the quality process in planning a gastronomy meal an event evening. Prerequisite: CULN101, FABS101. Offered once per academic year.

Interior Design and Architecture (DSGN 301) (3-3-0) Instructors: Mr. Stefan Breg and Mr. Andrew Shipley. The aim of this course is to acquaint the student with the historical background of interior design and architecture as the elements of general culture and as a launching point for the understanding of contemporary design. Students are shown how design and architectural elements can affect customer perception, customer flows (servicescapes), customer satisfaction and customer loyalty. Coverage includes: Historical grounding and today's options of architecture, furniture, fixtures and fittings; Servicescapes; Critique of existing designs; and Development of skills in creating congruous design approaches. Offered once per academic year.

Managing Festivals, Events, and Visitor Attractions (EVMT 301) (3-3-0) Instructor: Ms. Jane Ali-Knight. The aim of this course is to introduce students to the management of a significant part of the tourism industry – festivals, events and visitor attractions. These form an important component of a destinations tourism system, acting as a pull factor, tourist motivator and attempting to differentiate the location. Coverage includes: Emergence of festivals and events; Growth of the events and festivals market; Music and arts festivals; Special interest and community celebrations; Major sporting events; Development and management of visitor attractions; new types of destinations. Offered once per academic year.

Meetings, Incentives, Conventions and Exhibitions (MICE 301) (3-3-0) Instructor: Ms. Marianne Saulwick. The aim of this course is to provide students with an insight into the players and their operations in the MICE industry, the strategic issues involved and the way to increase competitiveness of MICE destinations. Coverage includes: History of meetings, conventions, and expositions; Convention and visitors bureaus; Players in the industry; The sponsor; Host venues; Trade shows; Meetings management; Legal issues; Meeting technology; Industry changes; and Career and resource information. Offered once per academic year.

Professional Human Resource Management Skills (PHRM 301) (3-3-0). Instructor: Ms. Ioanna Karanikola. The aim of this course is to provide students with the knowledge and skills needed to effectively manage the psychological contract. *Topics covered:* psychological contract and legal contracts, identification of Professional HRM skills,

Personal Development Planning and Learning logs, organizing and executing of a training event, teambuilding, coaching, mentoring, counseling, Interviewing, Performance Management, Communication techniques, Media relations, stress and trauma management. *Prerequisite:* HRMT 301 or substantial work experience in HR department. Offered once per academic year.

Quality Management (QUAL 301) (3-3-0) Instructor: Dr. Ivan Ninov. The aim of this course is to provide students with an understanding of the rationale, which has underpinned the development of quality management. Coverage includes: Development of quality management; Approaches to quality management; Systems and procedures; and Barriers (Implementation of changes, cost of TQM, Detection of failure and appraisal costs, lessons of benchmarking). Offered once per academic year.

Rooms Division Management (RDMG 202) (3-3-0) Instructor: TBA. The aim of this course is to provide the participants with advanced Rooms Division knowledge, skills and techniques that are required from a quality accommodation service operation. Coverage includes: Control of reservations; Full house management; Planning and control of human resources and supplies; Recruitment and selection; Handling grievances and motivational problems; Room pricing techniques; Uniform selection and control; Health and safety control; and Budgeting. *Prerequisite:* RDOP 102. Offered twice per academic year.

Sustainable and Eco-Tourism (ECOT 301) (3-3-0) Instructor: Professor Chris Ryan. The aim of this course is to develop participants' awareness of key issues in tourism management, specifically sustainable tourism, to demonstrate that the implementation of sustainable tourism impacts upon the managing of tourism resources, and to critically appraise the meaning and reality of sustainability within tourism and hospitality. Coverage includes: The nature of sustainability; Positive and negative environmental, social and cultural impacts of tourism; Issues of impact of tourism and host-guest relationships in an Islamic cultural setting; The 'greening' of tourism; Sustainable policy and planning; Costs and benefits, alternative decisions and sustainable strategies. Offered once per academic year.

THE FACULTY

UNDERGRADUATE AND MASTERS COURSES FACULTY

NAME	DESIGNATION	QUALIFICATION	YEAR OF AWARD	CONFERRING INSTITUTION	COURSES TAUGHT	
					UNDERGRADUATE	MASTERS
Duncan Gibson	Associate Professor	PhD	1996	University of Surrey, UK	Hospitality Accounting, Management Accounting, Financial Accounting, Real Estate (Hotel) Finance	Hotel Asset Management
Edith Szivas	Director of Research and Consultancy, Associate Professor	PhD			Research Methods	Business Research Methods
Ivan Ninov	Assistant Dean	PhD	2005	Texas Tech University	Strategic Management, International Tourism Management, Quality Management	Developing and Monitoring Corporate Strategy, Business Continuity Planning
John Fong	Director of Marketing, Associate Professor	PhD	2008	Macquarie University	Services Marketing, Service Operations Management,	Cross Cultural Marketing and Selling, Service Operations Management
Stuart Jauncey	Dean	PhD	2001	Oxford Brookes University, UK	Marketing	Entrepreneurship, Hotel Benchmarking, Business Research Project
Sanjay Nadkarni	Associate Professor	PhD	2003	University of Hull, UK	Business Information Systems, Strategic Information Technology, E-commerce, Statistics	Statistics, Digital Marketing

UNDERGRADUATE COURSES FACULTY

NAME	DESIGNATION	QUALIFICATION	YEAR OF AWARD	CONFERRING INSTITUTION	COURSES TAUGHT
Graham Challenger	Director of Student Recruitment and Industry Liaison	PGdip	1997	Macquarie Graduate School of Management, Australia	Internship
Helen Morris	Executive Chef and Lecturer	Certificate	2001	University of Greenwich, UK	Professional Food Preparation, Food & Beverage Business, Gastronomy, Food and Beverage Management
Haresh Mohinani	Lecturer	Diploma	1984	School of Catering and Hotel Management, Sri Lanka	Food & Beverage Service, Gastronomy, Food and Beverage Management
Ioanna Karanikola	Senior Lecturer	MSc	2001	Manchester Metropolitan University, UK	Human Resources Management, Organisational Behaviour
Marianne Saulwick	Senior Lecturer	MSc	2010	University of South Wales	Leadership, Hospitality and Tourism Business, Meetings, Incentives, Conventions and Exhibitions
Marina Rizzi	Lecturer	BSc	2002	Ecole Hoteliere de Lausanne	Front Office Operations, Housekeeping Operations
Michael Kitts	Executive Chef and Senior Lecturer	Certificate	1976	Thanet Technical College, UK	Professional Food Preparation, Gastronomy, Food and Beverage Management
Stephanie Morris	Associate Professor and Director of Language Centre	Juris Doctoris	1987	Washington University School of Law, USA	Business Communication, Hospitality and Tourism Law, Ethics

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Appendix A ACCEPTABLE HIGH SCHOOL QUALIFICATIONS

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

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

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

THE ACADEMIC CALENDAR: 2011-2012

First Semester

12-15 September	Monday-Thursday	Orientation
18 September	Sunday	Classes Begin
18-22 September	Sunday-Thursday	Drop/Add of Courses Without Grade Penalty*
29 September	Thursday	Last Day to Withdraw Without Grade Penalty*
11-15 December	Sunday-Thursday	Final Exams Week
16 December	Friday	End of Semester

Second Semester

04-07 January	Wednesday-Saturday	Orientation
08 January	Sunday	Classes Begin
08-12 January	Sunday-Thursday	Drop/Add of Courses Without Grade Penalty*
19 January	Thursday	Last Day to Withdraw Without Grade Penalty*
25-29 March	Sunday-Thursday	Final Exams Week
30 March	Friday	End of Semester

Third Semester

04-07 April	Wednesday-Saturday	Orientation
08 April	Sunday	Classes Begin
08-12 April	Sunday-Thursday	Drop/Add of Courses Without Grade Penalty*
19 April	Thursday	Last Day to Withdraw Without Grade Penalty*
24-28 June	Sunday-Thursday	Final Exams Week
29 June	Friday	End of Semester

RELIGIOUS AND PUBLIC HOLIDAYS

DATE	DURATION	EVENT
05 November	1 day	Arafat (Haj) Day
06-09 November	3 days	Eid Al Adha
26 November	1 day	Hijri New Year's Day
02 December	1 day	National Day
01 January	1 day	New Year's Day
04 February	1 day	Prophet Mohammed's Birthday
17 June	1 day	Israa & Mi'raj Night

NOTES:

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