



**THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT**

In academic association with Ecole hôtelière de Lausanne



EAHM CATALOGUE

2016-2017

**Version: 1
Date: Sep 2016**



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WELCOME FROM MANAGING DIRECTOR

The hospitality and service industries are experiencing unprecedented levels of growth. The travel and tourism industry alone is predicted to account for one in 10 jobs worldwide by 2023¹.

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

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

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

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

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

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

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



Judy Hou
Managing Director
The Emirates Academy of Hospitality Management

¹ The World Travel and Tourism Council (WTTC), 2016



THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT (EAHM)

Overview

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

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

As an integral part of the Jumeirah Group, students at EAHM are able to gain first-hand experience through internships, part-time jobs and building relationships with people in the industry. EAHM also works closely with other international hotel chains and this enables graduates to be well placed for their future careers and also to be consistently sought after by the hospitality industry.

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

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

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

Accreditation and Licensure

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

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

EAHM was the first hospitality university in the world to receive the Green Globe Certification in May 2015. Green Globe is the premier worldwide certification and performance improvement programme developed specifically for the travel and tourism industry. Its purpose is to assist organisations to improve and develop their environmental, economic and social sustainability. The Green Globe Standard holds a selection of more than 380 compliance indicators, which are applied to 44 individual certification criteria.



EAHM was recognised for its contribution in encouraging students and colleagues to embrace a sustainable future. Steps taken at EAHM include the use of electronic publications in the library and the newly installed LED lights and motion-sensors which were seen as essential measures in achieving this certification. Green Globe also commended EAHM's Student Council's efforts to engage students and colleagues in its Corporate Social Responsibility activities.

Institutional Vision

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

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

Institutional Purpose / Mission

EAHM is committed to fulfilling its distinct mission:

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

The aim is:

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

Institutional Goals

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

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

Institutional Values

EAHM recognises and embraces the following values:

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

Performance: Good performance is expected and excellence is rewarded throughout the programmes. The Trimester based Deans' List event / Recognition Ceremony is a celebration of interim academic excellence and the Graduation Congregation is a celebration of all students' performance. Throughout its teaching, learning and



internships, EAHM encourages innovation, practicality, entrepreneurship, and the pursuit of academic and management excellence.

Productivity: Aware of the investment the community has made, EAHM strives to deliver quality education in a cost-effective manner through a simple management structure, efficient processes, effective "checks-and-balances" and vigorous quality assurance mechanisms.

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

The 3 A's

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

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

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

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

Institutional Objectives

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

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

Location

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



Facilities

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

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

Student Accommodation

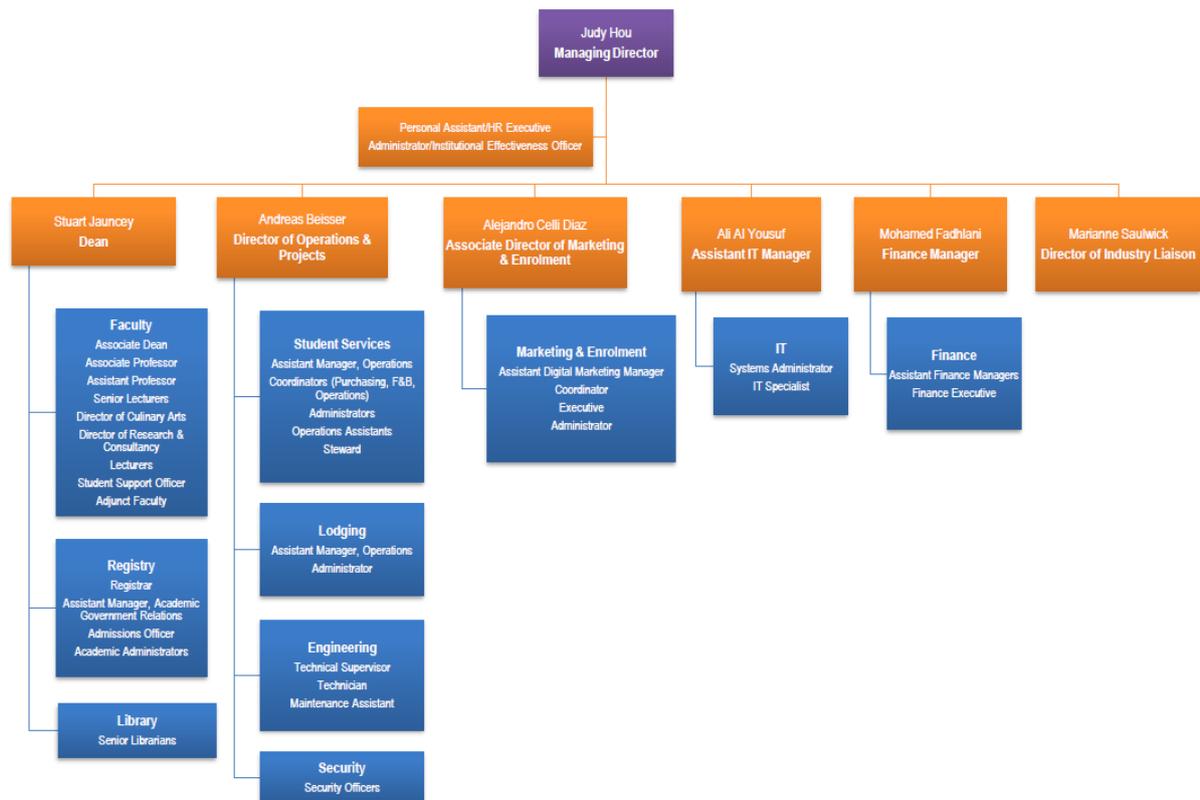
The communal areas encourage a relaxed and informal atmosphere - places to share ideas and enjoy time out. EAHM offers students on-campus accommodation that is modern and spacious. Every studio is 21m² (3m x 7m) of living space, which provides single or twin occupancy. Each studio has a fully equipped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

ACADEMIC MANAGEMENT AND LEADERSHIP

EAHM is part of the Jumeirah Group, an international enterprise primarily involved in hotel management. For full information on Jumeirah, follow this internet link: <http://www.jumeirah.com/>

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

Organisational Chart



The Board of Governors

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

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

Specifically, the Board of Governors is responsible for:

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

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

Members

- Gerald Lawless, Chairman of World Travel & Tourism Council and Chancellor of EAHM
- Nabil M. Ramadhan, Chief Real Estate & Asset Management Officer, Jumeirah Group
- Chanin Donavanik, Independent Board Member – Vice Chairman and Chairman of the Executive Committee of Dusit International
- Ruud Reuland, Independent Board Member – Hospitality Coach, Reuland Hospitality Coaching
- Michel Rochat, Independent Board Member –General Director, Ecole hôtelière de Lausanne

Non-Voting Members

- Judy Hou, Managing Director, EAHM
- Stuart Jauncey, Dean, EAHM

The Managing Director and Executive Committee

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

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

Industry Advisory Board

| Name | Job Title |
|--------------------|--------------------------------------------------------------------------------------------------|
| Alex Kyriakidis | President and Managing Director, Middle East and Africa, Marriott |
| Amine Moukarzel | President, Louvre Hotels Group MENA |
| Brendan Noonan | Senior Vice President, Learning & Development, Emirates Airline Group |
| Christophe Landais | Managing Director, AccorHotels Middle East |
| Gerald Lawless | Chairman of World Travel & Tourism Council and Chancellor of EAHM |
| Guido do Wilde | Senior Vice President and Regional Director - Middle East, Starwood Hotels and Resorts Worldwide |
| Jean Gabriel Peres | President and Chief Executive Officer, Mövenpick Hotels & Resorts |

| | |
|--------------------------|----------------------------------------------------------------------------|
| Nabil Ramadhan | Chief Real Estate & Asset Management Officer, Jumeirah Group |
| Omer Kaddouri | President and Chief Executive Officer, Rotana Hotel Management Corporation |
| Peter Fulton | Group President EAME/Southwest Asia, Hyatt Hotels Corporation |
| Rudi Jagersbacher | President, Middle East and Africa, Hilton Worldwide |

Role of the Industry Advisory Board

The Industry Advisory Board:

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

The Faculty Board

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

The Faculty Board is made up of all full-time faculty employed in EAHM and it meets at least twice each Trimester.

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

Specifically the responsibilities of the Faculty Board include:

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



AFFILIATIONS WITH OTHER UNIVERSITIES

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

- Ecole hôtelière de Lausanne, Switzerland

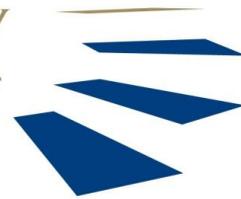
The following institutions facilitate students studying at EAHM for a Study Abroad Programme:

- Cornell University, USA
- University of Nebraska - Lincoln, USA
- University of West Florida, USA
- Endicott College, USA
- Hong Kong Polytechnic University (SPEED), China
- Haaga Helia University of Applied Sciences, Finland
- Worms University of Applied Sciences, Germany
- International School of Management, Germany
- Euro-Business-College, Germany
- Cologne Business School, Germany
- MCI – Management Center Innsbruck, Austria
- IMC University of Applied Sciences Krems, Austria
- Beijing Hospitality Institute, China
- University of Macau, China
- City University of Macau, China
- De La Salle – College of Saint Benilde, Philippines
- Kasetsart University, Thailand
- CMH International Hospitality Management School, France
- University of Business in Prague, Czech Republic
- National Kaohsiung University of Hospitality and Tourism, Republic of Taiwan
- Metropolitan University Prague, Czech Republic
- The Manchester Metropolitan University, UK
- Kristianstad University, Sweden
- Bahrain Polytechnic, Kingdom of Bahrain
- The Zagreb School of Economics and Management, Croatia
- Business School Berlin, Germany
- Sun Yat-Sen University, Republic of China
- Myongji University, Republic of Korea
- Tamkang University, Republic of Taiwan
- Ostelea School of Tourism, Barcelona, Spain
- Bond University, Australia
- Kansai University, Japan
- Karlshochschule International University, Germany
- Copenhagen Business Academy, Denmark
- I-Shou University, Taiwan
- Kunshan International School, China
- Nanjing Institute of Tourism and Hospitality, China
- National Institute of Technology, China
- Providence University, Taiwan
- Shih Chien University, Taiwan
- Tio University of Applied Science, Netherlands
- Universidad San Ignacio de Loyola, Peru
- University College of Northern Denmark
- Woosong University, South Korea
- Yangzhou Hospitality Institute, China



**THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT**

In academic association with Ecole hôtelière de Lausanne



DEGREE PROGRAMMES

2016-2017

In 2014 the names of all the EAHM degree programmes changed, but the curriculum remains the same:

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

UNDERGRADUATE DEGREES

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

Programme Goals

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

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

Programme Content

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

The programme consists of 126 credit hours:

| | |
|-------------------------------|-------------------------|
| General Studies Requirements | 30 credit hours |
| Management Core Requirements | 48 credit hours |
| Hospitality Core Requirements | 33 credit hours |
| Electives | 15 credit hours |
| | 126 credit hours |

Course Sequencing

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

*These courses are co-requisites. Some students will take the Professional Food Preparation and the Food and Beverage Service in the first, second or third Trimester and the Housekeeping Operations and Front Office Operations in the first or second Trimester. Students will be advised accordingly. Should a student decide to commence their degree in January or April, the length of the degree will be extended by 1 or 2 Trimesters.

FOREIGN LANGUAGE REQUIREMENT:

Students are required to complete six (6) credits of foreign language. The language courses are offered every Trimester. Currently Business English, French, Spanish, German, Mandarin, and Arabic are available and students are expected to study a language which they have not studied at school.

EXAMPLE OF ELECTIVES (Offering of Electives change on a yearly basis):

| | |
|-----------------------------------------|---------------------------------------------------|
| Business Continuity Planning | Food Management & Media |
| Business Law | Introduction to Cruise Ship Management |
| Facilities and Installations Management | Meetings, Incentives, Conventions and Exhibitions |
| Consumer Behaviour | Principles of Internal Control |
| Destination Planning | Professional Human Resources Management |
| Business Continuity Planning | Quality Management |
| Club and Resort Management | Special Interest Tourism |
| Food and Beverage Management | Sustainability in the Hospitality Industry |
| Social Media Management | Diving Tourism Management |
| Spa & Wellness Management | Special Project |

Curriculum

| COURSE CODE | COURSE TITLE | Runs in Trimester | CREDIT HOURS | *CO/PRE-REQUISITE |
|-----------------------------------------|------------------------------------------------------------|-------------------|--------------------------|------------------------------------|
| 1. General Studies Requirements | | | (30 credit hours) | |
| ENGL102 | English Composition and Rhetoric | 1, 2, 3 | 3 | |
| CULT201 | Cultural Diversity | 3 | 3 | |
| ETHS301 | Business Ethics | 5 | 3 | |
| ACNT101 | Hospitality Accounting | 2 | 3 | |
| COMP102 | Business Information Systems | 1, 2, 3 | 3 | |
| RESH301 | Research Methods | 7 | 3 | STAT201 |
| STAT201 | Statistics | 5 | 3 | |
| ECON201 | Principles of Economics | 3 | 3 | |
| | Foreign Language(s) | ALL | 6 | |
| 2. Management Core Requirements | | | (48 credit hours) | |
| ACNT201 | Management Accounting | 3 | 3 | ACNT101 |
| CONS401 | Consultancy Project | 9 | 6 | RESH301 |
| DISS490 | Dissertation | 9 | 9 | RESH301 |
| FINN301 | Introduction to Finance | 7 | 3 | ACNT201 |
| HLAW401 | Legal Aspects of Hospitality Industry | 7 | 3 | |
| HRMT301 | Human Resources Management | 7 | 3 | |
| MRKT101 | Introduction to Marketing | 1, 2 | 3 | |
| LEAD101 | Leadership | 1, 2 | 3 | |
| ORGB201 | Organisational Behaviour | 5 | 3 | |
| EPIN301 | Entrepreneurship & Innovation | 4, 5 | 3 | |
| MRKT301 | Services Marketing | 8 | 3 | MRKT101 |
| COMP301 | Strategic Information Technology Application in Management | 8 | 3 | COMP102 |
| STMT401 | Strategic Management | 8 | 3 | |
| 3. Hospitality Core Requirements | | | (33 credit hours) | |
| BUSS101 | Introduction to Hospitality and Events Management | 1, 2 | 3 | |
| FABS101 | Food and Beverage Service | 1, 2, 3 | 3 | *CULN101 |
| CULN101 | Professional Food Preparation | 1, 2, 3 | 3 | *FABS101 |
| FABM101 | Food and Beverage Business | 1, 2 | 3 | |
| FOOP101 | Front Office Operations | 1, 2 | 3 | *HKOP101 |
| REVM201 | Revenue Management | 5 | 3 | |
| HKOP101 | Housekeeping Operations | 1, 2 | 3 | *FOOP101 |
| ITMT301 | International Tourism Management | 7 | 3 | |
| FINN401 | Real Estate (Hotel) Finance | 8 | 3 | FINN301 |
| INTS202 | Internship | 4 | 6 | FABS101, CULN101, FOOP101, HKOP101 |
| 4. Indicative Electives | | | (15 credit hours) | |
| SMMT301 | Social Media Management | 6 | 3 | |
| BLAW401 | Business Law | 6 | 3 | |
| CLMT301 | Club and Resort Management | 6 | 3 | |
| CONB301 | Consumer Behaviour | 4, 6 | 3 | |
| CRMT301 | Introduction to Cruise Ship Management | 6 | 3 | |
| FMAM301 | Food Management & Media | 6 | 12 | FABS101, CULN101 |
| MICE301 | Meetings, Incentives, Conventions and Exhibitions | 6 | 3 | |
| ACNT301 | Principles of Internal Control | 6 | 3 | ACNT201 |
| QUAL301 | Quality Management | 6 | 3 | |
| SITM301 | Special Interest Tourism | 6 | 3 | |
| SUST301 | Sustainability in the Hospitality Industry | 6 | 3 | |
| DTMT301 | Diving Tourism Management | 6 | 3 | |
| SPWM301 | Spa & Wellness Management | 6 | 3 | |

| | | | | |
|---------|-----------------------------------------|---|---|--|
| SPPR301 | Special Project | 6 | 3 | |
| FACM301 | Facilities and Installations Management | 6 | 3 | |

BBAHons Degree Profile

Graduates of the Bachelor of Business Administration (Honours) in International Hospitality Management [BBAHons] will be able to:

1. Quickly progress to managerial positions within hotel operations, or the following specific functional areas; Finance, Human Resources 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. Appreciate the value of innovative and entrepreneurial thinking in relation to business development.
7. Manage culturally diverse employees and establish policies, systems and procedures that reflect best practice in the areas of Leadership, Human Resources Management, Marketing, Finance and Ethics.
8. 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.
9. Function as a well-rounded business professional, ready and willing for the world of work with high levels of social competence and ethical and cultural awareness.
 - a. N.B. EAHM insists that all students conform to a strict dress code. Students' performance in the world of work is also assessed during their six month internship.
10. Appreciate and be committed to on-going personal professional development, and the development of those subordinate to them.

Refer to:

- Mapping of Undergraduate Learning Outcomes to Methods of Assessment 2016-2017
- Mapping Undergraduate Profile Statements to Framework 2016-2017
- Undergraduate Profile Statements Mapped to Learning Outcomes 2016-2017



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

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

Programme Content

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

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

Course Sequencing

| | First Year | Second Year |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| First Trimester | Professional Food Preparation* Food and Beverage Service* Introduction to Hospitality and Events Management* English Composition and Rhetoric Food and Beverage Business | Internship (6 credits) |
| Second Trimester | Housekeeping Operations* Front Office Operations* Leadership* Introduction to Marketing Hospitality Accounting | Elective Elective Entrepreneurship & Innovation Organisational Behaviour |
| Third Trimester | Business Information Systems Cultural Diversity Principles of Economics Management Accounting Language | Elective Elective |

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



Curriculum

| COURSE CODE | COURSE TITLE | Runs in Trimester | CREDIT HOURS | *CO/PRE-REQUISITE |
|-----------------------------------------|---------------------------------------------------|-------------------|--------------------------|-----------------------------------|
| 1. General Studies Requirements | | | (18 credit hours) | |
| ENGL102 | English Composition and Rhetoric | 1, 2, 3 | 3 | |
| CULT201 | Cultural Diversity | 3 | 3 | |
| ACNT101 | Hospitality Accounting | 2 | 3 | |
| COMP102 | Business Information Systems | 1, 2, 3 | 3 | |
| ECON201 | Principles of Economics | 3 | 3 | |
| | Foreign Language | 3 | 3 | |
| 2. Management Core Requirements | | | (15 credit hours) | |
| ACNT201 | Management Accounting | 3 | 3 | ACNT101 |
| MRKT101 | Introduction to Marketing | 1, 2 | 3 | |
| LEAD101 | Leadership | 1, 2 | 3 | |
| ORGB201 | Organisational Behaviour | 5 | 3 | |
| EPIN301 | Entrepreneurship & Innovation | 5 | 3 | |
| 3. Hospitality Core Requirements | | | (24 credit hours) | |
| BUSS101 | Introduction to Hospitality and Events Management | 1, 2 | 3 | |
| FABS101 | Food and Beverage Service | 1, 2, 3 | 3 | *CULN101 |
| CULN101 | Professional Food Preparation | 1, 2, 3 | 3 | *FABS101 |
| FABM101 | Food and Beverage Business | 1, 2 | 3 | |
| HKOP101 | Housekeeping Operations | 1, 2 | 3 | *FOOP101 |
| FOOP101 | Front Office Operations | 1, 2 | 3 | *HKOP101 |
| INTS202 | Internship | 4 | 6 | FABS101,CULN101, FOOP101, HKOP101 |
| 4. Electives | | | (12 credit hours) | |
| Students may select any courses. | | | | |

ABA Degree Profile

Graduates of the Associate of Business Administration in International Hospitality Management [ABA] will be able to:

1. Competently contribute to hotel operations in the operational departments of: Food Preparation and Service, and Housekeeping and Front Office.
2. Describe the scope and nature of the international tourism and hospitality business, and recognize career opportunities within this industry.
3. Effectively communicate to a range of different audiences through a variety of professional media.
4. Critically apply the business disciplines of Marketing, Accounting, Economics, Statistics and Operations Management within a commercial enterprise.
5. Supervise culturally diverse employees with due regard to best practice in the areas of Leadership, Human Resources Management and Ethics.

- 
6. Function as a well-rounded business professional, ready and willing for the world of work with high levels of social competence and ethical and cultural awareness.
N.B. EAHM insists that all students conform to a strict dress code. Student's performance in the world of work is also assessed during their six month internship.
 7. Communicate in at least one additional language to their native tongue.
N.B. All students on the Associate Degree programme are required to take three credits of languages. These must be in languages that they have not previously studied to grade 11 and 12 of High School and they may not be native speakers of these languages.
 8. Appreciate the value of innovative and entrepreneurial thinking in relation to business development.

Refer to:

- Mapping of Undergraduate Learning Outcomes to Methods of Assessment 2016-2017
- Mapping Undergraduate Profile Statements to Framework 2016-2017
- Undergraduate Profile Statements Mapped to Learning Outcomes 2016-2017

POSTGRADUATE DEGREE

Master of Business Administration in International Hospitality Management [MBA] / Master of Science in International Hospitality Management [MSc]

Programme Goals

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

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

Within this framework, the MBA intends to:

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

Course Sequencing

| | First Trimester | Second Trimester | Third Trimester |
|---------------|------------------------------------------|------------------------|----------------------------------------------|
| Year 1 | Service Operations Management | Elective | Developing and Monitoring Corporate Strategy |
| | Applied Statistics for Business Research | Hotel Asset Management | Managing Human Capital |
| | Business Research Methods | Elective | Elective |
| Year 2 | Post Graduate Thesis | | |
| | Business Research Project + Elective | | |

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

INDICATIVE ELECTIVES in 2016-2017

- Digital Marketing
- Law and Ethics in the Business World
- Events Operations & Risk Management
- Cross Cultural Selling and Marketing
- 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 | 1 | 3 | STAT901 |
| MNGT903 | Developing and Monitoring Corporate Strategy | 3 | 3 | |
| FINN901 | Hotel Asset Management | 2 | 3 | |
| SOMA901 | Service Operations Management | 1 | 3 | |
| HRMT901 | Managing Human Capital | 3 | 3 | |
| STAT901 | Applied Statistics for Business Research | 1 | 3 | |
| DISS901 | Post Graduate Thesis* | | 9 | RESH901 |
| PROJ901 | Business Research Project* | | 6 | RESH901 |
| 2. Indicative Electives | | | (9 or 12 credit hours) | |
| Students may select any courses. | | | | |

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

MBA Degree Profile

Graduates of the Master of Business Administration in International Hospitality Management [MBA] will be able to:

1. Critically examine the social, cultural, cognitive and financial aspects of contemporary international hospitality management.

- 
2. Make a professional contribution to the process of corporate leadership within hospitality businesses.
 3. Investigate hospitality managerial issues in a creative, strategic and entrepreneurial way.
 4. Plan, design, construct, execute and present business research using a range of methodologies, analytical techniques and presentation formats.

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

- Digital Marketing
- Cross Cultural Selling and Marketing
- Law and Ethics in the Business World
- Events Operations & Risk Management
- Sustainable Tourism Development
- Special Project

Refer to:

- Mapping Postgraduate Profile Statements to Framework 2016-2017
- Postgraduate Profile Statements Mapped to Learning Outcomes 2016-2017
- Mapping of Postgraduate Learning Outcomes to Methods of Assessment 2016-2017





GENERAL EDUCATION PROVISION

Undergraduate

General Educational Provision

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

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

English Language

FABS101 – Food and Beverage Service

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

FABM101 – Food and Beverage Business

- LO 3. Evaluate food and beverage process and management in various catering establishments.

ENGL102 – English Composition and Rhetoric

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

EPIN301 - Entrepreneurship & Innovation

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

CULT201 – Cultural Diversity

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

ORGB201 – Organisational Behaviour

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



INTS202 – Internship

LO 7. Develop linguistic skills.

ETHS301 – Business Ethics

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

RESH301 – Research Methods

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

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

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

HRMT301 – Human Resources Management

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

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

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

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

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

CONS401 – Consultancy Project

LO 2. Evaluate the data, using appropriate academic concepts and frameworks, and use it to draw together alternatives for development plans and to produce a structured and detailed analysis in an operational context, using both primary and secondary information sources.

LO 6. Produce a written consultancy report, using appropriate conventions, which satisfies the client's needs; reports appropriately for those needs; has clarity and is effective in presenting the outcomes of the project.

DISS490 –Dissertation

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

Mathematics

CULN101 – Professional Food Preparation

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

FABM101 – Food and Beverage Business

LO 4. Identify and use different methods of cost and revenue control.

ACNT101 – Hospitality Accounting

LO 1. Illustrate satisfactory arithmetic and basic accounting skills.

LO 3. Formulate simple financial statements from given data.

FOOP101 – Front Office Operations

- 
- LO 5. List the procedures for processing guest charges and payments (check – out) including city ledgers to accounts ledgers to accounts receivable.
- LO 6. Identify importance of the night audit for the Front Office in a hotel unit.

ACNT201 – Management Accounting

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

STAT201 – Statistics

- LO 3. Understand probability distributions and risk.
- LO 4. Understand statistical estimation and techniques of determining sample size.
- LO 6. How to gather, organize, and record data.
- LO 7. Use software to analyse and present data.
- LO 12. Use software to organize and analyse data.

FINN301 – Introduction to Finance

- LO 4. Apply financial techniques to analyze financial performance.
- LO 5. Identify and rationalize the importance of the essential factors used for financial planning and forecasting.

FINN401 – Real Estate (Hotel) Finance

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

COMP102 – Business Information Systems

- LO1. Know what spreadsheets are and how they can be used effectively in management in general and specifically in hospitality
- LO2. Ability to use simple formulae and functions to process information
- LO3. Ability to use data analysis tools to interpret results
- LO4. Develop spreadsheet models that meets business requirement
- LO5. Ability to use data analysis tools to analyse and interpret data from a spreadsheet model
- LO6. Prepare professional reports requiring data representation in form of graphs and tables through effective usage of data types and formatting tools

COMP301 – Strategic Information Technology Application in Management

- LO 1. Formulate digital strategy in hospitality related businesses based on their understanding of current business models.
- LO 2. Analyze contribution of data architecture, critical infrastructure and processes and assess the applications in the hospitality industry.

ACNT301 – Principles of Internal Control

- LO 1. Demonstrate an understanding of internal control concepts.

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

RESH301 – Research Methods

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

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

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

Culture

CULT201 –Cultural Diversity

- LO 1. Explain various definitions and characteristics of culture.
- LO 2. Demonstrate a basic understanding of the role of culture in nosiness and marketing.
- LO 3. Demonstrate a basic understanding of current culture literature.
- LO 4. Explain how culture relates to the provision of services and tourism.
- LO 5. Explain how culture influences interactions between tourists and hosts.
- LO 6. Describe the relationship between culture and perception.
- LO 7. Describe the relationship between culture and satisfaction.
- LO 8. Demonstrate the ability to conduct research into culture and tourism, using appropriate theory and refereed journal
- LO 9. Demonstrate an understanding of various culture theories.
- LO 10. Demonstrate the ability to conduct business in a culturally-sensitive manner.
- LO 11. Demonstrate consideration for various different cultural views and perspectives.
- LO 12. Demonstrate the ability to apply various cultural dimensions in explaining different cultures.
- LO 13. Demonstrate the ability to conduct cultural and destination-specific research.
- LO 14. State how acceptable standards differ between different cultures.
- LO 15. State how to behave in a culturally sensitive matter.
- LO 16. Demonstrate the need to continually research and up skill the role of culture in business.
- LO 17. Demonstrate the need to continually research and up skill the different norms and values in different cultures.
- LO 18. Demonstrate the need to continually research and up skill differing business practices in different parts of the world.
- LO 19. Effectively contribute to conducting research into different areas.
- LO 20. Effective contribute in planning business activities e.g. marketing and events, keeping cultural difference in mind.

ORGB201 – Organisational Behaviour

- LO 2. Understand the social organization and the diverse environment of the hospitality industry alongside with the management of groups and teams.
- LO 3. Understand the concept of organizational culture.



HRMT301 – Human Resources Management

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

Arts

CULN101 – Professional Food Preparation

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

FABM101 – Food and Beverage Business

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

DSGN301 – Interior Design and Architecture

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

Languages

We currently offer more than five (4) different language courses. The following are typical learning outcomes:

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

Natural or Physical Sciences

CULN101 – Professional Food Preparation

- LO 1. Prepare and cook a variety of gastronomic dishes, using different cooking methods.
- LO 3. Describe and identify different food commodities.
- LO 6. Demonstrate an understanding of basic menu planning.

FABS101 – Food and Beverage Service

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

Social or Behavioural Sciences

BUSS101 – Introduction to Hospitality and Events Management

LO1. Describe the nature and characteristics of the hospitality and tourism sectors.

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

FABS101 – Food and Beverage Service

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

MRKT101 – Introduction to Marketing

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

CULT201 – Cultural Diversity

- LO 1. Explain various definitions and characteristics of culture.
- LO 4. Explain how culture relates to the provision of services and tourism.
- LO 5. Explain how culture influences interactions between tourists and hosts.
- LO 9. Demonstrate the ability to conduct research into culture and tourism, using appropriate theory and refereed journal articles.
- LO 11. Demonstrate the ability to conduct business in a culturally-sensitive manner.
- LO 12. Demonstrate consideration for various different cultural views and perspectives.
- LO 13. Demonstrate the ability to conduct cultural and destination-specific research.
- LO 15. State how acceptable standards differ between different cultures.
- LO 16. State how to find information about acceptable practices in different countries in the world.
- LO 17. State how to behave in a culturally sensitive manner.
- LO 19. Demonstrate the need to continually research and up skill in differing business practices in different parts of the world.
- LO 20. Effectively contribute in planning business activities e.g. marketing and events, keeping cultural differences in mind.


EPIN301 – Entrepreneurship & Innovation

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

ORGB201 – Organisational Behaviour

- LO 1. Understand the concept of organisational behavior, nature of service, and customer care.
- LO 2. Understand the social organisation and the diverse environment of the hospitality industry alongside with the management of groups and teams.
- LO 3. Understand the concept of organisational culture.
- LO 5. Be able to comprehend and apply motivational theories in the workplace.
- LO 6. Manage and identify ways of counseling employees.
- LO 7. Identify changes within organisations and power and politics in hospitality organizations.
- LO 10. To clearly understand the related areas of organisational behaviour.

HRMT301 – Human Resources Management

- LO 1. Provide an overview of strategic human resources in the hospitality industry.
- LO 5. Discuss human capital investment provided by hospitality organizations.
- LO 17. Depending on the topic of interest and selected by the students, research will be conducted to complete their group project in the areas of training, IT, performance management, employee benefits, employee development, recruitment, employee selection, human capital investment, HR Management in the 21st century: Challenges for the Future within the hospitality industry.



**THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT**

In academic association with Ecole hôtelière de Lausanne



ADMISSIONS

2016-2017



Principles

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

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

ENTRANCE QUALIFICATIONS

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

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

A standard form is to be used for the recording of all evidence relating to the admission of a candidate including the interview. All students are required to read, sign and return a Student Contract that states the obligations of EAHM to the student and the educational, attire and behavioural requirements that are expected from all students.

Attestations and Certificate of Equivalency

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



UNDERGRADUATE

Application

An applicant may submit his / her application:

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

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

The application should contain:

Application Form

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

Coloured Passport Copy

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

Coloured Passport type Photo

One professional and coloured passport type photo in JPEG format with a white background (student should be in professional attire).

High School / University Transcripts and Parchments

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

Personal Resume

Copy of the applicants' latest Resume / Curriculum Vitae.

English Language Proficiency

Scanned copies of the TOEFL / IELTS certificates (original score certificates needs to be submitted to EAHM to complete the application). EAHM reserves the right to re-test any applicants or students' competence in English. Should a student refuse to be re-tested or fail to achieve the required score, their application will be deemed to be void and they



will be automatically withdrawn from the programme. All students have to complete an English Diagnostic test during orientation week.

Personal Statement of motivation

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

Evaluation / Reference Forms

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

Medical Information Form

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

High School (Secondary School) Qualifications

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

If an applicant has completed a High School Diploma, they are required to submit an SAT score of 400 in Math and 500 in English. The original score sheet must be sent directly to EAHM. The SAT Institution Code of The Emirates Academy of Hospitality Management is 7958. For more information about the College Board scoring system, please refer to <https://collegereadiness.collegeboard.org/sat/scores/understanding-scores>

Proof of Adequate English Proficiency

Proof of adequate English proficiency is required from all applicants.

UAE National Military Service

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

UAE National Family Book

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

Application Fee

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

Acceptable Tests and Required Scores

TOEFL and IELTS (Academic Test) are the most commonly used English proficiency tests that are accepted by EAHM. Scores required for entry into Undergraduate and Postgraduate degrees are listed below.

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

From September 2015 until and including September 2016

| | EFL – Intermediate Level | Undergraduate | Postgraduate |
|------------------|--------------------------|---------------|--------------|
| TOEFL iBT | 34 | 61 | 79-80 |
| TOEFL ITP * | 410-413 | 500 (4.5) | 550 (5.0) |
| IELTS - Academic | 4.5 | 5.0 | 6.0 |

From January 2017 onwards

| | EFL – Basic Level | EFL – Intermediate | Undergraduate | Postgraduate |
|------------------|-------------------|--------------------|---------------|--------------|
| TOEFL iBT | 34 | 61 | 70 | 79 |
| TOEFL ITP * | 410-413 | 500 | 525 (4.5) | 550 (5.0) |
| IELTS - Academic | 4.5 | 5.0 | 5.5 | 6.0 |

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

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

Test of Written English (TWE)

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

ADMISSIONS PROCEDURE

When considering candidates for admission, the Admissions Committee comprised of the Admissions Officer, the Registrar, the Assistant Manager – Academic Government Relations, the Dean and/or the Associate Dean looks at the entire profile of the candidate including their academic records, work experience, extracurricular activities, test scores and recommendations during the Admissions Committee meeting. Applicants' credentials are evaluated as soon as the application form, with all relevant documentation, is received. The offer letter is normally issued within two weeks of the receipt the application and completed interview.

Personal Assessment

Those students considered suitable will be invited to the second stage of application – an interview. In an informal atmosphere, the candidate will be asked appropriate questions in order to determine their suitability for a career in hospitality. The general focus of the questions is prescribed through the use of a pro forma interview form. The questions asked aim to establish the candidates knowledge and experience of the industry, motivation to succeed within the industry and EAHM, willingness to participate in group



work and to establish the extent to which their professional aspirations fit with the educational aims of The Emirates Academy of Hospitality Management. The interview may be conducted either by telephone, in person, or by Skype.

Outcomes of the Admissions Process

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

1. The candidate has been successful in achieving all of the entry requirements including the personal interview. In this case candidates are offered entry onto their programme of study.
2. The candidate's interview was successful, but some of the other entrance requirements have yet to be demonstrated or achieved. In this case candidates will receive a provisional / conditional offer and subject to further review.
3. If candidates successfully demonstrated a good level of English proficiency, but failed other requirements of the admissions criteria, they may be offered a place for entry at the beginning of Trimester two or the following year. This offer of a place will be provisional / conditional upon the candidate achieving the required grades through a repeat or retake of the qualifications required and subject to the Admissions Committee approval.
4. The candidate's interview was unsuccessful and he/she does not meet the entry requirements: Regardless of the academic results attained, The Emirates Academy of Hospitality Management reserves the right to reject any candidates.

Provisional Acceptance

The reason why a student will be admitted on a Provisional Basis is because their school leaving qualifications do not meet the normal entrance qualifications of three A Levels or equivalent. EAHM has however made an exception to these requirements as the student has demonstrated a strong commitment to the Hotel Industry. The student must have met the minimum entry requirements as per the UAE Ministry of Higher Education & Scientific Research and be eligible to obtain the required Certificate of Equivalency as well as required attestations.

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

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

The terms of the Provisional Admittance may be as follows:

- a) Obtain a Certificate of Equivalence from the UG - Ministry of Education / PG - Ministry of Higher Education & Scientific Research in Dubai.
- b) Provide original TOEFL/IELTS Certificates
- c) Provide original SAT Certificates

- d) Pass all of their courses in the first two Trimesters of their programme of study and maintain a minimum cGPA of 2.50 or higher.
- e) Continue to demonstrate a strong commitment to the Hospitality Industry by attending all of their classes and other official events at EAHM.
- f) Do not have any non-academic or academic warnings on file for the first two Trimesters of their programme of study.

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

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

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

Admission Deadline

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

Domestic Applicants (within UAE)

| | | |
|------------------------------------|----|-------------|
| First Trimester (September intake) | by | 30 August |
| Second Trimester (January intake) | by | 30 November |
| Third Trimester (April intake) | by | 15 March |

International Applicants (outside UAE)

| | | |
|------------------------------------|----|-------------|
| First Trimester (September intake) | by | 30 July |
| Second Trimester (January intake) | by | 15 November |
| Third Trimester (April intake) | by | 28 February |

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

Transfer Credits

The Emirates Academy of Hospitality Management recognises academic credits earned at other recognised and accredited institutions. Regulations relating to the award of Academic credits are set by the UAE's Ministry of Higher Education and Scientific Research and may vary from time to time. At the time of writing this Catalogue, credit may not be given for more than fifty percent (50%) of a programme. This means that credit/s may not be given for more than half of the courses that make up any programme and that credit/s can only be awarded on the basis of mapping earned qualifications (or completed courses / modules) against those offered by EAHM. Transfer credit cannot be accepted twice for substantially the same course taken at two different institutions and only for courses relevant to the degree that provide equivalent learning outcomes and in which the student earned a grade of C (2.0 on a 4.0 scale; 60% out of 100%) or better.

Candidates wishing to apply for entry with credit must submit the contact details of their previous university, a full syllabus for the subjects they have studied and passed along



with an original transcript and relevant employment certificates. These will be presented to the relevant faculty member at EAHM who will determine if the learning outcomes achieved in that subject area are sufficient for credit to be awarded. In general terms the measure of sufficiency shall involve an evaluation that more than sixty six percent (66%) of the learning outcomes of a course at EAHM have already been achieved by the candidate. EAHM will contact the previous university to validate the transcript and syllabi provided by the student and request for an overview of the applicant's academic standing.

Credit is awarded at the discretion of EAHM which is subject to approval by the UAE's Ministry of Higher Education and Scientific Research. Candidates have no right of appeal over the extent of credit that is awarded to them.

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

See Transfer Credit Policy.

POSTGRADUATE

Application

An applicant may submit his / her application:

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

The application should contain:

- Application form or online application
- Curriculum Vitae
- Copies of attested Transcripts and Parchment (with official English translation if necessary) with Certificate of Equivalency/ Attestation from UAE MoHESR
- Proof of English proficiency (Official test results of TOEFL / IELTS or registration confirmation)
- Personal statement of motivation
- Two Evaluation letters / Reference Forms
- Medical information form
- Coloured passport copy

- 
- UAE Residence Visa copy (if available)
 - UAE National Identification Card copy (if available)
 - One coloured JPEG passport type photo with a white background (student should be in professional attire)
 - Copies of employment certificates
 - Receipt for paid AED 500 application fee or credit card authorisation form

UAE National Military Service

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

UAE National Family Book

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

Baccalaureate Degree

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

A Certificate of Equivalency should be obtained by the applicant from the UAE Ministry of Higher Education & Scientific Research.

Competence in English

Please refer to the Postgraduate - Acceptable Tests and Required Scores section on page 38.

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

Assessment Interview

In order to ensure that all applicants have the correct sets of discipline based knowledge, the interviewer will ask specific questions to gauge the students' awareness of Finance, Marketing, Human Resources, Statistics and other Undergraduate subjects. Full details of the learning outcomes will be assessed are provided on the website of the EAHM and accessible in the academic student information/management systems.

Admission Procedure

When considering candidates for admission, the Admissions Committee comprised of the Admissions Officer, the Registrar, the Assistant Manager – Academic Government Relations, the Dean and/or the Associate Dean looks at the entire profile of the candidate including their academic records, work experience, extracurricular activities, test scores and recommendations, as well as the performance of the candidate on the assessment and interview process, during the Admissions Committee meeting. Applicants' credentials are evaluated as soon as the application form, with all relevant documentation, is received. An offer letter is normally issued within two weeks of the receipt of the application and completion of interview.



Outcomes of the Admissions Process

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

1. The candidate has been successful in achieving all of the entry requirements including the personal interview / assessment. In this case candidates are offered entry onto their programme of study.
2. The candidate's interview was successful, but some of the other entrance requirements have yet to be demonstrated or achieved. In this case candidates will receive a conditional offer and subject to further review.
3. The candidate's interview was unsuccessful and he/she does not meet the entry requirements: Regardless of the academic results attained, The Emirates Academy of Hospitality Management reserves the right to reject any candidates.

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

Entry Date

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

Admission Deadline

All applications must be filed in the Admissions Office at least one month before the intended joining Trimester / start of first module.

Transfer Credits

Not applicable.



STUDY ABROAD PROGRAMME (SA)

Application

Students who wish to study at EAHM for one Trimester or more (less than 1 year) and who intend to transfer the credits back to their institution should submit the following documents may submit his / her application:

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

The application should contain:

- Application form or online application
- Curriculum Vitae
- Copies of latest transcripts from their home university
- Evaluation letter / Reference Form
- Medical information form
- Coloured passport copy
- Personal statement of motivation
- One coloured passport JPEG photo with a white background (student should be in professional attire)
- Copies of English Proficiency test/performance results
- Letter of approval with learning agreement from the student's university
- Receipt for paid USD 500 application fee or credit card authorisation form

UAE National Military Service

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

UAE National Family Book

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

Outcomes of the Admissions Process

After the Admissions Committee review and potentially an 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 (possibly including the personal interview). In this case candidates are offered entry onto their programme of study.
 2. The candidate's interview was successful, but some of the other entrance requirements have yet to be demonstrated or achieved. In this case candidates will receive a conditional offer and subject to further review.
 3. The candidate's interview was unsuccessful and he/she does not meet the entry requirements: Regardless of the academic results attained, The Emirates Academy of Hospitality Management reserves the right to reject any candidates.

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

ENGLISH AS A FOREIGN LANGUAGE PROGRAMME (EFL)

Application

Students who wish to complete the English as a Foreign Language Programme should submit the following documents may submit his / her application:

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

The application should contain:

- Application form or online application
- Curriculum Vitae
- Medical information form
- One coloured passport JPEG photo with a white background (student should be in professional attire)
- Coloured passport copy
- UAE Residence Visa copy (if available)
- UAE National Identification Card copy (if available)
- Copies of English Proficiency test/performance results (required for Intermediate Level application)
- Receipt for paid AED 500 application fee or credit card authorisation form



UAE National Military Service

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

UAE National Family Book

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

Competence in English

Please refer to the EFL - Acceptable Tests and Required Scores section on page 37.

Outcomes of the Admissions Process

After the Admissions Committee review and potentially an 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 (possibly including the personal interview). In this case candidates are offered entry onto their programme of study.
2. The candidate's interview was successful, but some of the other entrance requirements have yet to be demonstrated or achieved. In this case candidates will receive a conditional offer and subject to further review.
3. The candidate's interview was unsuccessful and he/she does not meet the entry requirements: Regardless of the academic results attained, The Emirates Academy of Hospitality Management reserves the right to reject any candidates.

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

TUITION FEES AND EXPENSES 2016-2017

Bachelor of Business Administration (Honours) in International Hospitality Management



TUITION FEES AND EXPENSES

Bachelor of Business Administration (Hons.) in International Hospitality Management [BBAHons]

[Valid from September 2016 – July 2017]

| Trimester | YEAR 1 | | | YEAR 2 | | | YEAR 3 | | | TOTAL |
|---------------------|-----------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | |
| Application Fee (1) | <i>An application fee of AED 500 should be paid when submitting the application documents</i> | | | | | | | | | |
| Holding Deposit (2) | <i>A holding deposit of AED 3,000 will be required to secure the place on the programme</i> | | | | | | | | | |
| Tuition Fees (3) | 27,750 | 27,750 | 27,750 | 11,100 | 27,750 | 27,750 | 27,750 | 27,750 | 27,750 | 233,100 |
| Sundries (4) | 8,175 | 8,175 | 8,175 | N/A | 8,175 | 8,175 | 8,175 | 8,175 | 8,175 | 65,400 |
| Total | 35,925 | 35,925 | 35,925 | 11,100 | 35,925 | 35,925 | 35,925 | 35,925 | 35,925 | 298,500 |

- (1) The non-refundable application fee is to be settled upon submission of application documents.
- (2) A holding deposit is required to secure the place on the programme and is to be paid when the applicant accepts the offer. This deposit is non-refundable, should an applicant decide not to commence the programme of study. When a student has completed their programme of study, the deposit will be refunded to the same student or sponsor, once all outstanding debts have been settled and clearance has been completed.
- (3) Tuition Fees for each Trimester will remain the same regardless of the number of courses taken except when students undertake an internship (AED 11,100) or are on part-time study mode. Additional charges will apply if a student re-takes a course. Full-time course load - 915 credits; Part-time course load - 36 credits.
- (4) Sundries include graduation congregation expenses, textbooks/ebooks, software and licenses, access to electronic databases, and photocopying and printing up to the usage of AED 600 per Trimester (applicable from 2017/2018 January Trimester onwards). Additional fees for graduation dinner activities and for field trips or certifications may apply.

FLEXIBLE PAYMENT PLANS

The Emirates Academy of Hospitality Management offers three flexible payment options. Please refer to the published finance policy for more information.

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

ENGLISH PROFICIENCY

Please be advised that all students will be given an English Diagnostic Test during Orientation Week and should the results indicate an English proficiency level below EAHM's entry requirements, the students may be asked to take a TOEFL/IELTS test and/or join the English as a Foreign Language Programme delivered by EAHM or to reduce/change their course registration.

OPTIONAL FEES

ON-CAMPUS ACCOMMODATION

Single studio accommodation consisting of an ensuite bathroom, kitchen, bed / study room and regular linen change is available on campus. Long term package stays are available here:

<http://www.emiratesacademy.edu/en/Your-Study-Programmes/Undergraduate/> (please look under the "Tuition Fee" tab). A

holding deposit of AED 3500 is required to secure the accommodation booking.

UAE RESIDENCE VISA

EAHM can apply for UAE residence visas for international students at a cost of AED 2,000 and a National ID at a cost of AED 380 for 3 years and 180 for 1 year. The visa should be renewed at cost upon expiry (if applicable).

STUDY ABROAD AS PART OF BBA (Hons.)

Full-time students (academically strong with no warnings on file) wishing to apply for a study abroad experience at Ecole hôtelière de Lausanne or another university for one or two Trimesters, should refer to the host university's website for their fees, terms and conditions. EAHM charges an administration fee of AED 2,000 and AED 1,500 for the transfer of credits. Kindly note that all transfer of credit applications are subject to EAHM and UAE MoHESR approval.

DISCLAIMER & NOTIFICATION

All fees may increase by up to 10% over the course of your studies and at least 6 months' notice will be given should there be any increments. Any prevailing discounts can only be applied once. Should there be a dispute, the management of EAHM reserves the right to make the final decision. The stated fees are indicative only. Kindly refer to the schedule of fees & expenses overview for further information.

Associate of Business Administration in International Hospitality Management



TUITION FEES AND EXPENSES

Associate of Business Administration in International Hospitality Management [ABA]

[Valid from September 2016 – July 2017]

| Trimester | YEAR 1 | | | YEAR 2 | | | TOTAL |
|---------------------|----------------------------------------------------------------------------------------|--------|--------|--------|--------|----------|-----------|
| | 1 | 2 | 3 | 4 | 5 | 6 | |
| Application Fee (1) | An Application Fee of AED 500 should be paid when submitting the application documents | | | | | | |
| Holding Deposit (2) | A holding deposit of AED 3,000 will be required to secure the place on the programme | | | | | | |
| Tuition Fees (3) | 27,750 | 27,750 | 27,750 | 11,100 | 27,750 | 13,875 | 135,975 |
| Sundries (4) | 8,175 | 8,175 | 8,175 | NA | 8,175 | 4,087.5 | 36,787.5 |
| Total | 35,925 | 35,925 | 35,925 | 11,100 | 35,925 | 17,962.5 | 172,762.5 |

- (1) The non-refundable application fee is to be settled upon submission of application documents.
- (2) A holding deposit is required to secure the place on the programme and is to be paid when the applicant accepts the offer. This deposit is non-refundable, should an applicant decide not to commence the programme of study. When a student has completed their programme of study, the deposit will be refunded to the same student or sponsor, once all outstanding debts have been settled and clearance has been completed.
- (3) Tuition Fees for each Trimester will remain the same regardless of the number of courses taken except when students undertake an internship (AED 11,100) or are on part-time study mode. Additional charges will apply if a student re-takes a course. Full-time course load = 9-15 credits; Part-time course load = 3-6 credits.
- (4) Sundries include graduation congregation expenses, textbooks/ebooks, software and licenses, access to electronic databases, and photocopying and printing up to the usage of AED 600 per Trimester. Additional fees for graduation dinner activities and for field trips or certifications may apply.

FLEXIBLE PAYMENT PLANS

The Emirates Academy of Hospitality Management offers three flexible payment plan options. Please refer to the published finance policy for more information.

1. Pay the full two year Tuition Fees & Sundries on a Trimester basis in 6 separate installments.
2. Pay one year's Tuition Fees & Sundries in advance before the start of the first Trimester and receive a 3% discount.
3. Pay the full two year Tuition Fees & Sundries before the start of the very first Trimester and receive a 10% discount.

ENGLISH PROFICIENCY

Please be advised that all students will be given an English Diagnostic Test during Orientation Week and should the results indicate an English proficiency level below EAHM's entry requirements the students may be asked to take a TOEFL/IELTS test and/or join the English as a Foreign Language Programme delivered by EAHM or to reduce/change their course registration.

OPTIONAL FEES

ON-CAMPUS ACCOMMODATION

Single studio accommodation consisting of an en-suite bathroom, kitchen, bed / study room and regular linen change is available on campus. Long term package stays are available here: <http://www.emiratesacademy.edu/en/your-study-programmes/undergraduate/> (please look under the "Tuition Fee" tab). A holding deposit of AED 3500 is required to secure the accommodation booking.

UAE RESIDENCE VISA

EAHM can apply for UAE residence visas for international students at a cost of AED 2,000 and a National ID at a cost of AED 380 for 3 years and 180 for 1 year. The visa should be renewed at cost upon expiry (if applicable).

STUDY ABROAD AS PART OF ABA

Full-Time students (academically strong with no warnings on file) wishing to apply for a study abroad experience at Ecole hôtelière de Lausanne or another university for one or two Trimesters should refer to the host university's website for their fees, terms and conditions. EAHM charges an administration fee of AED 2,000 and AED 1,500 for the transfer of credits. Kindly note that all transfer of credit applications are subject to EAHM and UAE MoHESR approval.

DISCLAIMER & NOTIFICATION

All fees may increase by up to 10% over the course of your studies and at least 6 months' notice will be given should there be any increments. Any prevailing discounts can only be applied once. Should there be a dispute, the management of EAHM reserves the right to make the final decision. The stated fees are indicative only. Kindly refer to the schedule of fees & expenses overview for further information.

Master of Business Administration in International Hospitality Management



TUITION FEES AND EXPENSES

Master of Business Administration in International Hospitality Management [MBA]

[Valid from September 2016 – July 2017]

| Mandatory Fees & Expenses | Trimester 1 | Trimester 2 | Trimester 3 | Total for MBA in Full-time mode | Per module |
|---------------------------|-----------------------------------------------------------------------------------------------|---------------|---------------|---------------------------------|---------------|
| Application Fee (1) | <i>An application fee of AED 500 should be paid when submitting the application documents</i> | | | | |
| Deposit (2) | <i>A holding deposit of AED 3,000 will be required to secure the place on the programme</i> | | | | |
| Tuition (3) | 26,370 | 26,370 | 26,370 | 79,110 | 8,790 |
| Sundries (3) | 5,820 | 5,820 | 5,820 | 5,820 | 1,940 |
| TOTAL | 32,190 | 32,190 | 32,190 | 100,070 | 10,730 |

- (1) The non-refundable application fee is to be settled upon submission of application documents.
- (2) A holding deposit is required to secure the place on the programme and is to be paid when the applicant accepts the offer. This deposit is non-refundable, should an applicant decide not to commence the programme of study. When a student has completed their programme of study, the deposit will be refunded to the same student or sponsor, once all outstanding debts have been settled and clearance has been completed.
- (3) Tuition Fees for each module have to be settled in full prior to the start of each module.
- (4) Sundries include graduation congregation expenses, textbooks/ebooks, software and licenses, access to electronic databases, and photocopying and printing up to the usage of AED 600 per Trimester (applicable from 2017 January Trimester onwards). Additional fees for graduation dinner activities and for field trips or certifications may apply.

ENGLISH PROFICIENCY

Please be advised that all students will be given an English Diagnostic Test during Orientation Week and should the results indicate an English proficiency level below EAHM's entry requirements the students may be asked to take a TOEFL/IELTS test and/or join the English as a Foreign Language Programme delivered by EAHM or to reduce/change their course registration.

OPTIONAL FEES

ON-CAMPUS ACCOMMODATION

Single studio accommodation consisting of an ensuite bathroom, kitchen, bed / study room and regular linen change is available on campus. A holding deposit AED 3,500 is required to secure the accommodation booking. Long term package stays are available here:

<http://www.emiratesacademy.edu/en/Your-Study-Programmes/Postgraduate/> (please look under the "Tuition Fee" tab).

UAE RESIDENCE VISA

EAHM will apply for UAE residence visas for international students at the cost of AED 2,000 and a National ID at a cost of AED 180 for 1 year. The visa should be renewed at cost upon expiry (if applicable).

DISCLAIMER & NOTIFICATION

All fees may increase by up to 10% over the course of your studies at least 6 months' notice will be given should there be any increments. Any prevailing discounts can only be applied once. Should there be a dispute, the management of EAHM reserves the right to make the final decision. The stated fees are indicative only. Kindly refer to the schedule of fees & expenses overview for further information.

English as a Foreign Language Programme



TUITION FEES AND EXPENSES English as a Foreign Language Programme

[Valid from Sept 2016 – July 2017]

| MANDATORY FEES | 3 months | 1 month TOEFL/IELTS Prep |
|---------------------|---------------|--------------------------|
| Application Fee (1) | 500 | 500 |
| Holding Deposit (2) | 3,000 | N/A |
| Tuition Fees | 14,800 | 4,900 |
| Sundries (3) | 2,450 | 986 |
| TOTAL | 20,750 | 6,386 |

- (1) The non-refundable application fee is to be settled upon submission of application documents.
- (2) A holding deposit is required to secure the place on the programme and is to be paid when the applicant accepts the offer. This deposit is non-refundable, should an applicant decide not to commence the programme of study. When a student has completed their programme of study, the deposit will be refunded to the same student or sponsor, once all outstanding debts have been settled and clearance has been completed.
- (3) Sundries include textbooks/ebooks, software and licenses, access to electronic databases, and photocopying and printing up to the usage of AED 600 per Trimester (applicable from 2017/2 January Trimester onwards). Additional fees for field trips or certifications may apply.

LEVELS

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

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

| | Sep 2015 – Sep 2016 intakes | From January 2017 intake onwards | |
|------------------|-----------------------------|----------------------------------|--------------------|
| | EFL – Intermediate Level | EFL – Basic Level | EFL – Intermediate |
| TOEFL iBT | 34 | 34 | 61 |
| TOEFL ITP* | 410-413 | 410-413 | 500 |
| IELTS – Academic | 4.5 | 4.5 | 5.0 |

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

Please be advised that all students will be given an English Diagnostic Test during Orientation Week and should the results indicate an English proficiency level below EAHM's entry requirements the students may be asked to take a TOEFL/IELTS test and/or join a different level.

ON-CAMPUS ACCOMMODATION

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

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

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

UAE RESIDENCE VISA

EAHM will apply for visas for international students at the cost of AED 2,000 and a National ID at a cost of AED 180 for

1 year, which needs to be cancelled upon completion of the programme. EAHM can only apply for visas for students who are on the full 3 months programme (not 1 month programme).

DISCLAIMER & NOTIFICATION

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

Study a Trimester Abroad Programme



TUITION FEES AND EXPENSES

Study Abroad Programme

[Valid from September 2016 – July 2017]

| Mandatory Fees | One Trimester |
|----------------------------------|-------------------|
| Application and Visa Fee (1) | USD 500 |
| Tuition Fees & Accommodation (2) | USD 12,000 |
| TOTAL | USD 12,500 |

- (1) The non-refundable application fee should be paid with the submission of application documents and must be paid before the visa can be applied for.
- (2) The final payment of USD 12,000 must be settled by the date indicated on the invoice.

TUITION FEES

Study Abroad students may take up to a maximum of 18 US credits / 30 ECTS at the Undergraduate level. Eligible students may undertake courses at the Postgraduate level and currently a maximum of three courses are offered per Trimester in which the recommended credit weightage for each 3 US credits course is 7 ECTS. During the studies at EAHM, there will be no additional academic related costs. Tuition Fees include textbooks/ebooks, access to library and electronic databases, photocopying and printing up to the usage of AED 600 per Trimester (applicable from 2017/2 January Trimester onwards), IT software and licenses and laundry for business attire. Please note that meals are not included in the tuition fees and kindly refer to the schedule of fees and expenses overview, in regards to printing allowance and cost.

ENGLISH PROFICIENCY

As EAHM's language of instruction is English, it is essential that the applicants written and spoken English is equivalent to EAHM's entry requirements.

Please be advised that all students will be given an English Diagnostic Test during Orientation Week and should the results indicate an English proficiency level below EAHM's entry requirements, the students may be asked to take a TOEFL/IELTS test and/or join the English as a Foreign Language Programme delivered by EAHM or to reduce/change their course registration.

UAE RESIDENCE VISA

EAHM will apply for UAE residence visas for international Study Abroad students (included in mandatory fees) and a National ID at a cost of AED 180 for 1 year. The visa should be renewed at cost upon expiry (if applicable).

ON-CAMPUS ACCOMMODATION

Fully furnished single studio accommodation consisting of an en-suite bathroom, kitchen, bed / study room and regular linen change will be available on campus. The cost of accommodation for the Study Abroad Trimester is included in the tuition fees of USD 12,000.

ACCOMMODATION DURING INTERNSHIP

If a Study Abroad student would like to complete an internship, the cost of accommodation during the internship period will be additional. Long-term package stays are available here:

<http://www.emiratesacademy.edu/en/Your-Study-Programmes/Study-Abroad/>

(Please look under the "Tuition Fee" tab).

The total amount will have to be settled prior to check-in.

DISCLAIMER & NOTIFICATION

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

Schedule of Fees & Expenses 2016-2017

THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT

In academic association with Ecole hôtelière de Lausanne



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

STUDENTS ON PAYMENT PLANS – Tuition Fees & Sundries only:

First Trimester

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

Second Trimester

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

Third Trimester

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

Please be informed that payment plans are strictly limited to full time students and we only accept credit cards for payment plans. The payment plan can be terminated at any time, should the student not comply with the payment terms. Payment plans are not applicable to scholarship students and cannot be applied to accommodation fees.

OTHER EXPENSES

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

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 1. <i>Identification Card Replacement Fee</i> An ID Card is issued to all students free of charge when they join EAHM. Should a student lose the card, they will be charged this replacement fee. | AED 50 |
| 2. <i>Name Badge Replacement Fee</i> A name badge is issued to all students free of charge when they join EAHM. Should a student lose the name badge, they will be charged this replacement fee. | AED 30 |
| 3. <i>Re-Admission Fee</i> This fee is applicable to all students, who withdrew from their programme of study, and wish to be re-admitted into the same programme of study. | AED 500 |
| 4. <i>Late Registration Fee (per Trimester)</i> Students are expected to register for their courses before the start of each Trimester by a stated date . Should a student miss this deadline, they will be charged this late registration fee and their choice of courses may be limited as some courses are restricted to a specific number of students. | AED 500 |

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <p>5. <i>Late Payment Fee (per Trimester)</i> Students are expected to settle the payments for their courses before the start of each Trimester by a stated date. Should a student miss this deadline, they will be charged this late payment fee. Students will be suspended from classes if full payment is not received by the end of Week 3.</p> | <p>5% of Trimester Fees if pay in Week 2 10% of Trimester Fees if pay in Week 3</p> |
| <p>6. <i>Re – Take Exam Fee (per course)</i> If a student fails an examination or fails to turn up for an examination and requires a re-sit examination, they will be charged this fee. Retake of ICDL exam will cost an additional AED 75 (total AED 575).</p> | <p>AED 500</p> |
| <p>7. <i>Transfer Credits Assessment Fee</i> This is a one off fee for students who apply to transfer credit for courses they have studied in other universities. The transfer of credits requires the mapping of course contents.</p> | <p>AED 1,500</p> |
| <p>8. <i>Test – Out Fee (per course)</i> A student who has prior knowledge of a certain course may apply to “test out.” This involves demonstrating they already have achieved the learning outcomes by sitting a separate assessment.</p> | <p>AED 1,000 per 3 credits course (INTS202 = AED 2,000)</p> |
| <p>9. <i>Reprinted Copy of Final Parchment</i> All students are entitled to one final academic parchment (degree diploma with microchip). Should additional copy of parchment be required, this fee will apply.</p> | <p>AED 410</p> |
| <p>10. <i>Additional Copy of Final Transcript</i> All students are entitled to one final academic transcript (record of courses taken and grades). Should additional copy of transcripts be required, this fee will apply.</p> | <p>AED 50</p> |
| <p>11. <i>Graduation Regalia (if purchasing)</i> Some students like to buy their own regalia for their graduation ceremony. This fee is to cover the cost of the gown. All students are welcome to rent a gown from EAHM and will be charged a deposit which is will be fully refunded if the regalia is returned within 7 working days after the graduation congregation has taken place.</p> | <p>AED 500</p> |
| <p>12. <i>Loan Laptop Fee</i> Should a student require a loan laptop, they will be charged this fee per month (subject to availability).</p> | <p>AED 1,920</p> |
| <p>13. <i>Locker Key</i> Should the students lose the loan locker key, they will be charged for the replacement of the lock / key and installation.</p> | <p>AED 100</p> |
| <p>14. <i>Accommodation Daily Rate</i> By selecting a package instead, which can include the bridging period/s (Trimester breaks), students can enjoy significant savings and will be able to stay in their studio during the holidays. If full package payment is not received prior check-in, the daily rate will be applied until the end of that Trimester. Please see the my EAHM Ops page for details.</p> | <p>AED 150 Daily (20161 Trimester) AED 155 Daily (20172/20173 Trimesters)</p> |
| <p>15. <i>Graduation Dinner Ticket</i> November 2017 Graduation dinner tickets are available at the following rate (graduates are also required to purchase a ticket for themselves).</p> | <p>AED 500 per person</p> |
| <p>16. <i>Printing Cost (applicable from 20172 January Trimester onwards)</i> Photocopying and printing up to the usage of AED 600 per Trimester is included in the Trimester fees. The following fees apply for black/white and coloured additional print-outs/piece of paper/sheets.</p> | <p>Black & white AED 2 Coloured AED 4</p> |
| <p>17. <i>Library Fines</i> If a student returns loaned library items late, they will be asked to settle the following fees:</p> <p style="padding-left: 40px;">For items on a two-week loan For items on overnight loan For reserve collection items / chargers / headsets</p> | <p>AED 5 per / day AED 5 per / hour AED 5 per / hour</p> |



DISCLAIMER & NOTIFICATION

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

FINANCE POLICY

PURPOSE:

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

SCOPE:

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

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

DEFINITIONS:

None.

POLICY STATEMENT:

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

1. Payments

1.1 Tuition

1.1.1 Undergraduate students

Undergraduate students are charged tuition fees for each Trimester. The internship Trimester is an integral part of the curriculum, which includes assessed course work components, and thus a tuition fee is charged.

1.1.2 Postgraduate students

Postgraduate students are charged by the module. There is no charge for the Dissertation/Postgraduate Thesis or Business Research Project.

1.1.3 EFL & TOEFL/IELTS Prep students

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

1.2 Sundries

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

1.2.1 Undergraduate and Postgraduate students

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

1.2.2 EFL & TOEFL/IELTS Prep students

EFL and TOEFL/IELTS Prep students are charged the sundries fee at the beginning of the Trimester.

1.3 Other fees

See Appendix B, Schedule of fees and payments

2. Payment methods

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

3. Payment schedule

3.1 Deposit

All **new** students must pay a deposit as specified in their offer letter, to secure a place on the programme of study at EAHM. This deposit must be paid by the deadline stipulated in the offer letter. The deposit will be refunded to the person or the sponsor that paid it at the end of the programme unless there are any outstanding debts. The deposit shall not be refunded to students who secured a seat, but did not proceed to enroll into any of EAHM's programmes.

3.2 Tuition and sundries

Students across all years and programmes must pay Tuition Fees and Sundries either in full, or in compliance with the published installment plan, prior to the commencement of each academic Trimester.

Undergraduate students must pay their Internship Trimester Tuition Fees in full before commencing their internships.

3.3 Accommodation

Accommodation may be paid in full for a Trimester or for an academic year. If one of these options is selected, the full payment must be received prior to check-in. Students



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

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

All students booking accommodation will be charged a holding deposit of AED 3,500, which will be refunded subject to a final room check. Damage beyond normal wear and tear will be deducted from this deposit.

Room Rates/Packages charged for accommodation vary according to the duration of the booking and are subject to change.

4. Flexible payment plans

4.1 Undergraduate students

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

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

4.2 Postgraduate students

EAHM offers two flexible payment options for Postgraduate students:

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

5. Late payments

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

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

Penalties would apply on late payments of fees as per the following for all programmes except students on the Postgraduate programme who have to settle their fees prior to the start of the module or be withdrawn from that module:

- a. Fees paid by the end of week 1 (add/drop week), no surcharge.
- b. Fees paid by the end of week 2, five percent (5%) surcharge.
- c. Fees paid by the end of week 3, ten percent (10%) surcharge.

- 
- d. If a student's fees have not been settled by the end of week 4, he/she will be placed on a "Financial Hold" that prevents him/her from attending classes and may result in suspension from EAHM.

6. Tuition refunds

6.1 Undergraduate students

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

No cash refunds will be given.

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

6.2 Postgraduate students

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

6.3 EFL & TOEFL/IELTS Prep students

Tuition Fees and Sundries refunds will not be given for withdrawal from EFL or TOEFL/IELTS Prep courses.

7. Clearance

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

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

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

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

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

Once the clearance procedure is complete it will take a maximum of thirty (45) days for the deposit to be transferred back to the person or sponsor who paid it.



SCHOLARSHIPS - UNDERGRADUATE

PURPOSE:

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

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

SCOPE:

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

DEFINITIONS:

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

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

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

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

POLICY STATEMENT:

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

In particular, EAHM recognizes its role in the development of talented Emirati students to become the industry leaders of the future. For this reason, eligible Emirati applicants will be offered a 50% Scholarship on their Tuition Fees & Sundries and the opportunity to



apply for a 100% Scholarship on Tuition Fees & Sundries should they be accepted by Jumeirah as a future employee.

RESPONSIBILITY:

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

IMPLEMENTATION OF THE POLICY:

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

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

- a) Be an Emirati National with appropriate supporting documentation (UAE passport, UAE family book, Emirates National Identity Card, etc.)
- b) Graduate in the top 5% of their graduating cohort (Final High School Senior Secondary Year). An official letter from the school will be required to support such applications.
- c) Demonstrate that he/she and his/her family are undergoing from financial hardship and cannot sponsor part of or the full academic fees (scholarship referred to: "financial hardship scholarship").
- d) Have one or more parents who are employed by Jumeirah.
- e) Have one or more parents who are employed within the Hospitality Industry at an executive level.
- f) Demonstrate a strong commitment to the Hotel Industry through a significant period of full-time employment. Letters of support will be required from employers.

Applications for the award of Scholarships must be received prior to the 1 April of each year and these applications will be assessed by The Scholarship Committee of EAHM.

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

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

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



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

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

- a) The value of the Scholarship expressed as a percentage of the Tuition Fees.
- b) The requirement for all Scholarship students to work for a minimum of 8 hours per week for EAHM in a position that will be allocated by the Dean and Student Support Officer. This position may be in the Marketing/Enrolment, Food & Beverage, Library, Industry Liaison, IT, Registry, Administration & Operations, Student Council or other functional areas.
- c) The requirement that all Scholarship Students must retain a cumulative Grade Point Average (cGPA) of at least 3.00 at Undergraduate level out of the possible maximum of 4.00.
- d) The requirement that all Scholarship Students must attend all official functions, presentations and events at EAHM.
- e) The requirement that all Scholarship students will undertake their Internship within the Host SBU to which they have been assigned by Jumeirah Human Resources Department as per their scholarship contract (this requirement may not apply if a student is under a financial hardship scholarship) and dependent on Jumeirah International business needs.
- f) The expectation that all Scholarship Students will be exemplary students, conforming fully to the dress and behavioral codes of EAHM.
- g) The requirement that all students who are awarded a Scholarship of 50% or more will be employed by their Host SBU or an alternative SBU within Jumeirah Group for 2 years after graduation, dependent on Jumeirah International business needs. An interview for a full time job will be arranged 3 months before the end of the final Trimester by the Human Resources Department to determine the suitability of the student to the available vacancies (as per their scholarship contract - this requirement may not apply if a student is under a financial hardship scholarship).
- h) The requirement that all students who are awarded a Scholarship of less than 50% will be employed by their Host SBU or an alternative SBU within Jumeirah Group for 1 year after graduation, dependent on Jumeirah International business needs. An interview for a full time job will be arranged 3 months before the end of the final Trimester by the Human Resources Department to qualify determine the suitability of the student to the available vacancies (as per their scholarship contract - this requirement may not apply if a student is under a financial hardship scholarship).

Termination of Scholarships.

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

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

Scholarship students who fail to maintain the required cumulative Grade Point Average (cGPA), will be given a warning letter stating that they must increase their cGPA to the minimum requirement within one Trimester. Should the student fail to increase their cGPA in this trimester they will lose 50% of their Scholarship funding. The student will



then be given a second Trimester under warning and if their cGPA remains under the required minimum the scholarship will be withdrawn.

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

Right of Appeal.

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

Scholarship Refunds.

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

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

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

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

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



SCHOLARSHIPS - POSTGRADUATE

PURPOSE:

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

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

SCOPE:

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

DEFINITIONS:

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

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

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

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

POLICY STATEMENT:

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

In particular, EAHM recognizes its role in the development of talented Emirati students to become the industry leaders of the future. For this reason, eligible Emirati applicants will be offered a 50% Scholarship on their Tuition Fees & Sundries and the opportunity to



apply for a 100% Scholarship on Tuition Fees & Sundries should they be accepted by Jumeirah as a future employee.

RESPONSIBILITY:

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

IMPLEMENTATION OF THE POLICY:

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

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

- g) Be an Emirati National with appropriate supporting documentation (UAE passport, UAE family book, Emirates National Identity Card, etc.)
- h) Demonstrate a strong commitment to the Hotel Industry through a significant period of full-time employment. Letters of support will be required from employers.

Applications for the award of Scholarships must be received prior to the 1 April of each year and these applications will be assessed by The Scholarship Committee of EAHM.

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

- No Award
- 10% of Tuition Fees
- 15% of Tuition Fees
- 20% of Tuition Fees
- 25% of Tuition Fees
- 50% of Tuition Fees
- 75% of Tuition Fees
- 100% of Tuition Fees

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

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

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

- i) The value of the Scholarship expressed as a percentage of the Tuition Fees.
- j) The requirement for all Scholarship students to work for a minimum of 8 hours per week for EAHM in a position that will be allocated by the Director of Business Development and Consulting or by the Dean. This position may be in the



Marketing/Enrolment, Food & Beverage, Library, Industry Liaison, IT, Registry, Administration & Operations, Student Council or other functional areas.

- k) The requirement that all Scholarship Students must retain a cumulative Grade Point Average (cGPA) of at least 3.50 at Postgraduate level out of the possible maximum of 4.00.
- l) The requirement that all Scholarship Students must attend all official functions, presentations and events at EAHM.
- m) The expectation that all Scholarship Students will be exemplary students, conforming fully to the dress and behavioral codes of EAHM.
- n) The requirement that all students who are awarded a Scholarship of 50% or more will be employed by their Host SBU or an alternative SBU within Jumeirah Group for 2 years after graduation dependent on Jumeirah International business needs. An interview for a full time job will be arranged 3 months before the end of the final semester by the Human Resources Department to determine the suitability of the student to the available vacancies.
- o) The requirement that all students who are awarded a Scholarship of less than 50% will be employed by their Host SBU or an alternative SBU within Jumeirah Group for 1 year after graduation dependent on Jumeirah International business needs. An interview for a full time job will be arranged 3 months before the end of the final semester by the Human Resources Department to qualify determine the suitability of the student to the available vacancies.

Termination of Scholarships.

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

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

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

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

Right of Appeal.

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



Scholarship Refunds.

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

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

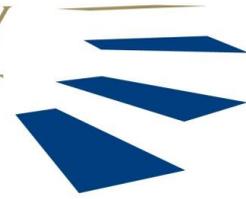
Should a student's Scholarship be terminated after the completion of the first course module they will be required to pay back 50% of the monetary value of the scholarship funding they have received.

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



**THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT**

In academic association with Ecole hôtelière de Lausanne



REGISTRY AND ENROLMENT

2016-2017



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

Mission and Purpose

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

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

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

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

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

ACADEMIC RECORDS

Record Retention and Storage

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

Access to Records

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

Information Changes

Students should contact the Registrar's Office immediately in the event of any address, telephone/mobile number, passport, Emirates ID, UAE residence visa, insurance (if on EAHM visa), copies of rental/lease agreements, email address or name change. Some



changes such as name change may require additional documentation. Contact the Registrar's Office for details. A student, who did submit their documents on-time, will be placed on 'Academic Hold'.

Release of Grades

Final course grades are released after the Trimester's exam board. Students can view their grades on their Student Information System page.

Students who are delinquent in the payment of fees will not be allowed to view their grades until the irregularities are corrected and will be placed on 'Financial Hold'.

Add/Drop

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

Withdrawal from EAHM

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

Intercalation (Suspended studies)

Students intending to intercalate (maximum 3 consecutive trimesters) must submit the signed intercalation form to the Registrar's Office and complete the clearance process. See page 84 for further details.

Transcripts

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

Parchment Replacement

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

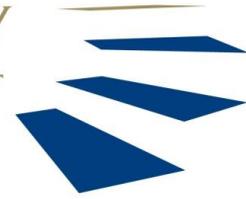
Release of Information

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



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LEARNING RESOURCE CENTRE

2016-2017



LEARNING RESOURCE CENTRE

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

Mission

The mission of the Learning Resource Centre is to:

- Deliver information and services which meet the study and research needs of the EAHM's students and faculty;
- Make effective use of the best available technology to facilitate academic endeavours;
- Offer a space that invites individual and collaborative learning and knowledge-sharing;
- Promote and stimulate academic research among Faculty and students;
- Play an active role in developing students' information literacy and lifelong learning skills.

Facilities

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

The LRC is fully integrated with EAHM's IT network. The Learning Resource Centre catalogue and a variety of electronic resources can be accessed from anywhere on campus, or from anywhere in the world via a secure VPN (Virtual Private Network) tunnel over the Internet.

Collections

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

The collection currently includes over 6,000 books, DVDs, videos and CDs, 100 print journal and magazine subscriptions, electronic resources, reports, government documents, and various ephemeral materials related to the hospitality and tourism industries, including a collection of menus from Jumeirah and other hotel restaurants.

Electronic Resources

The LRC provides access to an ever-growing range of electronic resources in relevant subject areas, including books, journal articles, reports and conference papers, reference works like dictionaries and encyclopedias, and company data. With these electronic



resources and our print periodicals, the LRC is able to provide students with access to all the top-ranked journals in hospitality and tourism, along with many other subjects. A diverse collection of current business and management books is also available in electronic form, as is a database of UN World Tourism Organization reports. We believe that provision of relevant high-quality electronic resources encourages research and reading by students in many cases more familiar with online materials than traditional academic resources.

Audio-Visual Materials

The Learning Resource Centre offers a full range of multi-media items, including audio and video-cassettes, DVDs, compact discs, and multi-media kits. Audio-visual equipment is provided for in-house use of the materials, or they may be borrowed for home use.

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

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

Information Literacy Training

All first-year students attend "information literacy" sessions which is part of the English Composition and Rhetoric (ENGL102) course and is twenty (20%) percent of the total grade. Five full sessions of two hours each are delivered in the form of information literacy classes at EAHM. These classes aim to provide the students with basic skills in locating, evaluating and presenting information for academic purposes. They are taught how to use the library, how to evaluate print and electronic resources (including internet resources) for academic use, how to avoid plagiarism by referencing their sources using a standard academic system and how to search electronic databases and the internet effectively.

LRC services

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

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

- 
- Circulation services which includes books, DVDs, magazines, laptops, chargers, audio recorders, headphones, etc.
 - Lists of web resources to coincide with class projects;
 - SDI (Selective Dissemination of Information) service is integral to encouraging research related activities and sharing knowledge.
 - Online suggestion box - library@emiratesacademy.edu

Future directions

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

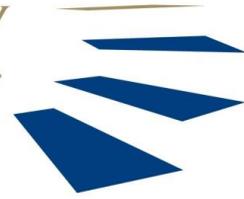
Opening hours (subject to changed)

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



**THE EMIRATES ACADEMY
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OTHER STUDENT AFFAIRS

2016-2017



INFORMATION TECHNOLOGY RESOURCES AND SYSTEMS

Information Technology plays an important role in EAHM. Throughout the whole curriculum, subjects are supported by or complimented with IT.

Facilities

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

- 100% wireless internet coverage is available at EAHM, including car park, gym and pool area. Additionally, high-speed hardwired connections are available across the campus, including the student accommodation;
- Classrooms, boardroom and the Auditorium are equipped with LCD projectors, Dolby surround sound, video and DVD connections.
- The computer classroom is equipped with the above plus desktop PC's with TFT flat screens that are integrated in ergonomically designed furniture and is equipped with an interactive projection screen;
- The instruction kitchen is fitted with a portable LCD projector for presentations and a live feed camera;
- The Multi Media Room in the library is equipped with PCs, a TV, a multi format DVD player, four heavy duty MFC's (Multi-function copiers)
- The printers act as document senders to allow documents to be scanned and emailed;
- Students and staff have a personal email address; P drive (to save documents) and telephone numbers that are accessible from anywhere on the campus or any internet connection worldwide;
- Students, faculty and staff have access to the internet from anywhere on the campus including the student accommodation block;
- Food and Beverage automation includes a networked Point of Sales (POS) system with touch screen terminals and an automated procurement system with inventory scanners and recipe management systems.

eMada (Student information System - SIS)

This SISPortal provides access to student transcripts, instructor and student schedules, grading, registration, course schedules and general administration for students as well as staff and faculty. The SIS is accessible on campus and off campus.

Moodle

Modular Object-Oriented Dynamic Learning Environment (Moodle), a popular open source Learning Management System (LMS). This simple, light weight platform provides an easy to use menu driven browser interface to the EAHM students, faculty and administration. Course materials and information as well as submission of assessments are facilitated through Moodle. This system is the primary source of information on EAHM announcements and events.



STUDENT SUPPORT OFFICER

This officer, who is located in a private office within the library, is responsible for the general welfare of students. The Student Support Officer organizes and / or co-ordinates the following services:

- Counselling service - study skills, time management, personal development, personal counselling
- English Language Skills development
- Access to professional care services (doctors, psychologists, etc)

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

INDUSTRY LIAISON

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

PERSONAL TUTORS

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

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

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

STUDENT ORIENTATION

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

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



STUDENT COUNCIL

Mission

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

Purpose

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

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

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

STUDENT RESPONSIBILITY

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

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

Confidentiality

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

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

INSTITUTIONAL EFFECTIVENESS RESEARCH

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

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

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

STUDENT CONTRACT

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



STUDENT CONTRACT

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

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

each a "Party" and together the "Parties".

BACKGROUND

- (1) EAHM is a leading provider of University-level business hospitality education in the Middle East, offering both Undergraduate and Postgraduate degrees designed to develop the hospitality leaders of the future.



(2) In consideration of the Fees, EAHM has offered, and the Student has accepted, an offer of a place on a Programme of Study (as defined below) at the EAHM.

(3) This Agreement sets out the terms and conditions on which EAHM will provide the Student the Programme of Study.

IT IS AGREED as follows:

1. Definitions and interpretation

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

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

Fees: the mandatory fees payable by the Student to EAHM to include tuition, sundries, visa charges and other costs associated with residing in the United Arab Emirates as per the fee structure of the programme of study (including but not limited to accommodation).

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

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

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

(a) references to persons includes individuals, bodies corporate (wherever incorporated), unincorporated associations and partnerships;

(b) the headings are inserted for convenience only and do not affect the construction of the Agreement; and

(c) references to one gender include all genders.

2. Commencement and Term

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

3. EAHM Obligations

3.1. EAHM will provide the Student with a Programme of Study in accordance with the Catalogue as amended from time to time.

3.2. EAHM will provide the Student with tuition, academic supervision, learning opportunities and other related services which will lead to the award of the appropriate academic degree or programme completion subject to the Student successfully fulfilling the requirements of the Programme of Study and relevant modules. Specific details relating to the arrangements for the Programme of Study are available in the Catalogue.

- 
- 3.3. EAHM will make reasonable efforts to ensure the high quality of the Programmes of Study offered.
 - 3.4. Where circumstances change outside the reasonable control of the EAHM, EAHM reserves the right to change or cancel parts of, or entire, Programmes of Study or services at any time without liability, even after the Student has registered at EAHM. Circumstances outside of EAHM's reasonable control include, industrial action, over or under demand from students, staff illness, lack of funding, severe weather, fire, civil disorder, political unrest, government restrictions, changes in Ministry regulations and concern with regard to the transmission of serious illness.
 - 3.5. EAHM will use reasonable endeavours to assist the Student with the sourcing of viable employment opportunities upon successful completion of the Programme of Study.
 - 3.6. EAHM will provide reasonable pastoral and academic support for the Student in line with the relevant Policy.

4. Student's Financial Obligations

- 4.1. The Student must ensure that all Fees and any related accommodation expenses are settled in advance of the commencement of each Trimester of Study as indicated in the invoice and Schedule of Fees and Expenses.
- 4.2. Only one type of scholarship or prevailing discount may be applied at once.
- 4.3. If for any reason, fees have not been settled by the commencement of a trimester, the following late payment surcharges will be applied:
 - a. Up until the end of Week 1 – no surcharge
 - b. Up until the end of Week 2 – a five percent (5%) surcharge
 - c. Up until the end of Week 3 – a ten percent (10%) surcharge
 - d. Should a student fail to pay their fees by the end of Week 4, they will be withdrawn from the programme
- 4.4. All Fees and accommodation charges are clearly published in the Catalogue, which EAHM reserves the right to amend from time to time. All fees may increase by up to 10% over the duration of a student's period of studies (three years) and no less than six months' notice will be provided for an increase in fees.
- 4.5. After the commencement of the Trimester of Study the Student (or, where relevant, the Student's sponsor or Representative) shall not be entitled to any refunds on Fees or accommodation charges. Prior to the commencement of the Trimester refunds will only be given in accordance with EAHM's published Financial Policies.

5. Student Visa Sponsorship

- 5.1 Students who study in Dubai or the UAE are required to have a valid Visa. EAHM can normally provide this for students who are studying full time.
- 5.2 A Student who is sponsored by EAHM for their visa will normally be expected to live on campus. Should a student request to live outside the campus, and if this request is approved by the Dean, they must provide documentary evidence of their address. If the Student is under 21 years of age, a signed letter from their



parents or guardian will also be required, stating that they have no objection to the student finding their own accommodation off campus.

- 5.3 Should the Student's programme of study be terminated or stopped for any reason the Student visa will be cancelled. To do this the Student must submit their original passport and Emirates ID Card at least fifteen (15) working days before the Student's intended departure.
- 5.4 Should a student whose visa is sponsored by EAHM, cease studying at EAHM, they must present their original Passport and Emirates ID Card to the Admissions Officer for Visa cancellation within fifteen (15) days, otherwise EAHM will notify the relevant authorities of the students changed status and this could result in an "abscond status" being applied which is a serious offence in the UAE.
- 5.5 A Student who is sponsored by EAHM for their visa are only allowed to work part-time and must obtain a No Objection Certificate from the Registrar's Office.
- 5.6 EAHM will apply for student visas under its sponsorship for students who require them. Please do note that EAHM does not have any control on the approval or non-issuance of the said visa application from the Dubai Immigration Department nor on the duration of residence visa validity.

6. Academic Requirements

- 6.1 The Student should submit all required documentation on or before the advised deadline. Unless a written arrangement has been agreed, EAHM has the right to remove the Student from the programme if relevant documentations and requirements are not submitted on specified dates.
- 6.2 Submission of any fraudulent documents may result in non-admission or dismissal from EAHM. EAHM has the right to validate and verify the authenticity of all submitted documents from the awarding institution or organization.
- 6.3 Transfer credit application for Academic or Practical course/s should be completed before the student commences studies at EAHM and should be in accordance with the Transfer Credit policy set out in the Catalogue.
- 6.4 Students need to maintain a cumulative grade point average (CGPA) of 2.50 in order to continue with a full-time study load (i.e. fifteen (15) credits per Trimester). It is the Students' responsibility to visit the Registrar's Office to update and/or revise their individual programme plan in line with the Catalogue.

7. Attendance, Dress Code and Academic Integrity

- 7.1. The Student is required to comply with EAHM's published Policies on attire (business attire is to be worn at all times) and attendance.
- 7.2. Whilst studying on the Programme, EAHM reserves the right to require the Student to attend all classes and lectures, and additionally work where required on events or projects specified by EAHM. Some taught elements will require student to attend classes during the evenings or at weekends.
- 7.3. If the Student is required to undertake an Internship or period of work placement as part of the Programme of Study, the Student must follow all instructions provided by EAHM or the third party providing the Internship or work placement. The Student will be treated as an employee during this period (with the exclusion of the accrual of any employment rights under the law) and will be subject to the



regulations of the work place. The Student is also expected to demonstrate enthusiasm, commitment and professionalism during this period.

- 7.4. Whilst studying on the Programme of Study the Student is expected to be an exemplary student of EAHM, fully adhering to the dress and behavioral codes and volunteering for and attending all relevant extracurricular activities, presentations and events that have been officially organised by EAHM. The Student should refer to and comply with the relevant published policies and procedures.
- 7.5. Attendance of classes will be monitored, and failure to attend classes (without an approved reason) will result in disciplinary action in accordance with the published EAHM Policy and regulations set out in the Catalogue. This includes suspension from EAHM for the duration of the Trimester of study. Persistent failure to adhere to the professional standards and image of EAHM could result in the expulsion of the Student.
- 7.6. All cheating, plagiarism or other academic offences are taken very seriously and will result in disciplinary action being taken in accordance with the relevant EAHM Published Policy. Students will be subject to inspections and checks prior to entering the examination rooms.

8. Use of Alcohol, Drugs and other Controlled Substances

- 8.1. EAHM requires the Student to fully comply with the laws of the UAE in relation to controlled substances and contravention of these laws will result in disciplinary action being taken and can result in prosecution.
- 8.2. EAHM reserves the right to search the Student's accommodation, vehicle, bags and personal clothing if they are reasonably suspected of being in possession of controlled substances. Random searches of students' accommodation will also be made on a periodic basis.

9. Behavioral Obligations

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

10. IT and use of the Internet

- 10.1. The Student shall not download inappropriate material from the Internet and shall restrain from the posting of messages, images or other matter that may compromise the reputation of EAHM, or that is deemed to be derogatory to any other student, agent, employee or Faculty Member.
- 10.2. The Student shall observe the rules and regulations governing such use as set out in the published IT Policy from time to time.

11. Health and Safety/Medical Cover

- 11.1. The Student shall abide by the published Health and Safety Policy.
- 11.2. The Student has a legal duty to take reasonable care to avoid injury to others and not interfere with or misuse any clothing or equipment provided to protect the



Student's health and safety. If the Student suffers from a medical condition which may be caused by, or made worse by study activities, the Student shall notify EAHM immediately.

- 11.3. The Student is obliged to cover all personal medical and other insurance (including but not limited to personal belongings) costs that they may incur whilst residing in the UAE. It is the responsibility of the Student to ensure that he/she possesses adequate and current medical insurance.

12. Accommodation

- 12.1. EAHM provides single (and a limited number of same sex shared) occupancy studio accommodation for students who require this. Students staying in the on campus accommodation are required to comply fully with the published EAHM Accommodation Policies and to respect the rights of other residents to a healthy and safe environment free from unreasonable noise and disturbance.
- 12.2. EAHM Lodging (the student accommodation) has a strict no noise after 2300hrs policy. Contravention of this rule will result in disciplinary action that may involve suspension of the Student's privilege to stay in the accommodation.
- 12.3. EAHM provides accommodation for friends and family at the rates specified on its website. The accommodation of visitors overnight (past 2300hrs) in the Student's personal accommodation is prohibited.

13. The Overriding Obligation

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

14. Notices

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

15. Miscellaneous

- 15.1 This Agreement is for the sole and exclusive benefit of the Parties and does not create a contractual relationship with, or cause of action in favour of, any third Party. Any rights of any person to enforce the terms of this Agreement under any applicable legal principle, statute or otherwise are excluded.
- 15.2 This Agreement and the relationship between the Parties shall be governed by, and interpreted in accordance with the laws of the Emirate of Dubai, United Arab Emirates. The Parties agree that the courts of the Emirate of Dubai, United Arab Emirates are to have exclusive jurisdiction to settle any dispute (including claims for set off and counterclaims) which may arise in connection with the creation,



validity, effect, interpretation or performance of, or the legal relationships established by, this Agreement or otherwise arising in connection with this Agreement and for such purposes irrevocably submit to the jurisdiction of the Dubai courts.

- 15.3 If any provision of this Agreement, whether in whole or in part, is found by any court or other authority of competent jurisdiction to be illegal, invalid or unenforceable, that provision or part-provision shall, to the extent required by that court or authority, be deemed not to form part of this Agreement, and the validity and enforceability of all the other provisions of this Agreement shall not be affected.

AS WITNESS the signatures of the Parties:

SIGNED BY

Dr Stuart Jauncey, Dean

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

SIGNED BY

XXX

XXX

Student

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

Signature of witness:

Name of witness:

Address:



ACADEMIC POLICIES AND PROCEDURES

Academic year

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

Language of instruction

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

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

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

Academic credit hours

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

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

One academic credit relates to a minimum of forty (40) hours of student effort of which one-third (15 hours) will usually be directly supervised by an appropriately qualified member of faculty. Most courses currently carry three (3) credits and will therefore involve an average student in approximately one hundred and thirty five (135) hours of effort with a minimum of thirty three (33) hours of structured in-class development. The remaining one hundred and two (102) hours of examinations and student effort (outside of classroom contact) may be spent in a variety of ways depending on the level and nature of the course. To complete a 3 credits course/module on the Undergraduate or Postgraduate programme, a student is required to complete a total of 135 credit hours.

Courses

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

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

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

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

In exceptional circumstances, a student may study the course plus its Prerequisite in the same Trimester if this has the approval of the Dean and in-line with the UAE Ministry of Higher Education & Scientific Research – Standards of Licensure.

Period of Registration

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

| PROGRAMME | MINIMUM | MAXIMUM |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
| Master of Science in International Hospitality Management [MSc] / Master of Business Administration in International Hospitality Management [MBA] | 3 Trimesters | 9 Trimesters |
| Bachelor of Science (Honours) in International Hospitality Management [BSc] / Bachelor of Business Administration (Honours) in International Hospitality Management [BBA] | 9 Trimesters | 15 Trimesters |
| Associate of Science in International Hospitality Operations [ASc] / Associate of Business Administration in International Hospitality Management [ABA] | 5 Trimesters | 9 Trimesters |

Should a student be allowed to continue on his/her studies beyond the maximum period, EAHM reserves the right to delete courses from that student's programme of study. This is because some courses become obsolete over time and/or due to curriculum changes required/approved by the UAE Ministry of Higher Education & Scientific Research.

Intercalation (suspended studies)

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

The maximum authorised intercalation period is one (1) Academic Year.

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

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

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

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



Study Abroad for EAHM students

Students may select to study abroad for a Trimester or more (maximum 1 Academic year) in one of the universities that EAHM has approved. EAHM may limit the number of students participating in this scheme.

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

The Trimesters in which students can participate in study abroad programmes are 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 have a cumulative Grade Point Average of 2.50 or above, no academic warnings and give at least two (2) Trimesters notice to the Registrar' Office in writing (provide all documents such as syllabi and list of courses, that the student wants to take at the receiving university).

Course Load

Undergraduate

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

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

- (a) The number of credit hours remaining to complete the minimum graduation requirements is less than nine (9) credit hours.
- (b) The student is registered on a part-time basis, in which case the load is three (3) to six (6) credit hours.
- (c) The Dean, 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.

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

Postgraduate

A full-time student will register for at least nine (9) credit hours per Trimester. Part-time students must register for a minimum of six (6) credit hours across any Academic Year.

Change of Registration

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

Students withdrawing after the published deadline will receive a Withdrawn Fail (WF) grade for each course in which the student was enrolled.



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

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

For Elective courses running on a four-week block, no add or drop period is allowed.

Academic Advising / Registration

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

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

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

Course Sequencing

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

Attendance and Absence

Undergraduate

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

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

A student who misses a class must inform the Dean or Registrar's Office in advance and provide appropriate documentary evidence in the form of an official Medical Certificate, Police Notice or a letter from the sponsor/guardian or parent. Students who are recorded as absent for three (3) classes (or as per syllabus) will be withdrawn failed from that course.

Postgraduate

Attendance at Masters' classes will be monitored and records of attendance may be consulted during the decision making process at the Examination Board Meetings. A postgraduate student should not be absent from more than 25% of the taught course components.



Progression and Awards

Undergraduate

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

Postgraduate

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

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

Change of Programme

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

Assessments

UNDERGRADUATE

Integrated course assessment

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

Each course shall normally be assessed as follows:

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

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

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

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

After a student has completed an assessment, no mitigating circumstances will be accepted as grounds for re-assessment since such circumstances should have been



reported by the student prior to the assessment submission date, accompanied by a request to be absent or by a request for an extension (in case of course work).

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

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

Coursework

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

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

Late submissions:

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

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

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

Course Tests

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

A student can request to be absent from an announced test based on mitigating circumstances (such as illness or death in the immediate family). The student shall submit the proof of his / her mitigating circumstances in writing to the Registrar or Instructor within seven (7) days of missing the test. If the student's request is accepted, the course Instructor shall arrange for a make- up test for the student before the start of the final examinations. A student who is absent from an announced test (without any acceptable excuse) will receive a grade of zero (0) for the test.



Final Examinations

Examination Regulation

- (a) Students are not permitted to take any unauthorized items (papers, bags, mobile phones, calculators, laptops, etc.) in to the examination room.
- (b) Students will be asked to empty their pockets and will be searched with a metal detector prior to entering the examination room.
- (c) No communication is permitted with any other candidate during the course of the examination.
- (d) A student may leave the room to go to the toilet (during a 2-3 hours exam but not during a 1 hour exam); but will be accompanied by an invigilator.
- (e) The course tutor(s) will be available for questions during the reading time (first ten (10) minutes). Students are not allowed to start writing during the reading time. After that, the course tutor(s) will leave and no course specific questions can be answered by the invigilators. If you wish to attract the attention of the course tutor or an invigilator, the student should do so by raising your hand.
- (f) Students may leave the exam room once they have finished and had their papers checked and collected by an invigilator except during the first thirty (30) minutes and within the last fifteen (15) minutes of the examination period.
- (g) Students must not remove from the examination room any question paper, answer book, loose paper, used or unused, dictionary, calculator or any other document provided.
- (h) Students must be in complete uniform (name badge, business attire), well – groomed (shaved for men, etc.) and have their ID card available to gain entry to the examination room.

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

Reading Time

This is the first ten (10) minutes of the exam. Students may ask course related questions to their course tutor during this time. The time does not count towards the length of the exam.

Undergraduate Dissertation

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

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



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

Mitigating Circumstances

Should a student miss the final examination of any course, the student is required to submit proof of mitigating circumstances in order to be allowed to take a substitute examination during the re-sit examination period. Proof of mitigating circumstances must be submitted within three (3) days of the exam date. Medical certificates may be subject to verification from the local health authorities. Other acceptable forms of mitigating circumstances may include police reports and letters from parents or sponsors. The decision to accept or reject mitigating circumstances will be made by the Examination Board.

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

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

- a) Retake the examination and the final grade will be based solely upon your examination performance but the marks awarded will be capped at seventy percent (70%). A maximum of two (2) Compensative Failed courses may be re-taken in any one (1) Trimester.
- b) When the coursework component in the course exceeds sixty percent (60%) of the course assessment, the student may be required to undertake an additional assessment, which re-assesses the learning outcomes within that course. The final grade for the course will be based solely on this re-assessment and the total mark awarded for the course will be capped at seventy percent (70%)
- c) Retain the grade of Compensative fail (FC/FD) which will show on the final transcript and affect the cumulative GPA and could result in the student failing to graduate should the final cumulative GPA be lower than two (2.00).
- d) Repeat the entire course the next time this is offered. The grades receive through repeating the repeated course will replace those originally awarded.

Students who have a cumulative GPA of less than 2.00 are not eligible for compensation and will not be allowed to sit for the re-take exam. 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, subject for review during the Examination Board meeting.

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

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

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

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

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

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

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

Assessments Feedback

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

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

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



POSTGRADUATE

Assessment of Student Learning

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

Rationale for Assessment

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

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

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

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

Key Components of Assessment

In this programme, assessment will be:

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

Postgraduate Thesis/Project

In the final Trimester, students will need to complete their Thesis or Projects. Full time students will be given three (3) to five (5) months to complete either the Thesis (subject to supervisor approval).

Dissertations are graded by the respective supervisor and a second marker (usually nominated by the Coordinator). Should the difference between the supervisor's and second marker's grade be within 10%, the average will be treated as final, unless by



mutual consensus, another value is agreed upon. In the event of the grade difference exceeding 10%, the supervisor and the second marker will hold a consultation to identify a 'common ground'. In the event of a lack of consensus, the concerned dissertation will be referred to a third marker. The third marker can call for the original grading reports of the supervisor and second marker. The final grade will be the average of the supervisor's or second marker's grade and the third marker's grade, whichever is closer to the latter.

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

Resubmission

In case a student fails to achieve a passing grade on either the Thesis or Project, detailed feedback will be given to the student who will be asked to re-submit. Students will be given at least one Trimester to resubmit the thesis or as specified by the Examination Board.

Extension

Should a student not be able to complete their Thesis or Projects within the required time scale, they must submit a Request for Extension Form. This request should be supported by proof of mitigating circumstances and will be subject to approval by the Associate Dean or the Dean.

ACADEMIC INTEGRITY

The Emirates Academy of Hospitality Management (EAHM) believes that learning and practicing **academic integrity** is an essential part of a university education. If someone acts with *integrity* it means that he or she follows a strict code of moral or ethical 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.

SCOPE:

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

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

DEFINITIONS:

Cheating in exams and tests

This includes but is not limited to:

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

Plagiarism

You plagiarize when you use the work of someone else and present it as your own work.

Plagiarism includes but is not limited to:

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



Falsifying data in academic work

This includes but is not limited to:

- Submitting work that includes false or fabricated data or information. (for example, inventing facts or figures, including them in your essay and attributing them to a false source; OR in a Dissertation, falsifying survey data)
- When a graded assessment is returned to you, changing answers or data surreptitiously and then asking for a better grade.

Lying for academic gain (misrepresentation)

This includes but is not limited to:

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

Collusion

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

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

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

POLICY STATEMENT:

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

RESPONSIBILITY:

Responsibilities of the student

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



As a student of EAHM, you have a responsibility to:

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

Responsibilities of EAHM

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

- EAHM publishes its policy on academic integrity in the Catalogue.
- Students are introduced to the policy and the concept of academic integrity early in their first Undergraduate year, and during their first module of the Postgraduate programme.
- Every first year Undergraduate student and first module Postgraduate student receives formal instruction on EAHM's academic integrity policy, including how to recognize and avoid plagiarism. EAHM requires all new students to sign a "Student Acknowledgement of Academic Integrity Policy" form (See Appendix D), after the taught sessions, indicating that they are aware of the policy and their responsibilities within it.
- For major assessments such as Dissertations, EAHM requires both Undergraduate and Postgraduate students to sign a declaration that the work is their own (See Appendix E).
- 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. This means, among other things, that sources are listed on PowerPoint slides and other handouts.
- New and adjunct faculty are fully briefed on EAHM's academic integrity policy.

Use of Turnitin for plagiarism detection

- EAHM makes available to students and faculty the plagiarism-testing software Turnitin. Faculty members have the right to use it for any or all of their assignments.
- For some assignments, such as dissertations (DISS490/DISS901) and research proposals (RESH301/RESH901), use of Turnitin is mandatory.

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- All other assignments will be submitted to Turnitin at the discretion of the faculty member. However it is recommended that all substantive essay-style written assignments requiring research to complete be run through Turnitin.
 - When Turnitin submission is deemed a requirement for a particular assignment, students will submit their work themselves. Turnitin will be configured so that for every assignment, students have a period of time during which they may submit an assignment, view the plagiarism report, make necessary changes and re-submit, before the assignment is graded.
 - New faculty will receive full documentation and training. First year students will be trained to use Turnitin in ENGL102 and/or in other mandatory workshops.
 - Faculty will assess each final Turnitin report, checking the highlighted sections to ensure that students have used proper referencing. Incorrectly referenced or unreferenced matches will incur penalties.

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

IMPLEMENTATION OF THE POLICY:

Cheating on tests and exams

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

If a faculty member, exam invigilator or administrator

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

The faculty member, exam invigilator or administrator will

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



First offence

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

Second offence

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

Third offence

A third major cheating offense will result in suspension for a Trimester, with no credit being given for work already completed during that Trimester. The offense will be recorded in the student record.

Other academic offenses

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

It is recognized that minor instances of academic misconduct, such as incorrect referencing, may occur among students who are beginning their university studies. Therefore, EAHM follows a phased or progressive penalty system, taking into consideration the students' academic development over the course of their degree studies. In particular, the first year is considered a learning period and is thus treated separately in this policy. There is no grace period for students in the master's programme.

Academic misconduct by Undergraduate students in first year

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

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

Academic dishonesty by Undergraduate students after first year

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

All alleged offenses after first year will be reported by the faculty member to the Dean, who will convene a Disciplinary Committee, as described below. If the Disciplinary Committee upholds the accusation, the offense will be recorded in the student's file and may be kept on file for up to five years after the student graduates. (Usually a letter recording a first offense will be removed when the student graduates, but the



Disciplinary Committee reserves the right to extend the period if it deems an offense more serious).

Academic dishonesty by Postgraduate students

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

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

Minor offences

An offense *may* be deemed to be minor if

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

Serious offences

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

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

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

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



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

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

See the attached Academic misconduct penalties grids for indicative penalties for each offense (Appendix A for Undergraduate students and Appendix B for Postgraduate students)

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

- The faculty member will forward the evidence to the Dean and the accused student within five (5) working days of discovery of the alleged misconduct.
- Within two (2) working days of receipt of an accusation, the Dean will convene a Disciplinary Committee, comprising the faculty member, the relevant programme director and the Dean, or designated replacements. A replacement will always be nominated when the programme director or Dean is also the faculty member involved.
- The student will be given a chance to refute the accusation and to furnish proof. He or she may elect to be accompanied by an advisor from within EAHM.
- If the accusation is upheld, the Disciplinary Committee will announce a decision and a penalty within two (2) working days of the "hearing".
- If the accusation is upheld, the penalty will be recorded in the student's record.

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

ACADEMIC PROBATION, DISMISSAL, READMISSION

When the cumulative GPA of a student drops below two (2.0) points after completing one (1) Trimester 1, he / she receives an academic probation notice from the Dean.

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

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



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

The student is granted the chance to continue his / her studies in the same academic programme in either of the following cases (the below does not apply to student still on provisional enrollment status):

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

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

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

Readmission

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

All readmission requests must be approved by the Dean in accordance with the UAE Ministry of Higher Education and Scientific Research - Standards of Licensure and a student may be required to submit new application documents.

GRADE APPEALS

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

Students may appeal if:

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

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

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

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

Grade appeals will not be entertained in the following cases:

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

GRADING SYSTEM

Grade Report and Transcript

A grade report will be issued to the students and published on the student information system after the Examination board has confirmed the marks.

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

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

Academic records and transcripts will only be released to students who are in good financial standing with EAHM (not on "Financial Hold") and to students who have completed the clearance process (for graduating or withdrawing students) and who are not on "Academic Hold".

Undergraduate

The following grading system will apply on the Undergraduate programmes.

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

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

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

| | |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I | Indicates a course which has not been completed. This grade may only be awarded when a student has completed a substantial amount of coursework and it has been approved by the Exam board. The course where the "I" grade is achieved, must be completed by the subsequent Trimester. The "I" grade will automatically be changed to "F" after the stipulated time if the student unsuccessfully fulfills the remaining requirement(s) of the course. |
| N | No grade (assessment is not required); taken as an extra course; not part of the programme requirement. |
| P | Pass on an ungraded course. |
| R | Repeated/Replaced. From September 2016, repeated course will no longer be assigned the grade R, instead the transcript will show the original grade, but clearly be marked as a "Repeated course". The cumulative GPA will not account for the original grade. |
| U | Fail on an ungraded course. |
| W | Designates student withdrawal from a course within the allowed period. |
| X | Designate that a student was exempted from that course. |
| TC | Transfer Credit. |
| TO | Test Out. A student who has prior knowledge of a certain course may apply to "test out." This involves demonstrating they already have achieved the learning outcomes by sitting a separate assessment. |

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

$$GPA = \frac{\sum_{i=1}^n Course_Grade_Point_i \times Course_Credit_Value_i}{\sum_{i=1}^n Course_Credit_Value_i}$$

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

Postgraduate

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

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

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

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

| | |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I | Indicates a course which has not been completed; |
| W | Designates student withdrawal from a course within the allowed period; |
| X | Designates that a student was exempted for that course. |
| R | Repeated/Replaced. From September 2016, repeated course will no longer be assigned the grade R, instead the transcript will show the original grade, but clearly be marked as a "Repeated course". The cumulative GPA will not account for the original grade. |

Dean's List

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

TRANSFER CREDIT

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

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

- (a) The applicant must meet the admission requirements of EAHM
- (b) The educational institution from which course work is being considered for transfer credit must be licensed, and the programme accredited, by the Ministry



of Higher Education & Scientific Research in the UAE, or in the case of international credit transfer, by the relevant national or regional institutional accrediting body.

- (c) The applicant has successfully completed a full Trimester at a recognised institution of higher education at the same level of study as the programme to which they are transferring, with a cumulative GPA of two (2.50) or above.
- (d) The Ministry of Higher Education & Scientific Research in the UAE must approve all transfer credit applications prior to the Examination Board review.

For each course considered for credit transfer the applicant must have obtained at least a passing grade of C or better. Under no circumstances will credit transfer be granted for courses at Level Four (4).

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

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

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

The maximum credit transfer will not be more than fifty (50) percent of the total credits of the programme. Grades from another institution are not transferable and will not be used in the calculation of the EAHM GPA. However, in circumstances where a student has completed a two-year degree (or equivalent academic credential) from an institution that is licensed and accredited by the Ministry of Higher Education & Scientific Research in the UAE, or in the case of international credit transfer, by the relevant national or regional institutional accrediting body, and the content of this degree (or equivalent academic credential) is comparable both in terms of course content and credit hour distribution, the degree may be accepted in its entirety as satisfying the first five (5) Trimesters of study towards a BSc / BBA Honours degree (subject to Ministry of Higher Education & Scientific Research in the UAE approval). Transfer credit cannot be accepted twice for substantially the same course taken at two different institutions.

The applicant must submit all course credits for transfer on an official transcript sent directly from the original teaching institution to the Office of the Registrar at The Emirates Academy of Hospitality Management. Copies, emails, facsimiles or student



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

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

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

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

Students from EAHM and wishing to participate on study abroad programmes should seek prior approval for the courses they intend to take. Should the student fail to get approval for the courses prior to the commencement of the study abroad programme from the Registrar or Dean and from Ministry of Higher Education & Scientific Research in the UAE, transfer credits will be denied.

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

Applying for Transfer Credits

Applicants or students who wish to transfer credits from another university to EAHM should adhere to the following procedure:

1. The applicant or student wishing to transfer credits should complete the Undergraduate Transfer Credit Form.
2. The applicant or student completes the form and sends it back to the Admissions Officer (for applicant) or to the Registrar's Office (if the applicant is a current student) together with the syllabus / syllabi and official transcript.
3. The file is then submitted for review to either the Dean or Associate Dean and to the Ministry of Higher Education & Scientific Research in the UAE for further approval.
4. Upon completion of the review process, the file is then forwarded to the Registrar's Office.
5. The Registrar's Office will prepare the Programme Plan and the Award of Credits Letter.

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

Test Out

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

Internship Exemption

Students who can demonstrate they have a record of employment or work history that is at least equivalent to the Internship requirements may apply for exemption from EAHM Internship requirements. This application should take the form of a CV and documented record of employment that is submitted to the Admissions Officer and Director of Industry Liaison prior to commencing their programme of study. The Director of Industry Liaison will liaise with the student regarding the Internship report requirements and contact the previous employer for a confidential evaluation.

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

EXAMINATION BOARD

The Examination Board meets every Trimester:

Jan Trimester

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

Apr Trimester

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

Sep Trimester

1. **Retake Exams / Internships** from previous Trimester at the beginning of October (2 weeks after retake exam week)

- 
2. **Postgraduate** at the beginning of October – not later as the Graduates have to be confirmed (latest 10th calendar week after the last PG course has finished in the previous Trimester)
 - ❖ Can be combined with Retake Exams / Internships Examination Board
 3. **Study Abroad / Undergraduate** after Final Exam Week during the break for the end of that Trimester

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

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

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

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

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

STUDENT GRIEVANCE

PURPOSE:

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

SCOPE:

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

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



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

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

DEFINITIONS:

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

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

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

POLICY STATEMENT:

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

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

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

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

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

RESPONSIBILITY:

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

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



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

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

IMPLEMENTATION OF THE POLICY:

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

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

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

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

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

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

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

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



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

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

PARCHMENT

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

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

GRADUATION

The EAHM graduation takes place once a year. It is normally scheduled during the first Trimester. Students who intend to graduate should complete the Graduation Application requirements, submit all required documentation requested by the Registrar's Office and completed the full clearance process prior to the graduation ceremony.

Undergraduate Requirements

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

- (a) Completed the required credits:
 - a. Associate of Science in International Hospitality Operations [ASc] / Associate of Business Administration in International Hospitality Management [ABA] - sixty nine (69) credits
 - b. Bachelor of Science (Hons.) in International Hospitality Management [BSc]/ Bachelor of Business Administration (Hons.) in International Hospitality Management [BBA] – one hundred twenty six (126) credits including Consultancy (CONS401) and Dissertation (DISS490).
- (b) Successfully passed all the required courses and electives included in the curriculum of the programme of study.
- (c) Achieved a cumulative grade point average of no less than two (2.0)
- (d) Not exceeded the maximum period of enrolment.
- (e) If the student has transferred from another tertiary institution, they must have successfully completed no less than fifty percent (50%) of the total number of credit hours required for graduation at The Emirates Academy of Hospitality Management.
- (f) The student is in good financial standing with The Emirates Academy of Hospitality Management and is not on "Financial Hold".
- (g) The student has submitted all required documentation to the Registrar's Office including official attestations and certificate of equivalencies.
- (h) The student has completed the full clearance process.

Guidelines for Honours Award Classification

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

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

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

Postgraduate Requirements

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

(a) Completed the required credits as follows:

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

- (b) Achieved a cumulative grade point average of no less than three (3.0).
- (c) Achieved at least a grade of C on the thesis or project.
- (d) The student has submitted all required documentation to the Registrar's Office including official attestations and certificate of equivalencies.
- (e) The student is in good financial standing with The Emirates Academy of Hospitality Management and is not on "Financial Hold".
- (f) The student has submitted all required documentation to the Registrar's Office including official attestations and certificate of equivalencies.
- (g) The student has completed the full clearance process.

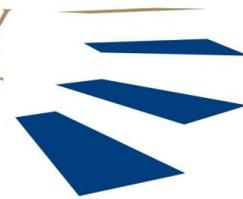
Award Classification

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



**THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT**

In academic association with Ecole hôtelière de Lausanne



COURSE DESCRIPTIONS

2016-2017



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

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

Course Code (Prefix and Number)

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

Introduction to Finance (FINN301) (3-2-0)

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

Credit Hours - Lecture hours – Practical hours

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

As an example, EAHM offers the course:

Housekeeping Operations (HKOP101) (3-2-2)

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

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

Pre-requisites, Co-requisites

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

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



UNDERGRADUATE COURSES

Business Ethics (ETHS301) (3-3-0) Instructor: Dr. Stephanie Morris. The aim of this course is to provide students with a base for reflection on topics related to both personal and business ethics. Coverage includes foundations of ethics in general and in business; ethical theories and tests; comparison of the stockholder approach vs. the stakeholder approach; individual values and rights within the business organization; business operations; the role of the "tone at the top"; and conflicts of interest. Pre-requisite: None. Offered once per academic year.

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

Consultancy Project (CONS401) (6-2-10 hours in industry a week) Instructor: Dr. Michael Newnham. The service sector represents the largest segment of most industrial economies. Hospitality and tourism are now the second largest of the service sectors. Excellence is critical for success in tourism and hospitality industries today, and its importance is increasing due to industry deregulation, global competition and rapidly evolving information technology. The aim of this course is for students to investigate and explore a range of topical and current issues of relevance to the hospitality and tourism industry. A problem based learning approach will be used by the application of pragmatic research methods to contemporary business questions. Pre-requisite: RESH301. Offered every Trimester.

Cultural Business Exposure (CULT100) (3-2-0) Instructor: Ms. Alison Neary. This course introduces the theory of culture and supports analysis of the influence of culture on interactions in multicultural settings. Within this context, students will learn the importance of cultural tolerance and the relationship of this to effectiveness in the workplace. Coverage includes: definitions of culture; national culture, organizational culture, cross-cultural consumer behavior, service culture, and the relationship between culture and tourism. Pre-requisite: None. Offered every Trimester.

Cultural Diversity (CULT201) (3-4-0) Instructor: Mr. Chris Dutt. This course introduces the theory of culture and supports analysis of the influence of culture on interactions in multicultural settings. Within this context students will learn the importance of cultural tolerance and the relationship of this to effectiveness in the workplace. Coverage includes: definitions of culture; national culture, organizational culture, cross-cultural consumer behavior, Multicultural working environments; Cultural



dynamics and heritage; Service culture; and Expatriate managers and staff, and the relationship between culture and tourism. Pre-requisite: None. Offered once per academic year.

Dissertation (DISS490) (9-1-10 hours research a week) Instructor: Dr. Sanjay Nadkarni / Other Supervisors: Dr. Stuart Jauncey, Dr. Michael Newnham, Dr. Stephanie Morris, Dr. Ioanna Karanikola and Mr. Chris Dutt. Business research knowledge and skills are important criteria for understanding, conducting, interpreting and presenting findings in the hospitality/tourism industry. This course provides students with an opportunity to conduct primary research in an area of interest and apply theoretical knowledge and skills learnt in previous courses in their program of study. The dissertation requires students to carry out their own research study in terms of: Identification of a topic area; research preparation; literature review; question and/or hypothesis development; selection of appropriate research method, including identification of the target population, selection of sampling technique(s), selection of data gathering method(s), and application of appropriate data analysis; presentation of the research findings, and articulation of the research conclusions in the broader context of the topic area. The dissertation is the final component of the Programme and presents a written work of scholarship that demonstrates the student's ability to research an approved topic and present a well-reasoned argument in support of a clearly stated hypothesis or research question. Pre-requisite: RESH301. Offered every Trimester.

English Composition and Rhetoric (ENGL102) (3-4-0) Instructor: Ms. Donna Haas. English Composition and Rhetoric is designed to develop expository writing and oral presentation skills to the proficiency expected of a student at the university level. This course will provide the core tools students need for the effective use of the English language throughout their academic and professional careers. Before beginning any writing or speaking project, one must know how to think critically. Students will be given ample opportunity to develop their reasoning and analytical skills and instincts. Throughout the semester, students will read and critique their classmates' essays, supplemented by essays written by known experts. Exposure to material that is both challenging and interesting will increase their ability to produce their own work at a higher level and will also encourage them to address new ideas from an objective viewpoint, thereby enhancing their rhetorical and communicative skills, as well as their researching skills. During the trimester, the course environment will be one of a workshop rather than a traditional classroom, where students' essays will become "works in progress" that undergo more than one draft prior to being assessed. Discussion will be encouraged and expected on a regular basis. Pre-requisite: None. Offered every Trimester.

Entrepreneurship & Innovation (EPIN301) (3-3-0) Instructor: Dr. Stephanie Morris. Entrepreneurship has the potential to make several positive contributions to a country's economy via the creation of entrepreneurial ecosystems and innovation clusters. This course provides students with the knowledge to articulate the differences between design thinking, innovation, and entrepreneurship and to differentiate between an idea and a viable opportunity. The assessments provide students with opportunities to develop their creative confidence and develop a business idea that has the potential to become a viable business. The course draws on a number of key areas including design thinking, legal issues surrounding entrepreneurship, the creation of the entrepreneurial mindset, innovation and idea creation, evaluation of market opportunities, and risk



taking. The module is designed to develop students' enterprising and entrepreneurial skills, particularly in respect to the service industry, and to enhance employability by working on a range of complex problems and issues both individually and in teams. Pre-requisite: None. Offered once per academic year.

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

Food and Beverage Business (FABM101) (3-4-0) Instructor: Ms. Helen Morris. The course aims to focus students' attention on the management aspects of a food and beverage operation by developing basic concepts of planning, organising and controlling a food service operation. The course covers the differing types of food and beverage operations and their role in the industry and managing quality along with the finance and control within the business. Pre-requisite: None. Offered twice per academic year.

Food and Beverage Service (FABS101) (3-1-8) Instructors: Ms. Helen Morris and Mr. Maximilian Rauch. This course aims to focus students' attention on the practical aspects of running a successful restaurant, based and supported by basic theoretical knowledge. The art of food service and product knowledge; trends in gastronomy, and competence in preparing restaurant settings are the medium within which the business is learnt. Food and beverage areas, restaurant service styles and equipment combined with live guest contact and an actual restaurant operation will form the core of the practical sessions. Theory sessions focus on the business of running a restaurant and detailed product knowledge in beverages and service development. Pre-requisite: None. Co-requisite: CULN101. Offered every Trimester.

Front Office Operations (FOOP101) (3-2-2) Instructor: Ms. Marina Rizzi. The course aims to introduce students to the Front Office operations of a hotel through the enhancement of their knowledge and skills in the basic underpinnings of hospitality theory and procedures. One rationale highlights the importance of providing students with various techniques which are required in order to manage a quality accommodation unit and its operations at present. A secondary rationale for the course is to encourage students, that are being groomed as future managers, to reflect on different management styles and principles as they relate to Front Office operations so that they may both motivate, inspire, and lead effectively in their subsequent careers. Pre-requisite: None. Co-requisite: HKOP101. Offered twice per academic year.

Hospitality Accounting (ACNT101) (3-4-0) Instructor: Mr. David Butterson. An ability to work with figures is essential in business. It is important for successful operational managers, not only to be comfortable with figures but to understand what, why and how figures are produced to help in decision making. The purpose of this course is to introduce students the process of record keeping and preparation of financial statements. At the end of this course students will be able to describe how financial data is gathered, recorded, and analyzed; prepare financial statements; and describe how



these statements are used in performance evaluation and decision making. Pre-requisite: None. Offered once per academic year.

Housekeeping Operations (HKOP101) (3-2-2) Instructor: Ms. Marina Rizzi. The housekeeping department in a hotel is often one of the most diverse in terms of the skill set needed to ensure both efficiency and effectiveness while maintaining hotel standards and meeting guest expectations. In addition to helping students to understand the importance of this department within a hotel the module will develop students' skills in many of the basic operational functions such as budgeting, organisation and staffing. A range of site visits then allow students to develop their knowledge of how these are then put in to practice. In addition to the operational elements of the department students will also develop an appreciation of the wider remit that can be involved in housekeeping at larger resort hotels, such as uniform and room design, floristry and pre-opening. On successful completion of the course students should be able to make a valuable and informed contribution to the running of a housekeeping department at supervisory level. Pre-requisite: None. Co-requisite: FOOP101. Offered twice per academic year.

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

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

Introduction to Marketing (MRKT101) (3-4-0) Instructor: Mr. David Butterson. In order to be prepared for their responsibilities as future managers in the travel, tourism, or hospitality sector, the students must have a basic knowledge of the market and operating environment, marketing techniques, and the theory on which marketing is built. The objective of this course is to give the students an introduction to the theory and practice of marketing. Pre-requisite: None. Offered twice per academic year.



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

Leadership (LEAD101) (3-3-0) Instructor: Ms Murielle Safi. The purpose of this course is to introduce students to the principles and practices of leadership; within the context of the International Hospitality Industry. A secondary rationale for the course is to encourage students and future managers to reflect on leadership styles so that they are able to motivate and inspire future subordinates. Pre-requisite: None. Offered up to 2 times per academic year.

Legal Aspects of Hospitality Industry (HLAW401) (3-3-0) Instructor: Dr. Stephanie Morris. This course focuses on aspects of business law, primarily as it relates to torts (emphasis on negligence), and the effects thereof on the hospitality industry. It is intended to help you develop a practical managerial perspective on how the law applies generally to the hospitality company's policies and practices, how to minimize the negative impact of the legal environment on the company, and how to work effectively with lawyers to protect the company. The course emphasizes international legal principles and considers legal traditions in multiple countries whenever possible. Pre-requisite: None. Offered once per academic year.

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

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

Principles of Economics (ECON201) (3-3-0) Instructor: Dr. Stephanie Morris. This course will discuss basic economic principles, theory, and reasoning, and then apply that knowledge to familiar and relevant circumstances through the lens of critical thinking. By following this model, the analysis in which we engage during the course of the trimester will allow students to eventually form their own judgments about economic problems in both their home countries and globally. We will examine the forces of supply and demand and the dynamics of making trade-offs within the framework of constraint imposed by scarcity. We will also study the economy as a whole, focusing on economic



growth and development and the impact of monetary vs. fiscal policy on inflation, unemployment, interest rates, investment, and international trade. Pre-requisite: None. Offered once per academic year.

Professional Food Preparation (CULN101) (3-1-8) Instructors: Mr. Michael Kitts and Ms. Helen Morris. The aim of this course is to focus students' attention on the operational and business aspect of running a successful kitchen. The art of food preparation, food product knowledge, trends in gastronomy, and competence in preparing gastronomic combinations are the mediums within which the business is learnt. Past and current practices, and the varying influences which dictate these, will form the core of the practical sessions. Theory sessions focus on the business of running a successful kitchen. Coverage includes: trends in catering; consumer demand; psychological, sociological, environmental and political influences on consumer demand; established and innovative gastronomic dishes; menu planning; and kitchen accounting. Pre-requisite: None. Co-requisite: FABS101; Basic Food Hygiene Certificate. Offered every Trimester.

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

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

Revenue Management (REVM201) (3-4-0) Instructor: Dr. Ioanna Karanikola. The existence of this course is vital to the Hospitality Programme since it emphasizes the importance of running a smooth operation within the hotel. The knowledge is applicable to the existing operations. Therefore the explanation of the theories along with examples enhance the learning cycle of the students. This course provides an insight into the management of the Rooms Division area of the hotel operations. This module includes the explanation of the best practices, techniques and strategies currently used in the hospitality industry by either front office managers, room division directors and / or revenue managers. Pre-requisite: None. Offered once per academic year.

Services Marketing (MRKT301) (3-3-0) Instructor: Ms. Marina Rizzi. In an age of unprecedented competition where the focus of effort is frequently orientated towards



measures of financial accountability those organisations who neglect or mismanage their Marketing strategies will ultimately suffer. Increasingly, managers find themselves involved in charting the direction of the organization and contributing to decisions that will create and sustain a competitive advantage and affect long-term organisational performance. Managing in this constantly changing business environment is an essential requirement for business success as the world moves through the 21st century. There are many indications that management thought and practice have moved into a new era. Hence, this course in Services Marketing is intended to broaden your view on marketing, to give you an understanding of how marketing is practiced in service organizations, and how it will be managed in the future. This course will examine marketing not only in industries that deal primarily in services but also from the perspective of all organizations. This is in recognition of the fact that service is an integral part of the offering of every company and organization these days, regardless of the sector in which it operates. This course will address both strategic analysis and operational decision making. Pre-requisite: MRKT101. Offered once per academic year.

Statistics (STAT201) (3-4-0) Instructor: Mr. Chris Dutt. Statistical data analysis is a critical component of managerial decision making in the tourism and hospitality sector. The quality and utility of managerial decisions based on statistical analysis related to the identifying and applying of an appropriate measure and an understanding of that measure's reliability, validity and generalizability to the situation. Towards this end, the objective of this course is to help students understand the role of statistics in managerial decision making and equip them with the necessary analytical skill sets (including relevant software application tools) essential for effective managerial decision making. The course includes elements from descriptive as well as inferential statistics. Emphasis is placed on conceptual understanding, interpretation and application in the tourism and hospitality sector. Pre-requisite: None. Offered once per academic year.

Strategic Information Technology Application in Management (COMP301) (3-3-0) Instructor: Dr. Sanjay Nadkarni. The course provides an understanding of the role of digital assets and management information systems in the conduct of business with a focus on hospitality and the wider services sector. Digital technology has permeated practically every sphere of human activity and the impact on business management has been particularly profound. How businesses have gained from digital applications in terms of efficiency and effectiveness, what are the key growth drivers and risks, why conventional business models are being challenged by technology driven disruption, how the digital economy is influencing established practices and processes in the hospitality industry, what are the implications for the hospitality sector, what are the challenges the industry faces in adopting 'digital' - these are topics which students of hospitality business management need to be familiar with, irrespective of the vertical in which they wish to develop their career. The contents of this course have been developed in consultation with senior domain specialists and practitioner across the industry verticals. Students will be able to build upon their knowledge of business driven digital platforms, consider issues related to the implementation in organizations across sector-verticals and identify best-in-class platforms. Pre-requisite: COMP102. Offered once per academic year.

Strategic Management (STMT401) (3-4-0) Instructor: Mr. Chris Dutt. STMT401 is a capstone course, which integrates much of what students have learned until now from a "functional discipline" perspective (marketing, finance, human resource management



etc.) and applies that knowledge to the study of sustainable competitive advantage. STMT401 is a course about strategy and about viewing the company from a global perspective rather than at a functional business level. Students will examine the formulation, implementation, and evaluation of strategies in tourism and hospitality firms and apply the conceptual frameworks to specific situations. The major responsibility of students in this course is to make objective strategic decisions and to justify them through oral and written communication. This is a learning-by-doing course. Through the combination of lectures, readings, experiential exercises, case studies, and class participation, this course will introduce you to critical and effective strategic analysis, thinking, and communication. Pre-requisite: None. Offered once per academic year.

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

INDICATIVE UNDERGRADUATE LANGUAGES 2016-2017

Beginners Arabic (ARAB100) (3-4-0) Instructor: Ms. Christiane Ibrahim. This is a beginning level language course which presupposes no background in Arabic. It will provide an introduction to the basics of Arabic Language (speaking, listening, reading, and writing) through a variety of real-life situations and the language necessary to deal with them. Pre-requisite: None. May be offered in every Trimester depending on the interest of the students.

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

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

Beginners Spanish (SPAN100) (3-4-0) Instructor: Dr. Ioanna Karanikola. This module in Spanish provides an insight into the beginner's level of Spanish language for Hospitality. The aim of this course is to enable the student to understand the spoken and written forms of Spanish and to communicate confidently and clearly in Spanish at a high-beginner level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: None. May be offered in every Trimester depending on the interest of the students.



Beginners German (GERM100) (3-4-0) Instructor: Ms. Julie Cavendish. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a high-beginner level. There has never been a better time to learn a foreign language such as German. Learning German opens new opportunities to students and will enrich their professional and personal development. When pursuing a career in hospitality and tourism, knowing German guarantees success. Being able to communicate with German clients and guests will improve the customer service experience. This course aims to teach how to respectfully greet a guest in German, to make reservations, to give accurate directions, to ask questions, to help solve problems and support making decisions. Pre-requisite: None. May be offered in every Trimester depending on the interest of the students.

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

Intermediate French (FREN200) (3-4-0) Instructor: Ms. Christiane Ibrahim. In Intermediate French, the facilitator will provide students with foreign language learning tools in order to enable them to feel confident in speaking and understanding French at intermediate level. This course further focuses on developing students' specific vocabulary skills to enable them to understand and use French in a variety of real-life situations. Pre-requisite: FREN100. May be offered in every Trimester depending on the interest of the students.

Intermediate Mandarin (MAND200) (3-4-0) Instructor: TBC. Module 2 in Chinese will provide the language tools students need for the daily communication in real life situations. Although English can undoubtedly connecting you with the whole world, Chinese can take you a big step forward. The single thought of you can communicate with 1/5 of the world population in their mother tongue and see the world through their eyes can be a real excitement. To be equipped for future opportunities, in business and in tourism, China currently has the second largest economy in the world and has become the factory of the world. Also, countries with large overseas Chinese populations include Indonesia, Philippines, Thailand, Singapore, and Malaysia. Speaking Mandarin gives you an edge in doing business with them. No matter you conduct tourism in China or attract the growing number of Chinese tour groups to your place, knowing Chinese is helpful. Learning another viewpoint. Chinese culture is over 5000 years old. By learning the Chinese Language, Chinese you will learn another culture and another way of looking at the world. Pre-requisite: MAND100. May be offered in every Trimester depending on the interest of the students.

Intermediate Spanish (SPAN200) (3-4-0) Instructor: Dr. Ioanna Karanikola. This module in Spanish provides an insight into the intermediate's level of Spanish language for Hospitality. The aim of this course is to enable the student to understand the spoken and written forms of Spanish and to communicate confidently and clearly in Spanish at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: SPAN100. May be offered in every Trimester depending on the interest of the students.



Intermediate German (GERM200) (3-4-0) Instructor: Ms. Julie Cavendish. This module in German provides an insight into the intermediate's level of German language for Hospitality. The aim of this course is to enable the student to understand the spoken and written forms of German and to communicate confidently and clearly in German at a high-intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills. Pre-requisite: GERM100. May be offered in every Trimester depending on the interest of the students.

Advanced Spanish (SPAN300) (3-4-0) Instructor: Dr. Ioanna Karanikola. This module in Spanish provides an insight into the advanced level of Spanish language for Hospitality. Pre-requisite: SPAN200. May be offered in every Trimester depending on the interest of the students.

INDICATIVE UNDERGRADUATE ELECTIVES 2016-2017

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

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

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

Destination Planning (DEST301) (3-1-40) Instructor: Ms. Marianne Saulwick. Destination Development is the phrase used by the tourism industry to describe the strategic application of planning, development, and marketing resources to enhance a location as a desired destination for travelers. This module will provide students with a general organizing framework required to complete a Destination Development Plan. It will provide students with the detailed principles and main components of the tourism destination. The course will focus on one particular destination and examine this through the lenses of economics, marketing, culture, food and beverage, tourism and



leisure. The course will also provide students with an appreciation of tourism as a domain within its own right. Pre-requisite: None. Offered once per academic year.

Diving Tourism Management (DTMG301) (3-3-0) Instructor: Mr. Chris Dutt. Scuba Diving is a booming sector with increasing numbers of individuals undertaking Scuba Diving qualifications. Many of these divers are travelling and looking to dive while on holiday. What are the implications of this? How can it be managed? What are some of the factors that the industry need to consider? This course will introduce students to the diving sector, teach them how to dive, and apply their experiences to generate solutions to problems proposed by industry. Due to the nature of this course, students must be interested in learning how to dive, or already be divers. Additionally, students must be able to swim 200 metres and be able to complete the accompanying medical form. Some activities may need to be completed over weekends. Should any individual select 'Yes' to any option, they should inform the lecturer about how to proceed. From this course, students will additionally receive a diving certification and a certificate of accomplishment for contributing to the diving industry. Pre-requisite: None. Offered once per academic year.

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

Food Management & Media (FMAM301) (6-0-24) Instructors: Mr. Michael Kitts, Ms. Helen Morris, and Mr. Maximilian Rauch. The course focuses on designing and developing a restaurant concept where students start the process from planning through to execution using various resources and skills available. Not only will the students develop and execute a restaurant concept they will learn and incorporate social media skills of food writing, blogging, food styling and photography and to see how a manager can use the social media channels to best promote a food and beverage business to clients. Pre-requisite: FABM101, FABS101, CULN101. Offered once per academic year.

Introduction to Cruise Ship Management (CRMT301) (3-3-0) Instructor: David Butterson. The cruise industry is the most dynamic category of the entire leisure market. Despite the global economic crisis, the industry continues to show steady growth. For 2016, the forecasted amount of people travelling on cruise ships is 24 million worldwide. Some of the key drivers for the cruise industry's success are the deployment of international brand ships in fast growing and emerging markets, as well as a diverse range of offerings. The novelty of new routes and itineraries attract first time and repeater cruise guests alike. One of the biggest trends for recent years are river cruises, now offered worldwide, exploring the great rivers of Europe, North America, Asia, and



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

Meetings, Incentives, Conventions and Exhibitions (MICE301) (3-3-0) Instructor: TBC. The events industry has experienced unprecedented growth over the last 20 years with destinations and international businesses looking to events to build reputation and develop marketing communications. The MICE sector in particular has become a vital communication tool for international business development and a catalyst for major regeneration projects around the world. Students studying the MICE module will study the basic components of event planning and management and be introduced to a range of areas linked to the events industry. The course will also focus on exploring the history and development of the MICE industry within this international environment and consider its increasing economic importance globally. Key sectors include the growth in international conventions and exhibitions, business and incentive travel and the international meetings market. A range of international locations will be discussed in terms of their attractiveness as a MICE destination, with a specific focus on growth in the UAE over the last decade. Where possible site visits to key locations will be used to highlight the range and diversity of venues available for MICE events in Dubai. Pre-requisite: None. Offered once per academic year.

Quality Management (QUAL301) (3-3-0) Instructor: TBC. This course is about what quality is, how we measure it, how we manage it and what impacts quality management has on tourism and the hospitality industry. The study of quality management will also encompass the service and manufacturing industry in both public and private sectors of the economy, to ensure complete comprehension of the theory. Through classroom instruction, interactive case studies, exposure to industry professionals and site visits students will be able to apply theory to practical scenarios. Pre-requisite: None. Offered once per academic year.

Social Media Management (SMMG301) (3-3-0) Instructor: TBC. Social Media Management (ICDL Certification) Course enables students to develop their knowledge and skills in using social media resources effectively both in their personal and professional lives. This course will help the students to: Understand why organisations use social media and be aware of the resources necessary for an organisation to use social media tools effectively and safely; Know how to safely use computers and a range of mobile devices and understand online threats; Recognise the need to safeguard personal information on computers and mobile devices and the threats posed by Internet criminals and scams; Develop their skills in searching effectively for information; know about the different information sources, both traditional and online and the advantages and disadvantages of the same; and Appreciate the impact of social media and access a vast range of information. Pre-requisite: None. Offered once per academic year.

Spa & Wellness Management (SPWM301) (3-3-0) Instructor: TBC. This course, which has been developed in partnership with Talise SPA, introduces students to the



history, theory, practice and managerial issues surrounding the effective operation of commercial SPA and Wellness Centres. With the spa industry fast becoming the world's largest leisure industry, an accompanying need for information arises. The industry is naturally looking to define best practice, determine successful business models, prioritize human resource issues, develop standards of quality control, create effective marketing strategies and examine past and future trends. Yet, while the services, products and profits of the industry have grown exponentially, the information gap has grown wider. This course seeks to inform and prepare hospitality students with knowledge around how to operate a Spa and Wellness Centre successfully, with hands-on learning. Pre-requisite: None. Offered once per academic year.

Special Interest Tourism (SITM301) (3-3-0) Instructor: Mr. David Butterson. This module aims to provide students with an appreciation of the growth and development of the tourism industry as a whole while developing an awareness of the diversity of special interest products that are available to consumers and the context in which they are managed. Special Interest Tourism links to the related fields of leisure management, events management, countryside management and the geography of tourism and key areas of coverage include new areas such as e-tourism, and health and wellness tourism, as well as more established special interest sectors such as Dark Tourism, Backpacking, Music Festivals and Sports and Adventure Tourism. Students will have the opportunity to explore a particular sector that is of interest to them and analyse the key developments in their chosen market. Understanding the changing Tourism landscapes and demographic diversity of needs is a key management function in today's growing and dynamic Tourism market place. This module aims to offer alternative thinking to the already vast array of Tourism products available to consumers and how new trends develop. Pre-requisite: None. Offered once per academic year.

Sustainability in the Hospitality Industry (SUST301) (3-3-0) Instructor: Mr. Chris Dutt. The hotelier's relationship towards environmental challenges and societal concerns is one of a rather remote and intangible nature met with varying levels of interest. However, these concerns have been high on public agenda for the past few years following substantial press coverage of environmental degradation and the polarisation of modern society. Shareholders, employees and customers all have higher expectations of a hospitality industry that increasingly demonstrates responsible behaviour across the triple bottom line of economic, social, and environmental management. In response, the hospitality industry, along with governments and private organisations are launching initiatives that help hoteliers become more sustainable i.e. by becoming more environmentally responsible and by working in harmony with society at large. A clear understanding of the issues surrounding climate change, global warming, air and water pollution, ozone depletion, deforestation, the loss of biodiversity and global poverty is essential for successful implementation of sustainable business management strategies. This course will enable students to learn the theoretical underpinnings of sustainability and apply their knowledge through a hotel benchmarking exercise. Pre-requisite: None. Offered once per academic year.

Principles of Internal Control (ACNT301) (3-3-0) Instructor: Bincy Baburaj. Students would have taken from ACNT201 an understanding of managerial accounting techniques as applied to a hospitality unit; specifically budgetary control. Developing the operating budget requires also the necessary controls to maximize optimum performance – namely setting up internal controls. The course concerns 'internal control'



as applied to hospitality businesses. A guiding definition of the content of the course is as follows taken from the American Institute of Certified Public Accountants (AICPA): "Internal Control comprises the plan of organization and all of the coordinate methods and measures adopted within a business to safeguard its assets, check the accuracy and reliability of its accounting data, promote operational efficiency and ensure adherence to prescribed managerial policies." This definition recognizes that a system of internal control extends beyond those matters which relate directly to the functions of the accounting department. A well-developed system of internal control includes budgetary control, standard costs, periodic operating reports and their analysis, personnel training programmes and internal audit staff. Above all students need to understand the unique nature of a hospitality unit; that which distinguishes it from a unit in the manufacturing sector and thus presenting a number of internal control challenges. In this regard, principles as applied to the 'international' hotel are the focus, being an operating unit that incorporates both accommodation and catering (Food and Beverage). Pre-requisite: ACNT201. Offered once per academic year.

Special Project (SPPR301) (3-3-0) Instructor: Mr. David Butterson. This special project course is intended to be a stimulating, lateral and highly interactive course that seeks to satisfy students in the elementary stages of working with external organizations in the current Hospitality and Tourism arena. Key learning objectives include sourcing an organization in need of a special project, networking to gain relationships to further the process of student & organization engagement and finally setting objectives in a draft proposal which outlines the specific needs of the project using measurable perimeters, clear and precise terms of reference and cognitive commitment during all stages of the course. Using effective time management & objective completion strategies the selection of target companies in the current industrial sector will be critical to both the learning outcomes demanded and the level of competencies identified in the draft report. The special project will demand time, effort and research which will translate into a professional business report outlining recommendations as a result of the findings and should blend to create authentic, meaningful and accurate working methodology, commitment and precision. This course is about learning to work with real life businesses that require a high degree of independence, the ability to focus on a range of topical and current issues relevant to the organization's circumstances is critical. Students will need to apply a problem based approach using pragmatic methodology and research methods to contemporary business situations and questions. Working in an independent manner will aid the understanding and real life experience of management problem solving while allowing for guided instructor supported input on a regular and timely manner. The project will be proportioned into several pyramid layers of work generation commencing with establishing practical and realistic terms of reference for the project and then self-manage the consultancy process through to completion. As part of the special project students will be required to undertake detailed research in the appropriate areas and markets while investigating and analysing their chosen area. Instructor topic generated project focus and general supervision will be utilized throughout the process to support the students in situations that naturally occur as a consequence of project management and support will be offered at each point. Pre-requisite: None. Offered once per academic year.



POSTGRADUATE MODULES

Applied Statistics for Business Research (STAT901) (3-9-0) Instructor: Dr. Sanjay Nadkarni. Statistical methods have an important role to play in improving business processes and form the basis of business critical decision support tools such as Customer Relationship Management and Business Intelligence. Businesses across all sectors of the economy have been using statistical application software to help managers take critical decisions under conditions of risk and uncertainty and the hospitality industry is no exception. This course presupposes the students' familiarity with descriptive statistics and basic probability concepts as part of their undergraduate and/or high school studies, and places emphasis on inferential statistical techniques for exploring differences and relationships commonly used in management. Drawing on cases and examples from a wide range of business sectors, the content familiarizes them with desktop application software tools for data visualization and analyses which enable handling 'Big Data' from a business intelligence perspective. Practical application of the concepts and interpretation of the output will augment the student's ability in decision making, and to understand risk and uncertainty using quantitative data. Pre-requisite: None. Offered once per academic year.

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

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

Hotel Asset Management (FINN901) (3-9-0) Instructor: Bincy Baburaj. It is the responsibility of the financial executive in a firm to identify the form of management of the physical assets of the firm that maximizes value to the owners of that firm. In the specialized firm that is the international (systemized) hotel, if the objective is to maximize the owners' value, a clear choice in today's business environment exists between the owners, with or without a franchise operating the hotel themselves or



engaging a management contractor. Options in respect of the form of management of the hotel (asset) need to be presented to the suppliers of finance when wishing to acquire a hotel. This course will enable future corporate managers to understand the decisions that owners need to take based upon their view of hotels as assets and the financial implications of the various forms of managing these assets under normal commercial operating circumstances. Pre-requisites: None. Offered once per academic year.

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

Managing Human Capital (HRMT901) (3-9-0) Instructor: Dr. Ioanna Karanikola. This module looks at the management and organization in a fundamental way which allows students to reflect on and evaluate managerial knowledge so developing confidence in their judgment and widening their visions. Coverage includes: Managerial decision making; Organizational process; Management knowledge and learning and understanding labour markets. Prerequisites: None. Offered once per academic year.

Postgraduate Thesis (DISS901) (9-1-12 hours research a week) Instructor: Dr. Michael Newnham / Other supervisors: Dr. Stuart Jauncey, Dr. Sanjay Nadkarni, Dr. Stephanie Morris and Dr. Ioanna Karanikola. Business research knowledge and skills are important criteria for understanding, conducting, interpreting and presenting findings in the hospitality/tourism industry. The Thesis provides students with an opportunity to conduct primary research in an area of interest and apply theoretical knowledge and skills learnt in a business environment. The Thesis requires students to carry out their own research study in terms of: Identification of a topical area; research preparation; literature review; question and/or hypothesis development; selection of appropriate research method, including identification of the target population, selection of sampling technique(s), selection of data gathering method(s), and application of appropriate data analysis; presentation of the research findings, and articulation of the research conclusions in the broader context of the topical area. The Thesis presents a written work of scholarship that demonstrates the student's ability to research an approved topic and present a well-reasoned argument in support of a clearly stated hypothesis or research question. Prerequisite: RESH901. Offered every Trimester.



INDICATIVE POSTGRADUATE ELECTIVES 2016-2017

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

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

Cross Cultural Selling and Marketing (MRKT901) (3-9-0) Instructor: TBC. Recent waves of globalization have created new markets and business opportunities that few could have visualized earlier. These opportunities however, come with challenges and risks. Companies today have proven that they are, and will continue to remain globally competitive if they are to be able to carry their clients, investors and talented high performing employees with them into the future. Many businesses are expanding into multicultural markets both within their home country and globally, and have to appeal to clientele from different cultures. Conducting business across international boundaries requires interaction with people. Both national culture and organizational culture can influence the sales process when conducting business internationally. As more firms operate globally, an understanding of the effects of cultural differences on decision making becomes increasingly important so as to mitigate business risk as well as to enhance international marketing strategies. More than any other function of a business, the Marketing function is perhaps the most susceptible to cultural error. It is in the area of international marketing that most of the "international business blunders" occur. Cross-Cultural Selling and Marketing explores the key roles that multiculturalism plays in different societies and its impact on marketing theory and practice. It will prepare students for the realities and complexities of cultural diversity. Furthermore, it addresses both cross-cultural management and international marketing, and will expound on practical consumer issues within the market place. Pre-requisite: None. Offered once per academic year.



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

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

Hotel Benchmarking (HBEN901) (3-9-0) Instructor: TBC. Benchmarking is defined by Ekmuti and Kathawala (1997, p 229) as "the process of identifying the highest standards of excellence for products, services or processes and then making the improvements necessary to reach those standards, commonly called "best practices." Benchmarking originated with the Xerox Corporation in the late 1970's. At this time Xerox was facing high levels of competition and its market share was falling, and in response it decided to compare its operations and processes with those of its competitors. The results from this benchmarking process resulted in a two-thirds reduction in quality problems, a fifty percent cut in manufacturing costs, and a reduction in corporate staff by thirty five percent (Omachinu and Ross, 1994). An additional result was that both manufacturing and service industries recognised the value and importance of benchmarking as a management tool. Several authors including Kozak and Rimmington (1998) and Ogden (1999), have studied the use of benchmarking within the hotel industry and have found that it is a managerial discipline that is under used and yet that has potential to inform strategic decision-making. In particular the hotel specific research argues that benchmarking can inform managers on how to improve service quality, reduce operating costs, highlight critical success factors and systems to attain these, and help to ensure



that strategic intention is delivered at unit level. The ultimate objective of benchmarking is to identify consumer expectations and improve systems, procedures and 2 products to meet these expectations. Benchmarking is then an essential tool that enables managers to deliver high quality lodging experiences. In simple terms, benchmarking is the practice of admitting that others are better at some things, and being wise enough to learn how to match, and even surpass, them. It is the process of comparing and measuring an organisation against others to gain information on philosophies, practices, and measures that will help your organization take action to improve its performance. Pre-requisites: None. Offered once per academic year.

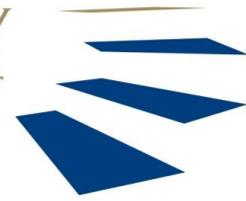
Law and Ethics in the Business World (LEBW901) (3-9-0) Instructor: Dr. Stephanie Morris. The ability to understand and distinguish between legal and ethical principles is essential in order to run a successful business. Accordingly, managers must apply standards of law, morality, rights, and justice when making decisions affecting operations, sales, advertising, company culture, competition, and contractual relations both domestically and internationally. Although the necessity of following the law in all respects might be obvious, the course will give equal weight to the wisdom of taking ethical considerations as seriously, thereby elevating the importance of human interrelationships beyond what might seem adequate at first glance. Realistically, legal obligations are not always synonymous with ethical obligations; however, the dismissal of ethical considerations when making business decisions often leads to disastrous results that later prompt significant changes in the law—changes that are oftentimes more far-reaching than what might have been the case had management simply engaged in self-regulation and self-reflection from the onset. Pre-requisite: None. Offered once per academic year.

Sustainable Tourism Development (SUST901) (3-9-0) Instructor: TBC. Rapid growth in the last twenty years now means that tourism is widely acknowledged as one of the world's largest industries, and is an increasing source of employment and GDP, particularly in emerging economies. The potential for economic growth, poverty alleviation and conservation that runs alongside well managed tourism destinations has increasingly raised the agenda of sustainability as a key influence for tourism planning and development, and the governance and management of the industry. The management of tourism, is however, a complex process confronted by significant challenges for all stakeholders involved in the industry, and criticisms have been raised as to whether the concept of sustainable tourism is actually sustainable. Tourism after all is often viewed by governments in terms of growth and increasing numbers when in fact sustainability is about setting limits and managing responsibly. Is it possible to achieve a truly sustainable ideal in today's dynamic and highly competitive tourism environment? Via a range of international case studies in both developed and emerging economies this course considers the pros and cons of sustainable development, discusses the applicability of the traditional frameworks of sustainability and the assesses the current challenges to managing destinations in order to balance the positive and negative impacts associated with the tourism industry. Pre-requisite: None. Offered once per academic year.



THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT

In academic association with Ecole hôtelière de Lausanne



FACULTY

2016-2017

FULL-TIME

| NAME | DESIGNATION | QUALIFICATION | YEAR OF AWARD | CONFERRING INSTITUTION | COURSES | |
|------------------------|-----------------------------------------|-------------------|---------------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| | | | | | UG | PG |
| Chris Dutt | Senior Lecturer | MSc (PhD pending) | 2012 | The Emirates Academy of Hospitality Management, Dubai | Cultural Diversity; Statistics; Sustainability in the Hospitality Industry; Strategic Management; Diving Tourism Management; Undergraduate Dissertation supervision; Research Methods | |
| Christiane Ibrahim | Language Instructor – Arabic and French | MSc | 1998 | University of Roehren, France | Arabic and French Languages | |
| David Butterton | Senior Lecturer | MBA (PhD pending) | | Oxford Brookers University, UK | Introduction to Hospitality and Events Management; Introduction to Marketing; Hospitality Accounting; Special Interest Tourism; Facilities & Installation Management; Special Project | |
| Helen Morris | Executive Chef and Senior Lecturer | Certificate | 2001 | University of Greenwich, UK | Professional Food Preparation; Food and Beverage Service; Food and Beverage Business; Food and Beverage Management; Gastronomy; Food Media; Food Management & Media | |
| Ioanna Karanikola | Assistant Professor | PhD | 2015 | Manchester Metropolitan University, UK | Organisational Behaviour; Human Resource Management; Undergraduate Dissertation supervision; Basic, Intermediate and Advanced Spanish; Professional Human Resource Management; Research Methods; Revenue Management; Research Methods | Managing Human Capital; Postgraduate Dissertation supervision; Business Research Methods |
| Marina Durrmeier Rizzi | Senior Lecturer | MSc (PhD pending) | 2013 | The Emirates Academy of Hospitality Management | Consumer Behaviour; Club and Resort Management; Leadership; Front Office Operations; Services Marketing; Housekeeping Operations | |

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|-------------------|---------------------------------------------------------|----------------|------|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Maximilian Rauch | Lecturer | BSc | 2013 | The Emirates Academy of Hospitality Management | Food and Beverage Service; Food and Beverage Management; Gastronomy; Food Media; Food Management & Media | |
| Marianne Saulwick | Director of Industry Liaison | MSc | 2010 | University of South Wales | Industry Experience; Internship and Placements; Destination Planning | |
| Michael Kitts | Director of Culinary Arts | Certificate | 1976 | Thanet Technical College, UK | Professional Food Preparation; Gastronomy; Food Media; Food and Beverage Management; Food Management & Media | |
| Michael Newnham | Associate Dean | PhD | 2011 | University of Leicester | Consultancy Project; Undergraduate Dissertation Supervision; Research Methods | Postgraduate Dissertation supervision; Service Operations Management; Developing and Monitoring Corporate Strategy; Business Research Methods |
| Stuart Jauncey | Dean | PhD | 2001 | Oxford Brookes University, UK | Undergraduate Dissertation supervision; Research Methods | Business Research Methods; Postgraduate Dissertation supervision |
| Sanjay Nadkarni | Associate Professor / Director of Research & Innovation | PhD | 2003 | University of Hull, UK | Strategic Information Technology; Undergraduate Dissertation supervision | Statistics; Digital Marketing; Postgraduate Dissertation supervision; Business Research Methods |
| Stephanie Morris | Associate Professor of Law | Juris Doctoris | 1987 | Washington University School of Law, USA | Business Ethics; Principles of Tourism Economics; Hospitality Law; Entrepreneurship & Innovation; Undergraduate Dissertation supervision | Law and Ethics in the Business World; Postgraduate Dissertation supervision |
| Donna Haas | Senior Language Teacher & Student Support Officer | BSc | 1979 | Sul Ross State University | English Composition & Rhetoric, TOEFL/IELTS Preparation, EFL Programme Supervision; Student Support | Student Support |

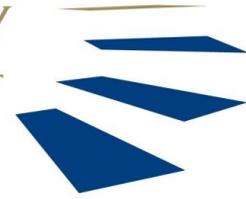
VISITING / ADJUNCT

| NAME | DESIGNATION | QUALIFICATION | YEAR OF AWARD | CONFERRING INSTITUTION | COURSES |
|-----------------|-----------------|---------------|---------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Alison Neary | Adjunct Faculty | BoE | 1988 | University of Bradford, UK | EFL Programme, English Composition & Rhetoric; Cultural Business Exposure; Business and Marketing for SA |
| Julie Cavendish | Adjunct Faculty | MBA | 2001 | Oxford Brookers University | Beginner's and Intermediate German; English; Comprehension & Rhetoric |
| Julie Jackson | Adjunct Faculty | Master | 2015 | Southern Cross University | International Tourism Management; Cross Cultural Selling and Marketing |
| Bincy Baburaj | Adjunct Faculty | M.Res | 2010 | The University of Glasgow | Introduction to Finance; Hotel Asset Management; Management Accounting; Principles of Internal Control; Real Estate (Hotel) Finance |
| Murielle Safi | Adjunct Faculty | MBA | 2002 | International School of Savignac-les-Eglises | Leadership |
| TBC | | | | | Social Media Management; Spa & Wellness Management; Business Information Systems |



**THE EMIRATES ACADEMY
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2016-2017

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Mohammad Rahimi

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APPENDICES

2016-2017

Appendix A ACCEPTABLE HIGH SCHOOL QUALIFICATIONS

| Country | Academic Entry Requirements |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Australia | Successful completion of the Australian Tertiary Admission Rank (ATAR) with a good passing grade. |
| Bahrain | Successful completion of the Tawjihiya (Secondary School Leaving Certificate) with a good passing grade. |
| Bangladesh | Successful completion of the Higher Secondary Certificate with a good passing grade. |
| Belarus | Successful completion of the Atestat o Srednem Obrzovani (Certificate of Completed Secondary Education) with an average of 75% |
| Canada | Successful completion of the High School Diploma, CGPA of 2.5 or above. Minimum final average of 75%. |
| China | Successful completion of the Senior High School; OR three years' successful vocational studies at a recognised college with a minimum final average of 75%. |
| Colombia | Successful completion of the Bachillerato/ Bachiller with a good passing grade. |
| Czech Republic | Successful completion of the General Secondary School (Gymnasium) to obtain 'Vysvědčení o maturitní zkoušce' (Secondary School Leaving Certificate) with a minimum grade of 'Chvalitebný' |
| Denmark | Successful completion of the Upper Secondary School Certificate (12 years) with a good passing grade. |
| Egypt | Successful completion of the Thanaweya Am'ma (General Secondary Education School Certificate-GSEC) with a good passing grade. |
| Finland | Successful completion of the Matriculation Examination (Lukion tai muun toisen asteen päättötodistus) with a good passing grade. |
| France | Successful completion of the Baccalaureate de L'Enseignement du Second Degré with a minimum of 12; or Diplome de Bachelier de L'Enseignement du Second Degré with a minimum of 12 (French Baccalaureate). |
| Germany | Successful completion of the Abitur (Allgemeine Hochschulreife) with an average of 2.3 or better. |
| Greece | Successful completion of the Apolytirion with a good passing grade. |
| Hong Kong & Macau | Successful completion of the Hong Kong Advanced Level Examination [HKALE] with a good passing grade. |
| India | Successful completion of the All India Senior/Higher Secondary School Certificate (CBSE). Minimum final score of 60%. |
| | Successful completion of the Indian School Certificate (ISC) awarded by the Council for the Indian School Certificate Examination (CISCE). Minimum final score of 60%. |
| Indonesia | Successful completion of the SMEA / SMKK / STN leaving certificates. |
| Iran | Successful completion of Pre-University Studies after high school with a minimum grade of 12 |
| Iraq | Successful completion of the Sixth Form Baccalaureat with a good passing grade. |
| Italy | Successful completion of the Diploma di Supermento dell'Esame di Stato conclusive dei Corsi di Istruzione Secondaria Superiore [Upper Secondary School Leaving Certificate] with a good passing grade. |
| Japan | Successful completion of the Upper Secondary School Certificate of Graduation with a good passing grade. |

| | |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Jordan | Successful completion of the Higher Secondary School Certificate. Minimum final average of 75%. |
| Kazakhstan | Successful completion of General Secondary School Certificate (Аттестат о среднем образовании) with Grades of 4-5. |
| Kenya | Successful completion of the Kenyan Certificate of Secondary Education (KCSE) with a good passing grade. |
| Korea | Successful completion of the General Senior High School Certificate with a good passing grade. |
| Kuwait | Successful completion of the Kuwaiti Shahadat Al-Thanawiya-Al-A'ama (General Secondary School Certificate) with a good passing grade. |
| Lebanon | Successful completion of the Baccalaureat de L'Enseignement du Second Degre with a minimum of 12; or Diplome de Bachelier de L'Enseignement du Second Degre with a minimum of 12 (French Baccalaureate). |
| Luxembourg | Successful completion of Diplôme de Fin d'Etudes secondaires (Diploma of Secondary Education) with a minimum grade of B |
| Malaysia | Successful completion of Sijil Tinggi Persekolahn Malaysia (Malaysian Higher Secondary School Certificate) with an average grade of C |
| Mexico | Successful completion of the Bachillerato with a good passing grade. |
| Montenegro (Republic of) | Successful completion of Diploma o završenoj srednjoj školi (Diploma of Acquired Secondary Education) with an average grade of 4.00 |
| Nepal | Successful completion of the Higher Secondary Education with the final average grade on Division I |
| Netherlands | Successful completion of the Voorbereidend 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 4.5. Scale running from 1.0 (lowest) through 6.0 (highest). |
| Oman | Successful completion of the Omani Thanaweya Am'ama (High School Certificate) with a good passing grade. |
| Pakistan | Successful completion of the Senior / Higher Secondary School Certificate (depending on Board). Minimum final score of 60%. . |
| Peru | Successful completion of the Certificado de Educación Secundaria Común Completa with a good passing grade. |
| Philippines | Old Curriculum: Successful completion of the High School Diploma plus 2 years of university studies with a good passing grade (must obtain a Certificate of Equivalency from the UAE Ministry of Education) |
| | New Curriculum: Successful completion of Senior High School (K-12) with a good passing grade (must obtain a Certificate of Equivalency from the UAE Ministry of Education) |
| Qatar | Successful completion of the Qatari Shahadat Al-Thanawiya Al-Amma (Secondary School Certificate) with a good passing grade. |
| Romania | Diploma de Bacalaureat (Baccalaureate Diploma) with a final average of 7.50 ["Bun" (Good)] |
| Russian Federation | Successful completion of General Secondary School Certificate (Аттестат о среднем образовании) with Grades of 4-5. |
| Saudi Arabia | Successful completion of the Saudi Shahadat Al-Thanawiya Al-Amma (Secondary School Leaving Certificate) with a good passing grade. |
| Serbia (Republic of) | Successful completion of Diploma o završenoj srednjoj školi (Diploma of Acquired Secondary Education) with an average grade of 4.00 |

| | |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Singapore | Successful completion of the GCSE (O levels) – 5 Subjects at C or better including Maths and English Plus A levels – 3 Subjects at C or better |
| South Africa | National Senior Certificate (Matriculation) with minimum Achievement Levels of 5 (60%) and 6 (70%) on relevant subjects |
| Spain | Successful completion of the Curso de Orientacion Universitaria [Course of University Guidance] with a good passing grade. |
| Sri Lanka | Successful completion of the Sri Lanka General Certificate of Education Advanced Level-with with a good passing grade. |
| Syria | Successful completion of the BaccaLaureat /Al Shahada Al Thanawiya (Secondary School Leaving Certificate) with a good passing grade. |
| Sweden | Successful completion of the Upper Secondary Education "Gymnasium" - Slutbetyg with an average grade of 15.0 (out of 20.0) Completed minimum of 2500 poäng, with a minimum 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 Diploması with a good passing grade. |
| Ukraine | Successful completion of the Attestat o Protnom Ovshchem Srednem Obrzovani (Certificate of Completed Secondary Education) (11 years) with an average of 75%. |
| Uzbekistan | Successful completion of Certificate of Completed (Upper) Secondary Education (Akademik Litsey) |
| United Arab Emirates | Successful completion of Grade 12 (High School Diploma) with a 75% average or better |
| United Kingdom | Successful completion of GCE (A levels) with 3 Subjects at C or better Plus IGCSE/GCSE (O levels) with 5 Subjects at C or better |
| United States of America | Successful completion of the High School Diploma, CGPA of 2.5 or above. Minimum final average of 75% Plus SAT (500 English and 400 Math) |
| Vietnam | Successful completion of the Diploma of General Education [Bang Tot Nghiep Pho Thong Trung Hoc] with a good passing grade. |
| International Baccalaureate Curriculum | Successful completion of the International Baccalaureate (IB) Diploma with a minimum points of 25 (IB certificate is not accepted). |

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

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

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

Appendix B THE ACADEMIC CALENDAR



THE ACADEMIC CALENDAR: 2016-2017

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

First Trimester

| | | |
|--------------------|-----------------|-------------------------------------------|
| 12-17 September | Monday-Saturday | Orientation |
| 18 September | Sunday | Classes Begin |
| 18-22 September | Sunday-Thursday | Add/Drop of Courses Without Grade Penalty |
| 27 Nov-01 December | Sunday-Thursday | National Day Holiday Break |
| 11-15 December | Sunday-Thursday | Final Examinations Week* |
| 16 December | Friday | End of the Trimester |

Second Trimester

| | | |
|---------------|--------------------|-------------------------------------------|
| 04-07 January | Wednesday-Saturday | Orientation |
| 08 January | Sunday | Classes Begin |
| 08-12 January | Sunday-Thursday | Add/Drop of Courses Without Grade Penalty |
| 26 Mar-6 Apr | Sunday-Thursday | UAE Higher Education Holiday |
| 09-13 April | Sunday-Thursday | Final Examinations Week* |
| 14 April | Friday | End of the Trimester |

Third Trimester

| | | |
|-------------|--------------------|-------------------------------------------|
| 19-22 April | Wednesday-Saturday | Orientation |
| 23 April | Sunday | Classes Begin |
| 23-27 April | Sunday-Thursday | Add/Drop of Courses Without Grade Penalty |
| 25-29 Jun | Sunday-Thursday | Eid Holiday |
| 16-20 July | Sunday-Thursday | Final Examinations Week* |
| 21 July | Friday | End of the Trimester/Academic Year |

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

RELIGIOUS AND PUBLIC HOLIDAYS

| DATE | DURATION | EVENT |
|-------------|----------|------------------------------------|
| 30 November | 1 day | Commemoration Day |
| 02 October | 1 day | Hijri New Year's Day |
| 02 December | 1 day | National Day |
| 12 December | 1 day | Prophet Mohammed's (PBUH) Birthday |
| 01 January | 1 day | New Year's Day |
| 24 April | 1 day | Israa & Mica's Night |
| 25 June | 3 days | Eid Al Fitr |

NOTES:

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