THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT

Academic Catalogue

2022-2023

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MESSAGE FROM THE DEAN

Welcome to the Emirates Academy of Hospitality Management!

The Emirates Academy of Hospitality Management (EAHM) is a leading global higher education institution specialising in Hospitality Management. It provides a unique learning environment in a fully accredited university, located in Dubai, at the heart of international tourism and innovation. For the last 20 years, the EAHM has become an internationally renowned hospitality business school, known for its innovative and industry-relevant education.

Studying at EAHM means a true immersion in the world of hospitality management as we are proudly part of Jumeirah Hotels and Resorts. EAHM distinguishes itself by its approach to learning, preparing graduates with capabilities for a rewarding professional and personal life. The programmes offered at EAHM introduce students to a learning experience focusing on the reality of Hospitality Management, while studying in one of most exciting global destinations. Experiential learning defines us, and it is an approach where students are constructing their learning. The emphasis is placed on real-life situations and interactions to encourage creativity and innovation and becoming an actor in the development of a leisure and tourism economy at local and international levels.

Mixing a customized approach to learning with a diverse student population provides opportunities to be immersed in a truly global life on campus. Teamwork and diversity are essential words in the field of hospitality and tourism. Indeed, you will meet and study with students from more than 50 nationalities on campus, while the academic team represents more than ten countries. Being in a sophisticated tourism destination, students are also exposed to a highly refined set of companies, and the constant interaction with industry, on campus, through projects and working in the companies, provide multiple opportunities to learn through real-life experience. The campus life remains friendly and safe, learning in a boutique and resort style of university. Each student is assisted by personal tutors, and the campus offers conducive learning and recreational facilities. Dubai is one of the safest cities globally with virtually unlimited options for entertainment; you will be ensured of a rewarding and versatile student life too!

Firmly established as a global leading hospitality management school, the quality and versatility of our academic awards provide graduates ready to take a role as global leaders in the field of hospitality and tourism. This includes a choice of careers in top-end hotels and restaurants, in the service sector such as banking, in strategic management and consultancy, as well as founding start-ups and entrepreneurial ventures in the sector. The uncompromising dedication to quality boasts an industry-leading 97% employment rate amongst recent graduates. And with thousands of alumni worldwide, you will become part of a network of sought-after #EAHMproud hoteliers.

Congratulations on choosing the Emirates Academy of Hospitality Management for your studies. We are happy to join you on your journey to a rewarding and exciting career in the international hospitality industry!

Dr. Frederic Bouchon
Dean
The Emirates Academy of Hospitality Management

ACADEMIC CALENDAR 2022 - 2023

First Trimester 2022

05-09 September	Monday - Friday	Orientation
12 September	Monday	Classes Begin
12-16 September	Monday - Friday	Add/Drop of Courses Without Grade Penalty
01-03 December	Thursday – Saturday	National Day Holiday Break (TBC)
05-09 December	Monday - Friday	Final Examinations Week
10 December	Saturday	End of the Trimester

Second Trimester 2023

12-13 January	Tuesday – Thursday	Orientation
16 January	Monday	Classes Begin
16-20 January	Monday - Friday	Add/Drop of Courses Without Grade Penalty
27 March-7 April	Monday - Friday	UAE MoE Holiday (TBC)
17-19 April	Monday – Wednesday	Final Examinations Week
20-23 April	Thursday – Monday	Eid Al Fitr Break
22 April	Saturday	End of the Trimester

Third Trimester 2023

27-28 April	Thursday - Friday	Orientation
1 May	Monday	Classes Begin
1-5 May	Monday – Friday	Add/Drop of Courses Without Grade Penalty
28-30 June	Wednesday – Friday	Eid Al Adha Holiday Break
24-28 July	Monday – Friday	Final Examinations Week
29 July	Saturday	End of the Trimester/Academic Year

RELIGIOUS AND PUBLIC HOLIDAYS

DATE	DURATION	EVENT
08 October	1 day	**Prophet Mohammad's (PBUH) Birthday**
01 December	1 day	Commemoration Day
02 December	1 day	UAE National Day
01 January	1 day	New Year's Day
18 February	1 day	Israa & Miaraj Night
20-23 April	4 days	Eid Al Fitr
28-30 June	4 days	Eid Al Adha

NOTES:

- **EAHM will officially announce any closure on a religious and/or public holiday to the students once the official confirmation has been received from the Ministry of Education (higher education section) via email and/or posted on the noticeboard/timetable. If there are any scheduled classes that cannot be delivered due to a religious holiday, the classes may be re-scheduled accordingly.**

THE EMIRATES ACADEMY OF HOSPITALITY MANAGEMENT (EAHM)

OVERVIEW OF THE INSTITUTION'S HISTORY

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 has become an iconic hospitality and tourism industry destination, EAHM is situated in the heart of hospitality. EAHM is owned by the world leading Jumeirah Hotel Group and located 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 works closely with other international hotel chains, and this enables graduates to be well placed for their future careers and to be sought after by the hospitality industry.
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, a strong alumni association, 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.

EAHM Historical Timeline

2001 EAHM opened in October 2001: Welcomed first cohort of 15 students
Licensed and Accredited by Ministry of Higher Education & Scientific Research in 2001 for delivery of Undergraduate programmes (now known as Ministry of Education)
Academic Association with Ecole hôtelière de Lausanne (EHL) (2001-2019)
First local university accredited by MoE to deliver hospitality management degrees

2005 First graduating batch of Bachelors and Associate degree students

2009 EAHM's Master's degree accredited by Ministry of Higher Education & Scientific Research (now known as Ministry of Education)

2010 Undergraduate and Postgraduate programmes accredited by Institute of Hospitality in the United Kingdom in November 2010 (only accredited university in the Middle East)

2011 EAHM became an accredited member of The International Centre of Excellence in Tourism and Hospitality Education in Australia in July 2011 (awarded THE-ICE AccreditationPLUS status) - Undergraduate and Postgraduate programmes accredited

2012 First graduating batch of Master's degree students

2014 Degree names changed from ASc, BScHons & MSc to ABA, BBA & MBA approved by Ministry of Higher Education & Scientific Research (now known as Ministry of Education). ABA was discontinued in 2022.

2015 First hospitality school in the world to receive the Green Globe Certification

2017 Recognized by the Ministry of Education, China (White List)
Ranked among world's top 10 hospitality schools by global education research firm Education.com
2018 EAHM became a member of Association to Advance Collegiate Schools of Business (AACSB) in August 2018
2022 EAHM ranked N°1 in the Middle-East, QS World University Ranking by Subject (Hospitality & Leisure Management)
EAHM recognized by the Ministry of Education, Saudi Arabia

MISSION, VISION, AND INSTITUTIONAL GOALS

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.

Mission Statement

EAHM is committed to fulfilling its distinct mission:

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

Strategic Goals and objectives

"To promote academic excellence in a professional context" and to:

1. Provide quality education in hospitality and tourism management
2. Creating innovative experiential learning environments conducive to student development.
3. Pursue and produce applied research in hospitality and tourism
4. Fostering partnerships with industry and government bodies and promoting international outreach with recognized universities and institutions.
5. Progressing global recognition for high quality academic programs and graduate employability

Values on campus

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

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

Attention: Attention is key in the culture of hospitality: attention to self, to the others, and ensuring people feel comfortable and respected.

Attire: Students across all programmes of study at EAHM wear business attire, as future professionals. The Grooming Guide guidelines illustrate what is expected daily on campus.

ACCREDITATION AND LICENSURE

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

EAHM has earned Accreditation through the Commission for Academic Accreditation of the Ministry of Education, UAE for the following degrees: Bachelor of Business Administration in International Hospitality Management and Master of Business Administration in International Hospitality Management.

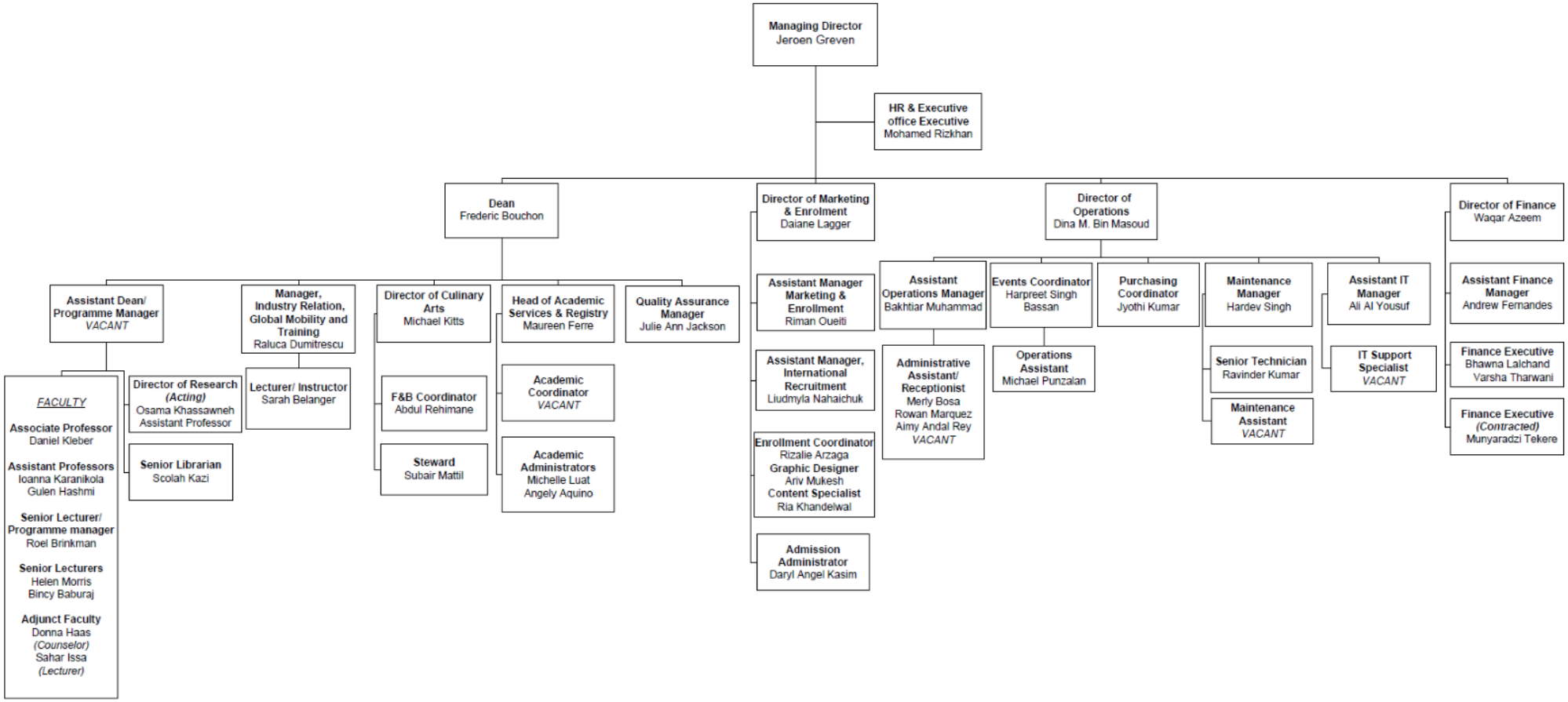
All programmes of study are also accredited by the Institute of Hospitality (IOH) in the United Kingdom, and THE-ICE (International Centre of Excellence in Tourism and Hospitality Education) in Australia. It is also a higher education member of the CHRIE (EuroCHRIE), and the Association to Advance Collegiate Schools of Business (AACSB).

See below summary of domestic and international accreditations and memberships:

Institutional License & Programme Accreditation	UAE Ministry of Education (MOE) - Commission for Academic Accreditation (CAA)
Programme Accreditation	Institute of Hospitality (IOH) - Validity: November 2020 – November 2025
Programme Accreditation	International Centre of Excellence in Tourism and Hospitality Education (THE-ICE) – Validity: December 2020 – December 2025
Member	Association to Advance Collegiate Schools of Business (AACSB)
Member	Association for Tourism and Leisure Education and Research (ATLAS)

Organisational Chart

The following diagram is a representation of the structure at the time of issuance.



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RESOURCES AND FACILITIES

The Emirates Academy of Hospitality Management comprises of two buildings. The first building (Phase I) is where some of the classes and most of the administration takes place. There are three (3) classrooms including the innovation hub and one auditorium, which can seat up to one hundred fifty (150) people. Also, there is a Student Services Centre, conservatory, training restaurant and a kitchen where the students undertake the practical components of the Food and Beverage courses. The second building (Phase II) is where most of the academic courses are delivered. There are eight (8) classrooms and two (2) lecture halls, which can seat eighty (88) people each and the library.

Venue Capacity by type

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

Student Accommodation

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

Emirates Academy Lodging

Emirates Academy Lodging studios are licensed by DTCM (Dubai Department of Tourism and Commerce Marketing) as guest housing and are composed of 45 units of 21m². These newly refurbished studios consist of 33 Queen and 12 Twin studios that include a has a fully equipped kitchen, study area with direct dial telephone and broadband network connection / Wi-Fi and an en-suite bathroom with shower. Air-conditioning, electricity, Internet, TV, bed linen, towels and gym & pool access are included in the accommodation rate. EA Lodging rates vary based on seasonality.

Campus Facilities

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

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

EAHM Campus map

Legend

1. **Main Entrance**
2. Security/Logging gate
3. **EAHM Main Reception**
4. Auditorium
5. ICON restaurant
6. Cafeteria
7. Conservatory
8. **Academic Suite & Library**
9. EAHM Reception phase 2
10. Student Accommodation (F-block)
11. Student Accommodation (E-block)

A. Welcome centre
B. Barza (Student lounge)
C. Gym
D. Mini Mart
E. Prayer room
F. Attibassi Café
G. Swimming pool
H. Tennis court
I. Multi-sports court
J. Innovation Hub
K. Badminton court
L. Pool Cafe (Cioccolillys café)

COOPERATIVE RELATIONSHIPS WITH OTHER EDUCATIONAL, CULTURAL OR COMMUNITY ORGANISATIONS

EAHM is committed to working with a range of educational, cultural and community organisations all year around in the UAE and abroad.

Educational agreements

EAHM has agreements in place with the following institutions to facilitate international students mobility and to conduct scholarly activities together when applicable:

Beijing Hospitality Institute	China
Nanjing Xiaozhuang University	China
Shandong College of Tourism and Hospitality	China
Y Schools, School of Tourism Management	France
Fachhochschule Worms	Germany
The Hospitality Discipline of Institute of Vocational Education	Hong Kong
Indian Institute of Management Sirmaur, IIM	India
Indian Institute of Management Sirmaur, IIM - Bangalore	India
D Y Patel	India
Kinneret Academic College	Israel
University of Haifa	Israel
International University of Tourism and Hospitality (IUTH)	Kazakhstan
Tio University of Applied Sciences	Netherlands
Hotel School of Hague	Netherlands
Universidad San Ignacio de Loyola - USIL	Peru
De La Salle - College of Saint Benilde	Philippines
National Kaohsiong University of Hospitality and Tourism	Taiwan
Providence University	Taiwan
Shin Chien University	Taiwan
Tamkang University	Taiwan
Ulster University	UK
University of Nebraska Lincoln	USA
Washington State University	USA

Community and cultural relationships

EAHM has relationships with various groups / organisations. See below some of examples of organisations EAHM works with:

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

Some of the activities are for example: prepare for competitions and restaurant openings; support students in their education and professional journey; conduct trainings and presentations; rent facilities; exchange experiences/best practise.

ACADEMIC PROGRAMMES

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

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

As of July 2022, EAHM is offering the following programmes:

Programme	*MoE-CAA Accreditation Expiry Date*	*Medium of Instruction*
Bachelor of Business Administration in International Hospitality Management (BBA)	30 June 2024	English
Master of Business Administration in International Hospitality Management (MBA)	30 June 2024	English

ADMISSIONS

How to apply?

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

When to apply?

Applications can be submitted at any time during the year, in anticipation of a specific intake. It is advised to start the application process early. Academic intakes are at the beginning of the following months:
September, January, and April.

All applications must be submitted by the following dates:

January Intake	1 Nov
April Intake	1 Feb
September Intake	1 July

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

UNDERGRADUATE ADMISSIONS

Bachelor of Business Administration in International Hospitality Management

Entry Requirements

Below are the minimum requirements from some global curricula. Please contact our admissions office should your curricula not be listed below:

EAHM ENTRY REQUIREMENTS as of 2022 January Intake

UNDERGRADUATE (UG) ENTRY REQUIREMENTS			
Country/Curriculum#	**Qualification*** **	**Direct Entry (Fast-Track)**	**Probation (Provisional) Entry**
UAE*	Ministry of Education (MoE) Curriculum	Advance or Elite Stream - **70% (2.8/4.0)** General Stream - **75% (3.0/4.0)**	
US**	High School Diploma	**70%** (2.8/4.0) min 5 subjects not counting Arabic and Islamic Education with a passing grade of 70% or C in each subject each year 10-12.	**60%** (2.4/4.0) min 5 subjects not counting Arabic and Islamic Education with a passing grade of 60% or D in each subject each year 10-12.
UK	IGCSE/GCSE/GCE (O/AS/A Levels)	Equivalent to **2 A levels min grade C**; complete min 5 O levels min grade C; not incl Islamic Education or Arabic Language (Overall 70% Average)	Equivalent of **2 A Levels min grade D**; min 5 O levels min grade D; not incl Islamic Education or Arabic Language
Switzerland / IB Curriculum	International Baccalaureate (IB) Diploma	**26 points overall** (min 6 subjects including Mathematics, English Language and 1 Science subject with min score of 3 either - not counting Islamic Education)	**24 points overall** (min 6 subjects including Mathematics, English Language and 1 Science subject with min score of 3 - not counting Islamic Education)
India	Central Board of Secondary Education (CBSE)	B-2 min overall 7.00 out of 10 (61-70) each year	C-1 min overall 6.00 out of 10 (51-60) each year
India	Indian School Certificate (ISC)	Min overall 60% each year	Min overall 50% each year
CIS Countries	Attestat o Srednem Obrazovanii (Certificate of Secondary Education after yr11)	Grades 4-5 out of 5 each year across all subjects	Grades 3-5 out of 5 each year across all subjects
China	Senior (Upper) Secondary School certificate (gaozhong 高中)	Min overall 70% Satisfactory 中等 each year	Min overall 60% Pass 中等 / 及格 each year
Vietnam	Diploma of General Education (Bằng tốt nghiệp Trung học phổ thông)	6.00 overall out of 10.00(C) or 24.00 out of 40.00(C)	5.00 overall out of 10.00(C) or 20.00 out of 40.00(C)
France / French Baccalaureate	Baccalauréat Général: Certificate/diploma awarded in the Literature Department (L), Economy and Sociology (ES), Department or Scientific Department (S)	12 points overall out of 20.00 (Grade AB)	No Provisional Entry
Morocco	General Secondary (Cycle qualificant): Certificate/diploma awarded: Baccalauréat	11 points overall (B- Pass) out of 20.00	9 points overall (C-) out of 20.00

ENGLISH REQUIREMENT	TOEFL	IELTS (Academic)
Probation Entry (Provisional)***	500 (173 CBT, 61 iBT)	5.0
Direct Entry (Unconditional/Conditional)	530 (197 CBT, 71 iBT)	5.5

 # See list of approved subjects

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

***In addition to the entry requirements, applicants under the American curriculum must have a Math SAT score of 500. UAE Nationals must complete an EMSAT with a score of 1100 English, 600 Arabic and 600 Math. Non-UAE nationals Arabic and Math score, subject to CAA requirements*

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

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

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

The TOEFL Institution Code of The Emirates Academy of Hospitality Management is ***7116***. We recommend that students request that their result be sent to EAHM by the Testing Centre as soon as it is available. Scanned copies of the score certificates can be submitted along with the application documents (original score certificates need to be submitted to

EAHM to complete the application prior to programme start). Every certificate received is officially verified and must be valid on the day that the student applies to the programme of study.

EAHM reserves the right to re-test any applicants or students' competence in English. Should a student refuse to be re-tested or fail to achieve the required score, their application will be deemed to be void and they will be automatically withdrawn from the programme. All students must complete an English Diagnostic test during orientation week.

SAT Results

If an applicant has completed an American High School Diploma, they are required to submit an SAT score of 500 in Math. The original score sheet must be sent directly to EAHM. The SAT Institution Code of EAHM is ***7958.*** For more information about the College Board scoring system, please refer to

https://collegereadiness.collegeboard.org/sat/scores/understanding-scores

Age

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

UAE Nationals

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

Applicants are required to contact the Admission Office in person, by phone, through the website, or via email. There is an application fee of AED 500 + 5% VAT for the BBA programme at EAHM.

Admissions procedure

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

The application should contain:

1. **Application Form**
   To be completed online in the application portal.
2. **Coloured Passport Type Photo**
   One professional and coloured passport type photo in JPEG format with a white background (student should preferably be in professional attire). This photo will be used for any ID cards and visa formalities as well.
3. **Identification Documents – PDF, DOC or JPG format**
   - Coloured Passport Copy
   - Coloured Residency Visa Copy (front & back), if applicable
   - Coloured Emirates ID Card Copy (front & back), if applicable
4. **Education Documentation**
   - Transcripts from final 3 years of senior secondary education & Final diploma/certificate (English version)

- Original English test score report (or equivalent as listed in the entry requirements)
- Original SAT/EMSAT score report (US/UAE-based High School curricula) as listed in the entry requirements.

5. **Medical Information Form & Insurance Policy**
   - Medical Information Form, (with supporting documents for learning and/or medical conditions)
   - Valid insurance policy in English (valid upon enrolment at EAHM), which covers medical care in the United Arab Emirates. Should the applicant requires a local insurance, the admissions and enrolment team will be able to recommend an insurance company.
6. **Application Fee**
   An application fee of AED 500 + 5% VAT is to be paid online via debit/credit card, in cash, by local cheque or via bank transfer.
7. ***Additional documents for scholarship applicants***
   - Scholarship Application Form & Supporting documents

Review of application
Applicants may be admitted if they meet the entry requirements for the programme. They will also be assessed on an individual basis. Applications are reviewed based 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.

When considering candidates for Undergraduate admission, the Admissions Administrator looks at the entire profile of the candidate including their academic records, work experience, extracurricular activities, test scores and recommendations. The Admissions Administrator will first review the documentation submitted.

Applicant's interview
Once documentation evaluated, the applicant will then be scheduled for an interview with the Programme Manager or a Faculty member. After the successful interview and positive outcome of the documents review, the Admissions Committee reviews the application.

Admissions Committee *

Dean	Dr Frederic Bouchon
Programme Manager - UG	Mr. Roel Brinkman
Head of Academic Services and Registry	Ms Maureen Ferre
Director of Marketing & Enrolment (non-voting)	Ms Daiane Lagger

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

Outcomes of the Admissions Process
There are three possible outcomes:

1. The applicant is successful in achieving all the entry requirements. In this case candidates are offered entry onto their programme of study.
2. The candidate's application is successful, but below the direct entry requirements at EAHM, yet within MoE, UAE entry requirements for Higher Education. In this case, candidates might receive a conditional offer, subject to the Admissions Committee decision.
3. The candidate's application does not meet the MoE, UAE entry requirements, and is not successful.

Upon successfully meeting the admissions criteria, the offer letter is sent to the applicant within two working days.

Conditional Status
Students registered under conditional status will need to adhere to the following:

- maximum of twelve (12) credits (four (4) courses) in the first trimester.
- meets the CGPA of 2.25 at the end of the first trimester
- Do not have any non-academic warnings on file for the first Trimester of their programme of study.

Upon successfully achieving the above, the Conditional status will be lifted by the Exam Board. The student will progress in the second trimester and will be eligible to register for fifteen (15) credits (five (5) courses).

Students who fail to meet the requirements of their Conditional status within the first trimester may be issued a Special Letter by the Exam Board for an approved extension of one to two additional Trimester/s if mitigating circumstances or availability of courses have not permitted the student to increase their CGPA as expected.

Attestations and Certificate of Equivalency
Attestation of academic qualification is an admissions requirement which must be fulfilled prior to the commencement of the Undergraduate study programmes.

Furthermore, a Certificate of Equivalency must be obtained from the UAE Educational Authorities as a requirement for the secondary education (not applicable to students who completed their 12-year secondary education at MoE curriculum schools). The Certificate of Equivalency certifies that the students' prior academic qualification is equivalent to the UAE educational system, which allows the student to complete a degree in an accredited educational institution in the UAE (please refer to the EAHM Attestation Guideline for further information about the general process). All applicants must present their original attested educational documents to the Admissions Office. The team will take official true copies of the documents and return the originals to the students.

Undergraduate applicants must present all transcripts / score certificates with a final diploma (if applicable to curriculum) representation of the final three years of senior secondary schooling. All documents must be submitted in English (even documents received from high schools or universities in the UAE). Only the Certificate of Equivalency from the UAE Ministry of Education or Arabic/Islamic Studies test results can be presented in Arabic.

An applicant who is unable to secure the Certificate of Equivalency at the time of admission will be asked to sign a "Consent to Provide Documents" form, agreeing to secure the equivalency within three months of the commencement of the degree programmme. The applicant will be permitted to start his/her studies at EAHM after signing the document.

EAHM is not liable if a student is not able to receive his/her Certificate of Equivalency.

Refer to 06ST01 Undergraduate Admissions

POSTGRADUATE ADMISSIONS
Master of Business Administration in International Hospitality Management

Entry Requirements
To be accepted to the Postgraduate Degree, the applicant must have:

- A recognised Bachelor's degree earned in a discipline appropriate for the prospective graduate degree, with a minimum CGPA of 3.00 on a 4.00 scale or its established equivalent
- Applicants with CGPA of less than 3.00 but greater than 2.00 may be accepted, subject to conditions set in the conditional acceptance section in page 22 of this catalogue
- Applicants with English score of IELTS 5.5 or its established equivalent may be accepted, subject to conditions set in the conditional acceptance section in page 22 of this catalogue

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

Postgraduate	*EmSAT*	*TOEFL**	*IELTS (Academic)*
Direct Entry	1400	550 (213 CBT, 79-80 iBT)	6

**A TOEFL ITP score must be accompanied by a Test of Written English test score of minimum 5.0. A TOEFL ITP score can only be accepted if the test was taken at an approved AMIDEAST testing centre in the UAE and EAHM has the right to request for an alternative test score (TOEFL iBT, IELTS or EMSAT). If a student has submitted a passing EmSAT score, he/she is not required to submit any other form of English proficiency test result (as referred to in the above table).*

The TOEFL Institution Code of The Emirates Academy of Hospitality Management is ***7116***. We recommend that students request that their result be sent to EAHM by the Testing Centre as soon as it is available. Scanned copies of the score certificates can be submitted along with the application documents (original score certificates need to be submitted to EAHM to complete the application prior to programme start). Every certificate received is officially verified and must be valid on the day that the student applies to the programme of study.
EAHM reserves the right to re-test any applicants or students' competence in English. Should a student refuse to be re-tested or fail to achieve the required score, their application will be deemed to be void and they will be automatically withdrawn from the

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

UAE Nationals

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

Admissions procedure

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

The Postgraduate application should contain:

1. **Application Form**
   To be completed online in the application portal.
2. **Coloured Passport Type Photo**
   One professional and coloured passport type photo in JPEG format with a white background (student should preferably be in professional attire). This photo will be used for any ID cards and visa formalities as well.
3. **Identification Documents – PDF, DOC or JPG format**
   - Coloured Passport Copy
   - Coloured Residency Visa Copy (front & back), if applicable
   - Coloured Emirates ID Card Copy (front & back), if applicable
4. **Education Documentation**
   - Bachelors' Transcripts (each year) & Final diploma/certificate (English version) with final grade as listed in the entry requirements
   - Transcripts from final 3 years of senior secondary education & Final diploma/certificate (English version)
   - Original English test score report (or equivalent as listed in the entry requirements)
5. **Professional Documentation**
   - Curriculum Vitae (CV)
   - Employment certificate(s)
6. **Medical Information Form & Insurance Policy**
   - Medical Information Form, (with supporting documents for learning and/or medical conditions)
   - Valid insurance policy in English (valid upon enrolment at EAHM), which covers medical care in the United Arab Emirates. Should the applicant require a local insurance, the admissions and enrolment team will be able to recommend an insurance company.
7. **Application Fee**
   An application fee of AED 500 + 5% VAT is to be paid online via debit/credit card, in cash, by local cheque or via bank transfer.
8. ***Additional documents for scholarship applicants***
   - Scholarship Application Form & Supporting documents

When to apply?

Applications can be submitted at any time during the year, in anticipation of a specific intake. It is advised to start the application process ***at least 2 months (8 weeks)*** prior to the intake start date***.*** Academic intakes are at the beginning of the following months:

September, January, and April.

Review of application
Applicants may be admitted if they meet the entry requirements for the programme. They will also be assessed on an individual basis. Applications are reviewed based 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.

When considering candidates for Postgraduate admission, the Admissions Administrator looks at the entire profile of the candidate including their academic records, work experience, extracurricular activities, test scores and recommendations. The Admissions Administrator will first review the documentation submitted.

Applicant's interview
Once documentation evaluated, the applicant will then be scheduled for an interview with the Programme Manager or a Faculty member. 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. After the successful interview and positive outcome of the documents review, the Admissions Committee reviews the application.

Admissions Committee *

Dean	Dr Frederic Bouchon
Assistant Dean/Programme Manager	Appointed Faculty Member
Head of Academic Services and Registry	Ms Maureen Ferre
Director of Marketing & Enrolment (non-voting)	Ms Daiane Lagger

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

Outcomes of the Admissions Process
There are three possible outcomes:

1. The applicant is successful in achieving all the entry requirements. In this case candidates are offered entry onto their programme of study.
2. The candidate's application is successful, but below the direct entry requirements at EAHM, yet within MoE, UAE entry requirements for Higher Education. In this case, candidates might receive a conditional offer, subject to the Admissions Committee decision.
3. The candidate's application does not meet the MoE, UAE entry requirements, and is not successful.

Upon successfully meeting the admissions criteria, the offer letter is sent to the applicant within two working days.

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

1. The student must have met the minimum entry requirements including the published EAHM English Proficiency Requirement as per the UAE Ministry of Education and be eligible to obtain the required Certificate of Equivalency as well as required attestations.

   The terms of the Conditional Admittance may be as follows:
   a) Obtain a Certificate of Equivalence from the UAE Ministry of Education for their bachelor's Transcript and Parchment and submit original documentation for verification
   b) Provide original TOEFL/IELTS Certificates for verification

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

   The terms of the Conditional Admittance are as follows:
   a) Must achieve an EmSAT score of 1400 or equivalent, by the end of the student's first trimester of study
   b) May take a maximum of six credit hours in the first trimester of study, not including intensive English courses
   c) Must achieve a minimum CGPA of 3.00 on a 4.00 scale, or its established equivalent, in the first six credit hours of credit-bearing courses studies for the graduate program.

3. The candidate has completed a recognised Bachelor's degree with CGPA of 2.50 out of 4.00 scale or its established equivalent

   The terms of the Conditional Admittance are as follows:
   a) Must take a maximum of nine credit hours of courses studied for a graduate program during the period of the conditional admission
   b) Must achieve a minimum CGPA of 3.00 on a 4.00 scale, or its established equivalent, in these nine credit hours of credit-bearing courses studied for the graduate program to progress to the graduate program or be subject to dismissal.

4. The candidate has completed a recognised Bachelor's degree with a CGPA of 2.00 out of 4.00 scale or its established equivalent

   The terms of the Conditional Admittance are as follows:
   a) Must take a maximum of nine credit hours of graduate-level courses as remedial preparation for the graduate program, not for credit within the degree programme.
   b) Must achieve a minimum CGPA of 3.00 on a 4.00 scale, or its established equivalent, in these nine credit hours of credit-bearing courses studied for the graduate program to progress to the graduate program or be subject to dismissal.

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

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

Condition 1: Students who fail to meet the requirements of their Conditional Admission within two Trimesters will be withdrawn from EAHM. Student may be issued a Special Letter by the Exam Board/ Dean for an approved provisional admittance extension of one or two additional Trimester/s if mitigating circumstances or availability of courses have not permitted the student to increase their CGPA as required.

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

Refer to Policy 06ST02 Postgraduate Admissions

Attestations and Certificate of Equivalency
Attestation of academic qualification is an admissions requirement which must be fulfilled prior to the commencement of the Postgraduate study programmes.

Furthermore, a Certificate of Equivalency must be obtained from the UAE Educational Authorities as a requirement for the degree completion (not applicable to students who completed their Bachelors degrees at MoE accredited universities and completed their 12 year secondary education at MoE curriculum schools). The Certificate of Equivalency certifies that the students' prior academic qualification is equivalent to the UAE educational system, which allows the student to complete a degree in an accredited educational institution in the UAE (please refer to the EAHM Attestation Guideline for further information about the general process). All applicants must present their original attested educational documents to the Registry & Admissions office. The team will take official true copies of the documents and return the originals to the students.

Postgraduate applicants need to present the yearly university transcripts showing all grades received throughout the Bachelors' degree along with a final parchment. All documents must be submitted in English (even documents received from high schools or universities in the UAE). Only the Certificate of Equivalency from the UAE Ministry of Education or Arabic/Islamic Studies test results can be presented in Arabic.

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

The Undergraduate programme applicant must have achieved a cumulative grade point average of 2.00 out of 4.00 and be in at least 'good' academic standing at the other institution from where they are transferring from. No more than 50% of the total number of credits at EAHM may be awarded based on prior academic study and no credits can be awarded for the Consultancy (CONS401) and Undergraduate Dissertation (DISS490)

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

The Postgraduate applicant must have achieved a cumulative grade point average of 3.00 out of 4.00 and be in at least 'good' academic standing at the other institution from where they are transferring from. No more than 25% of the total number of credits at EAHM may be awarded based on prior academic study and no credits can be awarded for graduation projects and dissertation from other institution. Transfer credit cannot be accepted twice for substantially the same course taken at two different institutions and only for courses relevant to the degree that provide equivalent learning outcomes and in which the student earned a grade of B (3.0 on a 4.0 scale) or better.

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

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

Refer to Policy 06ST03 Credit Transfer Policy

REGISTRATION

REGISTRATION FOR THE TRIMESTER

- Before the end of the current trimester, the Head of Academic Services and Registry would release a timetable for the student to see the possible schedule for the upcoming trimester.
- The Academic Services and Registry department will register the students for the upcoming trimester.
- Students are only allowed to add or drop a course during the Add/Drop period, which is until the end of the first week of the trimester.
- Elective courses can be switched until the end of the first week of the trimester.
- After the Add/Drop period, course(s) can be dropped only with the approval of the Programme Manager.

REGISTRATION FOR ELECTIVE COURSES

- By Week 8 of the second trimester, the Curriculum Committee will meet to discuss the list of Elective courses that will be offered in the third trimester. The Committee will agree on seven elective courses that maybe offered.
- Once confirmed, the Head of Academic Services and Registry will send the list to the students and ask them to rank the courses according to their preferences.

- A minimum of 50% of the current cohort scheduled to take the elective courses is required to run a course.

WITHDRAWAL
Students intending to withdraw from EAHM must submit a written notice to the Student Services 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.

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

Programme	*Maximum authorised duration*
Master of Business Administration in International Hospitality Management [MBA]	12 trimesters + Dissertation
Bachelor of Business Administration in International Hospitality Management [BBA]	18 trimesters

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

INTERCALATION (DEFERMENT)
A student may request an intercalation of his/her study before the start of the Trimester. The student must complete the Intercalation and Clearance Form.

The maximum authorised intercalation period for a BBA student is three (3) consecutive Trimesters and one (1) trimester in one application for MBA students.

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

The maximum number of intercalation applications per programme are as follow:

Programme	*Maximum authorised duration*
Master of Business Administration in International Hospitality Management [MBA]	1 trimester per application – maximum of 4 trimesters in total.
Bachelor of Business Administration in International Hospitality Management [BBA]	3 consecutive trimesters in one application or maximum of 6 trimesters in total.

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

Newly admitted or transferred students shall only be allowed to intercalate their study after successfully completing at least one (1) full Trimester at EAHM. Intercalation cannot commence unless a student is in good financial standing with the Academy (i.e., no unscheduled debt) and a deposit must be paid for any EAHM property retained during the period of the intercalation.

If the student is under the EAHM UAE Residence Visa sponsorship, he/she needs to have their visa and Emirates National ID cancelled.

ACADEMIC PROBATION, DISMISSAL, READMISSION

Undergraduate Probation

Students with minimum CGPA of 2.00 out of 4.00 at the end of each trimester are considered to have a good academic standing. When the cumulative GPA of a student drops below two (2.00) points after completing one (1) Trimester 1, he / she receives an ***academic probation*** notice from the Programme Manager.

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:

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

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

2. 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.

Postgraduate Probation

Postgraduate students are required to maintain a CGPA of 2.00 in order to progress from one module to the next.

Students whose CGPA is below 2.00 are placed on academic probation in the following two trimesters of the programme. The Programme Manager will schedule appointment with the student to plan and monitor the return to a good academic standing i.e., CGPA 2.00 or more by the end of the probation period.

Students who fail to increase their CGPA above 2.00 by the end of the academic probation period are dismissed from the programme.

Dismissal

If the student fails to meet the condition to progress from probational enrolment to regular enrolment within the timeframe provided, the students will be academically dismissed from EAHM.

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

Readmission

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

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

Refer to Policy 03EP10 Academic Progress

FINANCE AND TUITION FEES

Application Fee

The application fee of AED 500 plus VAT, which is non-refundable, is paid upon submission of the application documents.

Seat Reservation Deposit

Once you have signed your Offer Letter, a payment of AED 3,000 (VAT inclusive) is required as a collateral to secure placement at EAHM. This is either credited to the invoice of the last trimester of study, or refundable once you have completed your programme of study, whichever is applicable.

The Seat Reservation Deposit is non-refundable should you decide to withdraw from your programme of study or intercalate during your studies.

Programme Fees

The Programme Fees for each programme are as follows:

- Bachelor of Business Administration in International Hospitality Management (BBA) – AED 298,500 plus VAT
- Master of Business Administration in International Hospitality Management (MBA) – AED 100,870 plus VAT

Students are required to settle their trimester fees four weeks before the start of the trimester. All new students are required to settle their first trimester fee in full before the start of the trimester. Students who fail to settle their fees before the due date will be charged with a late payment fee of 5% after week three and 10% after week four.

Personal stationary items and other miscellaneous items are not included in the course fees. The details of the programme fee structure are available on the website.

Continuing students who wish to request a payment plan need to contact the Finance Department at eahmfinance@eahm.ae at least a month prior to the due date of payment.

Accommodation Expenses

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 ensuite bathroom with shower. Air-conditioning, electricity, Internet, TV, bed linen, towels, laundry facilities and gym & pool access are included in the accommodation rent. The price for a single accommodation is AED 14,850 plus VAT. The described amount includes a 10% discount for payment made before the start of the term.

Payment Plans (for full-time students only)

Full-time students have a choice of three payment options:

- Pay the Trimester mandatory academic fees in three (3) equal instalments during the academic year (upon submission of the required documents and approval of the Dean)
- Pay one year's mandatory academic fees before the start of the first Trimester and receive a three percent (3%) discount on Tuition Fees and Sundries (3 trimesters).
- Pay the mandatory academic fees for the full three-year programme before the start of the first Trimester and receive a ten percent (10%) discount on Tuition Fees and Sundries (9 trimesters).

Part-time students need to pay their full trimester fees before the start of the trimester.

Scholarships and Tuition Fee Reduction

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

EAHM provides following scholarships depending on the circumstances of new students:

- Merit Scholarship
- United Arab Emirates National Scholarship
- Emirati ESSAD card holder discounts
- Non-Emirati ESSAD card holder discount
- Alumni Scholarship (for MBA students only)
- Jumeirah Colleagues and Dependent Scholarship
- Sibling Scholarship
- Industry Scholarship
- GEMS graduate student discount

For returning students, they are eligible to apply for below:

- Financial Aid

A Scholarship, if any, will be applied on Tuition Fees only. Should you wish to avail the scholarship, please refer to the Policy 06ST30 Scholarship & Financial Aid, and contact the Student Services.

Refund Policy

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

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

Security Deposits are refundable **only** upon successful completion of the programme. Students who withdraw or had been dismissed without completing the programme will not be entitled to a security deposit refund.

Insurance

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

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

EAHM Obligations

We will provide you with the programme of study outlines in this Academic Catalogue, allowing for amendments where required. If circumstances change outside our reasonable

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

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

Changes to Tuition and Other Fees
Tuition and other fees are reviewed every year and published in advance, at least six months' notice will be given before any change. The fees above are indicative only and EAHM makes the final decision if there are any disputes.

For more information regarding Student Finance, please refer to 06ST12 Student Finance Policy.

STUDENTS

STUDENT SERVICES OFFICE
The Student Services Office provides the following services for students:

- Facilitate issuance of academic documents
- Providing general information
- Issuance of academic letters and student identification cards
- Cashiering for Academic Fees
- Visa & Emirates ID processing for sponsored students
- Managing student residences
- Providing information about health and safety on campus and residences
- Provides IT support to students

Please refer to the Student Handbook for more details of student service.

STUDENT CODE OF CONDUCT

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

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

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

BACKGROUND

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

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

(3) This document sets out the terms and conditions on which EAHM will provide the Student the programme of study.

(4) This document is supplementary to Policy 06ST19 Student Rights and Responsibilities which students are required to read and understand.

1. Definitions and interpretation

1.1 In this document, the following expressions shall have the following meanings:

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

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

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

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

2. Commencement and Term

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

3. EAHM Obligations

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

3.2 EAHM will provide the Student with tuition, academic supervision, learning opportunities and other related services which will lead to the award of the appropriate academic degree or programme completion subject to the Student successfully fulfilling the requirements of the Program of Study and relevant

modules. Specific details related to the arrangements for the Programme of Study are available in the Catalogue.

3.3 Where circumstances change outside the reasonable control of the EAHM, EAHM reserves the right to change or cancel parts of, or entire, programs of study or services at any time without liability, even after the Student has registered at EAHM. Circumstances outside of EAHM's reasonable control include, industrial action, over or under demand from students, staff illness, lack of funding, severe weather, fire, civil disorder, political unrest, government restrictions, changes in Ministry regulations and concern with regard to the transmission of serious illness.

3.4 EAHM will use reasonable endeavours to assist the Student with the sourcing of viable employment opportunities upon successful completion of the program of study.

3.5 EAHM will provide reasonable pastoral and academic support for the Student in line with the relevant Policy.

4 Student's Financial Obligations

4.1 Students are subject to two kinds of fee structure depending on the number of credits they are registered in: **Full-time fee** – students who are registered for 9 or more credits, and **Part-time Fee** – students who are registered for 6 credits and below. The fee structure is fully dependent on the number of credits registered per trimester and not the number of courses.

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

4.3 Returning students must ensure payments of all fees by the end of the second week of study in order to avoid late payment admin fee, financial hold, and disruption to access to classes and other facilities which may ultimately lead to de-registration.

4.4 Students with outstanding fees will not be able to register for future trimesters until all outstanding fess are settled.

4.5 It is the responsibility of the student to check their SIS account to view invoices and statement of account and share the necessary documents with their guardian / sponsor in order to avoid delays in payment.

4.6 Only one type of scholarship or prevailing discount may be applied at any one time.

4.7 If for any reason, fees have not been settled by the due date as indicated above, the following late payment admin fee of AED 400+5% VAT will apply.

4.8 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.

4.9 Security deposit, where applicable, is credited to the invoice of the last trimester of study upon completion of full programme. This is non-refundable should you decide not to start the programme or withdraw from the programme.

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

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

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

4.13 After the commencement of the Term of Study the Student (or, where relevant, the Student's sponsor or Representative) shall not be entitled to any refunds on Fees or accommodation charges. Prior to the commencement of the Term refunds will only be given in accordance with EAHM's published Financial Policies.

5 Student Visa Sponsorship

5.1 Students who study in Dubai or in the United Arab Emirates (UAE) are required to have a valid Residency Visa. EAHM can normally provide this for students who are studying full time.

5.2 A Student who is sponsored by EAHM for their visa will normally be expected to live on campus. Should a student request to live outside the campus, and if this request is approved by the Dean, they must provide documentary evidence of their address. If the Student is under 18 years of age, a signed letter from their parents or guardian will also be required, stating that they have no objection to the student finding their own accommodation off campus.

5.3 Should the Student's Program of Study be terminated or stopped for any reason the student visa will be cancelled. To do this the student must submit their original passport and Emirates ID Card at least fifteen (15) working days before the student's intended departure.

5.4 Should a student whose visa is sponsored by EAHM, cease studying at EAHM, they must present their original Passport and Emirates ID Card to the Registrar's Office in the Student Services Centre for Visa cancellation within fifteen (15) days, otherwise EAHM will notify the relevant authorities of the students changed status and this could result in an "abscond status" being applied which is a serious offence in the UAE.

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

5.6 EAHM will apply for student visas under its sponsorship for students who require them. Please do note that EAHM does not have any control on the approval or non-

issuance of the said visa application from the General Directorate of Residency and Foreigners Affairs in the UAE nor on the duration of residence visa validity.

6 Academic Requirements

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

6.2 Submission of any fraudulent documents may result in non-admission or dismissal from EAHM. EAHM has the right to validate and verify the authenticity of all submitted documents from the awarding institution or organization.

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

6.4 Undergraduate Students need to maintain a cumulative grade point average (CGPA) of 2.00 in order to continue with a full-time study load (i.e. fifteen (15) credits per Term). Postgraduate Students need to maintain a cumulative grade point average (CGPA) of 2.50 in order to continue with a full-time study load (i.e. nine (9) credits per Term). It is the Students' responsibility to visit the Registrar's Office to update and/or revise their individual programme plan in line with the Catalogue.

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

7 Attendance, Dress Code and Academic Integrity

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

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

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

7.4 Whilst studying on the Programme, student is expected to be an exemplary member of EAHM, fully adhering to the dress and behavioural codes and volunteering for and attending all relevant extracurricular activities, presentations and events that have been officially organized by EAHM. The Student should refer to and comply with the relevant published policies and procedures.

7.5 Attendance of classes will be monitored, and failure to attend classes (without an approved reason) will result in disciplinary action in accordance with the published EAHM Policy and regulations set out in the Catalogue. This includes suspension from EAHM for the duration of the Term of study. Persistent failure to adhere to the professional standards and image of EAHM could result in the expulsion of the Student.

7.6 All cheating, plagiarism or other academic offences are taken very seriously and will result in disciplinary action being taken in accordance with the relevant EAHM Published Policy. Students will be subject to inspections and checks prior to entering the examination rooms.

8 Use of Alcohol, Drugs, and other Controlled Substances

8.1 EAHM requires students 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 students' 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 Behavioural Obligations

9.1 EAHM will not tolerate violence, bullying or intimidation of any kind. Formal disciplinary action will be taken against any student who commits (or who threatens 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 Students 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 Students 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 Students shall abide by the published Health and Safety Policy.

11.2 Students have 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 students' health and safety. If a 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 Students must cover all personal medical and other insurance (including but not limited to personal belongings) costs that they may incur whilst residing in the UAE. It is the responsibility of the student to ensure that he/she possesses adequate and current medical insurance.

12 Accommodation

12.1 EAHM provides single (and a limited number of same sex shared) occupancy studio accommodation for students who require this. Students staying in the on-campus accommodation are required to comply fully with the published EAHM Accommodation Policies and to respect the rights of other residents to a healthy and safe environment free from unreasonable noise and disturbance.

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

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

13 The Overriding Obligation

13.1 Students shall respect the reputation, resources and facilities that EAHM offers and shall uphold the work ethic, behaviour 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.

STUDENT GRIEVANCE: APPEALS, COMPLAINTS AND THE PROCESS OF RESOLVING

The purpose of the student grievance procedure 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. This aims to protect the rights of both students and EAHM's Faculty and staff when disagreements arise.

If a student has a complaint or grievance about any aspect of the student life:

- They are advised to consult the Student Counsellor or their Personal Tutor who will explain the process and advise on the student's particular case. 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.
- 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 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.
- The ad hoc Student Grievance Committee will meet and will review all the written records to date.
- The Committee will give its verdict within two working days of the hearing, along with its recommendations for action.

Refer to Policy 06ST25 Student Grievances

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.

DEFINITIONS:

Cheating in exams and tests
This includes but is not limited to:

- Copying from another student's test paper or communicating in any way with another student during a test or exam.

- Using any unauthorised material or equipment during an exam.

- Using technology such as mobile phones to request information from other students during a test or exam.

- Helping another student to copy from your test paper, providing answers, or any other kind of assistance to another student during a test or exam.

- Using books or notes of any type during a test or exam, without permission of the faculty member. Note that it is an offense to have unauthorized notes with you in an exam room, even if you do not use them and even if the notes are irrelevant to the questions on the exam.

- Allowing another person to write an exam under your name or writing an exam yourself under someone else's name.

- Obtaining a test or exam, or information about all or part of a test or exam that has not yet been administered to you. This includes buying, stealing, or simply asking for the information.

- Providing information about a test or exam to another student who has not yet taken it, when told not to; or giving a copy of a test to someone who has not yet taken it, when told not to remove the test paper from the exam room.

Plagiarism

You plagiarise 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.

Use of Turnitin for similarity detection

- EAHM makes available to students and faculty the similarity-testing software Turnitin to prevent plagiarism and promote a culture of academic integrity. Faculty members have the right to use it for any or all of their assignments.

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

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

- All essay-style, report style written assignments of greater than 20% weighting and requiring research to complete will be submitted through Turnitin.

- When Turnitin submission is deemed a requirement for a particular assignment, students will submit their work themselves.

- Wherever possible, instructors should consider structuring assignments to allow time for students to receive meaningful formative feedback and make effective revisions to their writing and resubmit through Turnitin.

- New faculty will receive full documentation and training.

- First year students will be trained to use Turnitin in ENGL100 and/or in other mandatory workshops.

Interpretation of Turnitin Similarity Report
A similarity of 20% or less in the submitted students' work, as detected by Turnitin is excluded from any penalty.

Similarities above 20% percent are classified in to three levels- Level 1, Level 2, and Level 3 as shown below. The mark reductions are as follows:

Levels of Plagiarism and Penalties:

Level	*Similarity Percentage*	*Penalty*
1	20 – 30 % %	This level is considered as moderately high level of similarity. For this violation, 25% of the awarded score in the written component will be deducted
2	30 – 50 %	This level means substantial similarity. Based on faculty's assessment about the nature of plagiarism, the faculty can award up to zero marks in the assessment
3	51% and Above	This level signifies a serious compromise with academic integrity. The concerned faculty shall refer such cases to the Disciplinary Committee through the Program Chairperson.

Faculty will assess each final Turnitin report, checking the highlighted sections to ensure that students have properly summarised, paraphrased and referenced the text. Incorrectly referenced or unreferenced matches will incur penalties.

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 or data, including them in your essay and attributing them to a false source; OR in a Dissertation, falsifying survey data)

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

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

- Knowingly giving false information or omitting to provide complete information to the Head of Academic Services and Registry, 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!

Refer to Policy 06ST23 Student Academic Integrity
03EP20 Academic Misconduct

ACADEMIC CREDIT HOURS

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

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

One academic credit relates to a minimum of forty-five (45) hours of student effort of which one-third (15 hours) will usually be directly supervised by an appropriately qualified member of faculty.

Most courses currently carry three (3) credits and will therefore involve an average student in approximately one hundred and thirty-five (135) hours of effort with a minimum of forty-five (45) hours of structured in-class development.

The remaining ninety (90) hours learning 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 learning hours.

For study abroad or transfer students, 3 US credits at EAHM would usually equate to 5.5-6 ECTS for European universities*. The credit transfer process for outbound mobility is guided by the sending institution academic policies and stipulations.

*https://www.sc.edu/about/offices_and_divisions/registrar/transfer_credits/international_credit_converstion_guide.php
https://support.utrechtsummerschool.nl/hc/en-us/article_attachments/213904607/Dutch_grading_system_USS.pdf

GLOSSARY OF ACADEMIC TERMS

Core courses: compulsory courses which the students have to complete to earn their degree programme

Elective courses: courses which are not compulsory for students. Electives are chosen from a pre-determined list of options

Concentration: a grouping of courses which represent a specialisation taken within the field of study. A concentration requires at least 18 credits of study in the specialised field, including 9 credits of Dissertation work.

Credit Transfer: a system where completed credits at the same level and field of study from a previous university approved by MoE can be transferred to EAHM, after evaluation and satisfying the requirements for credit transfer.

Undergraduate Full-Time students: students who are registered for more than 9 credits in a given trimester

Undergraduate Part-Time students: students who are registered for 6 credits or less in a given trimester, not including those who are registered for internship.

Study Abroad student: students from partner universities that joins EAHM for a trimester or two (may or may not include internship) as part of the completion of their degree programme from their home universities.

PROGRAMME COMPLETION REQUIREMENTS

Undergraduate Completion Requirements

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

(a) Completed the required credits: one hundred twenty-six (126) credits including Consultancy (CONS401) and Dissertation (DISS490).
(b) Successfully passed all the required core, general studies and elective courses included in the curriculum of the programme of study.
(c) They have achieved at least a Grade of C on the Dissertation.
(d) Achieved a cumulative grade point average of no less than two (2.00)
(e) Not exceeded the maximum period of enrolment.
(f) 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 EAHM and have their previous university approved by the Ministry of Education in the UAE.
(g) The student must be in good financial standing with EAHM.
(h) The student must have obtained the "Certificate of Equivalency – CoE" from the Ministry of Education for their bachelor's degree, unless graduates from a CAA accredited institution in the UAE.

The programme consists of forty (40) 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

General Education Requirements

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

a. English language;
b. Arabic language;
c. Islamic studies;
d. UAE studies.

Postgraduate Completion Requirements

A student on the Postgraduate – MBA in International Hospitality Management programme will be conferred a degree if the five (5) following conditions are fulfilled:

1. Completed the required credits as follows:

Description	*Credits*
Compulsory Modules (3 CR) x 7 courses	21
Elective Modules (3 CR) x 2 courses	6
Thesis/Dissertation (9 CR)	9
Total Credit Requirement	**36**

2. Achieved a cumulative grade point average of no less than three (3.00).
3. Achieved at least a grade of C on the Postgraduate Thesis.
4. The student must be in good financial standing with EAHM.
5. The student must have obtained the "Certificate of Equivalency – CoE" from the Ministry of Education for their bachelor's degree, unless graduated from a CAA accredited institution in the UAE.

Award Classification

Award	*Grade Point Average*
High Distinction	≥3.60 - ≤4.00
Distinction	≥3.20 - ≤3.59
Merit	≥2.60 - ≤3.19
Pass	≥2.00 - ≤2.59

Refer to the following policy
03EP03 Undergraduate Completion Requirements
03EP04 Postgraduate Completion Requirements
03EP10 Academic Progress

SEQUENCING OF COURSES BY PROGRAMME

Undergraduate Degree Programme

BACHELOR OF BUSINESS ADMINISTRATION (By course name)									
YEAR 1			YEAR 2			YEAR 3			
SEP - TERM 1	JAN - TERM 2	APR - TERM 3	SEP - TERM 4	JAN - TERM 5	APR - TERM 6	SEP - TERM 7	JAN - TERM 8	APR - TERM 9	
English Language for Academic Writing	Hospitality Accounting	Management Accounting*	Undergraduate Internship* (22 weeks)	Innovation & Entrepreneurship	Elective	Introduction to Finance*	Strategic Information Technology Application in Management*	Consultancy Project*	
Introduction to Hospitality and Events Management	Food and Beverage Service	Business Information Systems		Business Ethics	Elective	Research Methods*	Real Estate (Hotel) Finance*		
Front Office Operations	Professional Food Preparation	Culture Courses*		Revenue Management*	Elective	Human Resources Management	Services Marketing*		
Housekeeping Operations	Food and Beverage Business	Principles of Economics		Statistics	Elective	Legal Aspects of Hospitality Industry	Strategic Management	Dissertation*	
Introduction to Marketing	Leadership	Foreign Language		Organisational Behaviour	Elective	International Tourism Management	Foreign Language		
Career Development and Industry Presentations									
15	15	15	6	15	15	15	15	15	126

BACHELOR OF BUSINESS ADMINISTRATION (By course name)									
YEAR 1			YEAR 2			YEAR 3			
SEP - TERM 1	JAN - TERM 2	APR - TERM 3	SEP - TERM 4	JAN - TERM 5	APR - TERM 6	SEP - TERM 7	JAN - TERM 8	APR - TERM 9	
ENGL100	ACNT101	ACNT201*	INTS202* (22 weeks)	INEN301	Elective	FINN301*	COMP301*	CONS401*	
BUSS101	FABS101	COMP102		ETHS301	Elective	RESH301*	FINN401*		
FOOP101	CULN101	CULT202, CULT203, CULT204**		REVM201*	Elective	HRMT301	MRKT301*		
HKOP101	FABM101	ECON201		STAT201	Elective	HLAW401	STMT401	DISS490*	
MRKT101	LEAD101	Foreign Language		ORGB201	Elective	ITMT301	Foreign Language		
CDIP100									
15	15	15	6	15	15	15	15	15	126

** Pre-requisite applicable*

***Culture Courses are three one(1)-credit courses and are divided into: CULT202 – Islamic Studies; CULT203 – UAE Studies and CULT204 – Cultural Diversity*

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

- Full-time standard study mode allows students to complete programme in 3 years by taking up to a maximum of 15 US credits per term (any students who needs to repeat courses or are on a reduced course load or start in a term other than September, may graduate in up to 4 years on a full-time study mode.)

- The above sequence is applicable for students who are admitted in the September trimester and is the main programme sequence. For students who are admitted in the January or April term, will follow a different programme plan and will most likely to take the Undergraduate Internship in the April Certain courses maybe offered more than once, depending on the student number and need of students.

Curriculum

Course Code	Course Title	Credit Hours	*Co/Pre-Requisite
1. General Education Requirement			**(30 credit hours)**
ENGL100	English Language for Academic Writing	3	
CULT204	Cultural Diversity	1	
CULT202	Islamic Studies	1	
CULT203	UAE Culture and History	1	
ETHS301	Business Ethics	3	
ACNT101	Hospitality Accounting	3	
COMP102	Business Information Systems	3	
RESH301	Research Methods	3	STAT201
STAT201	Statistics	3	
ECON201	Principles of Economics	3	
	Foreign Language(s)	6	
2. Management Core Requirements			**(48 credit hours)**
ACNT201	Management Accounting	3	ACNT101
CONS401	Consultancy Project	6	RESH301
DISS490	Dissertation	9	RESH301
FINN301	Introduction to Finance	3	ACNT201
HLAW401	Legal Aspects of Hospitality Industry	3	
HRMT301	Human Resources Management	3	
MRKT101	Introduction to Marketing	3	
LEAD101	Leadership	3	
ORGB201	Organisational Behaviour	3	
INEN301	Innovation & Entrepreneurship	3	
MRKT301	Services Marketing	3	MRKT101
COMP301	Strategic Information Technology Application in Management	3	COMP102
STMT401	Strategic Management	3	
3. Hospitality Core Requirements			**(33 credit hours)**
BUSS101	Introduction to Hospitality and Events Management	3	
FABS101	Food and Beverage Service	3	*CULN101
CULN101	Professional Food Preparation	3	*FABS101
FABM101	Food and Beverage Business	3	
FOOP101	Front Office Operations	3	*HKOP101
REVM201	Revenue Management	3	FOOP101
HKOP101	Housekeeping Operations	3	*FOOP101
ITMT301	International Tourism Management	3	
FINN401	Real Estate (Hotel) Finance	3	FINN301
INTS202	Undergraduate Internship	6	FABS101, CULN101, FOOP101, HKOP101
CDIP100	Career Development & Industry Presentations	0	
4. Electives			**(15 credit hours)**

Students may select from a list of elective courses offered that term

N.B. Availability of courses depends on the number of students that needs to enrol to a certain course in any given trimester

General Education Programme

The General Education Programme at EAHM includes the equivalent of 30 credit hours of course work throughout the curriculum, that provides a broad-based education and includes at least one course in each of the following:

a. English language;
b. Arabic language;
c. Islamic studies;
d. UAE studies.

The main purpose of the GEP is to provide students with the fundamental knowledge, skills and competencies that students must have to successfully complete the programme. In addition, GEP courses are designed to promote strong foundation to the students and develop skills in communication, quantitative and qualitative analysis, critical thinking, and information technology and systems.

Programme Learning Outcomes

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

Language courses:

Students are required to complete six (6) credits of language courses*. The language courses offered are Arabic, French, Spanish and occasionally Mandarin. Arabic language is compulsory for all students as part of their programme of study. Students fluent in Arabic language can gain exemption from the general education Arabic subject through a Challenge Test. Students achieving the minimum required score would be given exemption to the mandatory Arabic language course.

Languages Courses

Course Name	Course Code	Credit hours
Beginner's Mandarin	MAND100	3
Intermediate Mandarin	MAND200	3
Beginner's Arabic	ARAB100	3
Intermediate Arabic	ARAB200	3
Beginner's Spanish	SPAN100	3
Intermediate Spanish	SPAN200	3
Beginner's French	FREN100	3
Intermediate French	FREN200	3

Electives:

See list of 'indicative' electives below (all electives may not be offered) – selection will be confirmed in the Spring of 2023 by the Registry office:

BBA Indicative Electives ** (selection predicted for 2022-2023)

Course Name	Course Code	Credit hours
Special Interest Tourism	SITM301	3
Club and Resort Management	CLMT301	3
Consumer Behaviour	CONB301	3
Destination Management	DEST302	3
Hospitality Design	DSGN303	3
Food and Beverage Management II	FABM202*	6
Food Management & Media*	FMAM301*	12
Restaurant Concept Design	FMAM302	3
Beverage Knowledge and Operations	FMAM303	3
Street Food Project	FMAM304	3
Sustainability in the Hospitality Industry	SUST301	3
Principles of Internal Control*	ACNT301*	3
Introduction to Cruise Ship Management	CRMT301	3
Business Law	BLAW401	3
Quality Management	QUAL301	3
Meetings, Incentives, Conventions and Exhibitions	MICE301	3
Facilities and Installations Management	FACM301	3
Special Project	SPPR301	3

**Pre-requisite applicable*

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

Programme Learning Outcomes

Upon completion of this **QFE <u>Level 7</u>** qualification (in accordance with the Qualification Framework Emirates – QFE), graduates of the EAHM BBA Programme will be able to:

PLO 1. Apply knowledge and skills to design and deliver hospitality services and experiences

PLO 2. Integrate a broad and coherent theoretical and operational knowledge of hospitality as an interdisciplinary field of research and practice

PLO 3. Work together with key stakeholders to acquire and convey knowledge and ideas effectively to achieve shared goals in unambiguous contexts

PLO 4. Reflect on their own conduct and the performance of others to improve their own interpersonal and hospitality operational skills and knowledge

PLO 5. Reflect on feedback and formulate strategies for continued self-improvement

PLO 6. Be proficient in the application of digital tools and platforms

PLO 7. Communicate and work effectively in culturally diverse environments

PLO 8. Apply cognitive skills to collect, analyse and synthesise information to develop innovative and entrepreneurial solutions for routine hospitality problems

PLO 9. Apply sustainability best practices in the management of hospitality businesses

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

Postgraduate Degree Programme

Course Sequencing

MASTER OF BUSINESS ADMINISTRATION (By course name)			
YEAR 1			
SEP - TERM 1	**JAN - TERM 2**	**APR - TERM 3**	
Applied Statistics for Business Research	Hospitality Corporate Finance	Managing Human Capital	
Business Research Method	Elective	Elective	
Service Operations Management	Marketing 2.0	Developing and Monitoring Corporate Strategy	
		Postgraduate Thesis (completed by end of August)*	
9	**9**	**18**	**36**

MASTER OF BUSINESS ADMINISTRATION (By course code)			
YEAR 1			
SEP - TERM 1	**JAN - TERM 2**	**APR - TERM 3**	
STAT901	FINN902	HRMT901	
RESH901	Elective	Elective	
SOMA901	MRKT903	MNGT903	
		DISS901 (completed by end of August)*	
9	**9**	**18**	**36**

**Pre-requisite applicable*

Curriculum

Course Code	Course Title	Credit Hours	Pre-Requisite
1. Mandatory Courses			**(30 credit hours)**
RESH901	Business Research Methods	3	
MNGT903	Developing and Monitoring Corporate Strategy	3	
FINN902	Hospitality Corporate Finance	3	
MRKT903	Digital Marketing	3	
SOMA901	Service Operations Management	3	
HRMT901	Managing Human Capital	3	
STAT901	Applied Statistics for Business Research	3	
DISS901	Post Graduate Thesis	9	STAT901, RESH901
2. Indicative Electives			**(6 credit hours)**

A selection of indicative electives from the table below will be offered

MBA Indicative Electives *** *(selection predicted for 2022-2023)*

Course Code	Course Name	Credit hours
ELIA901	Effective Leadership in Action	3
EORM901	Events Operations & Risk Management	3
FIRE901	Industry 4.0	3
LEBW901	Law and Ethics in the Business World	3
INLE901	Innovation Leadership	3
SITM901	Special Interest Tourism	3
SPPR901**	Special Project	3
ASMA901	Asset Management	3

SUST901	Sustainability	3
SPCB901	Social Psychology of Consumer Behaviour	3
SVCR901	Sustainable Value Creation	3

*** STAT901 & RESH901 pre-requisite courses*

**** Elective offered every second and third term*

Programme Learning Outcomes

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

PLO 1. Apply advanced knowledge and skills to design and deliver sustainable and innovative hospitality services and experiences

PLO 2. Demonstrate a critical, advanced, contemporary and integrated theoretical and operational knowledge of hospitality as an interdisciplinary field of research and practice.

PLO 3. Work together with diverse stakeholders to integrate complex knowledge and convey ideas effectively to achieve shared goals in ambiguous contexts

PLO 4. Apply cognitive, creative and reflective skills to collect, analyse and synthesise information to generate and implement new ideas for solving complex hospitality problems

PLO 5. Demonstrate knowledge, skills and techniques to lead entrepreneurial and strategic ventures

PLO 6. Critically reflect on the performance of self and others and demonstrate initiative and leadership in dynamic hospitality settings

PLO 7. Present written and oral information in an organised, cogent and concise manner

COURSE DESCRIPTION

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

Course Code - Course Title *(Credit Hours, Pre/Co-requisite – if existing)*

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

FINN301 - **Introduction to Finance** (3 *Credits*, *ACNT201)*

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 and Pre/Co-requisite
The number in parentheses following the title of a course indicate the course credit information. All courses are valued in credit hours. After the credit hours, the information about the pre/co-requisite course is indicated if applicable.

As an example, EAHM offers the course:

FINN301 - Introduction to Finance *(**3 Credits**, **ACNT201**)*

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

UNDERGRADUATE COURSES

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

ACNT201 - Management Accounting (3 credits, ACNT101)
An ability to work with figures is essential in business. It is important for successful operational managers, not only to be comfortable with figures but to understand what, why and how figures are produced to help in decision making. Having transitioned from Accounting 101, the purpose of this course is to learn the key concepts and stages of analyzing and apply using the range of financial statements presented in a hospitality business setting and from the managerial or business owner perspective. Emphasis is placed on understanding and interpreting the data presented allowing for meaningful and accurate interpretation that enables focused decision making in the business setting.

BUSS101 - Introduction to Hospitality and Events Management (3 credits)
This course aims to introduce students to the managerial dynamics of the hospitality industry with a special focus on event management. While the first part of the course explores the hotel business and managerial areas of hospitality management, the second part concentrates on the events business in terms of demand and supply, special events and planning an event.

CDIP100 - Career Development and Industry Presentations (0 credit)
This course is designed to develop and enhance the students' professional skills and attributes thereby optimizing his/her chance of succeeding in the workplace. It contains innovative resources useful throughout the professional life. It helps to move from "job seeker" to "job finder" with a comprehensive step-by-step guide to finding and keeping a job. Both empowering and encouraging, this course effectively breaks the daunting prospect of marketing yourself to prospective employers into a manageable process. Clear instruction guides you through self-assessment, employer research, self-marketing, writing a market-driven CV, and interviewing. It equips students with the tools needed to gain a competitive advantage in the workplace. It prepares students for internship positions within leading hotel properties and other hospitality organisations. Students participate fully in their own job hunting with guidance from the internship coordinator. Formal teaching to prepare students for job applications and interviews includes preparing a CV, writing a cover letter and interview techniques.

COMP102 – Business Information System (3 credits)
Business Information Systems course is designed to provide essential digital awareness, literacy and skills to the students in the early stages of the BBA programme. The goal is to equip them with a digital survival kit that will see them through the degree programme and provide a distinct advantage in their internships and career pursuits. A curated list of topics that reflect contemporary digital trends, particularly in the applications software space has been developed in consultation with faculty with the objective of facilitating the students' learning experience in a range of subjects as well as strengthening their research capacity. With reference to application or utility software program, while the course is vendor agnostic, collaboration with best-in-class vendors is pursued as it provides industry interface and access to tools. That said, a broad overview of the digital landscape which include mainstream and alternative variants is provided. The digital output created by the students in form of in-class exercises and assignments will serve them as a learning resource during the course of their study as well as for internships and future career opportunities. As the course purports to be hands-on and skills based, the assessment is done on a topic-by-topic basis.

COMP301 - Strategic Information Technology Application in Management (3 credits, COMP102)
Digital disruption and innovation is the core focus of this course. It provides an understanding of the digital landscape in the context of hospitality and the wider services sector, which has gained prominence in the post Covid-19 era. How businesses have gained from digital applications, what are the key growth drivers and risks, why conventional business models and processes are being challenged by technology driven disruption, how the digital economy is influencing established practices and processes, what are the sector specific implications, what are the challenges the industry faces, what innovation frameworks can be deployed for addressing these challenges -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. Students will be able to utilize their knowledge of business-driven digital platforms, consider issues related to the implementation in organisations across sector-verticals and identify best-in-class platforms for creating solutions using innovation frameworks (Futures and Design Thinking). In partnership with Kregzo, a virtual incubator, students will have access to a mentor network to enable them to validate the problem-solution fit and solution-market fit, opening up the possibility founding startups for commercializing their ideas.

CONS401 – Consultancy Project (6 credits, RESH301)
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, globalcompetition,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.

- Many businesses require their employees to work together on collaborative investigations or group projects. This module is concerned with developing best practicefor co-operation and communication in a group activity, whilst at the same time building on the competences and learning developed in the academic program.
- The module allows students the opportunity to work with a participating company on hospitality / tourism related project that enables them through an action learning experience to apply the skills learnt in previous modules.
- The students will be required to establish practical and realistic terms of reference for the project and then self-manage the consultancy process through to completion.

As a composite element of their consultancy project,they will need to undertake detailed research of the appropriate areas / markets under investigation and analyzethe findings in accordance with the project objectives. Tutor supervision will be utilized throughout the process to evaluate and advise wherenecessary

CULN101 - Professional Food Preparation (3 credits)
The aim of this course is to focus students' attention on the operational and business aspect of running a successful kitchen. The art of food preparation, food product knowledge, current trends, and competence in preparing dish combinations are the mediums within which the business is learnt. Past and current practices, and the varying influences which dictate these, will form the core of the practical sessions. Theory sessions focus on the business of running a successful kitchen. Coverage includes latest food trends; consumer demand; psychological, sociological and environmental influences on consumer demand; established and innovative dishes; menu planning; and kitchen accounting.

CULT202 - Islamic Culture (1 credit)
This course introduces the history, principles and impacts of Islam. Within this context, students will learn about the history of Islam, the practices, principles and the business implication of Islam.

CULT203 - UAE Culture and History (1 credit)
This course introduces the history, culture, politics, economy, business style, and future of the United Arab Emirates (UAE). Within this context, students will learn about the history

of the UAE, the predominant culture traits, the prevalent business practices, and the future directions of the UAE.

CULT204 - Cultural Diversity (1 credit)
This course introduces the theory of culture and supports analysis of the influence of culture on interactions in multicultural settings. Within this context, students will learn the importance of cultural acceptance and the relationship of this to effectiveness in the workplace. Coverage includes: definitions of culture; national culture, cultural tourism, cross-cultural consumer behaviour, and Multicultural working environments.

DISS490 - Dissertation (9 credits, RESH301)
Business research knowledge and skills are important criteria for understanding, conducting, interpreting, and presenting findings in the hospitality/tourism industry. This course provides students with an opportunity to conduct primary and/or secondary research in an area of interest and apply theoretical knowledge and skills learnt in previous courses in their programme of study. The dissertation requires students to carry of their own research study in terms of: identification of a topic area; research preparation; literature review; question and/or hypothesis development; selection of appropriate research method, including selection of data gathering method(s), and application of appropriate data analysis and modelling techniques; presentation of the research findings, and articulation of the research conclusions in the broader context of the topic area. The dissertation is the final component of the degree programme and presents a written work of scholarship that demonstrates the students' ability to research an approved topic and present a well-reasoned argument in support of a clearly stated hypothesis or research question.

ECON201 - Principles of Economics (3 credits)
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 trimester will allow students to eventually form their own judgements about economic problems. We will examine the forces of supply and demand and the dynamics of making trade-offs within the framework of constraint imposed by scarcity. We will also study the economy, focusing on economic growth and development and the impact of monetary vs. fiscal policy on inflation, unemployment, interest rates, investment and international trade.

ENGL100 – English Language for Academic Writing (3 credits)
engEnglish language and Academic Writing is designed to develop writing and oral presentation skills to the proficiency expected of a student at the university level. This course will provide the core tools students need for the effective use of the English language throughout their academic and professional careers. Before beginning any writing or speaking project, one must know how to think critically. Students will be given ample opportunity to develop their reasoning and analytical skills and instincts. Throughout the trimester, students will write, read and share their work with classmates. Peer reviewed papers have been included in the course reading to exposure students to material that is both challenging and interesting will increase their ability to produce their own work at a higher level. It will also encourage them to address new ideas from an objective viewpoint, thereby enhancing their critical thinking and communicative skills, as well as their research skills. During the trimester, the course environment will be that of a workshop rather than a traditional classroom, where students' assessment tasks 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.

ETHS301- Business Ethics (3 credits)
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 shareholder approach vs. the stakeholder approach; individual values and rights within the business organization; business operations and conflicts of interest. Questions of professional ethics lend themselves to analysis from multiple perspectives and dimensions. For example, while individuals, in fact, make decisions, decision- making occurs in a context. In a work setting, decision-making occurs within the culture of a particular organization, profession, or field. On an individual basis, decisions can be analyzed in relation to such things as theories of moral development and emotional intelligence as well as from the perspective of the development of critical thinking skills. Using case studies and contemporary issues, this course will examine professional ethics from such perspectives and dimensions.

FABM101 - Food and Beverage Business (3 credits)
The course aims to focus students' attention on the management aspects of a food and beverage operation by developing basic concepts of planning, organising and controlling a food service operation. The course covers the differing characteristics of the food and beverage operation; classification, food safety management, cost control, revenue generation and managing quality within the business.

FABS101 - Food and Beverage Service (3 credits)
This course aims to focus students' attention on the practical aspects of running a successful restaurant, based and supported by basic theoretical knowledge. The art of food service and product knowledge; restaurant trends, and competence in preparing restaurant settings are the medium within which the business is learnt. Food and beverage areas, restaurant service styles and equipment combined with guest contact and an actual restaurant operation will form the core of the practical sessions. Theory sessions focus on the business of running a restaurant and detailed product knowledge in beverages and service development.

FINN301 - Introduction to Finance (FINN301) (3 credits, ACNT201)
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). This course provides 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). This is understanding is essential as a 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. The course will make use from computing systems that are applicable in the hospitality context.

FINN401 - Real Estate (Hotel) Finance (3 credits, FINN301)
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.

FOOP101 - Front Office Operations (3 credits)
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.

HKOP101 - Housekeeping Operations (3 credits)
The housekeeping department in a hotel is often one of the most diverse in terms of the skill set needed to ensure both efficiency and effectiveness while maintaining hotel standards and meeting guest expectations. In addition to helping students to understand the importance of this department within a hotel, the module will develop students' skills in many of the basic operational functions such as budgeting, organisation, operations and staffing. A number of site visits / guest speakers then allow students to develop their knowledge of how these are then put into practice. In addition to the operational elements of the department, students will also develop an appreciation of the wider remit that can be involved in housekeeping at larger resort hotels, such as uniform and room design, floristry and pre-opening. On successful completion of the course, students should be able to make a valuable and informed contribution to the running of a housekeeping department at supervisory level.

HLAW401 - Legal Aspects of Hospitality Industry (3 credits)
This course focuses on aspects of hospitality business law, primarily as it relates to managing a facility legally, safely, and securely. In the day-to-day operation of a hospitality facility, it is the manager, not the company attorney, who will most influence the legal position of the operation. Rarely will you find a hospitality manager who is also a licensed attorney. Thus, the course aims at helping 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. Finally, the course highlights international legal principles and considers legal traditions in multiple countries whenever possible.

HRMT301 - Human Resources Management (3 credits)
This course introduces the nature of International Human Resource Management (IHRM), its evolution throughout the years which shaped it to what it is today, a strategic partner in the organization and critical to the success of the business. The course will also offer an insight into current challenges in attracting, retaining, training, developing, compensating, engaging, and committing employees in a highly competitive and global environment.

INEN301 - Innovation & Entrepreneurship (3 credits)
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. Entrepreneurship has the potential to make several positive

contributions to a country's economy via the creation of entrepreneurial ecosystems and innovation clusters. 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.

INTS202 - Undergraduate Internship (6 credits, FABS101, CULN101, HKOP101, FOOP101, CDIP100)
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.

ITMT301 - International Tourism Management (3 credits)
The course ITMT301 covers the international scope of the tourism industry by enabling the students to take a look at the world's largest industry by taking a business perspective. This module will provide students with an appreciation of the implications for managing the tourism industry in an international context. Students will be introduced to a number of critical internal and external elements 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, culture and sustainability. In addition, students will be introduced to the travelling public, tourism promoters, tourism service suppliers and tourism's external environment. Specific attention is focused on challenges within tourism marketing, tourism intermediaries, tourism innovations and destinations. 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 countries of different development stages and will proved students with a clear understanding of tourism as an industry.

LEAD101 - Leadership (3 credits)
The purpose of this course is to introduce students to the principles and practices of leadership; within the context of organisations including those in the International Hospitality Industry. A second rationale for the course is to encourage students and future managers to reflect on leadership styles so that they are able to motivate and inspire future subordinates.

MRKT101 - Introduction to Marketing (3 credits)
In an age where marketing is key to the success of any business, Introduction to Marketing breaks this interesting and complex area of business strategy down into its key components. The course gives examples and explanations of how to manage basic digital

media marketing along with traditional marketing mechanisms used in industry today. Social media marketing is explained and examples of how to write marketing content in order to optimize the business value proposition. Many of the foundation theories of marketing are explored and it is expected that students will have a wide and diverse understanding of what role marketing plays and how it integrates the business model in order to optimize industry marketing share and how to gain greater and more aggressive traction to gain new and pipeline business.

MRKT301 - Services Marketing (3 credits, MRKT101)
Services Marketing seeks to explain how the world of digital and traditional marketing work together in order to offer a comprehensive marketing strategy. From a global perspective, effective and successful marketing underpins an organisation's brand image and quality integrity. Understanding how marketing contributes to the strategic and operational levels of an organisation allows future managers and business entrepreneur's the ability to leverage consumers in real time thus giving greater competitive advantage and higher market share. Managing businesses in a changing environment is an essential requirement for organisational success and as the world moves through the 21st century, understanding the role marketing plays is vital to the long-term health and success of the business. Services Marketing is intended to broaden understanding of the concepts used in the current business marketplace and give and offer understanding of how marketing is practiced in service organisations in addition to other organisational settings.

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

RESH301 - Research Methods (3 credits, STAT201)
Much of what we know is based on our own experiences or the experience 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 the assumptions made in everyday life. Thi course provides students with an appreciation of, and ability to apply appropriate research method 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.

REVM201 - Revenue Management (3 credits, FOOP101)
The existence of this course is vital to the hospitality programme since it emphasises the importance of running a smooth operation within the hotel. The knowledge is applicable to the existing operations. Therefore, the explanation of the theories along with examples enhance the learning cycle of the students. This course provides an insight into the management of the revenue management area of the hotel operations. This module includes the explanation of the best practices, techniques and strategies currently used in the hospitality industry by either front office managers, room division directors and / or revenue managers.

STAT201 - Statistics (3 credits)
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 using spreadsheets (MS Excel) and statistical software package (PSPP). Real world hospitality data sets are used in PSPP workshop where applicable.

STMT401 - Strategic Management (3 credits)
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.

INDICATIVE UNDERGRADUATE LANGUAGES 2022-2023

ARAB100 – Beginners Arabic – (3 credits)
This is a beginning level language course which presupposes no background in Arabic. It will provide learners with an introduction to the basics of the Arabic language (speaking, listening, reading, and writing) through a teaching variety of real-life situations and the language necessary to deal with them in a hospitality context. Via various speaking and writing exercises this module will be concluded with a role play and presentation that equip learners to engage with the Arabic culture and its people in a day-to-day setting.

ARAB200 - Intermediate Arabic (3 credits, ARAB100)
The aim of this course is to enable the student to understand the spoken and written forms of Arabic and to communicate confidently and clearly in Arabic at an intermediate level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills.

FREN100 - Beginners French (3 credits)
The aim of this course is to enable the students to engage in simple communication in French and to develop their speaking, listening, reading and writing skills through activities that introduce the language in authentic setting and also through audio and video resources.

FREN200 - Intermediate French (3 credits, FREN100)
In Intermediate French, the facilitator will provide students with foreign language learning tools in order to enable them to feel confident in speaking and understanding French at intermediate level. This course further focuses on developing students' specific vocabulary skills to enable them to understand and use French in the hospitality context.

MAND100 - Beginners Mandarin (3 credits)
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.

MAND200 - Intermediate Mandarin (3 credits, MAND100)
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.

SPAN100 - Beginners Spanish (3 credits)
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.

SPAN200 - Intermediate Spanish (3 credits, SPAN100)
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.

SPAN300 - Advanced Spanish (3 credits, SPAN200)
This module in Spanish provides an insight into the advanced level of Spanish language for Hospitality. The aim of this course is to enable the student to understand the spoken and written forms of Spanish and to communicate confidently and clearly in Spanish at a high-advanced level. Coverage includes: Writing Skills; Oral Skills; Reading Skills; and Listening Skills.

INDICATIVE UNDERGRADUATE ELECTIVES 2022-2023

(Offered depending on the interest of the students)

ACNT301 - Principles of Internal Control (3 credits)

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).

BLAW401 - Business Law (3 credits)

BLAW401 is intended to give future business managers overall awareness of the legal environment in which society operates. We will discuss topics such as general classifications of law, torts, crimes, and elements of a contract. We will also explore the function and procedure of a court case from start to finish by holding a mock trial. The mock trial gives students hands-on experience in understanding the time, effort, and expense involved in the litigation process. It functions as a general aid for future use in making intelligent management decisions when confronted with the choice of either independently handling legal issues that will inevitably arise or handing the matters over to attorneys. General principles of law are taught that can be applied globally.

CLMT301 - Club and Resort Management (3 credits)

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.

CONB301 - Consumer Behaviour (3 credits)

Consumers of the 21st century have very different values and needs from previous generations and understanding the psychology behind what decisions they make and how they behave is key to business success and operational product strategy. Organisation's need to understand current and future customer needs, what they want, when they want

it and how they wish to acquire it. This course explains in detail the theories and concepts used and how organisation's optimize psychology to attract and retain their customers. The field of psychology is extremely complex and understanding the science clearly reveals the steps organisation's need to take in order to make their products and services appeal to wider and more divers audiences. The aim of this course is to introduce the theories and concepts of consumer behaviour from a multi-disciplinary perspective, using principles from psychology, sociology, business and economics. The inter-relationship between consumer behaviour and marketing will be explored and many examples and exercises will be drawn from various in various service sectors.

CRMT301 - Introduction to Cruise Ship Management (3 credits)
The cruise industry is the most dynamic category of the entire leisure market. Despite the global economic crisis, the industry continues to show steady growth. For 2017, the forecasted amount of people travelling on cruise ships is 28 million worldwide. Some of the key drivers for the cruise industry's success are the deployment of international brand ships in fast growing and emerging markets, as well as a diverse range of offerings. The novelty of new routes and itineraries attract first time and repeater cruise guests alike. One of the biggest trends for recent years are river cruises, now offered worldwide, exploring the great rivers of Europe, North America, Asia, and Africa. The cruise industry has an enormous impact on global and local economies, legal, environmental, safety and health systems. Knowing about and understanding the importance of the cruise industry as well as being aware of the challenges and opportunities of the fastest growing hospitality sector becomes increasingly important in order to evaluate, support, and compare land and sea-based hospitality businesses. Such knowledge and awareness provides a foundation from which to make reasoned and informed analysis and assumptions.

DEST302 – Destination Management (3 credits)
This course provides students with the principles of planning for tourism destinations. Students will learn the detailed components of tourism destination in space and time, governance, masterplan, destination life cycle, stakeholders' management, and branding. The course will also focus on private and public sector relationships, with an emphasis on the leading role of hospitality investments in the planning of a destination development. As part of this course, students will evaluate specific destinations and design a thematic plan based on the identified gaps.

DSGN303 – Hospitality Design (3 credits)
The aim of this course is to equip students with an understanding of the principles of design and architecture as a launching point for the comprehension of contemporary hospitality environment. Students are shown how design and architectural elements can affect customer perception, customer flows (servicescapes), customer satisfaction and customer loyalty. Coverage includes: Historical grounding and today's options of architecture, green hospitality, sustainable buildings, furniture, fixtures and fittings; Servicescapes; Critique of existing designs.

ENTR301 - Entrepreneurship (3 credits)
This course is a 'start-a-new-business' entrepreneurship course. It focuses upon the development of a business plan to establish a new business. It will provide an opportunity for the student to develop his/her knowledge of, and skills and abilities in, the process of conceptualising and planning a new business based upon the application of a range of business management disciplines to this endeavour, including Finance, Accounting,

Marketing, Strategy, Law and Organisational Studies. More specifically, topics such as opportunity recognition, creativity, innovation, market and customer research, competitor identification and analysis, financial planning and forecasting, legal and regulatory issues, resource acquisition and organisation, and business proposal evaluation, will be addressed.

FACM301 - Facilities and Installations Management (3 credits)
Facilities management is a critical dimension of hotel and resort operations and underpins the health, safety and welfare of all stakeholders both on and off site. This course is designed to meet the challenges faced by operations facilities managers in the hospitality industry today and seeks to equip learners with a broad and lateral perspective of facility management in a 21st century setting. Regardless of the business sector, organisations have a responsibility and duty to provide safe and secure buildings and real estate and this course underpins current practices and principles of facilities management taking the form of a series of traditional lectures along with seminars, workshops and case studies. Understanding building codes and business regulations along with health and safety regulations contributes to a complete understanding of the facilities management role and the necessary integration into the business model. A core philosophy within the course is for students to apply theory to practice through understanding how establishments meet the related regulations and legislation necessary to comply with governmental requirements. The cost of doing business requires organisation's to understand the duties and responsibilities necessary to enhance the business model and in doing so, adding value and quality to the brand and products.

FABM202 - Food and Beverage Management II (6 credits)
The aim of this course is to provide student-centred, problem-based and interactive learning approaches to develop the students' food and beverage management skills and knowledge for operational competence in a hospitality organisation through the planning, practical application and evaluation of appropriate food and beverage management concept projects. The course includes Food and Beverage management practices; Food service systems; Service that sells; Menu and product planning; Purchasing systems; Quality management and control; Food safety; and Managing resources; all applied in restaurant concept development, planned and executed by the students. Pre-requisite: FABM101, FABS101, CULN101.

FMAM301 - Food Management & Media (12 credits, FABM101, FABS101, CULN101)
The course focuses on designing and developing a restaurant concept. The students will start the planning stages; concept creation, marketing plan, menu development, human resource planning, negotiation skills and financial reporting in planning a restaurant. Not only will the students develop a restaurant concept, but they will run the operation for one week as a commercially viable business. The final stage of this project is to review the operation providing detailed for reports on all aspects on this restaurant concept. In addition, the course will provide the students with crucial team work skills but social media marketing, food styling and photography skills that are essential to the current food and beverage sector.

FMAM302 - Restaurant Concept Design (3 credits)
This course focuses on developing and designing a commercially viable restaurant concept design. Students will plan a restaurant concept with an emphasis on sustainability aspects that promote the long-term well-being of the business as well as positively contributing to the bottom line. A feasibility study will be utilised to validate the concepts viability prior

to developing the concept components; location, theme, décor, atmosphere, food and beverage product offer, service style, menu design and employee qualities. In addition, students will examine the importance of brand positioning, marketing, media and financial statements that are important in running a successful business.

FMAM303 - Beverage Knowledge and Operations (3 credits)
This course aims to focus students' attention on the theoretical knowledge of alcoholic and non-alcoholic beverage production and service. Students will understand the importance of beverage trends and how this plays a role in beverage innovation and menu development to satisfy consumer expectation whilst contributing to the overall profit margins within the food and beverage department. This course will explain the difference between wine and beer production including main grape varieties, regions, storage, service and inventory control. In addition, control of beverage sales utilising analytical tools through the point of sales system are taught.

FMAM304 - Street Food Project (3 credits)
This course is designed to help develop a 'sense of difference' in street food concepts around the world, focusing on Asia, Europe and the Middle East. Students will study 'street food' in their respective regions, both past and present. This will include detailing the taste and flavour developed within those regions, as well as key aspects of food styles, cooking techniques and menu development. The objective of the course will be to design and develop a street food truck to encompass many of today's key factors, namely - profitability, sustainability and the consistency of the product. The Street Food course will also promote students' awareness of local food sources and the importance of marketing, social media and the requirement to understand related health & safety policies and procedures.

GAST301 - Gastronomy (6 credits, FABM101, FABS101, CULN101)
The course aims to focus students' attention on the food and beverage aspects of a fine dining operation by developing advanced preparation, cooking and presentation techniques. Students will learn dish and menu composition, planning, organizing and controlling a food service operation to a high standard. In addition, time management, menu development, human resourcing, financial reporting will form part of this course. The course will conclude with a six-course gastronomy event to 40 customers while all skills are showcased to restaurant guests.

INSS301 - Innovation and Sustainability (3 credits, INEN301)
This course is designed to develop students' understanding of the principles, frameworks, and tools of innovative and sustainable product development. The focus will be on a physical product rather than a service or event because it is the access to a tangible object that will bring the impacts to the forefront for sustainability evaluation. The final student output will consist of a product pitch designed for delivery to government stakeholders in view of UAE sustainable strategies for 2030.

MICE301 - Meetings, Incentives, Conventions and Exhibitions (3 credits)
The MICE, (meetings, incentives, conferences and exhibitions), sector has become a vital communication tool for international business development and a catalyst for major projects around the world. The main goal here is always to bring professionals together, foster connections, promote new ideas, and push growth. The course will focus on exploring the development of the MICE industry within this international environment and

consider its increasing economic importance globally. Key sectors include the growth in international conventions and exhibitions, business and incentive travel and the international meetings market, both on-line and off-line. A range of international locations will be discussed in terms of their attractiveness as a MICE destination, with a specific focus on the context of the UAE now and in the future.Where possible,site visits to key locations will be used to highlight the range and diversity of venues available for MICE events in Dubai. The course will be concluded by the creationand deliveryof areal life eventcomponent.

QUAL301 - Quality Management (3 credits)
This course examines what quality is, how we measure it, how we manage it and what impact quality management has on tourism and the hospitality industry. Quality management will be studied in services and manufacturing industries in both public and private sectors, to ensure complete comprehension of the theories. Through classroom instruction, interactive case studies, and exposure to industry professionals, students will be able to apply theory to practical scenarios.

SITM301 - Special Interest Tourism (3 credits)
This module aims to provide students with an appreciation of the growth and development of the tourism industry as a whole while developing an awareness of the diversity of special interest products that are available to consumers and the context in which they are managed. Special Interest Tourism links to the related fields of leisure management, events management, countryside management and the geography of tourism and key areas of coverage include new areas such as e-tourism, and Health and Wellness Tourism, as well as more established special interest sectors such as Dark Tourism, Backpacking, Music Festivals and Sports and Adventure Tourism. Students will have the opportunity to explore a particular sector that is of interest to them and analyze the key developments in their chosen market. Understanding the changing tourism landscapes and demographic diversity of needs is a key management function in today’s growing and dynamic tourism market place. This module aims to offer alternative thinking to the already vast array of tourism products available to consumers and how new trends develop.

SUST301 - Sustainability in the Hospitality Industry (3 credits)
The hotelier’s relationship towards environmental challenges and societal concerns is one of a rather intangible nature met with varying levels of interest. However, these concerns have been high on the public agenda and continue to emerge in various forms of public address in the UAE and beyond. There continues to be regular press coverage relating to rapid environmental degradation and the polarization of modern society and critical attention is given to this subject. All stakeholders have a view, regardless of what belief they hold society demand greater action and expect higher expectations from the hospitality industry in demonstrating responsible behaviour across the triple bottom line of economic, social, and environmental management. In response, the hospitality industry, along with governments and private organizations are launching initiatives that help hoteliers become more sustainable i.e. by becoming more environmentally responsible and by working in harmony with society at large. A clear understanding of the issues surrounding climate change, global warming, air and water pollution, ozone depletion, deforestation, the loss of biodiversity and global poverty is essential for successful implementation of sustainable business management strategies. This course will enable students to learn the theoretical underpinnings of sustainability and apply their knowledge through a hotel benchmarking exercise in the UAE and beyond.

SPPR301 - Special Project (3 credits)
This special project course is intended to be a stimulating, lateral and highly interactive course that seeks to satisfy students in the elementary stages of working with external organizations in the current Hospitality and Tourism arena. Key learning objectives include sourcing an organization in need of a special project, networking to gain relationships to further the process of student & organisation engagement and finally setting objectives in a draft proposal which outlines' the specific needs of the project using measurable perimeters, clear and precise terms of reference and cognitive commitment during all stages of the course. Using effective time management & objective completion strategies the selection of target companies in the current industrial sector will be critical to both the learning outcomes demanded and the level of competencies identified in the draft report.

POSTGRADUATE COURSES

DISS901 - Postgraduate Thesis (9 credits, STAT901, RESH901)
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/data modeliing in an area of interest and apply theoretical knowledge and skills learnt in 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 an articulation of the research conclusions in the broader context of the topical area. The Thesis presents a written working 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.

FINN902 – Hospitality Corporate Finance (3 credits)
Introduce concepts of Hospitality Corporate Finance, which combines aspects of corporate finance and value-based management. The focus is on understanding the relationships between investments and financing decisions on shareholder value. Analyzing these relationships is essential in managing a firm for value. This course introduces the concept of firm valuation using DCF or alternative methods. Strategic decisions on capital structure, investment policy (e.g., diversification), corporate governance and dividend policy are examined regarding their value creation potential. This course also introduces students to an in-depth analysis of financial planning and management with emphasis on capital structure, dividend payout policies, cost of capital, capital budgeting, risk, and other special topics. The course serves as a framework for understanding a broad range of corporate financial decisions. Real time data and directed readings will be used to enhance learning. The course gives students the opportunity to study topics for the level I and level II CFA exam, Associate level of CPA and ACCA courses.

HRMT901 - Managing Human Capital (3 credits)
This course introduces the nature of International Human Resource Management (IHRM), its evolution throughout the years which shaped it to what it is today, a strategic partner in the organization and critical to the success of the business. The course will also offer an insight into current challenges in attracting, retaining, training, developing, compensating,

engaging, and committing employees in a highly competitive and global environment. This module looks at the management and organization of Human Resources role and functions within a hospitality organization. The biggest asset of an organization is its workforce. People are the main drive of any type of organization and hence ensuring employees' wellbeing, employees' satisfaction, provision of human capital investment, career growth, employment opportunities, promotions, fair compensation and acknowledgement of their efforts and contributions are key responsibilities of any employer. The war for talent is one of the main challenges for all employers, specifically for hoteliers in this part of the world where the hospitality sector is booming and developing in a very rapid pace. High turnover rates and low retention rates, low internal promotions and lack of succession planning seem to be areas of concern for Human Resource Professionals. Hence, the module content includes: Human Resource Management at present, Managing Human Resources in the UAE, designing a Human Resource strategy, addressing Human Resource functionalities, and identifying future Human Resource trends. Furthermore, each session will address areas such as Human Resource Management in the 21st century, models used to assist with the design of Human Resource Strategy, designing work by emphasizing efficiency, flexibility and work life balance, employee resourcing, human resource development, employee relations, performance management and rewards, Human Resource Management and competency, leadership, Human Resource Management in international companies and identification of future trends and usage of technology as an integrated part of the profession. Moreover, each session will include statistical and academic research on the topic under discussion and reports from the SHRM and the CIPD will be shared. Students will be able to discuss current topics related to the functionalities of Human Resource Professionals and will be asked to present a poster based on primary data collection and academic research in a given topic by the facilitator.

MNGT903 - Developing and Monitoring Corporate Strategy (3 credits)
As a discipline and as a business practice strategic management is playing a vital role within the modern hospitality industry. Strategy is concerned with the long-term direction and aspirations of the organization and is based upon solid market and business research and an understanding of the organizations capabilities and potential. Strategic planning is however of little organizational use without the effective management of the achievement of the strategic intent. This module provides managers with the skill sets to engage with the strategic planning process and then to manage and monitor the achievement of these goals.

MRKT903 – Marketing 2.0 (3 credits)
Understanding and interpreting digitized marketing concepts along with diverse cultural protocols to reach a truly global audience requires a set of unique dynamic skills and set of business principles demanded by progressive and forward-thinking companies today. Digital Strategy is about leveraging platforms and tools that 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 in the marketing realm requires awareness and even mastery of a range of concepts and techniques including (though not restricted to) search engine optimization, disintermediation, paid search marketing, channel distribution, metrics, and analytics. 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. Areas of study include globalization, international marketing strategies, promotional tools and consumer behavior while incorporating understanding in key marketing areas such as new

perspectives on marketing in the service economy, consumer behavior, and the promotion of services using an online presence. Leveraging social media and understanding the role of Content Marketing planning and development will be explored along with web analytics e-commerce to complete this interesting and dynamic course. This course is designed with the global marketer in mind and how a strong and influential online digital presence can be developed, grown, and optimised in order that brand recognition can be achieved. Marketing seeks to explain how the world of digital and traditional marketing work together to offer a comprehensive marketing strategy, from a global perspective, effective and successful.

RESH901 - Business Research Methods (3 credits)
This course is designed to equip students with the skillset to conduct research in addressing business related problems. This course will provide with the theoretical content regarding the research process, literature searching, research methods, hypothesis testing, sampling, measurement, data analysis. It provides them an opportunity to apply theoretical framework on industry-related matters and design a research proposal with the aim of contributing to the needs of practitioners. At the end of the course, students are required to write a research proposal and to defend it in front of a jury consisting of academics and industry professionals.

SOMA901 - Service Operations Management (3 credits)
This course explores the dimensions of successful service firms. It prepares students for enlightened leadership and management of service operations. Outstanding service organisations are led and managed differently from others. Execution is based on innovative and entrepreneurial assumptions about the way success is achieved, and the application of effective project management principles. Superior results and a distinctive competitive advantage emerge from alignment between service strategies, new service development and the service encounter. Service operations managers must also consider, among other things, the service scape, service quality, process improvement, and capacity management. They must also blend marketing, technology, people, and information. This subject will study service management from an integrated viewpoint, applying concepts and models to the hospitality and tourism industry. The material will integrate the topics outlined above and help students discover entrepreneurial opportunities.

STAT901 - Applied Statistics for Business Research (3 credits)
Statistical methods and analytics are critical decision support tools that have an important role to play in improving business processes and outcomes across industry verticals and hospitality is no exception. In the contemporary context where 'Data is the new Oil', these methods form a critical component of Data Science. Enterprises, irrespective of their scale and sector, find the need to deploy data driven decision making to help managers take critical decisions under conditions of risk and uncertainty. This course pivots towards trending topic in data visualization, inferential analytics and data mining which form the basis of Machine Learning / Artificial Intelligence algorithms. Drawing on use cases and examples from the service sector, the content familiarizes students with analytics and data visualization platform used in handling Big Data. Practical application of the concepts and interpretation of the output will augment the students' ability to understand the automation, derive actionable insights and to make decisions using predictive analytics. With advances in autoML platforms, democratization of Data Science is now a reality and no career track will remain immune from its impact. This course will introduce students to such platforms.

INDICATIVE POSTGRADUATE ELECTIVES 2022-2023

(Offered depending on the interest of the students)

ASMA901 - Asset Management (3 credits)

It is the responsibility of the financial executive in a firm to identify the form of management of the physical assets of the firm that maximizes value to the owners of that firm. Ultimately, the goal of an asset manager is to strategically oversee hotel operations to meet the hotel owner's investment objectives. Options in respect of the form of management of the hotel (asset) need to be presented to the suppliers of finance when wishing to acquire a hotel. In this course, students will examine the various negotiation tactics and conflict resolution approaches that can be used when issues arise between owners and the hotel manager. Students will also examine capital expenditure planning and benchmarking, which can enable managers to strategically increase hotel performance and its overall long- term value. Finally, students will learn how to manage and analyze risk appropriately, to make refinancing decisions that use debt creatively. This course will enable future corporate managers to understand the decisions that owners need to take based upon their view of hotels as assets and the financial implications of the various forms of managing these assets under normal commercial operating circumstances.

EORM901 - Event Operations and Risk Management (3 credits)

The main goal of this course is to develop understanding of the fundamental aspects associated with the event & conventions industry in the Middle east and globally. The course also seeks to explore the two principle angles, hotel operations, and an independent planning with a specialized event management perspective. Each angle is different and requiring differing knowledge bases and skill sets critical to event success and profitability. Each area will be split into its core operational components, where explanations and industry examples will be used to provide a clearer overview of the differences in the two areas. All stages of the event procurement, delivery and post event stages will be reviewed. As with any vibrant industry, risk management will also be explored from a special events angle formulating protocols necessary to ensure all stakeholders are protected and remain safe while minimising the risks. As part of the process risk is a fundamental operational concept centred on a legislative framework that enables organisations to design, develop and deliver their operational activities. Risk in the wider sense is an inherent part of all businesses, but in the events industry, it is compounded by the uncertain nature of the product and the post-modern consumer. This course explores the social and environmental risks as important factors for future predictions in the events industry and how management should best view them. It includes expert measures, historic associative methods and conceptual transferring, but takes this into the factoring of risk through the product development and management process. Operational and financial risk has to be assessed within the context of such broad areas as human resources, new product development and actual physical risk, all inherent with an event.

FIRE901 - Industry 4.0 (3 credits)

In the post pandemic world, the hospitality and tourism industry finds itself in an 'innovate or perish' situation. Consequently, the businesses in the sector have accelerated their digital transformation and innovation initiatives. As these businesses pivot from the pre-pandemic 'high-tech-high touch' approach to a hyperpersonalized 'high tech-no touch' and sustainability focused environment, the role of tech innovation is only set to increase. This course provides a sector-specific perspective on Industry 4.0 (IR 4.0) applications by integrating open innovation frameworks leading to creative problem solving.

Industry 4.0 is about automation and machine2machine communications, causing disruption in every sphere of human activity. A non-technical overview of the Industry 4.0 landscape, covering AI, Big Data, Blockchain, Metaverse, IoT and Robotics is provided and is complemented with exposure to open innovation frameworks. Towards this end, the course focuses on the Industry 4.0 tools and researching their corresponding use cases in hospitality and the wider services sector.

In parallel, students leverage open innovation frameworks (Systems Thinking + Futures Thinking + Design Thinking + Agile process) to identify industry-centric problems and prototype potential solutions using Industry 4.0 platforms. The 'applied' element targets the co-creation of new use cases, leading to potentially innovative ideas and solutions that can segway into future start-ups. Students wishing to 'act' on their ideas beyond the course requirements will be able to tap into the resources (mentors, investor networks) via a virtual incubator by Kregzo which is EAHM's innovation

LEBW901 - Law and Ethics in the Business World (3 credits)
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.

SITM901 - Special Interest Tourism (3 credits)
This course aims to provide students with an appreciation of the growth and development of the tourism industry as a whole while developing an awareness of the diversity of special interest products that are available to consumers and the context in which they are managed. Special Interest Tourism links to the related fields of leisure management, events management, countryside management and the geography of tourism and key areas of coverage include new areas such as Health and Wellness Tourism, as well as more established special interest sectors such as Dark, Backpacker, Film & Media and Adventure Tourism. Students will have the opportunity to explore a particular sector that is of interest to them and analyse the key developments in their chosen market. Understanding the changing tourism landscapes and demographic diversity of needs is a key management function in today's growing and dynamic tourism marketplace. This module aims to offer alternative thinking to the already vast array of tourism products available to consumers and how new trends develop.

SPCB901 - Social Psychology of Consumer Behaviour (3 credits)
The aim of this course is to introduce the theories and concepts of consumer behaviour from a multi-disciplinary perspective, using principles from psychology, sociology, business and economics. The course addresses consumer behaviour, defined broadly as

the acquisition, use and disposal of products, services, ideas and practice. The course focuses on the "why and how" of consumer behaviour: why people buy what they do and how they go about doing this. This draws not only on social-psychological theories of attitude formation, attitude behaviour relations, and attitude change but also on ideas from cognitive and emotional psychology. Students will find detailed descriptions of leading theories such as the models of persuasion and theories of planned behaviour. The inter-relationship between consumer behaviour and marketing will be explored. Examples and exercises will be drawn from various service sectors, including the tourism industry.

SPPR901 – Special Project (3 credits)
Business research knowledge skills are important criteria for understanding, conducting, interpreting and presenting findings in the hospitality/tourism industry. The Special Project provides students with an opportunity to conduct primary research in an area of business interest and apply theoretical knowledge and skills learnt in a business environment. The Special Project requires students to carry out their own research study in terms of: Identification of a topical area; research preparation; literature and/or company review; question development; selection of appropriate research method, including identification of the target population, selection of sampling technique(s), selection of data gathering method(s), and application of appropriate data analysis; presentation of the research findings, and articulation of the research conclusions in the broader context of the topical area. The Special Project presents a written work of scholarship that demonstrates the student's ability to research an approved topic and present a well-reasoned argument in support of a clearly stated research question.

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

SVCR901 - Sustainable Value Creation (3 credits)

This course considers sustainable management systems and reviews its various managerial applications in the international hospitality industry. With the notion that corporate sustainable responsibility has matured and considering the fast-moving developments of the concept itself, this module will reorientate the sustainable issues by focusing on our personal responsibility towards worldwide sustainable challenges. The concepts of sustainability will be debated and sustainability strategies from a variety of hospitality enterprises will be analysed. The module will re-examine personal environmental values, norms, and behaviours and will explore how these affect the strategic issues facing the global hospitality industry today. The module will explore business ethics, corporate responsibility, sustainable behaviour and corporate leadership.

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

Course Descriptions, Title, Course Prefix, Number, Aim of the course, Content Coverage, Pre-requisites, Co-requisites.

COURSE INFORMATION

Undergraduate Courses

CODE	*COURSE TITLE*	*CREDITS*	*CLASS HOURS*	*OTHERS**	*TOTAL HOURS*
ACNT101	Hospitality Accounting	3	45	90	135
ACNT201	Management Accounting	3	45	90	135
BUSS101	Introduction to Hospitality and Events Management	3	45	90	135
CDIP100	Career Development and Industry Presentations	0	22	43	65
COMP102	Business Information Systems	3	45	90	135
COMP301	Strategic Information Technology Application in Management	3	45	90	135
CONS401	Consultancy Project	6	24	246	270
CULN101	Professional Food Preparation	3	99	36	135
CULT100	Cultural Business Exposure	3	45	90	135
CULT202	Islamic Culture	1	15	30	45
CULT203	UAE Studies	1	15	30	45
CULT204	Cultural Diversity	1	15	30	45
DISS490	Dissertation	9	0	405	405
ECON201	Principles of Economics	3	45	90	135
ENGL100	English Language for Academic Writing	3	45	90	135
ETHS301	Business Ethics	3	45	90	135
FABM101	Food and Beverage Business	3	45	90	135
FABS101	Food and Beverage Service	3	99	36	135
FINN301	Introduction to Finance	3	45	90	135
FINN401	Real Estate (Hotel) Finance	3	45	90	135
FOOP101	Front Office Operations	3	45	90	135
HLAW401	Legal Aspects of Hospitality Industry	3	45	90	135
HRMT301	Human Resources Management	3	45	90	135
INEN301	Innovation and Entrepreneurship	3	45	90	135
INTS202	Undergraduate Internship	6	0	270	270
ITMT301	International Tourism Management	3	45	90	135
LEAD101	Leadership	3	45	90	135
MRKT101	Introduction to Marketing	3	45	90	135
MRKT301	Services Marketing	3	45	90	135
ORGB201	Organisational Behaviour	3	45	90	135
RESH301	Research Methods	3	45	90	135

REVM201	Revenue Management	3	45	90	135
STAT201	Statistics	3	45	90	135
STMT401	Strategic Management	3	45	90	135
ARAB100	Beginner's Arabic	3	45	90	135
ARAB200	Intermediate Arabic	3	45	90	135
FREN100	Beginner's French	3	45	90	135
FREN200	Intermediate French	3	45	90	135
MAND100	Beginner's Mandarin	3	45	90	135
MAND200	Intermediate Mandarin	3	45	90	135
SPAN100	Beginner's Spanish	3	45	90	135
SPAN200	Intermediate Spanish	3	45	90	135
SPAN300	Advanced Spanish	3	45	90	135
ACNT301	Principles of Internal Control	3	45	90	135
BLAW401	Business Law	3	45	90	135
CLMT301	Club and Resort Management	3	45	90	135
CONB301	Consumer Behaviour	3	45	90	135
CRMT301	Introduction to Cruise Ship Management	3	45	90	135
DEST302	Destination Management	3	45	90	135
DSGN303	Hospitality Design	3	45	90	135
ENTR301	Entrepreneurship	3	45	90	135
FACM301	Facilities and Installations Management	3	45	90	135
FABM202	Food and Beverage Management II	6	120	150	270
FMAM301	Food Management and Media	3	45	90	135
FMAM302	Restaurant Concept Design	3	45	90	135
FMAM303	Beverage Knowledge and Operations	3	45	90	135
FMAM304	Street Food Project	3	45	90	135
GAST301	Gastronomy	6	90	180	270
INSS301	Innovation and Sustainability	3	45	90	135
MICE301	Meetings, Incentives, Conventions and Exhibitions	3	45	90	135
QUAL301	Quality Management	3	45	90	135
SITM301	Special Interest Tourism	3	45	90	135
SUST301	Sustainability in the Hospitality Industry	3	45	90	135
SPPR301	Special Project	3	0	135	135

** includes independent learning, information retrieval, research, consultation with supervisors, and exams*

Postgraduate Courses

COURSE CODE	***COURSE TITLE***	***CREDITS***	***CLASS HOURS***	***OTHERS***	***TOTAL HOURS***
DISS901	Postgraduate Thesis	9	0	405	405
FINN902	Hospitality Corporate Finance	3	45	90	135
HRMT901	Managing Human Capital	3	45	90	135
MNGT903	Developing and Monitoring Corporate Strategy	3	45	90	135
MRKT903	Marketing 2.0	3	45	90	135
RESH901	Business Research Methods	3	45	90	135
SOMA901	Service Operations Management	3	45	90	135
STAT901	Applied Statistics for Business Research	3	45	90	135
ASMA901	Asset Management	3	45	90	135

EORM901	Event Operations and Risk Management	3	45	90	135
FIRE901	Industry 4.0	3	45	90	135
LEBW901	Law and Ethics in the Business World	3	45	90	135
SITM901	Special Interest Tourism	3	45	90	135
SPCB901	Social Psychology of Consumer Behaviour	3	45	90	135
SPPR901	Special Project	3	45	90	135
SUST901	Sustainable Tourism Development	3	45	90	135
SVCR901	Sustainable Value Creation	3	45	90	135

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 assessment, including an examination, where a final exam is required
b. Coursework and assignments shall not account for more than sixty (60) percent of the total grade of the course.

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

Students will not be re-assessed (retake, re-sit or re-submit) for any failed assessment components except for 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 Assistant Dean will determine the mitigating circumstances and evidence to support these are appropriate. After a student has completed an assessment, no mitigating circumstances will be accepted as grounds for re-assessment since such circumstances should have been reported by the student prior to the assessment submission date, accompanied by a request to be absent or by a request for an extension (in case of course work).

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

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.

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.

In the event a student wishes to change the supervisor, the student is required to fill the form and send the request to the Dissertation Coordinator, the Programme Manager and Registrar. The change will be examined by the Dissertation Coordinator and Programme Manager/Dean. The outcome will be notified to the student only once the original supervisor and the desired supervisor convey their written consent on the form.

Dissertations are graded by the respective supervisor and a second marker (usually nominated by the Programme Manager). 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.

Reference to 03EP09 Dissertation Supervision and Examination

a. Dissertation extension requests should be made to the supervisor who will make a recommendation to the programme manager and will be reviewed and approved on a case-to-case basis. Once the extension request has been approved, students must complete and submit their dissertation within one year after officially registering for the dissertation.

b. Any request for a change of Supervisor must be made by following the process outlined in 03EP09 Dissertation Supervision and Examination.

Late submissions

a. Course assignment or dissertation 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. Course assignment or dissertation submitted after twenty – four (24) hours of the original deadline will not be marked and the grade of zero (0) will be recorded.

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

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

Final Examinations
Examination Regulation

- Reminder: Mobile phones and/or any unauthorized electronic devices are strictly forbidden in the examination site.
- The first ten (10) minutes are designated as reading time. Students may not write during this period.
- During the first ten (10) minutes, a relevant member of faculty will be present to address any ambiguities that may exist in the examination.
- Calculators, if required, will be provided by the invigilator(s).
- No notes or concealed messages are allowed in the room.
- Once the reading of instructions is completed and the examination is started, no students will be allowed to enter the examination site.
- Students will also not be allowed to leave the examination site during the first thirty (30) minutes or during the last fifteen (15) minutes.
- If the fire alarm sounds, this should be initially ignored. However, if it sounds for a second time, evacuation of the building will proceed, and all the examination materials will be left behind.

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.

Mitigating Circumstances

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

Eligibility to Re-sit, Re-take examinations

Undergraduate students who obtain the grade of Pass Concede (PC), a mark 50-59, and who have a CGPA above 2.00 may be offered a re-sit or re-take opportunity for the final examination. This opportunity may be of several forms:

a. Re-sit for the examination and the final grade will be based solely upon the examination performance but the marks awarded will be capped at sixty percent (60%).

b. Repeat the entire course the next time this is offered. The grades receive through repeating the repeated course will replace those originally awarded.

Undergraduate students who have a cumulative GPA of less than 2.00 are not eligible for grade compensation and will not be allowed to sit for the re-take exam. Therefore, any cumulative coursed-based percentage work (the combination of coursework, examination and other assessments in a course) which is lower than sixty percent (60%) will be awarded a Fail (F) grade, subject for review during the Examination Board meeting.

Undergraduate students who have a Pass Concede 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) Pass Concede 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.

Re-sit/Retake examination process:

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 sixty (60) percent.
d. A re-take examination fee will apply.

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

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

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

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

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

Assessments Feedback

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

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

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

Refer to Policy 03EP11 Grading and Assessment
03EP12 Examinations

POSTGRADUATE

Assessment of Student Learning

Assessment is the continuous process of gathering and discussing information from multiple sources about what students know, comprehend, and can do as a result of their

educational experiences, as well as what they value and believe, and then using the results to improve subsequent learning.

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

The methods of assessment that are used within this program are balanced so that students encounter a range of assessment methodologies to test their overall level of academic achievement and to ensure that they possess the full set of analytical and cognitive skills that are used by senior managers.
Assessment is also a part of the learning process and EAHM uses mid-course assessments to inform students of their progress towards the achievement of the learning outcomes.

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

Key Components of Assessment
In this program, assessment will be:

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

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

The appointment of a supervisor for the thesis/dissertation is decided by the Research Committee. In the event a student wishes to change the supervisor, the student is required to fill the form and send the request to the Dissertation Coordinator, the Programme Manager and Registrar. The change will be examined by the Dissertation Coordinator and Programme Manager. The outcome will be notified to the student only once the original supervisor and the desired supervisor convey their written consent on the form.

Dissertations are graded by the respective supervisor and a second marker (nominated by the Programme Manager). 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.

Late submissions

a. Course assignment or dissertation 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. Course assignment or dissertation submitted after twenty – four (24) hours of the original deadline will not be marked and the grade of zero (0) will be recorded.

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 Assistant Dean or the Dean.

Refer to Policy 03EP09 Dissertation Supervision and Examination

GRADING SYSTEM

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

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

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

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

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

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

Dean's List
Undergraduate 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.

Postgraduate students who have completed twenty – seven (27) credits who have achieved a cumulative grade point average (CGPA) of three point seventy-five (3.75) or above will also be placed on the Dean's List.

This is in recognition of their academic excellence.

Undergraduate Grading System

Letter Grade	*Grade Points*	*Percentage Grade*	*Grade Description*
A	4.00	90 – 100	Excellent
A-	3.67	85 – 89.50	Very Good
B+	3.33	80 – 84.50	Good
B	3.00	75 – 79.50	Good
B-	2.67	70 – 74.50	Average
C+	2.33	65 – 69.50	Average
C	2.00	60 – 64.50	Pass
PC*	1.00	50 – 59.50	Pass Concede
F	0.00	0 - 49.50	Fail
WF	0.00	Nil	Withdrawn

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

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

The R grade on a transcript indicates that a student has repeated an entire course. The R grade has no impact on the Student CGPA. Repeated courses [course plan element codes] are marked on the transcript as 'Repeated' and the actual letter grade is not changed. Once a course has been repeated, only the new letter grade will be counted towards the CGPA.

The Programme Manager will monitor all students' performance across all courses and will advise students on their academic standing and on the impact that any Pass Concede grade will have on their ability to graduate.
In addition to the above qualitative letter grades, the following symbol shall be used to designate special enrolment provisions or course statuses and do not affect the student's academic average:

I Indicates a course which has not been completed due to mitigating circumstances; students must register for the course in an upcoming term but will not be subject to any additional fees; the new grade in the second term will apply and count towards the term and CGPA calculation

IP Indicates a course which is still 'in process' although the term has ended (for example a project has been given an extension or the internship has yet to be completed as per the employment contract)

W Designates student withdrawal from a course within the allowed add/drop period; there will be no impact on the term or CGPA calculation; any refund of course fees needs to be applied for directly with the Finance Manager and Dean if applicable.

Postgraduate Grading System

Letter Grade	*Grade Points*	*Percentage Grade*	*Grade Description*
A*	3.60 – 4.00	90 – 100	High Distinction
A	3.20 – 3.59	80 – 89	Distinction
B	2.61 – 3.19	65 – 79	Merit
C	2.00 – 2.59	50 – 64	Pass
F	0.00	≤49	Fail
WF	0.00	Nil	Withdrawn/Fail
I			Incomplete

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

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

I Indicates a course which has not been completed due to mitigating circumstances; students must register for the course in an upcoming term but will not be subject to any additional fees; the new grade in the second term will apply and count towards the term and CGPA calculation.

IP Indicates a course which is still 'in process' although the term has ended (for example the thesis has been given an extension)

W Designates student withdrawal from a course within the allowed add/drop period; there will be no impact on the term or CGPA calculation; any refund of course fees needs to be applied for directly with the Finance Manager and Dean if applicable

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 (2.00) may be informed that the maximum amount of credits that the student may now register for is twelve (12) credit hours.

Postgraduate

Students must maintain a minimum grade-point average of two (2.00) 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. Students prevented from completing the required courses within the specified timeframe as per the student's programme plan students due to mitigating circumstances should see the Registrar and Dean.

Refer to Policy 03EP10 Academic Progress

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 mis grading of a paper, assignment or exam; or
(c) If the application of grading system has not been consistent with this catalogue; or
(d) Other mitigating circumstances.

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

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

Grade appeals will not be entertained in the following cases:

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

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

Refer to Policy 06ST09 Grade Approval and Change

Full-Time Faculty to Student Ratio

FTE Faculty: Full Time Faculty Equivalent of a faculty appointment is based on the number of credit hours (or responsibilities with pre-determined credit hour-equivalents, i.e dissertation supervision, course development) assigned during an academic year. It provides an estimate of the total full-time employment by converting part-time employees to a full-time equivalent.

FTE Student: Full Time Student Equivalent It provides an estimate of the total full-time student numbers by converting part-time students to a full-time equivalent.

FTE Student / Faculty Ratio, is calculated by dividing the FTE Student /FTE Faculty

Overall Student Satisfaction rate and Self-Evaluation

The overall student satisfaction rate and self-evaluation is reflected in the annual self-evaluation report and Fact book.

Research Policy of EAHM

a. Research is supported at EAHM by Policy 04RS01 Research Support. It is also supported by our Research Strategy Statement which can be found as Appendix A to the policy.

b. Policy 03EP09: Dissertation Supervision and Examination addresses all issues relating to theses and dissertations, including registration, proposal submission and approval, selection of principal supervisor, graduate committees, seminar requirements, external readers, final examinations/defences, revisions, award of degree, intellectual property rights and copyrights.

FACULTY

Name	Designation	**Qualification**	Year of Award	Conferring Institution	**Research Area**
Dr. Bincy Baburaj	Senior Lecturer	Doctorate / Ph.D.	2018	School of Business Management and Administration, India	Accounting in religious organisations, Sustainability, Financial decision-making, eco-tourism
Dr. Frederic Bouchon	Dean	Doctorate / Ph.D.	2012	University of Toulouse, France	Governance, Strategic Tourism Planning, Destination Management, Hospitality Higher Education
Mr. Roel Brinkman	Senior Lecturer / Programme Manager	Master's Degree	2015	London Metropolitan University, UK	Knowledge transfer, informal workplace learning, Emotional Labour, Internal labour markets
Dr. Gulen Hashmi	Assistant Professor	Doctorate / Ph.D.	2017	Business School Lausanne, Switzerland	Strategic Management, Hospitality Management, Organisational Transformation, Leadership
Dr. Ioanna Karanikola	Assistant Professor	Doctorate / Ph.D.	2015	Manchester Metropolitan University, UK	Human Resources, Human Capital Investment, Emiratization and Career Management
Dr. Daniel Kleber	Associate Professor	Doctorate / Ph.D.	2018	University of Kaiserslautern, Germany	Digital Marketing, Innovation, Hospitality and Tourism Management
Dr. Osama Khassawneh	Acting Director of Research / Assistant Professor	Doctorate / Ph.D.	2020	University of Gloucestershire, UK	Human Resources Management, Hospitality, Leadership, Green HRM, Organisational Performance in Hospitality and Sustainability
Ms. Helen Morris	Senior Lecturer	Master's Degree	2019	University of Derby, UK	Food and Beverage, Social Media

PROFESSIONAL/ TRAINING INSTRUCTORS

Name	Designation	**Qualification**	Year of Award	Conferring Institution	**Training Area**
Mr. Michael Kitts	Director of Culinary Arts	Diploma	1985	Garnett College	Culinary arts, Food production
Ms. Raluca Dumitrescu	Manager Industry Relations	Bachelor's Degree	2011	Lucian Blaga University, Romania	Leadership; Career development; Hospitality standards
Ms. Sarah Belanger	Trainer/Lecturer	Bachelor's degree	2003	Concordia University, Canada	Food and Beverage, Sommelier,

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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 strategic matters related to The Emirates Academy of Hospitality Management.

This Board is made up of a minimum of five (5) members who meet at least two (2) times each year. These members (or Governors) are selected due to their proven records of educational or industrial management both in the Middle East and Internationally.

Specifically, the Board of Governors is responsible for:

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

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

Members of the BOG

Craig Thompson	*Chairman*	CEO, The International Centre of Excellence in Tourism and Hospitality Education
Ellen Dubois du Bellay	*Owner representative*	Chief Human Resources Officer, Jumeirah Group
Nicolas Bellaton	*Owner representative*	President Global Operations, Jumeirah Group
Floor Bleeker	*Independent member*	Chief Information Officer, Mövenpick Holding AG
Rami Moukarzel	*Independent member*	Head of Hospitality Development and Strategy, Louvre Hotels
Susanne Stolte	*Independent member*	Former President of Hotel School The Hague
Jeroen Greven	*Ex officio(non-voting)*	Managing Director, EAHM
Frederic Bouchon	*Ex officio (non-voting)*	Dean, EAHM

LOCATION

The Emirates Academy of Hospitality Management is in a purpose-built campus close to the world famous Burj Al Arab and the Jumeirah Beach Hotel. Just 25 minutes from Dubai

International Airport, EAHM is situated less than a few hundred meters from the beach and the warm Arabian Gulf. From this location, students have easy access to the commercial districts in the city of Dubai, tourist, and leisure developments such as the Dubai Marina, Dubai Mall and Palm Jumeirah, as well as easy access to neighbouring Emirates.

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