

Academic Catalogue

Postgraduate Programme

2023-2024

Version 2



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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

First Semester 2023

07-08 September	Thursday – Friday	Orientation Week/Arrival Week
11 September	Monday	Classes Begin
11-15 September	Monday – Friday	Add/Drop of Courses Without Grade Penalty
Week 3	Monday – Friday	Certificate of Equivalency (CoE) Briefing
27 November – 03 December	Monday - Sunday	National Day Holiday Break
09 December	Saturday	Start of Winter Break
08 January	Monday	Classes Resumes
29 January – 02 February	Monday - Friday	Final Exam Week
03 February	Saturday	End of Semester
08 February	Thursday	Exam Board (Confirmation of Grades)
12-14 February	Monday – Wednesday	Resit Exam

Second Semester 2024

12-16 February	Monday – Friday	Orientation Week/Arrival Week
19 February	Monday	Classes Begin
19-23 February	Monday – Friday	Add/Drop of Courses Without Grade Penalty
Week 3	Monday – Friday	Certificate of Equivalency (CoE) Briefing
25 March – 07 April	Monday – Friday	UAE MoE Holiday (Spring Break)
08-12 April	Monday – Friday	Eid Al Fitr Holiday Break
16-18 June	Sunday – Tuesday	Eid Al Adha Holiday Break
01-05 July	Monday - Friday	Final Examinations Week
06 July	Saturday	End of Semester
17 July	Thursday	Exam Board (Confirmation of Grades)
02-04 September	Monday – Wednesday	Resit Exam

Summer Semester 2024

15 July – 02 August	Monday – Friday	Summer Semester
05 September	Thursday	Exam Board (Confirmation of Grades)

RELIGIOUS AND PUBLIC HOLIDAYS

DATE	DURATION	EVENT
29 September	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
08-12 April	5 days	Eid Al Fitr
15 June	1 day	Arafat Day
16-18 June	3 days	Eid Al Adha
07 July	1 day	Islamic New Yar

NOTES:

EAHM will confirm any closure on a religious and/or public holiday to the students once the official confirmation has been received either from Jumeirah Group or the Ministry of Education (higher education section) via email and/or posted on the noticeboard/timetable. If there are any scheduled classes that cannot be delivered due to a religious holiday, the classes will 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 the 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 cohort 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)..
- 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 ABA discontinued, with approval of Ministry of Education
- 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, Kingdom of [Saudi Arabia](#)
- 2023 EAHM ranked N°1 in the Middle East, and N°13 globally, QS World University Ranking by Subject (Hospitality & Leisure Management)
Master of International Hospitality Management accredited by the Ministry of Education, UAE.

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. Create innovative experiential learning environments conducive to student development.
3. Pursue and produce applied research in hospitality and tourism.
4. Foster partnerships with industry and government bodies and promoting international outreach with recognized universities and institutions.
5. Progress 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 14 September 2023 until 21 August 2026 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 International Hospitality Management.

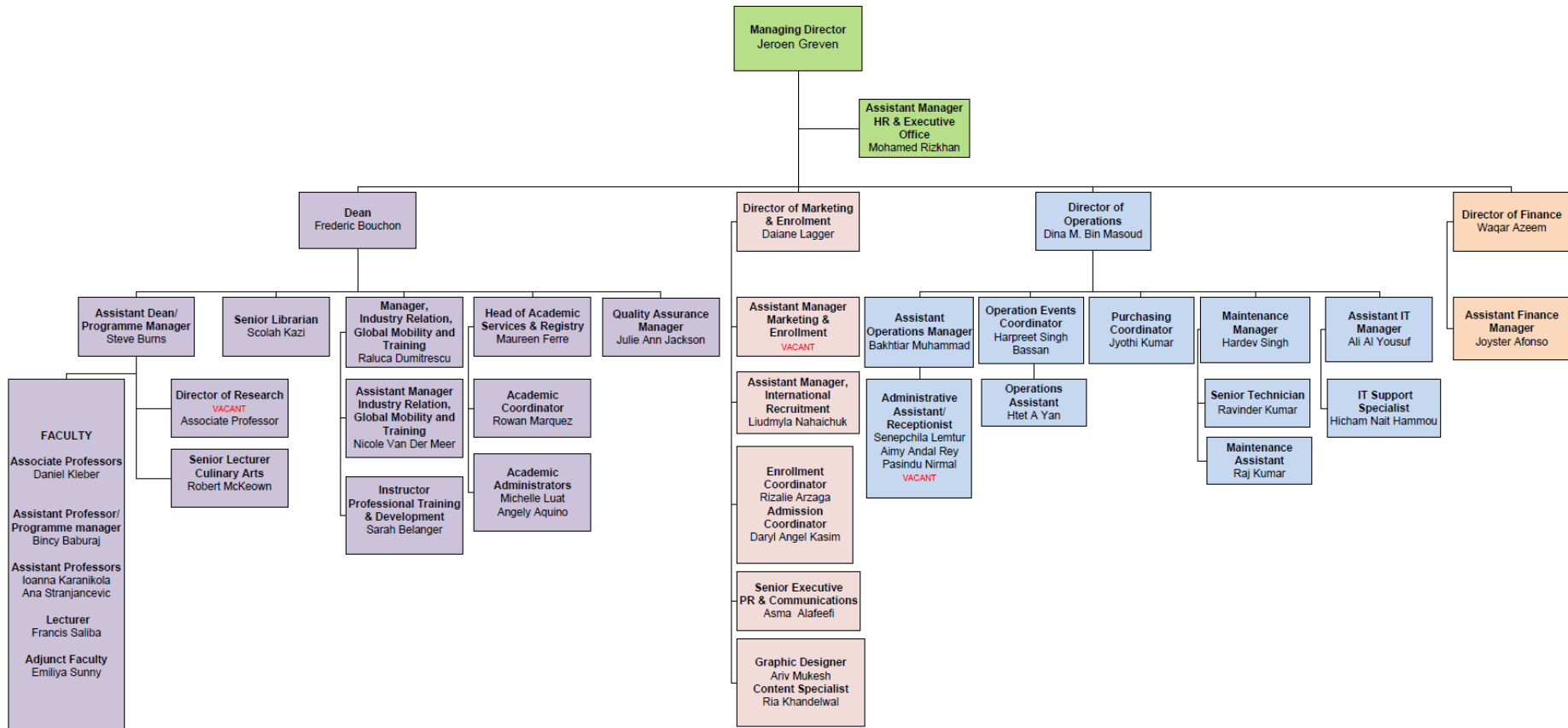
All programmes of study are also accredited by the Institute of Hospitality (IOH) in the United Kingdom, and THE-ICE (International Centre of Excellence in Tourism and Hospitality Education) in Australia. It is also a higher education member of the CHRIE (EuroCHRIE), and the Association to Advance Collegiate 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)
Member	Council on Hotel, Restaurant & Institutional Education (EuroCHRIE)
Member	EUHOFA International

ORGANISATIONAL CHART

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



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

Venue	Seating arrangement						
	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	36	36	-	36	20	-
Culinary Lab	Equipped with 10 individual workstations						
Conservatory	60	50	50	-	-	-	-
The Cafe	70	50	50	-	-	-	-
Fountain & Lawn	40	40	40	-	-	-	-
Classroom 9	-	-	-	30	22	16	-
Classroom 10	-	-	-	30	22	16	-
Classroom 9 & 10	-	-	-	50	40	30	-
Phase II							
Classroom 1, 2, 3	-	-	-	30	24	16	20
Classroom 4 & 7	-	-	-	30	24	16	-
Classroom 5	-	-	-	-	22	16	-
Classroom 6	-	-	-	-	22	16	-
Classroom 5 & 6	-	-	-	50	40	30	-
Lecture Theater 1, tiered	-	-	-	88	-	-	-
Lecture Theater 2, tiered	-	-	-	88	-	-	-
Innovation Hub	-	-	-	30	24	-	18
Roof Lounge*	80	-	-	-	-	-	-
Courtyard*	250	100	100	-	-	-	-

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 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 each 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, "*Ciocolillys*" and is adjacent to the gym. *Barza* offers our students a relaxed facility to hang out and relax, to play pool or to enjoy sports or 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. 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 and numerous sporting clubs and associations in Dubai offer students an opportunity to participate in a wide range of activities off campus.



EAHM Campus map

Legend

- | | |
|---|---|
| <ul style="list-style-type: none"> 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) | <ul style="list-style-type: none"> 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 the mobility of international students 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 Kaohsiung 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)
- Emirates Down Syndrome Association (EDSA)
- 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

These activities include preparation for competitions and restaurant openings; supporting students in their education and professional journey; conducting training and presentations; rent facilities; exchange experiences/best practise.

ACADEMIC PROGRAMMES

Below are the post graduate programmes offered at EAHM under the Ministry of Education, UAE accreditation (CAA) since 2010.

<i>PG programmes</i>	<i>Status</i>
Master of Science in International Hospitality Management (MSc)	Inactive (since 2014)
Master of Business Administration in International Hospitality Management (MBA)	Active, however no longer open for new student enrollment
Master of International Hospitality Management (MIHM)	Active from September 2023, open for new student enrollment

ADMISSIONS

How to apply?

All applications must be submitted online via the application portal:

www.emiratesacademy.edu or www.eahm.ae

POSTGRADUATE ADMISSION

Master of International Hospitality Management

Entry Requirements

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

- A recognised Bachelor's 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 or equal to 2.50 may be accepted, subject to conditions set in the conditional acceptance section in page 16 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 16 of this Catalogue.
- Work experience or equivalent professional exposure of at least 6 months

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:

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

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 within the following months:

September and February

All applications must be submitted by the following dates:

February intake	1 December
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.

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

The applicant will then be scheduled for an interview with the Programme Manager or a Faculty member and an Admission Officer. In order to ensure that all applicants have the aligned 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 a positive outcome of the documents review by the Programme Manager, the Admissions Committee endorses the application’s approval.

Admissions Committee *

Dean	Dr Frederic Bouchon
Assistant Dean/Programme Manager	Dr Steve Burns
Head of Academic Services and Registry	Ms Maureen Ferre
Director of Marketing & Enrolment (non-voting)	Ms Daiane Lager

*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 two circumstances in which a student may be offered a Conditional Acceptance:

1. 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 IELTS academic score of 6.00 by the end of the student's first semester of study.
 - b) May take a maximum of six credit hours in the first semester 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.
2. The candidate has completed a recognised Bachelor's degree with CGPA between 2.50 and 2.99 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.

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 Semester grades have been released. Full admission is at the discretion of the Registrar, Dean and/or Examination Board.

When the student fails to meet the requirements of their Conditional Admission:

Students who fail to meet the requirements of their Conditional Admission within one semester will be withdrawn from EAHM. Student may be issued a Special Letter by the Exam Board/ Dean for an approved extension of one additional Semester if with mitigating circumstances, or availability of courses have not permitted the student to increase their CGPA as required.

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.

The Certificate of Equivalency must be obtained within the first semester of study. If it is not submitted during this time, EAHM reserves the right to withdraw the student from study.

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

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 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 and 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 SEMESTER**

- Before the end of the current semester, the Head of Academic Services and Registry will release a timetable for the student to see the possible schedule for the upcoming semester.
- The Academic Services and Registry department will register the students for the upcoming semester.
- 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 semester.
- Elective courses can be switched until the end of the first week of the semester.

- After the Add/Drop period, course(s) can be dropped only with the approval of the Programme Manager. Depending on the approval, grade penalty may apply.

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 with the Programme Manager or the Dean. 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	<i>Maximum authorised duration</i>
Master of International Hospitality Management [MIHM]	12 semesters

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 Semester. The student must complete the Intercalation and Clearance Form.

The maximum authorised intercalation period for a MIHM student is one (1) semester in one application. Should the student need to extend his/her intercalation period, he/she would need to reapply for approval from the Programme Manager / Dean.

Students failing to return to EAHM within the maximum authorised duration of intercalation will be withdrawn from their program of study.

The maximum number of intercalation applications for MIHM programme is as follows:

Programme	<i>Maximum authorised duration</i>
Master of International Hospitality Management [MIHM]	1 semester per application – maximum of 4 semesters 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 Semester 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

Postgraduate Probation

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

Students whose CGPA is below 2.00 are placed on academic probation in the following one semester 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.

All suspension and dismissal decisions will be subject to discussion and approval by the ExamBoard Committee

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 Semesters.

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 to secure placement at EAHM. This is either credited to the invoice of the last semester 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 MIHM programme are structured in two instalments (Fall & Spring) as follows:

Tuition and other fees (AED)	Fall Schedule	Spring Schedule	Total (AED)
Application Fee	To be paid when submitting the application		500
Tuition Fee	41,705	41,705	83,410
Additional charges	8,730	8,730	17,460
Total	50,435	50,435	101,370
Total with VAT (5%)	52,957	52,957	106,439
OPTIONAL FEES (including 5% VAT)			
Accommodation	22,090	25,988	48,078
UAE visa & ID	2,380	2 yr UAE Visa + Emirates ID card	2,380
Total Fees (VAT 5%)	77,427	78,945	156,897
Security Deposit	is refundable and is paid to secure the place in the programme		3,000

Understanding the Fees Table:

- The **application fee**, which is non-refundable, is paid upon submission of the application documents.
- **Additional charges** include textbooks/e-books, software and licenses, access to electronic databases, photocopying and printing ((up to AED 600 per semester), orientation, graduation congregation expenses and use of campus facilities: gym, sports court, swimming pool and lounge.
- The **security deposit** is refundable upon completion of the full programme. It is non-refundable should you decide not to start the programme or withdraw from it prior to its completion.
- **Accommodation includes** a single studio apartment with an en-suite bathroom and a fully equipped kitchen is provided. The described amount includes a 10% discount for payments made before the start of the term.
- **Accommodation in Spring** includes 3 weeks of summer course.
- **Meal Plan** is available upon request (includes breakfast and lunch from Monday to Friday).
- **UAE visa and ID** fee is mandatory for students coming from abroad.

Students are required to settle their semester fees four weeks before the start of the semester. All new students are required to settle their first semester fee in full before the start of the semester. Students who fail to settle their fees before the due date will be charged with a late payment fee of AED 400 + 5% VAT.

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 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.

Payment Plans (for full-time students only)

EAHM offers two flexible payment options for Postgraduate students:

- Pay the Semester mandatory academic fees in two equal instalments during the academic year (upon submission of the required documents and approval of the Dean)
- Pay the mandatory academic fees for the full programme before the start of the first Semester and receive a three percent (3%) discount on Tuition Fees and Sundries.

Part-time students must pay their full semester fees before the start of the semester.

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 MIHM 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 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 semester, 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 semester (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 outlined 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, Schedule of Fees and other expenses, please refer to Policy 06ST12 Student Finance.

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
- Assigning Personal Tutors/Academic Advisors to the students
- Scheduling Academic advising meetings between students and Programme Manager/Dean/Assistant Dean.
- 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.

EAHM STUDENT CONTRACT

The objective of the Emirates Academy of Hospitality Management (EAHM) Student Contract 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. It is provided to students upon registration at Student Services. Students should read this document carefully. The Emirates Academy of Hospitality Management (EAHM) Student Contract must be signed by students to acknowledge receipt and understanding upon

reception. In the case of any misunderstanding of EAHM Academy systems or rules, please contact the Registrar office.

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, research proposals (RES903), and research projects (RES906/RES916) the 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.

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:

<i>Level</i>	<i>Similarity Percentage</i>	<i>Penalty</i>
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 Semester.

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_conversion_guide.php
<https://www.scholaro.com/db/News/How-much-are-ECTS-CATS-and-SAQA-credits-worth-240>
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 must 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.

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.

Full-Time students: students who are registered for 9 to 12 of credits in a given semester.

Part-Time students: students who are registered for 6 credits or less in a given semester.

Semester Abroad/ Exchange: students from partner universities that joins EAHM for a semester or two (in case of internship) as part of the completion of their degree programme from their home universities.

PROGRAMME COMPLETION REQUIREMENTS

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

1. Completed the required credits as follows:

<i>Description</i>	<i>Credits</i>
Core courses (3 CR) x 7 courses	21
Elective courses (3 CR) x 2 courses	6
Research Project (6 CR) x 1 course	6
Total Credit Requirement	33

2. Achieved a cumulative grade point average of no less than two points (2.00).
3. Achieved at least a grade of C on the Research Project (either Dissertation or Consultancy Project).
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

<i>Award</i>	<i>Grade Point Average</i>
High Distinction	$\geq 3.67 - \leq 4.00$
Distinction	$\geq 3.00 - \leq 3.66$
Merit	$\geq 2.67 - \leq 2.99$
Pass	$\geq 2.00 - \leq 2.66$

Refer to the following policy:

03EP04 Postgraduate Completion Requirements

03EP10 Academic Progress

SEQUENCING OF POSTGRADUATE PROGRAMME COURSES

September intake

MASTER OF INTERNATIONAL HOSPITALITY MANAGEMENT (MIHM) by Course Name				
YEAR 1			YEAR 2	
SEP - TERM 1	FEB - TERM 2	SUMMER - TERM 3	SEP - TERM 4	
Hospitality & Tourism Data Analytics	Asset Management and Financial Planning	Strategic Decisions (Capstone Project)	Research Project*	
Quality & Standards for Hospitality	Organisation and Systems			
Branding & Media Strategies for Hospitality	Applied Research Methodology			
ELECTIVE 1**	ELECTIVE 2**			
12	12	3	6	33

MASTER OF INTERNATIONAL HOSPITALITY MANAGEMENT (MIHM) by Course Name				
YEAR 1			YEAR 2	
SEP - TERM 1	FEB - TERM 2	SUMMER - TERM 3	SEP - TERM 4	
DGT903	FIN903	STR903	RES906 / RES916*	
HOS903	HRM903			
MKG903	RES903			
ELECTIVE 1**	ELECTIVE 2**			
12	12	3	6	33

February Intake

MASTER OF INTERNATIONAL HOSPITALITY MANAGEMENT (MIHM) by Course Name				
YEAR 1			YEAR 2	
FEB - TERM 1	SUMMER - TERM 2	SEP - TERM 3	FEB - TERM 4	
Asset Management and Financial Planning	Strategic Decisions (Capstone Project)	Hospitality & Tourism Data Analytics	Research Project*	
Organisation and Systems		Quality & Standards for Hospitality		
Applied Research Methodology		Branding & Media Strategies for Hospitality		
ELECTIVE 2**		ELECTIVE 1**		
12	12	3	6	33

MASTER OF INTERNATIONAL HOSPITALITY MANAGEMENT (MIHM) by Course Name				
YEAR 1			YEAR 2	
FEB - TERM 1	SUMMER - TERM 2	SEP - TERM 3	FEB - TERM 4	
FIN903	STR903	DGT903	RES906 / RES916*	
HRM903		HOS903		
RES903		MKG903		
ELECTIVE 2**		ELECTIVE 1**		
12	12	3	6	33

CURRICULUM

1. Core Courses (21 credits)

Course Code	Course title	Credits	Pre-requisite
DGT903	Hospitality & Tourism Data Analytics	3	
FIN903	Asset Management and Financial Planning	3	
HOS903	Quality & Standards for Hospitality	3	
HRM903	Organisation and Systems	3	
MKG903	Branding & Media Strategies for Hospitality	3	
RES903	Applied Research Methodology	3	
STR903	Strategic Decisions (Capstone Project)	3	

2. Research Project (6 credits)

1 Research Project to be chosen during the programme

Course Code	Course Title	Credits	Pre-requisite
RES906*	Research Project - Dissertation	6	
RES916*	Research Project – Consultancy Project	6	RES903

3. Electives (6 credits)

2 electives to be chosen during the programme

Course Code	Course Title	Credits
BUS903	Hospitality Entrepreneurship	3
DGT913	Tech Transformation & Innovation	3
HOS913	Advanced Food and Beverage Operations	3
HOS923	Designing Unique Experiences	3
STR913	Sustainable Destination Management	3

Note:

* Student may choose to do a Dissertation or Consultancy Project

** Elective courses offering subject to confirmation. Courses are offered based on fall/spring semester. The actual courses offered will depend on the availability of staff and number of students registering.

Programme Learning Outcomes (PLOs)

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

- PLO 1. Demonstrate advanced knowledge and skills to design and deliver sustainable, ethical, and innovative hospitality services and experiences. (QFE Emirates Level 9, Knowledge)
- PLO 2. Conduct research in the hospitality industry, applying relevant investigative/enquiry modes, theories and methods, with a view to reaching reliable, valid and generalizable conclusions
- PLO 3. Apply advanced problem-solving skills to analyze highly complex issues in the hospitality industry, often with incomplete data, and develop innovative solutions and proposals (Level 9, Skill)
- PLO 4. Communicate effectively in oral and written modes as well as via technology to present, explain and/or critique highly complex matters to/with diverse stakeholders (Level 9, skill)
- PLO 5. Apply cognitive, creative, and reflective skills to collect, analyze and synthesize information at the interface between hospitality and different developments (Knowledge and Skill)

- PLO 6. Apply planning skills to develop and execute a major project or comparable activities with appropriate research to reach sound conclusions in an often highly complex environment (Skill, Role in Context)
- PLO 7. Function autonomously as well as in teams and assume leadership in professional hospitality practice or in systems that are highly complex and often unpredictable, requiring new strategic approaches and/or interventions or conceptual solutions (Autonomy and Responsibility)
- PLO 8. Critically reflect on the performance of oneself and others and take responsibility for contributing to professional knowledge and practice in dynamic hospitality settings (Self-development)
- PLO 9. Analyze and sensitively manage highly complex ethical issues leading to informed, fair, and valid decisions (Self-development)

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 (*Pre/Co-requisite – if existing*)

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

DGT903 – Hospitality & Tourism Data Analytics

In this example, DGT is the course prefix and 903 is the course number. This course is a postgraduate level course (denoted by the 900-level number). This course has 3 credit hours (denoted by the 3 at the end of the course number).

Credit Hours and Pre/Co-requisite

The number in parentheses following the title of a course indicates the pre/co-requisite course, if applicable.

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

CORE COURSES

DGT903 – Hospitality & Tourism Data Analytics

The aim of this course is to provide students with a solid foundation in hospitality and tourism data analytics, equipping them with the skills and knowledge needed to analyze and interpret data relevant to the industry. Students will learn how to extract insights from data and use them to inform strategic decisions within the hospitality and tourism sector. Throughout the course, students will be introduced to a range of data analytics techniques and tools. They will explore data sources specific to the hospitality and tourism industry, including hotel booking data, travel data, and customer feedback data. Through hands-on experience with data analytics software, students will learn how to collect, manipulate, and visualize data to identify patterns and trends, and develop predictive models. The course will be structured around a series of modules that explore different topics related to

hospitality and tourism data analytics. These modules will cover the following areas: Introduction to Data Analytics in Hospitality and Tourism, Data Collection and Cleaning Techniques, Exploratory Data Analysis, Descriptive Analytics, Predictive Analytics, Data Visualization, Reporting and Communication of Insights. Assessment of learning will be conducted through a combination of individual assignments, group projects, and exams. Students will be required to apply the data analytics techniques they have learned to real-world hospitality and tourism datasets, and to present their findings to the class.

FIN903 – Asset Management and Financial Planning

This course is designed to provide students with an in-depth understanding of hotel asset management and financial planning. The course focuses on the various aspects of hotel asset management, including acquisition, operation, and disposal of hotel assets, as well as financial planning strategies used to optimize hotel profitability. The course begins with an introduction to hotel asset management and its role in the hospitality industry. Students will learn about the different types of hotel assets and their life cycle, including the key factors affecting their value. The course will cover the fundamental principles of hotel asset acquisition, such as market analysis, feasibility studies, and valuation techniques. Additionally, students will learn about the legal and regulatory aspects of hotel asset management, including contracts, licenses, and compliance issues. The course will then move on to hotel operations and performance management. They will also study the operational strategies used to enhance hotel profitability, including revenue management, cost optimization, and customer satisfaction. The course will conclude with an overview of hotel asset disposal strategies, including selling, repurposing, or refurbishing hotel assets. Students will also learn about the latest trends and innovations in hotel asset management, such as technology-enabled asset management, sustainable practices, and emerging markets. Throughout the course, students will develop critical thinking and analytical skills necessary to evaluate hotel asset management decisions and financial planning strategies. The course will include case studies, group discussions, and individual assignments to enhance the students' learning experience. Upon completion of the course, students will have a thorough understanding of hotel asset management and financial planning, which will equip them to pursue careers in the hospitality industry, investment firms, or asset management companies.

HOS903 – Quality & Standards for Hospitality

The focus of this course is on Hospitality Quality Management, aiming to equip students with the necessary skills and knowledge to identify and enhance quality in hospitality operations. The course will provide insights into the significance and importance of quality management for delivering excellent service to clients, ensuring guest satisfaction and loyalty, and training and staffing for quality service management. Students will learn about various quality management processes and tools like Benchmarking, TQM, Fishbone, Pareto, Regression analysis, PDCA, as well as the impact of total quality management on hospitality service systems. The course will also cover the development of sustainable strategies through the implementation of quality principles and continuous improvement techniques. By completing this course, students will be able to recognize the value of hospitality operations through different quality management models and concepts. They will also be able to effectively evaluate hospitality operations from a quality perspective, utilizing various theoretical concepts and tools to improve service delivery. The course will be delivered through workshops, using case studies and simulations to demonstrate hospitality quality management concepts and models in practical applications. Students

will further apply these concepts and models in their semester project focused on quality management and service quality in the hospitality industry.

HRM903 – Organisation and Systems

This course is designed to provide an overview of the fundamentals of organizational theory and behaviour, systems theory, and human resource management. Students will gain an understanding of the complex interactions between individuals, groups, and organizations, as well as the processes and systems that facilitate effective human resource management. The course will offer insights regarding Organizational Theory and Behaviour; Systems Theory and Organizational Structure; Human Resource Management: Recruitment and Selection; Human Resource Management: Human Capital Investment; Human Resource Management: Performance Management and Feedback; Legal and Ethical Considerations in Human Resource Management, Diversity and Inclusion in the Workplace; Wellbeing in the workplace and Human resources future trends. Additionally, organizational behaviour as well as human resources challenges will be identified, and use of Human Resources Information Systems and Artificial Intelligence in Human Resources Management practices will be addressed too. Teaching methods for this course may include lectures, case studies, group discussions, individual and group assignments, and guest speakers. Students may be required to participate in group projects such as poster presentations, discussions, and written assignments may also be used to assess student learning.

MKG903 – Branding & Media Strategies for Hospitality

This course addresses the challenges faced by strategic marketing in the rapidly evolving media landscape. Initially, the focus of the course is on marketing at a strategic level, including consumer behaviour theory, and later moves to the functional and operational aspects of marketing. Students will investigate the implications for marketing in today's competitive service-based industry, with a holistic look at the entire marketing mix in light of the strategy of hotels and hospitality/service-oriented corporations. The course covers key features of Digital Marketing, Search Engine Optimization (SEO), Video Marketing, E-mail Marketing, Budgeting and Marketing Planning. It provides an in-depth understanding of the key concepts and strategies in branding and media for the hospitality industry by focuses on branding, food and hotel branding, and social media strategies. Students will be able to evaluate the significance of branding and marketing strategies in shaping the reputation of hospitality businesses. Students will analyze the role of branding in creating a memorable and unique customer experience, with a focus on food and hotel architecture and design, and activities for branding. They will understand the effective use of social media channels to promote and communicate with target audiences. Through a combination of theoretical knowledge and practical exercises, students will develop the skills and expertise required to create and implement successful food and hotel branding, and social media campaigns for hospitality businesses.

RES903 – Applied Research Methodology

The aim of this course is to provide students with a comprehensive understanding of the principles and techniques of applied research methodology. The course will equip students with the necessary knowledge and skills to conduct research in a professional and ethical manner, and to analyze and interpret data effectively. Students will explore a range of research methodologies and techniques, including quantitative and qualitative research methods, data collection and analysis, research design, sampling techniques, and research ethics. They will also examine the role of research in hospitality contexts. Throughout the course, students will be expected to engage in independent research projects, applying

the principles and techniques learned in class to real-world research problems. The course will be delivered through a combination of lectures, interactive discussions, and practical exercises. Students will be encouraged to participate actively in class discussions, and to work collaboratively on group projects. They will also have the opportunity to engage in independent research projects, with guidance and feedback from the instructor. Assessment of learning will be based on a variety of methods, including in-class participation, group projects, independent research projects, and written assignments. Students will be expected to demonstrate their understanding of research methodology and techniques, and their ability to apply them to real-world research problems. The final assessment will be based on a research project that will be presented and defended orally in class.

STR903 – Strategic Decisions (Capstone Project)

This capstone project course offers students an opportunity to gain a comprehensive understanding of the strategic management process in the international hospitality business. The course covers both strategy formulation, implementation and evaluation, equipping students with the skills and knowledge necessary to develop sustainable competitive advantages in the hospitality industry. Throughout the course, students will be introduced to the fundamental principles of strategy development, including how to establish business strategies and monitor performance. Topics such as corporate finance, data analytics and corporate social responsibility in hospitality will also be covered. The course includes an international business field trip that allows students to immerse themselves internationally with business- and academic experts. By the end of the course students will be competent in positioning hospitality businesses for success.

RESEARCH PROJECT: either a Dissertation or a Consultancy Project

RES906 – Dissertation (RES903)

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

RES916 – Consultancy Project (RES903)

The service sector represents the largest segment of most industrial economies. Hospitality and tourism are now the second largest of the service sectors. 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 practice for 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 analyze the findings in accordance with the project objectives. Tutor supervision will be utilized throughout the process to evaluate and advise where necessary.

ELECTIVE COURSES

BUS903 – Hospitality Entrepreneurship

This course is designed to provide students with a comprehensive understanding of the skills and knowledge required to start and manage their own hospitality business. The course focuses on the process of conceptualizing and planning a new hospitality venture, applying a range of business management disciplines including Idea Generation, Finance, Accounting, Marketing, Strategy, Legal Aspects, and Organizational Studies. The course will explore case studies of successful hospitality entrepreneurs, analyzing best practices, common difficulties, and creative problem-solving techniques. Students will also have the opportunity to develop and present their hospitality business plans, receiving feedback and guidance from the instructor and peers. This course is suitable for those interested in launching a new venture or seeking to gain a deeper understanding of the entrepreneurial mindset within the hospitality industry. Upon completion of this course, students will have a comprehensive understanding of the hospitality entrepreneurial process, the ability to assess and pursue business opportunities in the hospitality industry, and practical tools and strategies for success.

DGT913 – Tech Transformation & Innovation

The Tech Transformation and Innovation course is designed to equip students with the necessary knowledge and skills to manage and implement technology solutions in the hospitality industry. The course covers a range of topics related to the application of information technology in the hospitality field, such as robotics, big data, cloud computing, and virtual reality. Students will gain an understanding of the benefits that technology can bring to the hospitality industry, such as increased efficiency, improved guest experience, lower staff workload, and minimized costs. The course will also cover the myriad of technology solutions available to hospitality businesses, such as AI, providing real-world examples of implementation. Students will learn how to evaluate and select the best technology solutions for their organizations, based on business needs and goals. Students will be prepared for careers in technology management, data analysis, project management, and consulting roles in the hospitality industry.

HOS913 – Advanced Food and Beverage Operations

This course is designed to provide students with advanced knowledge and skills required to effectively manage food and beverage operations in a variety of hospitality settings. Students will explore the latest trends, concepts, and best practices in the food and beverage industry. Topics covered in this course include menu planning and development,

food safety and sanitation, cost control, revenue management, and service quality. Students will also study advanced operational concepts such as sustainable practices, menu engineering, and wine and beverage management. This course will also incorporate practical exercises in managing food and beverage operations, allowing students to develop and implement effective strategies for managing resources, optimizing service quality, and enhancing profitability.

HOS923 – Designing Unique Experiences

This course is designed to provide students with an advanced understanding of hospitality experiences and how to create memorable moments for guests. Students will explore a range of topics, including the principles of customer service, guest satisfaction, and the use of technology to create and enhance experiences. The course will cover the latest trends in the tourism and hospitality industry and how to use them to create unique and personalized experiences for guests. Students will also examine the role of culture and diversity in shaping hospitality experiences and the importance of understanding and meeting the needs of different types of guests. The course will incorporate the different types of service levels from budget to luxury. Practical exercises in designing and implementing hospitality experiences that meet the needs and expectations of guests will be included. Students will also learn how to measure and evaluate the effectiveness of a unique experiences and how to use feedback to continuously improve the experience. The course will feature visits to different hospitality & tourism companies to explore the level of service provision and the wow factors that create memorable and unique experiences.

STR913 – Sustainable Destination Management

This course is designed to examine the concept of sustainable development and its application in the tourism and hospitality industry. The course aims to provide students with an understanding of the importance of sustainable value creation in tourism systems and how it can be achieved through sustainable practices in the management of hospitality. The course will also highlight the role of hospitality and tourism stakeholders in sustainable models of development. Students will analyse tourism systems and the various components that contribute to its success, including destination development, economics, governance, and real estate. Students will explore the various stakeholders involved in the process, including developers, private operators, public agents and local communities. The course will equip students with the skills to critically analyse and evaluate tourism planning and hospitality development from a sustainable perspective. The course will provide case studies and real-life analysis of hospitality value creation from the MENA region.

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

COURSE CODE	COURSE TITLE	CREDITS	CLASS HOURS	OTHERS**	TOTAL HOURS
DGT903	Hospitality & Tourism Data Analytics	3	45	90	135
FIN903	Asset Management and Financial Planning	3	45	90	135
HOS903	Quality & Standards for Hospitality	3	45	90	135
HRM903	Organisation and Systems	3	45	90	135
MKG903	Branding & Media Strategies for Hospitality	3	45	90	135
RES903	Applied Research Methodology	3	45	90	135
STR903	Strategic Decisions	3	45	90	135
RES906*	Research Project - Dissertation	6	6	264	270
RES916*	Research Project - Consultancy Project	6	6	264	270
BUS903	Hospitality Entrepreneurship	3	45	90	135
DGT913	Tech Transformation & Innovation	3	45	90	135
HOS913	Advanced Food and Beverage Operations	3	45	90	135
HOS923	Designing Unique Experiences	3	45	90	135
STR913	Sustainable Destination Management	3	45	90	135

Note:

* Student may choose to do a Dissertation or Consultancy Project

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

ASSESSMENTS**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 because of their educational experiences, as well as what they value and believe, and then using the results to improve subsequent learning.

Rationale for Assessment

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

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

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

Prior to the delivery of the programme each year a matrix of assessments and assessment submission dates may be developed to ensure that the student 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 programme learning outcomes;
- Based on appropriate measures to assess the evidence that learning outcomes are achieved;
- Used to inform students of their progression towards the achievement of course and program learning outcomes;
- Used to inform curriculum and programme review, planning, budgeting and faculty development.

Postgraduate Research Project

In the final Semester, students will need to complete their final Research Project (either Dissertation or Consultancy Project). 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 Research Project is decided by the Research Committee. In the event a student wishes to change supervisor, the student is required to fill in the form and send the request to the Research Project Coordinator, the Programme Manager and Registrar. The change will be examined by the Research Project 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.

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

Late submissions

Late submission of a course assignment, consultancy project or research project/Dissertation is subject to the following penalties:

1. Up to 24 hours after of the original deadline: maximum grade 60%
2. Later than 24 hours after the original deadline: 0% (F grade)

Final Examination and oral defense

The final examination will take the form of review of the written component and an oral defense of the dissertation. The course coordinator will schedule the Final Examination, in consultation with the programme manager.

The written research project will be submitted by students two weeks before the scheduled oral defense. The document should demonstrate the candidate's familiarity with the literature of the field. If it is a work of scholarly rather than creative nature, it will reflect the student's reasoned selection and careful execution of research methodology. The review and assessment is made by the supervisor and another faculty member nominated by the programme manager.

The defense part of the session must be open to all interested parties, will be publicized on campus by the Academic Services and Registry team, before the end of the semester of graduation, (normally the last week of the semester).

The candidate must have an active registration during the semester in which the final examination is taken.

The Oral Defense Jury will consist at least of the following:

- Another EAHM faculty member (Chair of the Jury)
- Another EAHM faculty member or an external examiner
- Student's supervisor (non-grading)

These members are selected upon the recommendation of the student's supervisor, and approved by the Programme manager and the Dean. Furthermore, all academic examiners must hold a doctorate degree in a discipline related to the student's research.

The oral defense is open to the public, and the jury could also comprise of industry representatives. These members must either have a terminal degree justifying a formal inclusion in the grading academic jury.

Immediately after the presentation, the Jury will convene in a closed meeting to deliberate the student's dissertation and overall performance. It will then prepare and submit a report stating the outcome of the examination, as well as the Jury's recommendation to the instructor coordinating the course. The course coordinator will submit copies of the report to the Programme manager and Dean. Based on the outcome, the Programme manager will also submit the relevant grade to the Registrar.

In case of a research project that requires amendments, the Jury may recommend the following:

- Approve the research project after minor amendment and verification by the research project supervisor. Submission of modified research project to supervisor within 5 working days of being informed of the decision. After making these final changes, the candidate must submit to the library an electronic version along with other digital documents related to the research project. These materials must be received no later than 10 working days before the due date for grades for the semester as set by the Academic Services and Registry.

In case of a research project that fails to meet the passing requirements, a resubmission of the study is required, and adjourned to the following term. The student may file a written appeal to the Dean within 5 working days from the date of being informed of the decision. The following additional re-submission conditions apply:

- The resubmission research project continues from the initial submitted research proposal in place;
- A student who wishes to avail themselves to re-submit must indicate their intention before the start of the next Semester via the Academic Office/Registry;
- When a student re-submits the dissertation, the initial grade will be voided, and the final grade will be the grade recorded for the course;
- An examination fee will be required
- The re-submission will take place in the next term or later.

All other dissertation conditions remain effective; please refer to the dissertation handbook and/or dissertation syllabi.

Refer to Policy 03EP09 Dissertation Supervision and Examination

Re-sit and Repeat cases

Re-sit

Students may re-sit exams or resubmit final assessment for courses in which they have received an ongoing assessment mark above 50% AND their resulting final course grade is between 50% - 59%.

Grading

Following completion of the resit final assessment, the student must achieve a final resit assessment mark of over 60 % and their final resulting course grade will be capped at a Grade C band.

The re-sit exam takes place in the first week of the next semester, (week-1), and is taken in accordance with the academy's exam regulations.

Re-sit exam results will replace the original final exam grade, and only the highest grade achieved will be counted towards the course total grade.

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 to review during the Examination Board meeting.

Re-sitting a final exam/assessment have financial implications and students are advised to consult with the EAHM's Academic Services before registering for a re-sit.

Repeat

Students may repeat courses in which they have received an overall failing grade (F). The repeat course must be taken during the next available academic term, in accordance with the course regulations.

Only the grade achieved in the repeat course will be counted towards the final cGPA.

Repeating a course may have financial implications and students are advised to consult with the EAHM's Academic Services before registering for a repeat course.

Time Limits:

Students are generally allowed to re-sit exams within the same academic term or immediately after.

Students are allowed to repeat courses within a specified time period, usually one academic term after the initial course completion, or when that course is next offered.

When a student fails the course due to mitigating circumstances (bereavement, illness, etc.) which are recognized and approved by the Examination Board, or when they fail their re-sit opportunity, they may repeat the entire course.

When a student fails more than two courses in a semester and has a cGPA of below two (2.0), the student may petition the Faculty/Examination Board to repeat the entire

academic semester; however, a student may repeat a semester only one (1) time during his / her academic program of study. Upon repeating a semester, the entire repeated semester results will replace the original semester results. Repeating a semester may necessitate a temporary deferment of studies.

Under exceptional circumstances, a student may petition the Examination Board to repeat an entire Academic Year provided it fits within the maximum duration allowed for the programme. Upon repeating an Academic Year, the entire repeated academic year results will replace the original academic year results.

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 Semester a Grade Point Average (GPA) will be computed as follows:

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

Dean’s List

Postgraduate students who have completed twenty-four (24) 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.

Postgraduate Grading System

Grade			
Letter	Points	Percentage	Description
A	4.00	90 - 100	High Distinction
A-	3.67	85 - 89	Distinction
B+	3.33	80 - 84	Distinction
B	3.00	75 - 79	Merit

B-	2.67	70 - 74	Merit
C+	2.33	65 - 69	Pass
C	2.00	60 - 64	Pass
F	0.00	≤59	Fail
WF	0.00	Nil	Withdrawn Fail

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

In addition to the above qualitative letter grades, the following 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

ACADEMIC PROGRESSION

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

Students whose CGPA is below 2.00 are placed on academic probation in the following semester 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.

Refer to Policy 03EP10 Academic Progress

GRADE APPEALS

A student, who would like to appeal the grade or marks that have been awarded and published, must first contact the course tutor before a formal appeal can be submitted. If a group appeals a group assigned grade, all group members must meet with the course tutor together.

Students may appeal if:

- (a) There is miscalculation of a paper, assignment or exam; or
- (b) If the application of grading system has not been consistent with this catalogue; or
- (c) 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 04RS03 Student Involvement in Research. 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

FACULTY						
NAME	POSITION	COUNTRY OF CERTIFICATE	YEAR OF AWARD	UNIVERSITY	QUALIFICATION	DISCIPLINE
Frederic Bouchon	Dean / Professor	France	2012	University of Toulouse	Doctorate, Geography and Planning	Tourism and Destination Management, Governance
Steven Burns	Assistant Dean / Associate Professor / MIHM Programme Manager	United Kingdom	2013	Liverpool John Moores University	Doctorate, Tourism Management	Tourism Management, Organisational Behaviour, Quality Assurance
Daniel Kleber	Associate Professor	Germany	2018	RISEBA University of Business Arts and Technology	Doctorate, Business Administration	Organisational Behaviour, Innovation & Process Design
Ana Stranjancevic	Associate Professor	Serbia	2012	University of Novi Sad	Doctorate, Sport & Tourism Management	Tourism Management, Leisure and Culture
Ioanna Karanikola	Assistant Professor	United Kingdom	2015	Manchester Metropolitan University	Doctor of Philosophy	Human Resources, Organisational Behaviour, Research Methods, Spanish
Roel Brinkman	Senior Lecturer / BBA Programme Manager	United Kingdom	2015	London Metropolitan University	Master of Arts	Hotel Management, Organisational Behaviour
Bincy Baburaj Kaluvilla	Senior Lecturer	India	2018	Indian School of Business Management and Administration	Doctorate in Management Studies	Finance, Accounting, Asset Management, ESG, Religious Tourism
Robert McKeown	Senior Lecturer	Canada	2016	Carlton University	Master of Arts, Journalism and Communications	Culinary, Business Management, Hospitality Operations, Entrepreneurship
PROFESSIONAL TRAINING & DEVELOPMENT						
Raluca Dumitrescu	Manager Industry Relations	Romania	2011	Lucian Blaga University, Romania	Bachelors Degree	Leadership; Career development; Hospitality standards
Nicole Van Der Meer	Assistant Manager	The Netherlands	2013	Hotel Management School Maastricht, The Netherlands	Bachelors Degree	Leadership; Career development
Sarah Belanger	Trainer	UK	2019	Wine and Spirits Trust	Certificate, Level 3 Educator	Food and Beverage, Sommelier Leadership, Career Development

FACULTY AND STAFF DIRECTORY

FULL-TIME FACULTY

Dr. Frederic Bouchon Dean

Location: Faculty Office, Ground Floor – Phase 2

Frederic.Bouchon@eahm.ae

Phone: +971 4 315 5120

Dr. Steven Burns Assistant Dean / Programme Manager (Postgraduate)

Steve.Burns@eahm.ae

Phone: +971 4 315 5245

Dr. Bincy Baburaj Assistant Professor / Programme Manager (Undergraduate)

Bincy.Baburaj@eahm.ae

Phone: +971 4 315 5033

Dr. Daniel Kleber Associate Professor

Daniel.kleber@eahm.ae

Phone: +971 4 315 5146

Dr. Ioanna Karanikola Assistant Professor

Ioanna.Karanikola@eahm.ae

Phone: +971 4 315 5245

Dr Ana Stranjancevic, Associate Professor

Ana.stranjancevic@eahm.ae

Phone: +971 4 315 5158

Robert McKeown, Senior Lecturer

Robert.Mckeown@eahm.ae

Phone: +971 4 315 5000

PROFESSIONAL/ TRAINING INSTRUCTORS

Raluca Dumitrescu Manager of Training, Industry Relations and Global Mobility

Location: PTD Office, First Floor – Phase 1

Raluca.Dumitrescu@eahm.ae

Phone: +971 4 315 5036

Sarah Belanger Food & Beverage Instructor

Sarah.Belanger@eahm.ae

Phone: +971 4 315 5555

Nicole Van Der Meer Assistant Manager – Training, Industry Relations and Global Mobility

Nicole.Vandermeer@eahm.ae

Phone: +971 4 315 5555

OTHER STAFF MEMBERS

ACADEMIC & STUDENTS SERVICES AND REGISTRY

Maureen Ferre Head of Academic Services and Registry

Location: Student Services Center, First Floor – Phase 1

Maureen.Ferre@eahm.ae

Phone: +971 4 315 5123

Rowan Marquez Academic Coordinator

Anne.Marquez@eahm.ae

Phone: +971 4 315 5130

Angely Medina Academic Administrator

Angely.Medina@eahm.ae

Phone: +971 4 315 5027

Michele Luat Academic Administrator

Michele.Luat@eahm.ae

Phone: +971 4 315 5154

LEARNING RESOURCE CENTRE (Library)**Scolah Mmbone Kazi** Senior Librarian

Learning Resource Centre / Library

Scolah.Kazi@eahm.ae

Phone: +971 4 315 5028

QUALITY ASSURANCE**Julie Jackson** Quality Assurance ManagerJulie.Jackson@eahm.ae

Phone: +971 4 315 5131

EXECUTIVE OFFICE**Mr. Jeroen Greven** Managing Director

Location: Managing Director's Office, Ground Floor –Phase 1

Jeroen.Greven@eahm.ae

Phone: +971 4 315 5150

Mohamed Rizkhan HR ExecutiveMohamed.Rizkhan@jumeirah.com

Phone: +971 4 315 5116

MARKETING & ENROLMENT DEPARTMENT**Daiane Lagger** Director of Marketing and Enrolment

Location: Marketing Office, First Floor – Phase 1

Daiane.Lagger@eahm.ae

Phone: +971 4 315 5139

Liudmyla Nahaichuk Assistant Manager, International RecruitmentLiudmyla.Nahaichuk@eahm.ae

Phone: +971 4 315 5138

Asma Alfeefi Senior Executive (UAEN Graduate Programme)Asma.Alfeefi@eahm.ae

Phone: +971 4 315 5555

Rizalie Arzaga Enrolment CoordinatorRizalie.Arzaga@eahm.ae

Phone: +971 4 315 5135

Ria Khandelwal Marketing Executive / Content SpecialistRia.Khandelwal@eahm.ae

Phone: +971 4 315 5132

Ariv Mukesh Marketing Executive / Graphic DesignerAriv.Mukesh@eahm.ae

Phone: +971 4 315 5136

Angel Kasim Admissions CoordinatorAngel.Kasim@eahm.ae

Phone: +971 4 315 5134

OPERATIONS ADMINISTRATION**Dina Bin Masoud** Director of Operations

Location : Student Services Centre, First Floor – Phase 1

Dina.BinMasoud@eahm.ae

Phone: +971 4 315 5100

Bakhtiar Muhammad Assistant Manager, OperationsBakhtiar.Muhammad@eahm.ae

Phone : +971 4 315 5109

Jyothi Kumar Purchasing Coordinator

Jyothi.Kumar@eahm.ae

Phone: +971 4 315 5278

Harpreet Bassan Events Coordinator

Harpreet.Bassan@eahm.ae

Phone : +971 4 315 5107

Welcome Centre

Location: Poolhouse / Welcome Centre

reservations@emiratesacademy.edu

Phone: +971 4 348 0630

INFORMATION TECHNOLOGY

Ali Al Yousuf Assistant IT Manager

Location: IT Office, First Floor – Phase 1

Ali.Alyousuf@eahm.ae

Phone: +971 4 315 5115

Hicham Hammou IT Support Specialist

Location: IT Office, First Floor – Phase 1

Hicham.Hammou@eahm.ae

Phone: +971 4 315 5111

FINANCE

Waqar Azeem Director of Finance

Location: Finance Office, First Floor – Phase

Waqar.Azeem@eahm.ae

Phone: +971 4315 5024

Joyster Alfonso Assistant Finance Manager

Joyster.alfonso@eahm.ae

Phone: +971 4315 5026

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 referred.

Members of the BOG

Craig Thompson	<i>Chairman</i>	CEO, The International Centre of Excellence in Tourism and Hospitality Education
Ellen Dubois du Bellay	<i>Owner representative</i>	Chief Human Resources Officer, Jumeirah Group
Anuradha Harish	<i>Owner representative</i>	Chief Commercial Officer -Strategy and Customer Experience, Dubai Holding Real Estate
Floor Bleeker	<i>Independent member</i>	Chief Information Officer, Mövenpick Holding AG
Rami Moukarzel	<i>Independent member</i>	Head of Hospitality Development and Strategy, Louvre Hotels
Susanne Stolte	<i>Independent member</i>	Former President of Hotel School The Hague
Jeroen Greven	<i>Ex officio (non-voting)</i>	Managing Director, EAHM
Frederic Bouchon	<i>Ex officio (non-voting)</i>	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.

Address & Contact Information

Umm Suqeim 3,
Al Saqool Street, Building 69 Dubai, United Arab Emirates
Tel: +971 4 315 5555
Tel: +971 4 348 0955
(24 hour Security Office)
Fax: +971 4 315 5556

FOR GENERAL INQUIRIES

info@emiratesacademy.edu

FOR PROFESSIONAL TRAINING & DEVELOPMENT

training@emiratesacademy.edu

FOR ACCOMMODATION & LODGING

reservations@eahm.ae

Update Log: Postgraduate Programme Catalogue 2023-2024

Update Information	Page	Date
Organisational Chart updated	Page 8	02.01.2024
Added clause regarding approval of Student Dismissals and Suspensions	Page 19	02.01.2024
Updated Faculty and Staff directory	Page 44-47	02.01.2024