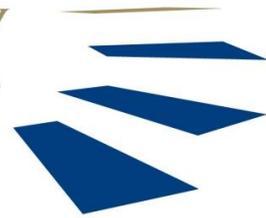


**THE EMIRATES ACADEMY
OF HOSPITALITY MANAGEMENT**

In academic association with Ecole hôtelière de Lausanne



**UNDERGRADUATE PROFILE STATEMENTS
MAPPED TO LEARNING OUTCOMES**

2014-2015

Version: 1
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**Bachelor of Science (Honours) in International Hospitality Management [BSc]/
Bachelor of Business Administration (Honours) in International Hospitality
Management [BBA]**

Profile Statements Mapped to Course Learning Outcomes

1st Profile Statement

Quickly progress to managerial positions within hotel operations, or the following specific functional areas: Finance, Human Resource Management, Information Technology, Research and Development, Marketing.

Course	Learning Outcome	Description / Statement
ACNT101 Hospitality Accounting	LO 12.	Creating justifiable business decisions based on provided financial statements.
	LO 16.	Formulation of decisions based upon various financial statements.
ACNT201 Management Accounting	LO 2.	Understand the format of basic profit and loss and balance sheets to aid decision making in a hospitality context.
	LO 3.	Explain the purpose, principles and process underpinning a Budgetary Control System in a hospitality context.
	LO 4.	Produce Operating, Cash and Master Budgets in a hospitality context from given data.
	LO 5.	Produce a basic analysis on variances between budgeted and actual operating financial performance in a hospitality context from given data.
	LO 6.	Understand the function and behavior of costs in a hospitality context in respect of calculating Break/Even and setting prices on a cost basis.
	LO 13.	The fair and accurate creation of management accounting data for decision making.
	LO 14.	Creating justifiable business decisions at the unit level in a hospitality context based on provided management accounting principles.
	LO 17.	The creation and understanding of Financial Statements as they relate to Budgetary Control at a unit level in a hospitality business.
	LO 18.	The formulation of decisions based upon various Financial Statements.
BUSS101 Tourism and Hospitality Business	LO 8.	Demonstrate and understanding of hospitality Management and HR Management.
	LO 11.	An understanding of how to conduct business in various hospitality and tourism establishments.
	LO 15.	State how to manage tourism businesses in a legal and socially responsible manner.
COMP102 Business Information System	LO 12.	Demonstrate the ability to use MS Project to plan projects.
	LO 13.	Demonstrate the ability to assign duties, budgets and manage overallocations
	LO 14.	Demonstrate the ability to link various MS tools to maximize efficiency.
	LO 15.	How to effectively manage cross-departmental communication and planning.
	LO 17.	Initiate, manage and close projects of varying

		complexity in service sector verticals.
COMP301 Strategic IT Application in Management	LO 1.	Deploy IT in the hospitality industry including data architecture, critical infrastructure and processes.
	LO 2.	Analyze emerging technologies such as Cloud, convergence platforms, and assess the applications in the hospitality industry.
	LO 5.	State the security and privacy issues including PCI compliance
	LO 6.	State the risk management related to digital assets
CONS401 Consultancy Project	LO 2.	Summarize the importance of management of consultancy and determine what makes (and keeps) companies competitive.
	LO 3.	Evaluate the data, using appropriate academic concepts and frameworks, and use it to draw together alternatives for development plans and to produce a structured and detailed analysis in an operational context, using both primary and secondary information sources.
	LO 4.	Effectively implement a designated research strategy, successfully gathering relevant information to operationalize the work plan.
	LO 7.	Conduct a thorough analysis of a certain area in a hospitality organization and present it in a written format.
	LO 9.	Suggest and justify tactics and develop cost effective action plans.
	LO 11.	Learn how to identify and use only relevant information which is of great importance to the management decision making process.
	LO 13.	Contribute to the management decision making process in hospitality companies and organisation
INTS202 Internship	LO 5.	Develop professional and interpersonal skills.
ECON202 Tourism Economics	LO 12.	Demonstrate the need to continually research and up skill in writing economic reports to gather, analyse and make decisions for businesses.
	LO 13.	Effectively conduct research into economic systems required to better understand the business responses.
	LO 14.	Effectively plan business strategies for specific economic conditions.
ETHS301 Business Ethics	LO 3.	Demonstrate understanding of the ethical theories and definitions.
	LO 4.	Illustrate the ability to use ethics as basis for decision making.
	LO 6.	Examine the significance of ethics in business, corporate culture and social responsibility.
	LO 11.	Demonstrate an ability to apply theoretical background into real business cases and dilemmas.
	LO 12.	State ethics as a basis for decision making
	LO 13.	State the consequences of unethical and ethical business decisions.
FABM101 Food and Beverage Business	LO 1.	Describe examples of food and beverage operations that employ service processes which complement the scope and application of a practical situation in regard to approaches to customer satisfaction; flow of service and resources; technological considerations and merchandising and marketing considerations.
	LO 2.	Evaluate food and beverage process and management

		in various catering establishments.
	LO 3.	Plan a working environment that demonstrates effective uses of resources such as equipment, materials, staff and time.
	LO 4.	Identify and use different methods of cost and revenue control.
	LO 5.	Analyse, input and interpret data using menu analysis methods.
	LO 6.	Describe labour control techniques and labour productivity.
	LO 7.	Describe the process of HACCP, the importance and benefits of the control points in the food business.
	LO 8.	Describe how quality can be monitored and used in the restaurant operation.
	LO 9.	Demonstrate how to organize, plan and manage the flow of a food and beverage operation.
	LO 10.	Demonstrate how to use the relevant resources for establishing cost control in a food and beverage operation.
	LO 14.	Demonstrate the need to continually research the trends in the food and beverage business and updating those skills required.
	LO 15.	Able to effectively contribute to management involvement in controlling costs within the department.
	LO 16.	Effectively contribute in planning and organizing resources for the business operation.
FINN301 Financial Accounting	LO 1.	Describe the role of the financial manager in the firm in maximizing value to the owners.
	LO 2.	Apply financial techniques to analyse financial performance.
	LO 3.	Demonstrate the various techniques required to produce a financial feasibility study in a hospitality context.
	LO 4.	Identify and rationalize the importance of the essential factors used for financial planning and forecasting.
	LO 9.	State the fair and accurate creation of financial accounting data for decision making.
	LO 10.	Creating justifiable business decisions at the level of the firm on financial management principles.
	LO 11.	Demonstrate the need to continually research and update the format of financial statements for analyzing a firm's performance.
	LO 12.	Demonstrate the need to be aware of financial management accounting processes used in hospitality and tourism businesses.
FOOP101 Front Office Operations	LO 1.	Have an overview of the hotel industry, the hotel classification system and the role played by the lodging segment within the hospitality industry.
	LO 2.	Explain the role of the Front Office in establishing and maintaining effective communications with other departments and the role of TQM and identify the importance of guest services to the whole operation

		and guest experience.
	LO 4.	List the functions, responsibilities and the job descriptions of the Front Office personnel including management and use these to craft adequate staffing levels.
	LO 5.	List the procedures for processing guest charges and payments (check in/out) including city ledgers to accounts receivable.
	LO 7.	Explain the importance of guest profiles and guest reservations for a hotel unit.
	LO 8.	Explain the guest registration procedure (check-in) and with the use of a property management system, list the registration process.
	LO 9.	Identify and differentiate between the various modes of receiving guest reservations at a hotel by the front office department.
	LO 10.	Identify the importance of the night audit for the front office in a hotel unit.
HKOP101 Housekeeping Operations	LO 2.	Explain the organization structure within the housekeeping department and to list responsibilities of an executive housekeeper, supervisor, and the rest of housekeeping employees. Highlight job specifications of the various positions within the department, highlighting the importance and need of team work amongst employees and management. Managing housekeeping personnel and all explain the human resources practices needed.
	LO 3.	Understand the importance and role of planning housekeeping operations with the use of documents and SOPs by demonstrating an understanding of the activities involved alongside with operational procedures.
	LO 4.	Identify the skills needed and manage effectively the departmental budget, inventory, material classification and any related pre-opening operations.
	LO 5.	Explain the importance of cleanliness and hygiene and identify the guestroom layouts, status codes and the standard contents of a guestroom.
	LO 6.	Understand the process of cleaning the different types of guest rooms and public areas.
	LO 7.	Identify the role of a supervisor in housekeeping starting with room inspections through to handling guest complaints.
	LO 8.	Understand the crucial meaning of safety and security, list possible hazards for housekeeping employees and identify ways of preventing pests into the hotels by the use of pest control and proper waste disposal.
	LO 10.	Explain the importance of cleanliness and hygiene and identify the guestroom layouts, status codes and the standard contents of a guestroom.
	LO 14.	Demonstrate the need to continually research the importance of training and monitoring staff performance in aspects such as cleaning, health and safety inventory management.

	LO 15.	Effectively contribute to the supervision of employees and their activities within the housekeeping department.	
HRMT301 Human Resource Management	LO 1.	Identify the role of the HR department and the internal and external influences in this department.	
	LO 2.	Identify and discuss the different acts in relation to employment law.	
	LO 3.	Understand the importance of a job analysis and identify different approaches to job design.	
	LO 4.	Discuss human resource planning and comprehend the human resource recruitment process.	
	LO 5.	Identify types of selection methods and tests used.	
	LO 6.	Discuss different training activities and their advantages/disadvantages of using them within an organization.	
	LO 7.	Describe the use of performance management systems and approaches to measuring performance.	
	LO 8.	Understand the impact of employee development and succession planning to an organization.	
	LO 9.	Identify causes of employee turnover and job dissatisfaction and find ways to combat those issues within the workplace.	
	LO 10.	Describe the decision areas, concepts and tools used to manage employee compensation. Identify different pay structures and describe relevant theories, pay programs that recognize employee contributions with pay.	
	LO 11.	Identify employee benefits and the provision of employee benefits programs from an employee perspective and an organizational perspective.	
	LO 12.	Demonstrate what to include in the HR budget.	
	LO 15.	Demonstrate what to incorporate in a training budget.	
	LO 16.	Demonstrate how to calculate the cost per hire.	
	LO 17.	State the ethical considerations in regards to best practices concerning employment law.	
	LO 18.	State the ethical considerations in regards to best practices used by HR managers within the industry.	
	LEAD101 Leadership	LO 6.	Demonstrate the ability to function as an industry professional.
		LO 7.	Demonstrate awareness of the need for social competence, ethical behavior and cultural awareness.
LO 8.		Competently contribute to hotel operations in the area of management and human resources.	
LO 10.		Develop a critical awareness of the limitations and application of particular leadership styles in relation to the HR function in hotels.	
LO 11.		Develop and adopt appropriate strategies for the effective supervision of employees within the hotel industry.	
MRKT101 Introduction to Marketing	LO 4.	Illustrate the importance of market research and marketing information systems to a market driven service organization.	
	LO 5.	Apply market segmentation, targeting and positioning techniques, creating competitive advantage.	
	LO 6.	Analyse service process design, new services development, branding and service quality.	
	LO 7.	Explain the importance of the customer focus, service quality, customer needs, wants, satisfaction and	

		customer loyalty to a service product.
	LO 8.	Understand pricing strategies and contrast different approaches.
	LO 9.	Understand the use of distribution channels, traditional marketing intermediaries, personal sales or direct and online marketing.
	LO 10.	Summarise the role of public relations within marketing and management of the sales force.
	LO 13.	Demonstrate and understanding of marketing principles used in hospitality and tourism.
	LO 16.	State the ethical consideration in the formulation and implementation of ethically and legally acceptable marketing practices.
MRKT301 Services Marketing	LO 1.	Recognize and understand specific issues related to the services marketing in general; emphasizing the relationship marketing approach.
	LO 2.	Understand the place and role of a marketing department and marketing activities within a service firm
	LO 4.	Analyse service industry organisations, adapt synthesis and apply knowledge in a creative way with the use of different marketing tools and concepts.
	LO 5.	Use marketing concepts to be able to build upon and broaden strategic marketing insights acquired in the earlier semesters and apply these to the service industry.
	LO 12.	Effectively contribute in analyzing service industry organisations, adapt synthesis and apply knowledge in a creative way with the use of different marketing tools and concepts.
RESH301 Research Methods	LO 1.	Select and apply quantitative and qualitative methods to investigate a research question.
	LO 2.	Assess and apply principles, methods and techniques to correctly identify a research sample.
	LO 3.	Analyse the elements in a research setting to soundly construct an appropriate research question.
	LO 4.	The relevance of existing literature to a particular business research topic.
	LO 5.	The application of various types of research, and the role of research in business decision making.
	LO 6.	Appreciate principles, methods and techniques in the collection, processing and analysis of data.
	LO 7.	Apply principles and best practice to ensure that research is undertaken in an ethical manner.
	LO 8.	Critique and evaluate research findings and publications based on the rigor of the research methods described.
	LO 10.	Effectively contribute to the decision-making based in effective research within a business enterprise.
	LO 11.	Effectively contribute to the development of debated and well informed reports.

2nd Profile Statement

Research and analyse elements within the International Tourism Industry developing and communicating information to senior managers that is used for decision making.

Course	Learning Outcome	Description / Statement
BUSS101 Tourism and Hospitality Business	LO 2.	Describe the history of the hospitality and tourism sectors.
	LO 3.	Describe the nature and characteristics of the travel and tourism sector.
	LO 12.	Demonstrate the ability to conduct academic research.
	LO 13.	Demonstrate the ability to write academic and business reports.
	LO 18.	Demonstrate the need to continually research regarding tourism statistics in various countries.
	LO 19.	Demonstrate the need to continually research regarding the PESTEL situation in various countries.
	LO 23.	Effectively contribute to the analysis of various different types of tourism business to fulfill the requirements of different stakeholders.
CONS401 Consultancy Project	LO 1.	Demonstrate an advance understanding of current research and scholarship on innovation and creativity within one or two specific clusters of the hospitality and tourism industries.
	LO 3.	Evaluate the data, using appropriate academic concepts and frameworks, and use it to draw together alternatives for development plans and to produce a structure and detailed analysis in an operational context, using both primary and secondary information sources.
	LO 4.	Effectively implement a designated research strategy, successfully gathering relevant information to operationalize the work plan.
	LO 5.	Develop and negotiate clear, practical and realistic terms of reference in response to client needs, which are then shown to be clearly achieved in the final report.
	LO 6.	Produce a written consultancy report, using appropriate conventions, which satisfies the client's needs; reports appropriately for those needs; has clarity and is effective in presenting the outcomes of the project.
	LO 10.	Use effective and appropriate communication techniques to present the outcomes of the consultancy project to client and faculty groups.
	LO 11.	Learn how to identify and use only relevant information which of great importance to the management decision making process.
	LO 12.	Effectively contribute in acting as management consultants to hospitality/business organization.
	LO 13.	Effectively contribute to the management decision making process in hospitality companies and organizations.
CULT201 Introduction to Cultural Diversity	LO 9.	Demonstrate the ability to conduct research into culture and tourism, using appropriate theory and refereed journal articles.
	LO 16.	State how to find information about acceptable practices in different countries in the world.

	LO 22.	Effectively contribute to conducting research into different cultural areas.
	LO 23.	Effectively contribute to planning business activities e.g. marketing and events, keeping cultural differences in mind.
DISS490 Dissertation	LO 1.	Demonstrate a sound appreciation of the factors affecting the selection of practical, feasible and worthy research topics in the hospitality and tourism industry.
	LO 2.	Display a sound academic approach to locating, accessing, assessing, using and citing literature appropriate to the chosen research topic.
	LO 3.	Design a research study, review existing sources of information, collect primary data, analyse data, develop recommendations and draw conclusions.
	LO 4.	Apply the scientific method and integrate skills, knowledge and theory from a range of subjects and disciplines.
	LO 5.	Demonstrate selection and use of appropriate research tools and strategies.
	LO 9.	Analyse, synthesise and draw conclusions based on the data.
	LO 10.	Complete a written dissertation in accordance with the academic and scholarly guidelines provided.
	LO 11.	Understand the ethical standards in research.
	LO 12.	Can plan the research in accordance with the principles of the scientific method.
	LO 13.	Can act as an investigator in the fields of tourism and hospitality.
ECON202 Tourism Economics	LO 2.	Understand the macroeconomic flows of tourism.
	LO 3.	Understand the importance of tourism to an economy.
	LO 6.	Demonstrate the ability to write academic reports.
	LO 7.	Demonstrate the ability to conduct economic related research.
	LO 8.	Understand the economic principles as applied to hospitality and tourism.
	LO 9.	Conduct an economic analysis of a tourism destination.
	LO 10.	Formulate an ethically responsible economic plan for a developing tourism area.
ENGL102 English Composition and Rhetoric	LO 1.	Appreciate and apply the skills necessary in essay writing in order to communicate clearly.
	LO 4.	Illustrate an understanding of oral presentation skills.
	LO 6.	State a point of view and formulate a reasoned argument to prove its correctness.
HIST301 History of Hospitality and Tourism	LO 3.	Select and apply appropriate approaches and techniques to develop credible interpretations of historical developments relating to hospitality and tourism.
	LO 4.	Analyse the historical factors and forces impacting upon forms of commercial hospitality and/or tourism provision during selected periods.
	LO 5.	Undertake an in-depth study of the historical development of a specific form of commercial hospitality or tourism provision.
	LO 6.	Sound judgment in selecting and applying appropriate historical perspectives and techniques to develop credible interpretations of historical developments relating to hospitality and/or tourism.

	LO 8.	State the value in using a variety of sources for, and systematic approaches to, data collection and analysis.
	LO 13.	Demonstrate the ability to express their thoughts, arguments and conclusions logically, clearly and concisely in both written and oral communication.
	LO 16.	Effectively contribute in recognizing the relevance of historical information, ideas and solutions to the contemporary reality of the hospitality and tourism industry.
MRKT101 Introduction to Marketing	LO 12.	Demonstrate the ability to conduct business related research.
	LO 15.	State the reporting process within a business and marketing department specifically.
	LO 17.	Demonstrate the need to continually research for business-style reports.
	LO 18.	Demonstrate the need to improve skills in writing business-style reports to gather, analyse and make decisions for businesses.
	LO 19.	Effectively contribute in conducting research into various business practices required to better understand a company's competition.
	LO 20.	Effectively contribute in conducting research into various country profiles required in making business decisions.
RESH301 Research Methods	LO 1.	Select and apply quantitative and qualitative methods to investigate a research question.
	LO 2.	Assess and apply principles, methods and techniques to correctly rectify a research sample.
	LO 3.	Analyse the elements in a research setting to soundly construct an appropriate research question.
	LO 5.	Demonstrate the application of various types of research, and the rate of research in business decision making.
	LO 6.	Demonstrate the appropriate principles, methods and techniques in the collection processing and analysis of data.
	LO 8.	Critique and evaluate research findings and publications based on the rigor of the research methods described.
	LO 10.	Effectively contribute in the decision making based on effective research within a business enterprise.
	LO 11.	Effectively contribute in the development of debated and well informed reports.
SOMT301 Service Operations Management	LO 3.	Summarize the main interconnections between the functions, operations, production and others by stressing the importance of management and the influence of external environments.
	LO 5.	Investigate the transferability of the service operations concepts from the industrial sector to the services.
STAT201 Statistics	LO 11.	Effectively contribute in making decisions based on statistical analysis.
	LO 12.	Effectively contribute in using software to organize and analyse data.

3rd Profile Statement

Critically apply the business disciplines of Marketing, Accounting, Economics, Statistics, Operations Management, Services Marketing, Law, Strategy and Real Estate Finance within a commercial enterprise.

Course	Learning Outcome	Description / Statement
COMP301 Strategic IT Application in Management	LO 7.	Demonstrate the need to continually research technology solutions for the hospitality and tourism industry.
	LO 9.	Effectively contribute in evaluating the feasibility of IT projects and appraising their competitive potential.
	LO 10.	Effectively contribute in examining current issues related to assessing, adopting and adapting IT in the hospitality industry.
FINN401 Real Estate (Hotel) Finance	LO 1.	Assess the financial feasibility of hospitality operations through the application of financial concepts.
	LO 2.	Evaluate the operational and financial consequences of the acquisition of capital assets.
	LO 3.	Justify the recommendations and decisions made in the financial feasibility study.
	LO 11.	State the fair and accurate creation of financial accounting data for decision making.
	LO 12.	Create justifiable business decisions at the level of the firm on the financial management principles.
	LO 13.	Demonstrate the need to continually research and update the format of the financial statements for analyzing a hotel's performance.
	LO 14.	Demonstrate the need to be aware of financial data manipulation processes used in decisions to acquire and manage hotels.
	LO 16.	Effectively contribute to the production of a feasibility study in respect of financial asset management considerations in respect of hotels.
HLAW401 Hospitality And Tourism Law	LO 4.	Identify the legal issues relating to establishments that serve food and alcohol.
	LO 5.	Identify the legal issues relating to specialized destinations (casinos, theme parks and spas).
	LO 7.	Analyse, identify and defend strategies to protect patrons and their property while minimizing a company's legal risk.
	LO 10.	Demonstrate design of a Risk Assessment applicable to the hospitality industry.
	LO 11.	State the analysis of the current laws affecting business operations from management's point of view.
	LO 12.	Interpret the general application of civil law, specifically in the area of negligence, in respect to business.
	LO 13.	Interpret the general application of negligence principles and identify the issues giving rise to legal actions.
	LO 19.	Effectively contribute in critically applying the business discipline of Law within a commercial enterprise.
MRKT301	LO 10.	Through case studies and examples of

Services Marketing		service/hospitality firms in the international environment: a. Extend the limits of operational thinking; b. Gain the ability to analyse the changing services environment; and c. Propose viable solutions for both transactional and relationship marketing activities.
	LO 11.	Analyse service industry organisations, adapt synthesis and apply knowledge in a creative way with the use of different marketing tools and concepts.
SOMT301 Service Operations Management	LO 2.	Analyse service policies to grasp the importance of such policies in relation to gaining competitive advantage.
	LO 5.	Investigate the transferability of the service operations concepts from the industrial sector to the services.
	LO 14.	Effectively contribute in identifying the issues affecting operations and production, provide the correct solutions to these issues and foresee what effects such solutions may have on the company as a whole.
STMT401 Strategic Management	LO 1.	Summarize the importance of strategy and determine what makes (and keeps) companies competitive.
	LO 4.	Demonstrate an evaluation of the relative competitive strengths of companies within an industry.
	LO 6.	Demonstrate an evaluation of a company's value chain and how this can shape the competitiveness of an organization.
	LO 7.	Demonstrate and evaluation of the various internal and external environmental factors that have an influence on the strategies used by tourism and hospitality business.
	LO 8.	Demonstrate an appraisal of different potential strategic options.
	LO 10.	Conduct a full strategic analysis of a hospitality organization and present it in a written format.
	LO 15.	Effectively contribute to the strategic decision making process in hospitality companies and organizations.

4th Profile Statement

Independently and rigorously research business issues using an appropriate and justified research methodology to develop publications, business plans and reports.

Course	Learning Outcome	Description / Statement
COMP301 Strategic Information Technology Application in Management	LO 2.	Analyze emerging technologies such as the Cloud, convergence platforms, and assess the applications in the hospitality industry.
	LO 7.	Demonstrate the need to continually research technology solutions for the hospitality and tourism industry.
	LO 10.	Effectively contribute in examining current issues related to assessing, adopting and adapting IT in the hospitality sector.
CONS401 Consultancy Project	LO 1.	Demonstrate and advanced understanding of current research and scholarship on innovation and creativity within one or two specific clusters of the hospitality and tourism industries.
	LO 3.	Evaluate the data, using appropriate academic concepts and frameworks, and use it to draw together alternatives for development plans and to produce a structured and detailed analysis in an operational context, using both primary and secondary information sources.
	LO 4.	Effectively implement a designated research strategy, successfully gathering relevant information to operationalize the work plan.
	LO 6.	Produce a written consultancy report, using appropriate conventions, which satisfies the client's needs; reports appropriately for those needs; has clarity and is effective in presenting the outcomes of the project.
	LO 7.	Conduct a thorough analysis of a certain area in a hospitality organization and present it in a written format.
	LO 8.	Conduce a full strategic analysis of a hospitality organization and present it in a written format.
	LO 10.	Use effective and appropriate communications techniques to present the outcomes of the consultancy project to client and faculty groups.
DISS490 Dissertation	LO 3.	Design a research study, review existing sources of information, collect primary data, analyse data, develop recommendations and draw conclusions.
	LO 5.	Demonstrate the selection and use of appropriate research tools and strategies.
	LO 8.	Can design and implement an appropriate method to collect primary data.
	LO 9.	Can analyse, synthesise and draw conclusions based on the data.
	LO 11.	Demonstrate the need to continually up skill an understanding in the ethical standards in research.
	LO 13.	Effectively contribute in acting as an investigator in the fields of tourism and hospitality.
ECON202 Tourism Economics	LO 7.	Demonstrate the ability to conduct economic related research.
	LO 12.	Demonstrate the need to continually up skill writing

		economic reports to gather, analyse and make decisions for businesses.
	LO 13.	Effectively contribute in conducting research into economic systems required to better understand the business responses.
	LO 14.	Effectively contribute in planning business strategies for specific economic conditions.
RESH301 Research Methods	LO 1.	Select and apply quantitative and qualitative methods to investigate a research question.
	LO 2.	Assess and apply principles, methods and techniques to correctly rectify a research sample.
	LO 3.	Analyse the elements in a research setting to soundly construct an appropriate research question.
	LO 5.	Demonstrate the application of various types of research, and the rate of research in business decision making.
	LO 7.	Apply principles and best practice to ensure that research is undertaken in an ethical manner.
	LO 10.	Effectively contribute in the decision making based on effective research within a business enterprise.
	LO 11.	Effectively contribute in the development of debated and well informed reports.
STAT201 Statistics	LO 2.	Present and summarize data with tables and graph.
	LO 4.	Understand statistical estimation and techniques of determining sample size.
	LO 5.	Define a hypothesis and explain the steps of hypothesis testing.
	LO 6.	Demonstrate how to gather, organize and record data.
	LO 8.	Demonstrate how to use software to prepare reports to present their findings.
	LO 10.	Demonstrate the need to up skill decision making skills through statistical analysis.
	LO 11.	Effectively contribute in making decisions based on statistical analysis.

5th Profile Statement

Analyse the performance of a business against specified financial, social, environmental, marketing and operational criteria and make recommendations for improvements.

Course	Learning Outcome	Description / Statement
ACNT201 Management Accounting	LO 2.	Understand the format of basic Profit and Loss and Balance Sheets to aid decision making in a hospitality context.
	LO 4.	Produce Operating, Cash and Master Budgets in a hospitality context from given data.
	LO 5.	Produce a basic analysis on variances between budgeted and actual operating financial performance in a hospitality context from given data.
	LO 6.	Understand the function and behavior of costs in a hospitality context in respect of calculating Break/Even and setting prices on a cost basis.
	LO 13.	State the fair and accurate creation of management accounting data for decision making.
	LO 14.	State the ethical considerations in creating business decisions at the unit level in a hospitality context based on provided management accounting principles.
CONS401 Consultancy Project	LO 3.	Evaluate the data, using appropriate academic concepts and frameworks, and use it to draw together alternatives for development plans and to produce a structured and detailed analysis in an operational context, using both primary and secondary information sources.
	LO 9.	Able to suggest and justify tactics and develop cost effective action plans.
DISS490 Dissertation	LO 9.	Can analyse, synthesise and draw conclusions based on the data
ECON202 Tourism Economics	LO 13.	Effectively contribute in conducting research into economic systems required to better understand the business responses.
	LO 14.	Effectively contribute in planning business strategies for specific economic conditions.
FINN301 Financial Accounting	LO 6.	Apply financial techniques to analyse financial performance.
	LO 7.	Demonstrate the various techniques required to produce a financial feasibility study in a hospitality context.
	LO 10.	Creating justifiable business decisions at the level of the firm on financial management principles.
	LO 14.	Effectively contribute in the production of a feasibility study in respect of financial considerations.
FINN401 Real Estate (Hotel) Finance	LO 6.	Assess the financial feasibility of hospitality operations through the application of financial concepts.
	LO 7.	Evaluate the operational and financial consequences of the acquisition of capital assets.
	LO 8.	Justify the recommendations and decisions made in the financial feasibility study.
	LO 12.	Creating justifiable business decisions at the level of the firm on financial management principles.
HRMT301	LO 6.	Discuss different training activities and their

Human Resources Management		advantages/disadvantages of using them within an organization.
	LO 7.	Describe the use of performance management systems and approaches to measuring performance.
	LO 9.	Identify causes of employee turnover and job dissatisfaction and find ways to combat those issues within the workplace.
MRKT301 Services Marketing	LO 4.	To analyse service industry organisations, adapt synthesis and apply knowledge in a creative way with the use of different marketing tools and concepts.
	LO 9.	Through case studies and examples of service/hospitality firms in the international environment: <ul style="list-style-type: none"> a. Extend the limits of operational thinking; b. Gain the ability to analyse changing services environment; and c. Propose viable solutions for both transactional and relationship marketing activities.
SOMT301 Service Operations Management	LO 3.	Summarize the main interconnections between the functions, operations, production and others by stressing the importance of management and the influence of external environments.
	LO 4.	Demonstrate the use of service operations management techniques to real examples and exercises.
	LO 5.	Investigate the transferability of the service operations concepts from the industrial sector to the services.
	LO 6.	Identify the issues affecting operations and production, provide the correct solutions to these issues and foresee what effects such solutions may have on the company as a whole.
STMT401 Strategic Management	LO 4.	Demonstrate evaluation of the relative competitive strengths of companies within an industry.
	LO 6.	Demonstrate an evaluation of a company's value chain and how this can shape the competitiveness of an organization.
	LO 9.	Demonstrate evaluation of the implementation of different strategic options.
	LO 15.	Effectively contribute to the strategic decision making process in hospitality companies and organizations.

6th Profile Statement

Manage culturally diverse employees and establish policies, systems and procedures that reflect best practice in the areas of Leadership, Human Resource Management, Marketing, Finance and Ethics.

Course	Learning Outcome	Description / Statement
COMP301 Strategic IT Application in Management	LO 1.	Deploy IT in the hospitality industry including data architecture, critical infrastructure and processes.
	LO 2.	Analyse emerging technologies such as the Cloud, convergence platforms, and assess the applications in the hospitality industry.
	LO 7.	Demonstrate the need to continually research technology solutions for the hospitality and tourism industry.
	LO 9.	Evaluate the feasibility of IT projects and appraise their competitive potential.
	LO 10.	Examine current issues related to assessing, adopting and adapting IT in the hospitality industry.
CULT201 Introduction to Cultural Diversity	LO 1.	Explain various definitions and characteristics of culture.
	LO 2.	Demonstrate a basic understanding of the role of the culture in business and marketing.
	LO 4.	Explain how culture relates to the provision of services and tourism.
	LO 5.	Explain how culture influences interactions between tourists and hosts.
	LO 6.	Describe the relationship between culture and perception.
	LO 7.	Describe the relationship between culture and satisfaction.
	LO 9.	Demonstrate the ability to conduct research into culture and tourism, using appropriate theory and refereed journal articles.
	LO 12.	Demonstrate consideration for various different cultural views and perspectives.
	LO 13.	Demonstrate the ability to apply various cultural dimensions in explaining different cultures.
	LO 17.	State the ethical considerations on how to behave in a culturally sensitive manner.
	LO 19.	Demonstrate the need to continually research the different norms and values in different cultures.
	LO 20.	Demonstrate the need to continually research the differing business practices in different parts of the world.
	LO 23.	Effectively contribute in planning business activities e.g. marketing and events, keeping cultural differences in mind.
ETHS301 Business Ethics	LO 4.	Illustrate an ability to use ethics as a basis for decision making.
	LO 5.	Recognize the different areas under the CSR umbrella.
	LO 6.	Examine the significance of ethics in business, corporate culture and social responsibility.
	LO 8.	Discuss the consequences of unethical and ethical business decisions.
	LO 15.	Demonstrate the need to continually research the

		significance of ethics in business, corporate culture and social responsibility.
HRMT301 Human Resource Management	LO 3.	Understand the importance of a job analysis and identify different approaches to job design.
	LO 4.	Discuss human resource planning and comprehend the human resource recruitment process.
	LO 5.	Identify type of selection methods and tests used.
	LO 6.	Discuss different training activities and their advantages/disadvantages of using them within an organization.
	LO 7.	Describe the use of performance management systems and approaches to measuring performance.
	LO 8.	Understand the impact of employee development and succession planning to an organization.
	LO 10.	Describe decision areas, concepts and tools used to manage employee compensation. Identify different pay structures and describe relevant theories, pay programs that recognize employee contributions with pay.
	LO 11.	Identify employee benefits and the provision of employee benefits programs from an employee perspective and an organizational perspective.
LEAD101 Leadership	LO 4.	Critically relate style approaches to leadership in the hotel industry (including Ohio, Michigan, Blake and Moutons etc).
	LO 5.	Understand and be able to critically apply leading theories to the context of the hotel industry; including the following: situational, contingency, path goal, exchange, transformational and psychodynamic.
	LO 8.	Competently contribute to hotel operations in the area of management and human resources.
	LO 10.	Develop a critical awareness of the limitations and applications of particular leadership styles in relation to the HR function in hotels.
ORGB201 Organisational Behaviour	LO 2.	Understand the diverse environment of the hospitality industry and the power of teams.
	LO 3.	Understand group problem solving and decision making techniques.
	LO 5.	Be able to set personal and professional goals for individuals and groups within the organization.
	LO 6.	Manage conflict amongst groups in a business environment.
	LO 7.	Explain ways on how to motivate and counsel employees.
SOMT301 Service Operations Management	LO 3.	Summarize the main interconnections between the functions, operations, production and others by stressing the importance of management and the influence of external environments.
	LO 4.	Demonstrate the use of service operations management techniques to real examples and exercises.

7th Profile Statement

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

N.B. All students are required to study and pass six credits in a language or languages for which they are non-native speakers and which they have not studied at grades 11 and 12 of secondary school.

8th Profile Statement

Function as a well-rounded business professional, ready and willing for the world of work with high levels of social competence and ethical and cultural awareness.

Course	Learning Outcome	Description / Statement
CONS401 Consultancy Project	LO 5.	Develop and negotiate clear, practical and realistic terms of reference in response to client needs, which are then shown to be clearly achieved in the final report.
	LO 6.	Produce a written consultancy report, using appropriate conventions, which satisfies the client's needs;; reports appropriately for those needs; has clarity and is effective in presenting the outcomes of the project.
	LO 11.	Learn how to identify and use only relevant information which is of great importance to the management decision making process.
	LO 12.	Effectively contribute in acting as management consultants to hospitality/business organizations.
	LO 13.	Effectively contribute to the management decision making process in hospitality companies and organizations.
CULN101 Professional Food Preparation	LO 14.	Effectively contribute in planning, organizing and executing a service production operation.
	LO 15.	Work competently under pressure within the work environment.
INTS202 Internship	LO 3.	Experience being treated as a company employee including being expected to conform to company policy.
	LO 5.	Develop professional and interpersonal skills.
	LO 10.	Evaluate the internship experience and plan future career prospects.
CULT201 Introduction to Culture	LO 2.	Demonstrate a basic understanding of the role of culture in business and marketing.
	LO 6.	Describe the relationship between culture and perception.
	LO 7.	Describe the relationship between culture and satisfaction.
	LO 15.	State how acceptable standards differ between cultures.
	LO 17.	State how to behave in a cultural sensitive manner.
ETHS301 Business Ethics	LO 4.	Illustrate an ability to use ethics as a basis for decision making.
	LO 5.	Recognize the different areas under the CSR umbrella.
	LO 6.	Examine the significance of ethics in business, corporate culture and social responsibility.

	LO 8.	Discuss the consequences of unethical and ethical business decisions.
FABS101 Food and Beverage Service	LO 4.	Understand the use and application of food and beverage products and discuss ethical issues related to the provision of food and drink.
	LO 6.	Demonstrate knowledge of the different uses of food and beverage from satisfying physiological needs to satisfying social and psychological needs.
	LO 18.	Work competently under pressure within the work environment.
HIST301 History of Hospitality	LO 9.	State the need to establish plans with specific goals and objectives that are measureable and realistic.
	LO 10.	State the importance of applying ethical principles to decision-making and actions.
	LO 11.	Demonstrate the need to continually up skill the ability to work effectively, independently and to exhibit self-motivations.
	LO 12.	Demonstrate the need to continually up skill the ability to prioritise tasks, manage time and meet deadlines.
	LO 15.	Effectively contribute in the use of constructive and creative problem solving that involves recognizing and valuing the contribution of alternative perspectives in the formulation of an agreed solution.
	LO 17.	Effectively contribute in the establishment and maintenance of cooperative and collaborative relationships with peers and other professionals and organisations involved in the process.
HLAW401 Legal Aspects of the Hospitality Industry	LO 3.	Interpret the general application of tort law in respect to the hospitality industry.
	LO 4.	Identify the legal issues relating to establishments that serve food and alcohol.
	LO 5.	Identify the legal issues relating to specialized destinations (casinos, theme parks and spas).
	LO 6.	Investigate and identify the potential hazards that could give rise to a negligent breach of duty within the hospitality industry.
	LO 7.	Analyse, identify and defend strategies to protect patrons and their property while minimizing a company's legal risk.
	LO 8.	Assess the need for working effectively with lawyers for the best interests of the company.
	LO 9.	Demonstrate recognition of risks inherent in the hospitality industry in the area of guest relations and employer/employee relationships.
LEAD101 Leadership	LO 11.	Effectively contribute in developing and adopting appropriate strategies for the effective supervision of employees within the hotel industry.

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

9th Profile Statement

Appreciate and be committed to on-going personal professional development, and the development of those subordinate to them.

Course	Learning Outcome	Description / Statement
ACNT101 Hospitality Accounting	LO 15.	Effectively contribute in the creation and understanding of Financial Statements.
COMP301 Strategic IT Application in Management	LO 2.	Analyse emerging technologies such as the Cloud, convergence platforms, and assess the applications in the hospitality industry.
	LO 7.	Demonstrate the need to continually research technology solutions for the hospitality and tourism industry.
	LO 8.	Demonstrate the need to continually research multi-platform compatibility and interface.
	LO 10.	Examine current issues related to assessing, adopting and adapting IT in the hospitality sector.
CULN101 Professional Food Preparation	LO 13.	Demonstrate the need to continually research and up skill in developing up -to-date knowledge and transfer those skills to colleagues.
INTS202 Internship	LO 10.	Evaluate the internship experience and plan future career prospects.
FABM101 Food and Beverage Business	LO 14.	Demonstrate the need to continually research the trends in the food and beverage business and updating those skills required.
FABS101 Food and Beverage Service	LO 14.	Demonstrate the need to continually research and develop up-to-date knowledge and transfer those skills to colleagues.
	LO 15.	Demonstrate the need to continually research the latest technology used within the food service environment.
HKOP101 Housekeeping Operations	LO 14.	Demonstrate the need continually research the importance of training and monitoring staff performance in aspects such as cleaning, health and safety and inventory management.
HIST301 History of Hospitality	LO 14.	Demonstrate the need to continually research the adoption of an ongoing commitment to learning and self-improvement.
LEAD101 Leadership	LO 11.	Develop and adopt appropriate strategies for the effective supervision of employees within the hotel industry.
ORGB201 Organisational Behaviour	LO 1.	Explain the nature of service, customer care and ways of communicating within organizations.
	LO 2.	Understand the diverse environment of the hospitality industry and the power of teams.
	LO 3.	Understand group problem solving and decision making techniques.
	LO 4.	Explain how to manage time and stress within the work environment.
	LO 5.	Be able to set personal and professional goals for individuals and groups within the organization.
	LO 6.	Manage conflict amongst groups in a business environment
	LO 7.	Explain ways on how to motivate and counsel employees.
	LO 8.	Identify the power and politics in hospitality

		organizations.
SOMT301 Service Operations Management	LO 11.	Investigate the transferability of the services operations concepts from the industrial sector to the services.
	LO 12.	Identify the issues affecting operations and production, provide the correct solutions to these issues and foresee what effects such solutions may have on the company as a whole.
	LO 14.	Identify the issues affecting operations and production, provide the correct solutions to these issues and foresee what effects such solutions may have on the company as a whole.

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

Profile Statements Mapped to Course Learning Outcomes

1st Profile Statement

Competently contribute to hotel operations in the operational departments of: Food preparation and service, and Housekeeping and Front Office.

Course	Learning Outcome	Description / Statement
CULN101 Professional Food Preparation	LO 1.	Prepare and cook variety of gastronomic dishes, using different cooking methods and techniques.
	LO 2.	Identify and describe various cooking methods.
	LO 3.	Describe and identify different food commodities.
	LO 4.	Order and identify food items using a specification method.
	LO 5.	Demonstrate an understanding of basic menu planning.
	LO 6.	Carry out basic kitchen accounting tasks, recipe costing, true food cost and selling price strategy.
	LO 8.	Demonstrate the basic practical skills and knowledge required to run a successful kitchen on a daily basis.
	LO 14.	Work competently under pressure within the work environment.
FABM101 Food and Beverage Management	LO 1.	Describe examples of food and beverage operations that employ service processes which complement the scope and application of a practical situation in regard to approaches to customer satisfaction; flow of service and resources; technological considerations; and merchandising and marketing considerations
	LO 2.	Evaluate food and beverage processes and management in various catering establishments.
	LO 3.	Plan a working environment that demonstrates effective uses of resources such as equipment, materials, staff and time.
	LO 4.	Identify and use different methods of cost and revenue control.
	LO 5.	Analyse, input and interpret data using menu analysis methods.
	LO 6.	Describe labour control techniques and labour productivity.
	LO 7.	Describe the process of HACCP, the importance and benefits of the control points in the food business.
	LO 8.	Describe how quality can be monitored and used in the restaurant operation.
	LO 13.	Demonstrate the need to continually research and up skill the restaurant revenue and cost management processes.
	LO 15.	Effectively contribute to management involvement in controlling costs within the department.
FABS101 Food and Beverage Service	LO 4.	Understand the use and application of food and beverage products and discuss ethical issues related to the provision of food and drink.
	LO 5.	Demonstrate basic beverage knowledge.
	LO 6.	Demonstrate knowledge of the different uses of food and beverages from satisfying physiological needs to

		satisfying social and psychological needs.
	LO 7.	Demonstrate and describe food service techniques, customer service and interpersonal skills.
	LO 8.	Demonstrate the foundations of food and beverage service.
	LO 9.	Demonstrate basic business skills and knowledge required to run a successful commercial restaurant.
	LO 10.	Demonstrate a variety of service styles and methods.
	LO 16.	Effectively contribute in planning, organizing and executing a service operation.
	LO 17.	Effectively use a restaurant management system and resources.
	LO 18.	Work competently under pressure within the work environment.
FOOP101 Front Office Operations	LO 2.	Explain the role of the Front Office in establishing and maintaining effective communications with other departments and the role of TQM and identify the importance of guest services to the whole operation and guest experience.
	LO 4.	List the functions, responsibilities and the job descriptions of the Front Office personnel including management and use these to craft adequate staffing levels.
	LO 5.	List the procedures for processing guest charges and payments (check in/out) including city ledgers to accounts receivable.
	LO 6.	Explain the role of the Front Office in establishing and maintaining effective communications with other departments and the role of TQM and identify the importance of guest services to the whole operation and guest experience.
	LO 7.	Explain the importance of guest profiles and guest reservations for a hotel unit.
	LO 8.	Explain the guest registration procedure (check-in) and with the use of a property management system, list the registration process.
	LO 10.	Identify the importance of the night audit for the front office in a hotel unit.
HKOP101 Housekeeping Operations	LO 3.	Understand the importance and role of planning housekeeping operations with the use of documents and SOPs by demonstrating an understanding of the activities involved alongside with operational procedures.
	LO 4.	Identify the skills needed and manage effectively the departmental budget, inventory, material classification and any related pre-opening operations.
	LO 5.	Explain the importance of cleanliness and hygiene and identify the guest rooms and public areas.
	LO 6.	Understand the process of cleaning the different types of guest rooms.
	LO 7.	Identify the role of a supervisor in housekeeping starting with room inspections through to handling guest complaints.
	LO 8.	Understand the crucial meaning of safety and security, list possible hazards for housekeeping employees and identify ways of preventing pests into the hotels by the use of pest control and proper waste disposal.

	LO 10.	Explain the importance of cleanliness and hygiene and identify the guestroom layouts, status codes, and the standard contents of a guestroom.
	LO 14.	Demonstrate the need to continually research the importance of training and monitoring staff performance in aspects such as cleaning, health and safety and inventory management.
	LO 15.	Effectively contribute to the supervision of employees and their activities within the housekeeping department.

2nd Profile Statement

Describe the scope and nature of the international tourism and hospitality business, and recognize career opportunities within this industry.

Course	Learning Outcome	Description / Statement
BUSS101 Tourism and Hospitality Business	LO 2.	Demonstrate an understanding of the service sector, the characteristics and considerations.
	LO 3.	Describe the nature and characteristics of the travel and tourism sector.
	LO 4.	Describe the characteristics of the restaurant sector.
	LO 5.	Describe the role of hotels in the hospitality sector, their characteristics, traits and basic operations.
	LO 6.	Describe the operations of clubs and MICE in the hospitality sector.
	LO 7.	Describe the nature of the cruise and gaming sectors in the hospitality sector.
	LO 10.	Describe franchise and ethical considerations in the hospitality sector.
	LO 15.	State how to manage tourism businesses in a legal and socially responsible manner.
	LO 18.	Demonstrate the need to continually research tourism statistics in various countries.
	LO 23.	Effectively contribute in the analysis of various different types of tourism business to fulfill the requirements of different stakeholders.
INTS202 Internship	LO 2.	Experience the steps and procedures necessary to secure a job.
	LO 3.	Experience being treated as a company employee including being expected to conform to company policy.
	LO 10.	Evaluate internship experience and plan future career prospects.
FABS101 Food and Beverage Service	LO 1.	Describe the service provided in different food and beverage outlets and their characteristics and operational styles.
	LO 2.	Describe the structure and organization of the food and beverage industry.
FINN301 Financial Accounting	LO 1.	Describe the role of the financial manager in the firm in maximizing value to the owners.
FOOP101 Front Office Operations	LO 1.	Have an overview of the hotel industry, the hotel classification system and the role played by the lodging segment within the hospitality industry.
	LO 3.	List and explain the organization of lodging properties within the hospitality industry.
	LO 4.	List the functions, responsibilities and the job descriptions of the Front Office personnel including management and use these to craft adequate staffing levels.
HKOP101 Housekeeping Operations	LO 2.	Explain the organization structure within the housekeeping department and to list the responsibilities of an executive housekeeper, supervisor and rest of housekeeping employees. Highlight job specifications of the various positions within the department, highlighting the importance and need of team working amongst employees and management. Managing housekeeping personnel and

		all explain the human resources practices needed.
HRMT301 Human Resource Management	LO 1.	Identify the role of the HR department and the internal and external influences in this department.
LEAD101 Leadership	LO 1.	Explain the context of the hotel industry that complicates approaches to leadership.

3rd Profile Statement

Effectively communicate to a range of different audiences through a variety of professional media.

Course	Learning Outcome	Description / Statement
BUSS101 Tourism and Hospitality Business	LO 13.	Demonstrate the ability to write academic and business reports.
COMP102 Business Information System	LO 2.	Know how to work in different views.
ENGL102 English Composition and Rhetoric	LO 1.	Appreciate and apply the skills necessary in essay writing in order to communicate clearly.
	LO 3.	Write original journals, essays, and critiques to be contained in a writing portfolio that will be of future referential use.
	LO 4.	Illustrate an understanding of oral presentation skills.
	LO 6.	State a point of view and formulate a reasoned argument to prove its correctness.
	LO 7.	Identify and use a variety of information resources appropriately for academic purposes.
HIST301 History of Hospitality	LO 13.	Demonstrate to continually research and up skill the ability to express their thoughts, arguments and conclusions logically, clearly and concisely in both written and oral communication.
	LO 15.	Effectively contribute to the use of constructive and creative problem solving that involves recognizing and valuing the contribution of alternative perspectives in the formulation of an agreed solution.
MRKT101 Introduction to Marketing	LO 11.	Demonstrate the ability to write academic reports.
	LO 18.	Demonstrate the need to continually research and improve skills in writing business-style reports to gather, analyse, and make decisions for businesses.

4th Profile Statement

Critically apply the business disciplines of Marketing, Accounting, Economics, Statistics and Operations Management within a commercial enterprise.

Course	Learning Outcome	Description / Statement
ACNT201 Management Accounting	LO 2.	Understand the format of basic Profit and Loss and Balance Sheets to aid decision making in a hospitality context.
	LO 3.	Explain the purpose, principles and processes underpinning a Budgetary Control System in a hospitality context.
	LO 4.	Produce Operating, Cash and Master Budgets in a hospitality context from given data.
	LO 5.	Produce a basic analysis on variances between budgeted and actual operating financial performance in a hospitality context from given data.
	LO 6.	Understand the function and behavior costs in a hospitality context in respect of calculating Break/Even and setting prices on a cost basis.
	LO 13.	State the fair and accurate creation of management accounting data for decision making.
	LO 15.	Demonstrate the need to continually research the format of financial statements for management accounting purposes.
ECON202 Tourism Economics	LO 1.	Understand the basic principles of economics: demand, supply, pricing, price elasticity, and opportunity cost and resource allocation.
	LO 2.	Understand the macro economic flows of tourism.
	LO 3.	Understand the importance of tourism to an economy.
	LO 4.	Consider both the positive and negative impacts of economic policy on an economy.
	LO 8.	Understand the economic principles as applied to hospitality and tourism.
	LO 9.	Conduct an economic analysis of a tourism destination.
	LO 14.	Effectively contribute in planning business strategies for specific economic conditions.
FINN301 Financial Accounting	LO 2.	Apply financial techniques to analyse financial performance.
	LO 3.	Demonstrate the various techniques required to produce a financial feasibility study in a hospitality context.
	LO 4.	Identify and rationalize the importance of the essential factors used for financial planning and forecasting.
	LO 11.	Demonstrate the need to continually research the format of financial statements for analyzing a firm's performance.
	LO 14.	Effectively contribute in the production of a feasibility study in respect of financial considerations.
LEAD101 Leadership	LO 4.	Critically relate style approaches to leadership in the hotel industry (including Ohio, Michigan, Blake and Moutons etc).
	LO 5.	Understand and be able to critically apply leading theories to the context of the hotel industry; including

		the following: situational, contingency, path, goal, exchange, transformational and psychodynamic.
	LO 10.	Develop a critical awareness of the limitations and application of particular leadership styles in relation to the HR function in hotels.
MRKT101 Introduction to Marketing	LO 5.	Apply market segmentation, targeting and positioning techniques, creating competitive advantage.
	LO 6.	Analyse service process design, new services development, branding and service quality.
	LO 7.	Explain the importance of the customer focus, service quality, customer needs, wants, satisfaction and customer loyalty to a service product.
	LO 8.	Understand pricing strategies and contrast different approaches.
	LO 9.	Understand the use of distribution channels, traditional marketing intermediaries, personal sales or direct and online marketing.
	LO 21.	Effectively contribute in planning marketing activities customized for a specific product, company and country.
SOMT301 Services Operation Management	LO 1.	Examine the main concepts of services operations through a systematic approach highlighting the interrelations between these concepts.
	LO 3.	Summarize the main interconnections between the functions, operations, production and others by stressing the importance of management and the influence of external environments.
	LO 5.	Investigate the transferability of the services operations concepts from the industrial sector to the services.
	LO 8.	Analyse service policies to grasp the importance of such policies in relation to gaining competitive advantage.
	LO 14.	Effectively contribute in identifying the issues affecting operations and production, provide the correct solutions to these issues and foresee what effects such solutions may have on the company as a whole.
STAT201 Statistics	LO 1.	Differentiate between types of data.
	LO 10.	Demonstrate the need to continually research and up skill decision making skills through statistical analysis.
	LO 11.	Effectively contribute in making decisions based on statistical analysis.

5th Profile Statement

Supervise culturally diverse employees with due regard to best practice in the areas of Leadership, Human Resource Management and Ethics.

Course	Learning Outcome	Description / Statement
CULT201 Cultural Diversity	LO 1.	Explain various definitions and characteristics of culture.
	LO 4.	Explain how culture relates to the provision of services and tourism.
	LO 5.	Explain how culture influences interactions between tourists and hosts.
	LO 6.	Describe the relationship between culture and perception.
	LO 7.	Describe the relationship between culture and satisfaction.
	LO 11.	Demonstrate the ability to conduct business in a culturally-sensitive manner.
	LO 12.	Demonstrate consideration for various different cultural views and perspectives.
	LO 17.	State how to behave in a culturally sensitive manner.
ETHS301 Business Ethics	LO 3.	Demonstrate an ability to apply theoretical background into real business cases and dilemmas.
	LO 4.	Illustrate an ability to use ethics as a basis for decision making.
	LO 6.	Examine the significance of ethics in business, corporate culture and social responsibilities.
	LO 17.	Effectively contribute in discussing the consequences of unethical and ethical business decisions.
HRMT301 Human Resource Management	LO 4.	Discuss human resource planning and comprehend the human resource recruitment process.
	LO 6.	Discuss the different training activities and their advantages/disadvantages of using them within an organization.
	LO 7.	Describe the use of performance management systems and approaches to measuring performance.
	LO 9.	Identify causes of employee turnover and job dissatisfaction and find ways to combat those issues within the workplace.
	LO 10.	Describe decision areas, concepts and tools used to manage employee compensation. Identify different pay structures and describe relevant theories, pay programs that recognize employee contributions with pay.
	LO 11.	Identify employee benefits and the provision of employee benefits programs from an employee perspective and an organizational perspective.
LEAD101 Leadership	LO 1.	Explain the context of the hotel industry that complicates approaches to leadership.
	LO 4.	Critically relate style approaches to leadership in the hotel industry (including Ohio, Michigan, Blake and Moutons etc).
	LO 5.	Understand and be able to critically apply leading theories to the context of the hotel industry; including the following: situational, contingency, path goal, exchange, transformational and psychodynamic.
	LO 7.	Demonstrate awareness of the need for social

		competence, ethical behavior and cultural awareness.
	LO 8.	Competently contribute to hotel operations in the area of management and human resources.
	LO 9.	Demonstrate the need to continually research a clear understanding of the various styles and approaches to leadership and management of employees in the hotel industry.
	LO 10.	Demonstrate the need to continually up skill developing a critical awareness of the limitations and application of particular leadership styles in relation to the HR function in hotels.
	LO 11.	Effectively contribute in developing and adopting appropriate strategies for the effective supervision of employees within the hotel industry.

6th Profile Statement

Function as a well-rounded business professional, ready and willing for the world of work with high levels of social competence and ethical and cultural awareness.

Course	Learning Outcome	Description / Statement
CULN101 Professional Food Preparation	LO 14.	Plan, organize and execute a service production operation.
	LO 15.	Work competently under pressure within the work environment.
INTS202 Internship	LO 3.	Experience being treated as a company employee including being expected to conform to company policy.
	LO 5.	Develop professional and interpersonal skills.
	LO 10.	Effectively contribute in evaluating the internship experience and planning future career prospects.
CULT201 Cultural Diversity	LO 2.	Demonstrate a basic understanding of the role of culture in business and marketing.
	LO 6.	Describe the relationship between culture and perception.
	LO 7.	Describe the relationship between culture and satisfaction.
	LO 15.	State how acceptable standards differ between different cultures.
	LO 17.	State how to behave in a culturally sensitive manner.
ETHS301 Business Ethics	LO 4.	Illustrate an ability to use ethics as a basis for decision making.
	LO 5.	Recognize the different areas under the CSR umbrella.
	LO 6.	Examine the significance of ethics in business, corporate culture and social responsibility.
	LO 8.	Discuss the consequences of unethical and ethical business decisions.
FABS101 Food and Beverage Service	LO 4.	Understand the use and application of food and beverage products and discuss ethical issues related to the provision of food and drink.
	LO 6.	Demonstrate knowledge of the different uses of food and beverages from satisfying physiological needs to satisfying social and psychological needs.
	LO 18.	Work competently under pressure within the work environment.

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

7th Profile Statement

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

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