



University Catalogue

Postgraduate Programmes

2024-2025 (Oct 2024)

Message from the Chancellor



Dear Students,

A warm welcome to all of you who have walked through the portals of Emirates Aviation University as a new student or a continuing one.

The year ahead promises to be an exciting one for you as a scholar, and as a part of the Emirates success story and the exciting developments in Dubai as well as the region.

The University has many new initiatives on the 'whiteboard', designed to make the courses more interesting and interactive. The icing on the cake of course is that the University is licensed and the programmes are accredited by the Ministry of Higher Education and Scientific Research in the UAE.

Both our students and our teams of academics deserve a huge pat on the back for being named the Middle East's Best Aviation Training Academy by ITP Business Publishing.

Emirates and Dubai are symbols of supreme success against all odds and are fast becoming global icons. The extraordinary changes wrought by the travel industry in Dubai opens up a world of career opportunities for you, which is why the University has carefully designed its aviation programmes to equip you with the necessary academic underpinning and management skills.

We hope the success of Emirates and Dubai will rub off on our student community and I look forward to hearing of your many triumphs in the coming years.

All the very best.

H.H. Ahmed Bin Saeed Al Maktoum Chancellor Emirates Aviation University



Message from the Vice-Chancellor



It is with great pleasure that I welcome you to Emirates Aviation University (EAU). The University has made significant progress over the past years and we are very proud of our mission of excellence and strong commitment to the success of our students. Our faculty and staff are well-qualified, experienced, and dedicated to help you achieve your academic goals. Your education at EAU is an investment that will provide a lifetime of value and enable you to fully develop your potential.

All postgraduate programmes offered by the University have been prepared to ensure your technological competence and enhance your generic skills that are highly demanded in today's job market. In addition, the University offers many extracurricular opportunities to promote your continued growth and development.

This Catalogue will provide you valuable information about your study programme, academic and financial regulations, student affairs, and various services offered by the University. I encourage you to read this Catalogue carefully and keep it available as a ready reference. If you have any questions, do not hesitate to contact your academic advisor for help and advice whenever you need it. I also urge you to provide us with your feedback about the postgraduate programmes and the University life so that we may continually improve the quality of education and services offered by the University.

I hope you will enjoy your time at the University and take full advantage of the opportunities offered by the University for your personal, intellectual, and professional growth. On our side, you will always find us ready to serve your needs in any way we can.

Professor Dr Ahmad Al Ali Vice-Chancellor Emirates Aviation University



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1. Graduate Programmes Calendar

Masters Programmes:

Masters programmes at Emirates Aviation University are designed as part-time deliveries for students engaged in employment. Students physically visit the University for five days every other month where they start a new module. There are three yearly MBA cohorts: September, January, and May. While the Masters of Science and Arts have one cohort intake per annum in September.

Students are enrolled in cohorts to whom they belong. A module of 15 CATS credits is allocated a two-month period of part-time student effort which would include a nominal 150 hours of student effort. Students are scheduled to complete every module in their timetable before proceeding to the following module. Students may defer modules and take them at a later stage with another cohort (subject to deferral policies and deadlines). During the core modules, students from various concentrations sit together in class. The split occurs in the specialised modules.

Doctor of Philosophy (PhD) Programmes:

Students are grouped into cohorts based on their respective programmes. The PhD programmes consist of one common Research Methods Modules and six Subject-Specific Modules and one Elective Module (*QFEmirates Level 10*), totaling 180 CATS credits. In addition, there are 360 CATS credits allocated for research components leading to the thesis

Completing the proposed PhD programmes involves meeting specific requirements. These requirements include passing taught modules, successful progress review panels, submitting a comprehensive thesis, undergoing a viva voce examination, and complying with academic regulations within the scheduled timeframe.

2. University Profile

Emirates Aviation University (EAU) was established in 1991 by the Department of Civil Aviation, initially to provide aviation-related training to private students and corporate clients. The University has since expanded and diversified and now offers an extensive range of educational opportunities designed to provide students with the best aviation-related specialisations that service both the technical and management sides of the aviation industry. In September 2001, the University was merged with Emirates to form the "academic wing" of the Emirates Group.

The University offers the following postgraduate academic programmes:

- Master of Business Administration (MBA) with three concentrations:
 - o MBA in Aviation Management
 - o MBA in Logistics and Supply Chain Management
 - o MBA in General Management



- Master of Science and Arts:
 - o Master of Science in Engineering Business Management
 - o Master of Science in Aviation Safety
 - o Master of Science in Aviation Security
 - Master of Science in Aerospace Engineering
 - Master of Science in Mechanical Engineering
 - o Master of Arts in International Human Resource Management
- Doctor of Philosophy (PhD)
 - o Data Science
 - o Aviation Management

National and International Accreditations:

The programmes have the following national and international accreditations:

Programme	National Accreditation	International Accreditation
Master of Business Administration in	Ministry of Education,	Charted Institute of Logistics
Aviation Management	UAE	and Transport – CILT, UK.
Master of Business Administration in	Ministry of Education,	Charted Institute of Logistics
Logistics & Supply Chain Management	UAE	and Transport – CILT, UK.
Master of Business Administration in General Management	Ministry of Education, UAE	
Master of Science in Engineering Business Management	Ministry of Education, UAE	
Master of Science in Aviation Safety	Ministry of Education, UAE	Royal Aeronautical Society (RAeS), UK.
Master of Science in Aviation Security	Ministry of Education, UAE	Royal Aeronautical Society (RAeS), UK.
Master of Science in Aerospace Engineering	Ministry of Education, UAE	RoyalAeronauticalSociety (RAeS), UK.
Master of Science in Mechanical Engineering	Ministry of Education, UAE	RoyalAeronauticalSociety (RAeS), UK.
Master of Arts in International Human Resource Management	Ministry of Education, UAE	
Doctor of Philosophy in Data Science	Ministry of Education, UAE	
Doctor of Philosophy in Aviation Management	Ministry of Education, UAE	

The University has a wide range of experienced faculty members with strong academic backgrounds as well as relevant industrial experience. EAU is also keen to seek the expertise of industrial



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practitioners from all over the globe; those are usually selected from the fore front of subject matter exposure. This allows the students to get first hand disclosure to contemporary issues within the subject of study. This balance helps to provide the ideal blended learning environment for our diverse student population enabling them to excel in their cognitive aptitude and skill.

3. Vision, Mission, & Core Values

3.1 Vision

To be the world's leading institute of higher education in aviation and related disciplines.

3.2 Mission

Provide exceptional education in aviation and related disciplines that fosters critical thinking, creativity, and lifelong learning, while encouraging faculty research and promoting community outreach to benefit the industry, society, and the public good.

3.3 Core Values

Excellence Achieving highest levels of quality in all we do.	
Leadership Developing the visions and strategies for a desired future and aligned energising our people to achieve our vision.	
Innovation	Creating and implementing new ideas and methods.
Collaboration	Working cooperatively with the Emirates Group and other organisations.
Responsiveness	Providing appropriate programmes and services in a proactive, flexible and timely manner.

3.4 Goals

Goal AProgrammes and Curricula: Align programmes with industryprovide professional training in collaboration with industry.	
Goal B	Student Experience and Success: Provide exceptional learning experience, fostering research, innovation, inclusiveness, and diversity.
Goal C	Talent Recruitment and Retention: Foster interactive work environment which offers, ergonomic workspaces, innovation, work-life balance, diversity, inclusion, and attractive compensation and benefits.
Goal D	International Presence: Expand global reach by increasing programme offerings, collaborations, visibility, and alumni network.
Goal E	Institutional Sustainability: Achieve sustainable growth, ensuring efficient and effective resource management.

4. Licensure

Emirates Aviation University, located in Dubai, is officially licensed by the Ministry of Education of the United Arab Emirates to award degrees/qualifications in higher education. The current license is valid until 1st September 2026.

5. Organisational Chart



5.1 List of EAU Board of Governors

The current composition of the EAU Board of Governors is as follows:

- His Highness Sheikh Ahmed Bin Saeed Al Maktoum Chairman & Chief Executive, Emirates Airline & Group
- Professor Ahmad Al Ali Vice Chancellor, Emirates Aviation University
- Steve Allen CEO, dnata
- Michael Doersam Chief Financial Officer, Emirates Group
- Ahmed Safa Divisional Senior Vice President Engineering, Emirates Group
- Amira Al Falasi SVP HR Group Training & Development, Emirates Group
- Oliver Grohmann- Executive Vice President, Human Resources, Emirates Group
- Rick Ward Senior Vice President Legal, Emirates Group
- Dr Amer Sharif Chief Executive Officer, Dubai Healthcare City Authority, Education Sector (DHCE)
- Dr David Pilsbury Vice President, University Partnerships, Oxford International

5.2 EAU Contact Information & Location

Emirates Aviation University is located in Dubai International Academic City Dubai – UAE. The contact number of the EAU call centre is +971 (4) 605 01 00.

6. Resources & Physical Setting

In January 2015, Emirates Aviation University relocated to its new campus in Dubai International Academic City (DIAC). The new campus was built with a population capacity of five thousand (5000) and provides enhanced facilities to improve student services.

7. Admissions

The graduate programmes offered by Emirates Aviation University emphasise quality education and aim at producing competent and qualified graduates who can contribute to the increased demand of the widely expanding aviation industry. Applicants to the graduate programmes are considered on the basis of their qualifications regardless of race, color, gender, religion, disabilities, age or national origin.

The language of instruction is English and a good command of the language, both oral and written, is essential for students' success in the undergraduate programmes at EAU.

The EAU Admission and Registration Office is responsible for responding to admission inquiries and processing applications.

7.1 Admission Criteria

The EAU admission requirements to the master programmes, which are in conformity with MoE-HEA Standards for Licensure and Accreditation, are as follows.

1. <u>PART I: UNCONDITIONAL MASTER ADMISSION (CGPA >= 3)</u>

- 1.1. A recognised bachelor degree in a discipline appropriate to the programme with a minimum CGPA of 3.0 out of a 4.0 scale or its established equivalent in the applicant's bachelor degree. A Higher Diploma is not equivalent to a bachelor degree and does not qualify an applicant for admission to Master's programmes.
- 1.2. A minimum score of 1400 on the English language portion of the EmSAT examination, or its equivalent on other national or internationally-recognised tests that are approved by the MoE-HEA- CAA, such as TOEFL scores of 213 CBT, 79 iBT, 550 PBT, or 6.0 IELTS, or others as identified in Annex 19: Equivalent Scores on Approved Tests of English Language Proficiency, with the exception that:
 - 1.2.1. a native speaker of English who has completed his/her undergraduate education in an English-medium institution is not required to provide certification of English language proficiency;



1.2.2. an applicant with undergraduate qualification from an English-medium institution who can provide evidence of acquiring a minimum TOEFL score of 500 on Paper-Based test, or its equivalent on other standardised test approved by the MoE-HEA, at the time of admission to his/her undergraduate programme.

2. PART II: CONDITIONAL MASTER ADMISSION WITHOUT BRIDGING (CGPA >= 2.5 & < 3)

- 2.1. A recognised bachelor degree in a discipline appropriate to the programme with a minimum CGPA equal or greater than 2.5 and less than 3.0 (or its established equivalent in the applicant's bachelor degree):
 - 2.1.1. Students who meets the English language competency requirements for general admission stated in Part I above, may be admitted conditionally to the programme by taking 9 credits (45 credits in the CATS system) in the first six months. Those students must also achieve an overall grade point average of 3.00 on a 4.00 scale (or its established equivalent i.e. assessment result 50% in EAU's master grading system) in the first 9 credits taken. Students who fail to achieve the 3.00 GPA, in the first 9 credits, will require approval of the Graduate Council to continue in the programme. If approval is not granted by the Graduate Council, the student can appeal in writing to the Vice-Chancellor. The decision of the Vice-Chancellor will be final.
 - 2.1.2. Students with a TOEFL score of 530 (197 CBT, 71 iBT) or its equivalent on another standardized test approved by the MoE-HEA may be admitted conditionally to the programme by taking 9 credits (45 credits in the CATS system) in the first six months. Such students will be given a six-month period to come up with a TOEFL of 550 or equivalent. Those students must also achieve an overall grade point average of 3.00 on a 4.00 scale (or its established equivalent i.e. assessment result 50% in EAU's master grading system) in the first 9 credits taken. Students who fail to achieve the 3.00 GPA and/or the TOEFL of 550 or equivalent, in the first 9 credits, will require approval of the Graduate Council to continue in the programme. If approval is not granted by the Graduate Council, the student can appeal in writing to the Vice-Chancellor. The decision of the Vice-Chancellor will be final.

3. PART III: CONDITIONAL MASTER ADMISSION WITH BRIDGING (CGPA >= 2.0 & < 2.5)

3.1. A recognised bachelor degree in a discipline appropriate to the programme with a minimum CGPA equal or greater than 2.0 and less than 2.5 (or its established equivalent in the applicant's bachelor degree).

In addition to the requirements of PART II, students will be required to undertake two bridging modules depending on their programme of study:

1	Programme of Study	Bridging Modules
	MBA & MSc EBM	BR01EBM: Sales and Merchandising BR02EBM: Business Management Strategy



MA IHRM	BR01HRM: Resourcing and Talent Planning BR02HRM: Contemporary Developments in HRD
MSc Aerospace Eng. MSc Mechanical Eng.	BR03ENG: Engineering Management BR02ENG: Strength of Materials BR01ENG: Fluid Mechanics
MSc Aviation Safety MSc Aviation Security	BR01ASS Total Quality Management BR02ASS Aircraft Maintenance Management

4. <u>PART IV: NON-BUSINESS RELATED DEGREE HOLDERS (APPLICANTS TO THE MBA</u> <u>PROGRAMME)</u>

4.1. Applicants with a non-business bachelor degree and no relevant business management experience will be required to undertake the two bridging modules specified in the above table (MBA row).

5. <u>General Admission to the Doctoral Programme</u>

- A recognised master's degree in a discipline appropriate to the doctoral programme with a minimum CGPA of 3.0 out of a 4.0 scale (or its established equivalent in the applicant's master's degree) and a minimum mark 3.0 out of a 4.0 scale in the project element or equivalent
- Applicants below the minimum required CGPA may be admitted on a probationary basis subject to EAU Graduate Council approval. Applicants admitted on probationary basis will be registered on the MRes programme initially and transferred to the PhD programme after successfully completing the first Progress Review Panel.
- Applicants must satisfy the following English language competency requirements:
 - TOEFL score of 580 on Paper-Based, 237 on Computer-Based, or 92 on Internet-Based test, or its equivalent in a standardised English language test, such as score 6.5 IELTS or other standardised, internationally recognised test approved by the MoE-HEA- CAA with the following exceptions:
 - a native speaker of English who has completed his/her undergraduate/master education in an English-medium institution in a country where English is the official language,
 - an applicant with undergraduate qualification from an English-medium institution who can provide evidence of acquiring a minimum TOEFL score of 500 on Paper-Based test, or its equivalent on other standardised test approved by the MoE-HEA, at the time of admission to his/her undergraduate/master programme.

To maintain high standards of quality, EAU has established a comprehensive selection process for the PhD programmes. Each application will be evaluated by at least two research-active academic experts who are suitably qualified and experienced. This ensures that only the most promising candidates with exceptional academic potential and research capabilities are selected for the programmes.

7.2 Transfer Credits (Course Equivalency)

The Masters programmes at EAU accept the transfer credits from prior learning up to a maximum of 60 CATS credits from the total 180 credits required. The Official procedural Approval of Prior Learning (APL) will ensure the following:

- a) The decision to APL a subject or subjects will be made by the Faculty Dean or alternatively an APL Officer (when available).
- b) In making the decision, it is important that the APL Officer ensures that the prior learning for which the student is requesting endorsement is of an equivalent standard as that which might have been achieved at EAU. The assessment should be transparent and fair and evidence based showing the indicative contents of all module descriptors equated.
- c) The student's cumulative grade point average should be above 2.0 or equivalent.
- d) The student should have obtained a grade of 'C' or better, or equivalent, in the module that are considered for equivalency.
- e) The module completed at the previous institute should have an equivalent module in the student's proposed programme of study at EAU. This includes the number of credit hours, contents, and level of the course.
- f) The students should complete the transfer application and submit all the necessary supporting documents to the Admission and Registration Office before registration.
- g) If the evidence provided by the student e.g. module descriptor, identifies some missing elements (contained in the equivalent module at EAU), the student may be required to attend but not be assessed for the equivalent module in order to achieve APL.

The Admission and Registration Office will communicate the outcome of the evaluation to the student.

There are no arrangements for transfer students with other institutions, in relation to the EAU doctoral programme. EAU does not award credit through Advanced Standing.

7.3 Documents Required for Admission

Masters Programmes:

- 1. Completed online application form.
- 2. The bachelor degree transcript or its equivalent certified by the appropriate authorities.
- 3. A photocopy of the applicant's passport.
- 4. UAE ID card, once available.
- 5. Passport-sized photographs.
- 6. A TOEFL (Test of English as Foreign Language) or IELTS (International English Language Testing System) test result.

7. Documented years of experience where applicable.

Doctor of Philosophy (PhD) Programmes:

- 1. Expression of Interest letter
- 2. Drafted Research Proposal
- 3. Masters Degree or Bachelor's degree certificate and transcript
- 4. A photocopy of the applicant's passport.
- 5. UAE ID card, If applicable.
- 6. Passport Size photo
- 7. A TOEFL (Test of English as Foreign Language) or IELTS (International English Language Testing System) test result. (If applicable)
- 8. Documented years of experience where applicable.
- 9. Two supporting references are to be submitted by the referees, with at least one being academic

7.4 Application Procedure

Applicants who would like to join a Masters programme at EAU shall follow the procedure given below:

- Submit the completed online application form along with all required documents to the Admission and Registration Office during the admission period.
- Pay the appropriate fees.

Applicants who would like to join a PhD programme at EAU shall follow the procedure given below:

- Expression of interest letter along with the student academic qualifications.
- A member of the Institute of Research and Applied Technology will review the documents.
- If the topic is related to the PhD offered at Emirates Aviation University, they will assign it to the Research Programme Coordinator of the respective Faculty.
- Director of Studies will be identified and assigned to the student.
- The applicant will be interviewed by a member of the Institute of Research and Applied Technology, Programme Research Coordinator and the Director of Studies.
- The admissions teams will be requested to reject or process the application.

Steps to complete PhD application:

- Submit an online application on the QS system.
- Upload all required documents on the QS system.



- EAU Admissions to review documents and send offer letter.
- Admission interview
- EAU Admissions send offer letter
- Student to "accept offer letter".
- Complete pending Documents.
- Pay the appropriate fees.

8. Withdrawal & Re-Admission

8.1 Withdrawal/Transfer from a Module

- Students may transfer to another available module at any time up to a quarter of the way through its delivery. This is subject to the approval of the Programme Coordinator, which must be obtained in advance through the notified procedure informing the Registration Office to be included in the attendance list.
- Students may withdraw from a module with no completed assessments three-quarters of the way through the module. In such cases it is the student's responsibility to inform the University of the Withdrawal through the procedure notified filling and signing a student withdrawal form (for part-time taught Masters Programmes the period of withdrawal is within six weeks of the total 8 weeks module period).
- A student who has not formally withdrawn from a module by the specified deadline and who either did not attend the examinations or has not submitted the required assignment by the final deadline (eight weeks for part-time taught Masters Programmes modules) shall be recorded as "Absent". The attempt shall count and the average shall be calculated and recorded on official documentation.

8.2 Interruptions of Studies

Students may apply to interrupt their studies for a maximum period of twelve consecutive months under the procedure notified. The period of interruption shall be included within the maximum registration period for the award. A student returning from a period of interruption of studies shall be subject to the regulations that apply to the cohort being joined. Marks attained up to the point of interruption shall stand.

A student who needs to interrupt his/her studies must submit a written request to the Registration Office and obtain the approval of the Programme Coordinator.

8.3 Withdrawal from the Programme

Students may withdraw from the programme with uncompleted modules at any point through its delivery. In such cases it is the student's responsibility to complete and submit a Student Withdrawal Form to the Registration Office. The date of withdrawal shall be taken as the date on which the



Programme Coordinator/Dean signed the form; retrospective withdrawal dates shall not be accepted. All marks attained up to the time of withdrawal shall stand, and the student may reenroll for the programme in later years if appropriate.

A student who has not formally withdrawn from a programme by the specified deadline, and who does not complete the required assessments shall be recorded as "Absent". The attempt shall count as a failure and shall be recorded on official documentation.

8.4 Change of Programme/Concentration

All changes of course and/or named award require the prior approval of the appropriate Programme Coordinator and Dean, respectively, after submitting a written request to the Registration Office.

8.5 Re-Admission

A student who withdraws from a programme and is re-admitted into the same must complete his studies within the maximum periods of studies mentioned above. The commencement of his studies shall be considered based on his first registration and not the following ones.

9. Student Finance Policy

9.1 Application & Registration Fee

A one-time registration fee of AED 2,625 (including VAT 5%) will apply in the graduate programmes and there will be no application fees.

9.2 Tuition Fees

Tuition fees of the graduate programmes for the academic year 2024-2025, are shown in the table below.

Tuition Fees			
Academic Year 2024-2025			
(Amount	s shown in UAE	Dirham)	
		Tuition Fees	
Programme(s)	Study Mode	Fees inclusive of	Notes
		VAT 5%	
Master of Business Administration in Aviation Management	Modular-based	132,300	Full programme
Master of Business Administration	Modular-based	102 900	Full programme
Management	Wiodului Dubed	102,900	r un programme
Master of Business Administration	Modular-based	132,300	Full programme
in General Management		,	1 0
Master of Arts in International	Modular-based	84.000	Full programme
Human Resource Management		,	r- 6





Master of Science in Engineering Business Management	Modular-based	84,000	Full programme
Master of Science in Aviation Safety	Modular-based	115,763	Full programme
Master of Science in Aviation Security	Modular-based	115,763	Full programme
Master of Science in Aerospace Engineering	Modular-based	99,750	Full programme
Master of Science in Mechanical Engineering	Modular-based	99,750	Full programme
Doctor of Philosophy (PhD) - Data	Face to face	76,125 per yearFull Time38,063 per yearPart Time	Full Time
Science	Pace to face		Part Time
Doctor of Philosophy (PhD) -	Face to face	76,125 per year	Full Time
Aviation Management		38,063 per year	Part Time

9.3 Service Charges

The charges for various services provided to students in the University are given in the following table:

Description	AED
Official Documents	
EAU Certificate (Re-print)	250
Certificate Amendments	250
Student ID Card (Re-print)	250
Airport Pass (for OJT Students)	60
EAU Official Transcript	150
Assignment Cover Page (Re-print)	50
Official Letter (English or Arabic)	30
Accommodation Charges	
*Inclusive of 5% VAT	
Single En-Suite Room (Monthly rate*)	2,363
Visa Charges	
Inclusive of 5% VAT; excluding visa deposit – N/A	
Admin charges	525
Visa Issuance (Students inside UAE)	2,888
Visa Issuance (Students outside UAE)	2,363
Visa Amendment (Applicable to students inside UAE)	1,050
Health Insurance	1,750

Visa Renewal (1 Year)	577
Visa Cancellation (Inside UAE)	263
Visa Cancellation (Outside UAE)	525
Visa Deposit	5,000
Others	
OJT Fee	2,000
Airport Pass	620
Re-sit Exam (per subject)	1,500
Resubmission of Assignment	1,500
Late registration fee	2,000

9.4 Payment Policy

Registration and tuition fees are due immediately upon the acceptance of the offer letter. Registration in the respective programme will only be confirmed upon receipt of payment. Tuition fees must be paid for the full programme.

Students must arrange full tuition fee payments at the time of registration in one payment. If tuition fee payments are not made after the registration deadline, students will not be considered enrolled in the programme of study and will not be permitted to attend classes. Instalment plans will be offered if requested by students with the following approvals:

- The Finance Manager if it is up to 2 instalments per semester
- The Vice-Chancellor if it is more than 2 instalments per semester

During the course period, the University reserves the right to suspend a student from class, refuse to permit the student to take examinations, or withhold a student's grades until the fees due are paid in full. After completion of any programme, official certificates, letters and other requested official documents from the University will not be issued if there are remaining fees unpaid.

Students with overdue or delinquent accounts from the previous academic year or programme (in cases of programme transfers) will not be allowed to register for the next academic year or programme unless satisfactory payment arrangements with the EAU Accounts Office are made, and approved by the Vice-Chancellor

9.5 Mode of Payment

EAU accepts cash, card, cash deposit, bank transfer or cheque drawn only in local banks in UAE Dirhams for the payment of fees. Please take note that any charges incurred due to late payments will be added to the total amount of fees due.

Fees may be deposited or transferred directly to the following bank account:

Account Title	Emirates Aviation University
Account Number	101 200 568 1805



Bank	Emirates-NBD PJSC
Branch	Al Ithihad, Dubai, UAE
Swift Code	NBDUAEAD
IBAN	AE110260001012005681805

IBAN is mandatory for all transfers made in UAE. Copy of the deposit slip or bank transfer confirmation (SWIFT or MT-103 form which can be obtained from the bank) must be submitted to the EAU Accounts Office upon remittance of fees either in person, email, by post or by fax. Bank charges and transfer fees may apply from the bank and students must ensure that the amount transferred will not be reduced with these charges.

9.6 Suspension of Registration & Withdrawal Policy

In the event that a student wishes to suspend registration or withdraw from the programme of study, s/he must submit a withdrawal form to the Registration Department. Fees will be refunded only after the withdrawal form has been submitted and the necessary approvals obtained. Fees will not be refunded to students who are suspended or expelled from the University due to disciplinary action.

Withdrawal forms can be obtained from the Registration Department and may be submitted by the student, parents or sponsor.

9.7 Refund Policy

Master Programmes:

Students who withdraw from a Master programme after the start of the programme must pay the tuition fees of each module they have attended.

Students applying for suspension of studies (of maximum twelve months) cannot stop their checks or salary deductions or claim any sort of refunds. The Vice Chancellor may at his discretion vary the terms of the policy dependent on the individual circumstances.

PhD Programmes:

Students who withdraw from a PhD programme within three months of registration are eligible for a 50% refund of the yearly fees paid. After the three-month period, no refund will be granted. Registration and Reservation fee are non-refundable.

9.8 Scholarships

EAU offers scholarships to assist academically distinguished in financing their education. Details, requirements, and procedures can be obtained from the Admission and Registration Office.

10. Student Services

EAU provides its students with a variety of services that include academic advising, professional counseling, and a career development programme as well as recreational facilities and physical resources that include a library, computer laboratories, student lounges, prayer rooms and cafeterias.

More details, on the services offered to students, are provided in the EAU Master Programmes Student Handbook/ EAU Doctoral Researcher Handbook.

11. Student Rights & Responsibilities

11.1 Student Rights

- 1. Each member of EAU has academic freedom, personal rights and liberties. The University treats every member with due fairness.
- 2. Admission to the University and the University's services, facilities, and activities are open to all students without regard to race, gender, or national origin.
- 3. The freedom of students to learn and to evaluate ideas and concepts is basic to the educational process.
- 4. Students are free to discuss, to express opinions and to hear expression of diverse opinions. Such expression of opinions and discussion must be accomplished without disrupting operations of the University.
- 5. Students have a right to be evaluated in courses solely on basis of their performance in meeting appropriate academic criteria established for the course.
- 6. Students are free to form and join associations with other University students provided such organisations are in conformity with the purpose of the University and conform to established University regulations and UAE laws.
- 7. In the administration of disciplinary measures, the accused student shall be accorded procedural fairness. In such situations, whether formal or informal, the fundamental principles of due process shall be recognised.
- 8. Students have the right to appeal for hearing their grievances.

11.2 Student Responsibilities

As part of the University community, each student enjoys social, cultural, and educational opportunities. S/he also agrees to abide by the regulations and standards of conduct operative in the University community. Becoming a member of this community implies a positive responsibility toward the well-being of the entire community. Students at EAU are expected to fulfill the following responsibilities:

- 1. Students shall act in a civil and responsible manner that is supportive of the educational process. Disruption of the education process by a student or group of students denies all other members of the University community their individual educational purposes.
- 2. Students shall accept responsibility for their actions and serve as positive role models for others.

- 3. Students shall abide by the laws, rules, and regulations. Obedience to Dubai and UAE laws and to University regulations is expected of each member of the University community.
- 4. Students shall share and agree to advance the purpose of the University. They shall contribute in promoting an environment that is conducive to learning and nurturing a sense of shared and mutual community responsibility.
- 5. Students are expected to have respect for truth, honesty, and integrity in all their activities at the University.
- 6. Students are expected to demonstrate high moral standards. Each student is expected to give consideration to the highest standards of conduct and character. No one should either offend the wider community or infringe upon the rights and privileges of others.
- 7. Each student must recognise that his/her actions and values reflect upon the University community.

11.3 Student Code of Conduct

11.3.1 Student Dress Code

- 1. Students are requested to dress conservatively respecting local culture.
- 2. Male students should either wear national dress or long trousers and must have their upper arms and shoulders covered. They are not permitted to wear earrings or body piercings.
- 3. Female students should wear national dress or skirts covering the knees or long trousers. Upper arms must be covered, and acceptable, conservative dress must be maintained at all times.
- 4. Slippers and sandals are not permitted on campus.
- 5. T-shirts / trousers bearing images or implying messages which are not in accordance with the UAE culture will not be tolerated. Students who do not meet the dress code will be prevented from attending class and may face disciplinary action.
- 6. Male students with long hair or spikes will not be permitted in workshops and will not be permitted for On-Job-Training (OJT). Female students are required to tie their hair when in the workshop or OJT facilities at all times.
- 7. Students not conforming to the dress code of the University will not be permitted to attend classes and will be marked absent.
- 8. Students not wearing safety shoes and overalls will not be permitted in the workshops and On-Job-Training (OJT) facility.
- 9. Students must ensure they take care of their personal hygiene.

11.3.2 Misconduct

The following acts of misconduct are subject to disciplinary action:

- 1. In view of the cultural norms of Dubai and the UAE, physical contact between male and female students is strictly prohibited.
- 2. Inappropriate dress is strictly prohibited.

- 3. Abuse, verbal or physical, of any person on the University premises or at any event or function sponsored by the University.
- 4. Reckless and unruly damage of University premises or property.
- 5. Theft in any form or unauthorised taking of University property, or property belonging to any member of the University or any visitor to the University.
- 6. Fraud in any form, such as alteration or misuse of University records, or unauthorised use of documents with intent to deceive.
- 7. Intentional obstruction or disruption of teaching or teaching-related activities.
- 8. Entering, or attempting to enter, University premises without authorisation.
- 9. Failure to comply with published policies or regulations on the use of University facilities.
- 10. Alcohol and drug violations as defined by University policy and the laws of Dubai and the UAE.
- 11. Smoking inside any of the buildings on campus. Smoking is only permitted in the external designated smoking areas.
- 12. Use or possession of prohibited material such as fireworks, explosives or weapons on University premises.
- 13. Gambling or any other illegal activity on University premises or at any function sponsored by the University.
- 14. Unauthorised use of the University name and/or its property by any person or organisation.
- 15. Harassment or intimidation.
- 16. Abuse or misuse of any University computer and its equipment, such as theft of parts, deleting information, internet theft or knowingly introducing a computer virus.
- 17. Failure to comply with the direction of University staff, faculty, or other officials in the performance of their duties.
- 18. Violations of traffic laws on campus such as reckless driving and unauthorised parking inside the University grounds.
- 19. Violations of Dubai or UAE law.

Any violation of rules and regulations or misconduct will result in a disciplinary action taken against the student which ranges from verbal warning to suspension or even dismissal from the University. All records concerning violation of code of conduct or academic integrity rules will be maintained for a period of at least five years. In case of severe violations resulting in suspension or dismissal, the penalty will become a permanent part of the student record and will be maintained indefinitely.

12. Complaint Proceedings

Any member of the University community may file a complaint against a student or group of students, to the Faculty Dean, if s/he feels that there is a violation of his/her rights or the Student Code of Conduct. The complaint should be a concise and complete statement of allegations. Based on the information provided, the Faculty Dean, or his designee, will forward the complaint to the Disciplinary Committee, which in turn will determine whether a violation has occurred, meet with the student(s)



and decide on the sanctions or a further course of action. The concerned student will be notified in writing of the decisions taken and disciplinary actions levied, if any.

A student may appeal to the Vice-Chancellor regarding any disciplinary action taken against him/her. All appeals must be in writing and submitted to the Vice-Chancellor office within seven working days after the decision is delivered. The Vice-Chancellor will review the appeal, determine its viability and decide the course of action.

12.1 Student Appeals

A student may appeal to the Vice-Chancellor any disciplinary action taken (including academic dismissal) against him/her. All appeals must be in writing and submitted to the Vice-Chancellor office within seven working days after the decision is delivered. The Vice-Chancellor or his designee will review the appeal, determine its viability and decide the course of action.

12.2 Student Grievance

EAU is committed to treating all students equitably and fairly. It does not differentiate between students on the basis of race, color, religion, gender, and national origin. It is the policy of the University that students shall be free from the effects of misconduct by other members of the University community, including faculty members and University officials. Accordingly, EAU has developed regulations and procedures regarding student grievances whereby students are given the opportunity to appeal for hearing their grievances.

A grievance arises when a student has reasons to believe that s/he has been treated in an arbitrary or discriminatory manner or subjected to inappropriate behavior by an official member of the University community. While the students have the right to bring a grievance forward against the concerned official, they are encouraged to first attempt a good-faith resolution of the grievance. This can be achieved by either direct discussions with the concerned official or by bringing the matter to the attention of his/her academic advisor or the head of the unit or Department in which the grievance arises. If such attempts do not succeed in settling the dispute amicably or the student decides to proceed directly, s/he must initiate the formal process within three weeks of the incident in dispute. This is done by submitting a formal grievance in writing to the Faculty Dean. This written grievance must include the following:

- 1. Name, ID number, Faculty/Programme, and phone number of the student submitting the grievance.
- 2. Identification of the office or individual(s) against whom the grievance is brought.
- 3. A description of the incident that caused this grievance.
- 4. The date, time, and location of the incident.
- 5. A listing of all individuals who witnessed any part of the incident in dispute.

Upon receipt of the formal grievance, the Faculty Dean shall form a committee to investigate the dispute. The committee shall carry out detailed investigations including interviews with the concerned

parties and witnesses from both sides. Depending upon the grievance, pertinent data and information may also be gathered by the committee. At the completion of the investigation, the committee shall submit its report with appropriate recommendations to the Faculty Dean who will take the decision, to be communicated to both parties.

If the grievant is not satisfied with the decision, s/he may seek relief through direct appeal to the Vice-Chancellor within two weeks of receiving the decision. The decision of the Vice-Chancellor shall be final.

13. Academic Integrity

13.1 Academic Dishonesty

Students at EAU are expected to act responsibly in all their academic pursuits. They must adhere to the highest standards of academic integrity in all their work and shall never attempt to violate the academic integrity rules. Academic violations include, but are not limited to, the following:

- 1. Dishonesty in class assignments and projects.
- 2. Cheating or attempting to cheat or helping others cheat in examinations.
- 3. Plagiarism; to plagiarize is to steel or pass off as one's own (the idea or words of another); use (a created production) without crediting the source; to commit literary theft; present as new and original an idea or product derived from an existing source (Webster's Third New International Dictionary of the English Language, Unabridged, p. 1728). Plagiarism may involve using the ideas, images, words, statements or an entire passage of someone else without attribution. Plagiarism also includes copying or downloading articles, research papers or other material from the Internet without giving proper attribution. Students' should avoid plagiarism in all their assignments.
- 4. Submitting work or material prepared by another person.
- 5. Giving unauthorised assistance to other students in their experimental work or lab projects.
- 6. Complicity in any form of academic dishonesty.
- 7. Deliberate falsification or alteration of data or information.
- 8. Any act carried out with the intention of deceiving the course instructor to obtain false grade.
- 9. Intentionally interfering (altering or damaging) with the work of other students including their course projects, laboratory experiments, and computer files, etc.

13.2 Disciplinary Action

The student who is caught and proved to have attempted to carry out any of the academically dishonest acts above shall be liable to disciplinary action. The instructor of the course will have the right to consider the student "fail" in the test or exam or the assignment in which the misconduct took place, if this act was part of the semester work. The Programme Coordinator will be informed of the case. If the act was during the final, end of semester, examination the case will be referred to a disciplinary committee, formed by the Faculty Dean. The committee will investigate the case and if the academic dishonesty is proven the student will be considered "fail" in the course or in all courses registered in that semester.

14. The Master & Doctor of Philosophy Programmes Credit Hours System

The master and PhD programmes at EAU adopt the European CATS credit hour system. CATS stands for Credit Accumulation and Transfer and Scheme. A CATS point equates to 10 notional hours of successful learning activity. The programmes define this in the module descriptors as hours of "student effort". This time includes all activities that are involved in a student's learning - lectures, tutorials, seminars, guided study, personal study, etc. The number of contact hours is not specified under this scheme. As a guide, UK Universities normally deliver around 30 hours of contact time for a 15-credit module (15 hours of lectures + 15 hours of tutorials). The number of hours of student effort for a 15-credit module is 150 hours.

Admitted students satisfying the entry requirements of the master programme need to accumulate 180 CATS credit points for a Master's degree,120 CATS credit points for a named postgraduate diploma and 540 CATS credits for a PhD degree.

15. The Master & Doctor of Philosophy Programmes

EAU is responsible for ensuring the standard of the EAU award as per the UAE Ministry of Education requirements.

15.1 The Master of Business Administration

The MBA Programme is designed for students who wish to study a wide range of issues within the aviation, logistics and supply chain, information technology and general management industries respectively. The programme, is based on four compulsory core business administration modules that all MBA students need to take. Those four core modules are then followed by four other compulsory specialisation modules in the respective fields of aviation, logistics and supply chain, information technology and general management. The programme is concluded by a Dissertation which all MBA students undertake upon the successful completion of their respective eight modules of study. Each of the eight modules is of 15 CATS credit points, Research Methods 10 CATS credits, and the Dissertation is 50 CATS credits.

15.2 The MASAS Programme

The Master of Science in Aviation Safety and Aviation Security (MASAS) Programme is designed for students who wish to further their knowledge and experience of aviation safety / security issues informed by current scholarship practices. MASAS aim is to develop in students an integrated and critically aware understanding of safety / security issues, technologies and procedures within the aviation industry, and assist them to take effective roles within each respective career.

The areas of aviation security and aviation safety are closely related and the MSc Aviation Security and MSc Aviation Safety programmes are separate awards that contain five modules that are core to both and deal with common issues such as risk management, human factors, strategy, operations and



planning. Fundamentally, safety relates to measures that are taken against the threat of an accident, while security refers to protection from threats motivated by hostility or malice.

Each programme therefore contains three specialist modules that enable the student to consider in depth the different areas of regulation and compliance, design, use of technologies and systems that are associated with these different perspectives. Further specialisation is achieved through the Project which is required to focus on a topic that is aligned with the specialist area. Each of the eight modules is of 15 CATS credit points, Research Methods is 10 CATS credits, and the Project is 50 CATS credits.

15.3 The Engineering Business Management Programme

The MSc in Engineering Business Management Programme is designed for those who want to become managers and leaders in technology-based business. Students will develop an integrated understanding of strategic and operational management and acquire the appropriate intellectual and personal skills required to successfully operate in a demanding management environment.

The programme provides students with opportunities to develop their careers in the areas of Engineering and Business Management. The programme introduces students to all the key aspects of managing an engineering company, and to the required fields of general management necessary for a complete portfolio of management skills and knowledge. The educational experience enables students to achieve an integrated understanding of the operation and strategy of management, and to develop appropriate intellectual and personal skills.

Note: Four modules are common with the MBA programme (see 16.1). In addition to the 8 taught modules (15 CATS credits each), students need to complete Research Methods (10 CATS credits) and an individual project/thesis (of 50 CATS credits).

15.4 The Two Engineering Master of Science Programmes

MSc in Aerospace Engineering

MSc in Mechanical Engineering

The Two master programmes mentioned above share 4 core modules, namely:

- Computational Fluid Dynamics
- Advanced Engineering Materials and Processes
- Computer-Aided Engineering
- Engineering Simulation and Analysis

The Specialised Aerospace Modules:

- Flight Dynamics and Simulation
- Unmanned Aerial Vehicle Systems



- Experimental Methods and Techniques
- Sustainable Aviation

The Specialised Mechanical Modules

- Advanced Structure Analysis Concepts
- Stress and Dynamics
- Solar Thermal Energy
- Refrigeration and Air Conditioning

In addition to the 8 taught modules (15 CATS credits each), students need to complete an individual project/thesis (of 60 CATS credits).

The science and mathematics of the discipline are jointly covered by the engineering modules dedicated to flight dynamics, finite element analyses, aerospace structures, Computational Fluid Dynamics (CFD) and Unmanned Aerial Vehicles (UAVs). In the mathematical modelling module, engineering problems are mathematically and numerically formulated and solved. Current and future applications are considered including the applications of advanced materials and emerging technologies, such as autonomous UAVs.

Students develop the methodology to solve complex engineering problems (eg. flight dynamics, CFD, FEA/fatigue analysis of aerospace structures, MSc projects) using engineering design and analysis methods, software and tools with incomplete or uncertain data. Students follow industry practices and standards in flight test, structures analysis and in the experimental methods module, where they work in teams to design, run and evaluate the results of experiments in aerodynamics (wind tunnel), structures, materials and flow measurement using specialised instrumentation. Knowledge of engineering materials and components is reinforced in the materials module, where team work is present. Specialised software is used for the analysis of aerospace structures, controller design and flight simulation as well as to solve mathematical modelling and CFD problems. The cognitive skills in the programme specification (UAV, CFD, structures, materials) allow for the critical evaluation of problem solutions.

The MSc project is an opportunity for students to develop their research, project management, communication and self-learning skills, as well as professional and ethical practices. Students take personal responsibility as team members to develop costed proposals for innovative products. Legal and environmental constraints are mostly covered in the engineering materials and UAV systems modules. UAV engine emissions are evaluated and their impacts covered together with aviation standards. Many modules involve group work such as Flight Dynamics and Simulation, Unmanned Aerial Vehicle Systems and Experimental Methods and Techniques

15.5 The International Human Resource Management Programme

The MA in International Human Resource Management Programme aims to enable students to progress in any career linked with the management and development of people. Managing and developing human resources is becoming much more complex as we see companies grow their business by entering new markets, expanding by acquisitions and mergers, or restructuring to remain



competitive. There is an increasing requirement to integrate personnel from different cultures and organisations, whilst at the same time identifying the potential of employees and developing their skills accordingly. These added complexities make it imperative for companies to seek out personnel who have the appropriate skills and training to successfully manage and develop human resources.

The programme aims to prepare students for developing their careers in the area of International Human Resource Management. One of the many benefits of enrolling on this programme is that students will gain Chartered Institute of Personnel and Development (CIPD) graduate status in addition to their MA – International Human Resource Management award.

15.6 PhD in Data Science

The PhD programme in Data Science is designed to equip professionals with an extensive understanding of data science principles, methodologies, and applications. In an era marked by rapid growth of data across various domains, this programme focuses on advancing knowledge in datadriven decision-making, predictive modelling, machine learning, and artificial intelligence. With an emphasis on rigorous research, the programme instils advanced knowledge grounded in mathematics, enabling students to contribute to industry innovation and acquire leadership roles within the field.

15.7 PhD in Aviation Management

The aim of the PhD programme in Aviation Management is to develop scholars and researchers with a deep understanding of aviation management, enabling them to advance knowledge through rigorous research, contribute to industry progress, and provide leadership in the field. Pursuing a PhD in Aviation Management offers the significant benefit of meeting the demand for highly skilled professionals in a swiftly expanding industry. The aviation sector is projected to witness a substantial rise in demand for proficient experts, necessitating innovative approaches to resource and human capital management. Technological advancements and inventive strategies will play a pivotal role in sustaining industry growth, underscoring the importance of a PhD programme in Aviation Management in preparing graduates with the requisite knowledge and skills to meet industry needs and ensure sustainable development. In addition, the PhD in Aviation Management will facilitate research and innovation in the aviation industry, presenting opportunities to address industry challenges and steer the continuous expansion and prosperity of the rapidly growing aviation sector.

16. Programme Completion Requirements & Learning Outcomes

16.1 Programme Completion Requirements

Awards

- For a student to obtain the Masters Degree, s/he must successfully complete 180 credit hours at M level, as specified in the programme curriculum, which is included in <u>Appendix A</u>.
- A Postgraduate Diploma will be awarded for students who successfully complete 120 credits at M level, as specified in the programme curriculum, which is included in <u>Appendix A</u>.

Merits and Distinctions



- Awards for a Postgraduate Diploma may be made with Distinction or with Merit under the following circumstances:
 - a) A student who achieves at the first attempt an average of at least 70% in the 90 credits worth of M-level modules with the highest marks shall be eligible for a Postgraduate Diploma with Distinction.
 - b) A student who achieves an average of at least 60% but less than 70% under the above calculation shall be eligible for an award with Merit.
 - c) Unless explicitly approved by an Examination Board as an exception to the above provisions, all Postgraduate Diplomas are available with both Distinction and Merit.
- Awards for Taught Masters programmes may be made with Distinction or with Merit under the following circumstance:
 - a) A student who, at the first attempt, achieves an average of at least 70% in the 150 credits worth of level M modules with the highest marks taken shall be eligible for the award of a Masters degree with Distinction.
 - b) A student who achieves an average of at least 60% but less than 70% under the above calculations shall be eligible for an award with Merit.
 - c) Unless explicitly approved an Examination Board as an exception to the above provisions all taught Masters Programmes are available with both Distinction and Merit.

Modification of Results

Any entitlement to a Merit or Distinction may be set aside by an Examinations Board following a case of cheating; the Examinations Board may also, in such circumstances, fail a student who has otherwise satisfied the conditions for the award concerned.

Minimum and Maximum Periods of Enrollment

The Masters Degree programmes offered by EAU normally require eighteen months, to fulfill all the graduation requirements. For these programmes, the minimum study period is eighteen months, while the maximum allowed time is four years (extendable to five years) from admission to EAU as a postgraduate student including any period of approved registration suspension. A student in good standing could be allowed to suspend his/her registration for up to twelve months. Only in exceptional cases, an extension of up to twelve months may be granted by the Dean upon the recommendation of the Programme Coordinator and the approval of the Faculty Council.

16.2 PhD Programmes Completion Requirements

Completing the PhD programmes will involve meeting specific requirements. These include passing taught modules, successful progress review panels, submitting a comprehensive thesis, undergoing a viva voce examination, and complying with academic regulations.

Awards



For a student to obtain the PhD Degree, s/he must successfully complete 180 credit hours of the taught component and 360 credits of the thesis at QF*Emirates* Level 10 as specified in the programme curriculum, which is included in <u>Appendix A</u>. Under EAU regulations, examiners are given a number of possible outcomes which include no degree awarded. The possibilities are as follows.

Those who successfully complete the Final Oral Examination will be awarded a PhD award. Those who do not complete the Final Oral Examination successfully will not be awarded a degree.

16.3 Programme Learning Outcomes & Alignment to the UAE Qualification Framework

The learning outcomes of each graduate programme, offered by EAU, are shown in <u>Appendix B</u> together with mapping to the modules of each individual award. Those learning outcomes are aligned to the appropriate level of the National Learning Outcomes of the UAE Qualification Framework.

17. General Education Requirements

The graduate, programmes offered by EAU do not include a general education component.

18. Sequencing of Courses

The MASAS Programme has two modules that have an essential prerequisite. **EAM02AS: Human** Factors in Aviation is a mandatory pre-requisite for both:

- EAM01AS: Aviation Safety and Security Risk Management
- EAM11AS: Accident Investigation and Incident Reporting

19. Module Descriptors & Deliveries

19.1 Mode of Delivery & Class Size

The M-Level programmes are delivered on a part time basis. The minimum programme period is 18 months and the maximum duration is four years (extendable to five with the approval of the Faculty Council). Each module has a two months part time effort allocated to it. The two months period starts with a block of 5 days teaching from 9:00am to 5:00pm (Thursday to Monday).

The cohort model is designed so that students can get to know each other and interact with each other extensively. It provides students with unmatched teamwork, interaction, and life-long networking opportunities. Research on learning in programmes oriented towards experienced participants shows that such interaction adds substantially to programme value. To achieve this value, the administration attempts to limit M-Level classes to an attendance of 30 students. This is occasionally difficult to adhere to.

19.2 Module Descriptors

19.2.1 MBA MDs

Core Modules

ECM05EFA Financial Analysis for Managers

This module is designed to develop students' ability to interpret and use financial information within the strategic framework of a business. It is oriented toward the user rather than the preparer of corporate financial statements. The course provides students with the practical tools for assessing financial performance and economic condition of a business. Considerable emphasis will be placed on the financial reports of real-world public companies. The course introduces the key concepts of management accounting and illustrates how to identify relevant costs for short-term and long-term decision making. It examines the choice of financial and non-financial measures for evaluating the performance of business units or divisions.

ECM22EKM Leadership and People Management

The aim of this module is to prepare participants for the human aspects of managing engineering and manufacturing, logistics and transport organisations. It takes a largely strategic view, building on behavioural science and organisation theory to determine structures and cultures for effective organisations and to consider the role of the individual manager in implementing them. It pays particular attention to strategies for establishing the best combination of people and technology.

ECM85BS Marketing Management

This module provides students with an in-depth knowledge of the elements of the marketing mix and the practice of contemporary marketing underpinned by a consideration of theoretical perspectives on consumer behavior. The components of marketing will be explored from manufacturing and service sector perspectives.

ECM28EKM Project Management

This module prepares students for managing organisational change through projects. It focuses on projects in a number of application areas. It takes a high level, critical and evaluative view of the subject, emphasising managerial and strategic use of the techniques of project management.

ECM99EKM Dissertation

The dissertation is intended to provide students with the opportunity to demonstrate competence in applying the concepts and skills acquired during the taught part of the course. Students will apply a level of intellectual rigor which is commensurate with the standard of their own Masters level programme of study. The project may be a solution to a practical Industry problem/ requirement or focus on a research topic. Master projects will usually be more focused to a particular area of study. The module will allow investigation and research as core activities, leading to analysis, final summations and competent recommendations. The project will culminate in a comprehensive, thorough and professional report, documenting the conduct, approach and outcomes of the project, further supported with a critical review of the project conduct and management. It is intended that the module gives students an opportunity to 'specialise' in an area that may be interesting, relevant and useful for future prospects and career.

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ECM08MAA Research Methods

This module provides the background in study skills and research methods to enable students to carry out assignments and taught masters projects

Aviation Management Modules

ECM01SE Global Issues in Airline Industry

This module provides the opportunity for students to explore a wide range of topical issues that affect the operation and management of an airline and the development of the industry as a whole. These include advances in aviation international and national legal and regulatory framework, aviation safety and security, industries challenges in competition and infrastructure, technology, human factors, political and environmental issues. Guest lectures by experts that include industry-based specialists will form the basis of the teaching element of the module. Students will be given the opportunity to develop their understanding of particular topics covered in the module through an in-depth research study on which they will be assessed.

ECM40SE Aviation Strategy

This module introduces students to the theories and practice of strategic management and explores the application of business strategy principles and practice in the aviation industry with specific reference to current developments in international and national aviation businesses. Methods for analysing resources and strategic capability through internal and external audit, and for generating, evaluating and selecting options in relation to an organisation's structure and strategy, will be explored. Finally, the module provides an introduction to the problems inherent in strategy implementation.

ECM81SE Airport Operations

This module views airports as complex systems aimed at delivering a service to different stakeholders; airlines, passengers, owners, and other service providers. The module aims to provide the students with knowledge and skills to enable them to manage both the operation and the development of an airport. Physical characteristics and environmental and economic factors place constraints on the capacity and operation of an airport in terms of the movement of aircraft, the services provided to airlines, and the usage of passenger and cargo terminals. Students are invited to analyse these constraints and evaluate possible solutions.

ECM84SE Airline Operations

This module outlines the organisation of the airline industry and the various factors that affect the management and operation of international and regional carriers. The problem of financing airline operations and investment, and the different marketing strategies used by airline business are also introduced. The interdependence between airlines, aircraft manufacturers, and airport authorities is explored.

Logistics and Supply Chain Management Modules

ECM31SOR Logistics Operations

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systems involved in handling freight in local, national, and international contexts. The material covered relates to procurement and inventory management, warehousing and storage, materials management and the operation of freight transport systems. The concept of the supply chain within which these activities are managed, the importance of coordinating both physical and information flows and the support provided by IT systems are explored.

This module addresses basic functions and elements related to logistics and the associated distribution

ECM32SOR **Logistics Strategy**

This module introduces students to the theories and practice of strategic management and explores the application of business strategy principles and practice to the management of the logistics function in business organisations, and to the operation of national and global logistics businesses. Methods for analysing resources and strategic capability through internal and external audit, and for generating, evaluating and selecting options in relation to an organisation's structure and strategy, will be explored. Finally, the module provides an introduction to the problems inherent in strategy implementation.

ECM25EMD **Supply Chain Management**

This module explores the nature, role and contribution of supply chain management and its application to industrial and consumer-based supply chains. It equips the student with an understanding of supply chain management from both a customer and supplier perspective, and aims to prepare them for a managerial role in a supply organisation.

ECM54EMD Purchasing Management

The overall aim of the module is to provide an in-depth knowledge of purchasing and procurement management and a critical understanding of how the concepts may be applied both strategically and practically in an industrial organisational context.

General Management Modules

ECM28BSS **International Business**

This module introduces the main dimensions of international business strategy and operations, and explores the major challenges facing business organisations participating in global business transactions. In addition to considering the long standing issues of global production, trade in goods and services, and engagement with global financial markets, students will have the opportunity to examine contemporary issues affecting competitiveness in the international economic and business environment.

ECM34BSS **Strategic Management**

Effective strategic choice and management is dependent on widespread and current information and data regarding an organisation's strategic position. This module seeks to widen the student's perspective and understanding of the principles of strategic management and introduces a variety of analytical models of strategic analysis and strategy formulation. Students will also explore the pros and cons of strategic choices and consider the impact of and consequences of strategy implementation.

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ECM03EFA Economic Environment of Business

This module emphasises the importance of economic issues and principles to the study of organisations and management. Moreover, it recognises that managerial decisions are taken in regulated and increasingly global market places. The module introduces essential micro and macroeconomic concepts and shows how these are used to solve problems in management decision-making in the domestic and international business environment.

ECM25EMD Supply Chain Management

This module explores the nature, role and contribution of supply chain management and its application to industrial and consumer-based supply chains. It equips the student with an understanding of supply chain management from both a customer and supplier perspective, and aims to prepare them for a managerial role in a supply organisation.

19.2.2 MASAS MDs

Core Modules

EAM01AS Aviation Safety and Security Risk Management

This module provides the student with a theoretical understanding of safety and security risks and the fundamentals of risk management. Risk Management is a key component of the safety/security management systems (SMS/SeMS) and a process that encompasses the assessment and mitigation of the risks – as the consequences of hazards that threaten the capabilities of an organisation- to a level as low as reasonable practicable (ALARP). The module presents practical techniques for hazard identification, risk assessment and mitigation of risks with a particular focus on aviation safety and security.

EAM02AS Human Factors in Aviation

Psychological, physical and social factors can all have an impact on human performance and behavior. This module aims to provide students with an understanding of the basic underlying principles of human factors and considers some ways in which they affect safety and security in the aviation industry. Students will gain an understanding of the need to take human factors into account in the design and operation of aviation systems.

The objective of this module is to provide delegates with an introduction to human factors as a firm basis for the more advanced consideration of the role of the human in the aviation system in later modules (Safety Management Systems; Accident Investigation and Incident Reporting and Airworthiness).

EAM03AS Air Transport Management and Strategy

This module introduces students to the theories and practice of strategic management. It explores the application of business strategy principles and practice in the aviation industry with specific reference to current developments in international and national aviation businesses, their impact on aviation

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safety and security, and the resultant processes and policies in place to strategically manage such impact. Methods for analysing resources and strategic capability through internal and external audit, and for generating, evaluating and selecting options in relation to an organisation's structure and strategy, will be explored. Finally, the module provides an introduction to the problems inherent in strategy implementation.

EAM04AS Crisis Management and Emergency Planning

This module provides the student with an understanding of the nature of emergencies, crises and disasters and presents models and frameworks which aim to support the management of such events. Obstacles to effective crisis management are explored at an organisational level and issues of communication considered. The theoretical concepts introduced in the module are initially elaborated through a detailed examination of emergency response planning and procedures designed to manage aviation safety/security-related accidents, serious incidents and hijacks and then reviewed against actual events from case studies.

EAM07AS Airport and Airline Security Operations

This module deals with technologies and operations that are used to maintain the security of airports, aircraft and cargo. The course considers the strengths and weaknesses of new and current technologies and operational issues relating to the application of these technologies, including concerns raised by the public in relation to health and intrusion and the need to manage resources efficiently and effectively. The course also explores the impact that politically biased decisions can have in response to security incidents or perceived threat on the airport and airline business operations.

ECM99EKM Masters Project

The project includes a study of research methods and provides students with the opportunity to demonstrate their competence in applying the concepts and skills acquired during the taught part of the programme. The project may be a solution to a practical problem or a piece of research. The project must be relevant to the particular award the student will receive.

ECM08MAA Research Method

This module provides the background in study skills and research methods to enable students to carry out assignments and taught masters projects

Aviation Safety Modules

EAM10AS Airworthiness

The concept of airworthiness is central to aviation safety and is used to ensure that an aircraft conforms to its certificated type design and that it is in a condition for safe flight on a continuous basis. This module introduces the basic principles of airworthiness and the fundamentals of structural aircraft design. The module also introduces principles, methods and procedures for calculation, critical evaluation and validation of the structural performance of critical aircraft components; using selected case studies to underpin the learning outcomes. Recent technical innovations and system developments to improve aviation safety are also covered. Relevant regulatory framework, as well as certification and safety assessment of aircraft safety are addressed. Design and organisation approvals with respect



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to design, manufacturing and maintenance processes to ensure compliance with relevant airworthiness regulations are described.

EAM11AS **Accident Investigation and Incident Reporting**

Accident & incident reporting systems and accident investigation tools & techniques enable organisations to proactively learn about the causal & contributory factors with the principle aim of continuous safety improvement. This module introduces the basic components of air accident investigation: including the gathering of air accident data, analysis and recommendations for safety improvement. This closed loop process is supported by methodologies and tools to investigate minor/major aviation accidents and incidents. The module builds upon previous learning within the human factors (including HFACS) and airworthiness modules to enable identification of possible human/machine/environmental causal and contributory factors.

EAM12AS Aerodrome Safety and Air Navigation

This module considers issues in aviation safety relating to air traffic management and the operation of an aerodrome. Regulatory issues and their implications for capacity will be reviewed and new technologies and approaches used to improve safety and deal with the increases in air traffic brought about by deregulation will be investigated.

Aviation Security Modules

EAM05AS **Aviation Security**

This module explains the context in which aviation security operates. It considers the impact of changes to legislation responding to new or continuing threats to the security of airports, airlines and air cargo, and provides the student with an overview of the organisations and frameworks that underpin aviation security at global and national levels. The module also considers the planning and management of aviation security and discusses the implications of the change in thinking from a classic highly regulated process to a risk-based model and development of a formal aviation security management system (SeMS) in airport management. It also discusses issues where a conflict of interest can arise between different stakeholders and how this can impact on the security delivery.

EAM06AS **Aviation Security Legislation**

This module introduces students to the development of international civil aviation legislation starting with the ICAO conventions on International Civil Aviation, through the Chicago and other relevant conventions and looks in detail at how these regulations and laws have been developed through ICAO Annex 17 SARP's and the accompanying ICAO security manual that determines the aviation security policies at global and national level. The module discusses how the regulatory framework has developed as a result of a number of watershed security incidents. This module also investigates other key regulatory legislation that incorporates and expands on the basic international regulations contained in Annex 17 to strategically manage the evolving threat to civil aviation, The module will promote discussion on the key variations of the two key European models, ECAC Doc 30 and European Common rules, as well as the US TSA regulations and how these have evolved to meet local perceived or actual threats.

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EAM08AS Aviation Physical Security

This module considers the importance of incorporating security design into new airport facilities, remodeling of existing airport structures and the impact that security design has in enhancing the effectiveness of aviation security systems. This includes discussion on the design criteria related to airport terminals, buildings, operational areas and perimeters. The module looks closely at planning and design considerations in ICAO Doc 8973 (Airport Security Chapter 11), the US and UK design criteria. It also evaluates the effectiveness of in-line checked baggage screening systems, multi-layered access control systems, as well as the use of IP based airport security access control and CCTV systems.

19.2.3 Two Master of Science Engineering MDs

Core Modules

ECM10AEE Computational Fluid Dynamics

This module is designed in order to extend students' existing knowledge on the field of Fluid Mechanics through the analysis of practical importance and/or industrially relevant flow configurations utilising the finite volume approach commonly used in open-source (e.g. OpenFOAM) and commercial (e.g. Ansys) Computational Fluid Dynamics (CFD) packages. Consequently, participants will develop and demonstrate (i) an in-depth understanding of the fundamentals of fluid mechanics, (ii) the ability to perform reliable and accurate CFD simulations and (iii) the ability to interpret, analyse and report CFD results.

ECM11EKM Advanced Engineering Materials and Processes

The module is specifically designed for students with an engineering background to provide analytical material selection methodologies together with the material science that underpins the relationship between microstructure, processing & material properties for metallic, ceramic, polymeric and composite materials

Understanding of the interaction between manufacturing processes and material selection to optimise component design and manufacturing efficiency, so enabling the student to make objective decisions on material and process selection for optimum component.

Evaluation and quantification of damage mechanisms such as fatigue & brittle fracture for engineering materials

ECM10MAE Computer Aided Engineering

The aim of the module is to provide an introduction to key fundamentals of the Computer Aided Engineering process from CAD through to Engineering Analysis used in the modern engineering design process. Integration of the 3D modelling and engineering analysis is explored to review capability of design optimisation.

The module will introduce students to the role of Computer Aided Design technologies in a modern Integrated Product Development process and provide hands-on experience of CAD using the latest industry standard software. Students will develop a critical understanding of different 3D surface



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modelling approaches (surface, parametric, coordinate-based) by implementing and analysing engineering components, products and systems.

Further, the module will provide an introduction into the mathematical background of the discretisation processes used in finite difference and finite element solvers of CAE engineering analysis tools. An insight into the meshing process and the numerical techniques used in the analysis tools will be reviewed with an emphasis on the impact these numerical techniques have on the stability and numerical errors of the analysis tool solutions.

ECM51MAE Engineering Simulation and Analysis

The aim of this module is to develop a mathematical understanding of the analytical techniques used to evaluate engineering products, components and systems. It addresses the use of advanced engineering techniques based on Design of Experiments (DOE) and Optimisation. The role of engineering simulation and Finite Element Analysis (FEA) software in the engineering design and development processes will be explained from a mathematical perspective. The benefits and challenges of modelling, simulation, results interpretation and verification will be discussed together with finite element analysis and the complex interactions between components.

This course is designed for engineers from an aeronautical or mechanical background, to examine structures using the commercially available FEA software. The module includes a combination of theoretical and practical activities. It covers basic theory; modelling, meshing of part models in working and load environments for pressures, deflections and vibrations. Treatment of boundary conditions and limitations, including examples of best practice in safe and effective implementation in operation is critically reviewed.

Aerospace Modules

ECM06AEE Flight Dynamics and Simulation

This module is designed to extend participants' previously acquired knowledge of fluid mechanics. Participants will develop and demonstrate knowledge and understanding of advanced methods of computer simulation and analysis and demonstrate expertise in their usage. These methods will be placed in the context of applications of fixed wing and rotary aircraft within aerospace engineering in general, using simulation techniques.

ECM09AEE **Unmanned Aerial Vehicle Systems**

This module has been designed to introduce students to the design, development and application of unmanned aerial vehicles. The student will review the technologies implemented on UAVs and the necessary associated systems and equipment for their effective application. The module will look at the design requirements of the UAV in comparison to conventional aircraft. Students will explore the current capabilities and usage of small aerial vehicles and explore advantages and disadvantages of future applications. The module has been designed to enable the students to explore new applications of learnt concepts and develop their critical analysis skills.

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ECM11AEE Experimental Methods and Techniques

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This module aims to review a number of advanced experimental methods and techniques in aerospace engineering components and associated systems for design purposes and performance testing. The module is to support and validate the results found using established experimental approaches in laboratory settings and compare the results with the associated theories and with advanced software tools. Moreover, the module will expose students to a wide-range of practical experiments currently employed in aerospace engineering with the intention to appreciate the challenges associated with designing, settings up, selecting appropriate measurement systems, conducting experiments and validating data using appropriate engineering software.

ECM07AEE Sustainable Aviation

The module aims to develop a key understanding of the scope of the aerospace and aviation industry and its impact on the environment. Students will explore the three elements of environment, society and economy that form the basis of sustainability. Evaluating the issues surrounding sustainable aviation including manufacture and carbon foot printing. Students will gain capabilities required for sustainable aerospace product design. Specifically, this will include cradle to grave design assessment, cradle to cradle design methodology, material selection, legislation compliance and application of information technology tools. The importance of considering these problems holistically will be reinforced as sustainable solutions must take into account the whole life cycle repercussions.

The aims are met by analysing the product lifecycle stages and assessing real life designs as well as undertaking practical observations and measurements of environmental impact of the aerospace industry. The environmental, social, commercial and technical challenges are further reinforced through analysis of a detail design of aerospace equipment. Students will evaluate quantitative methods to assess sustainability such as lifecycle analysis (LCA) and contemporary reporting systems. In particular, the effectiveness of with which these tools can be used to gain insights into the processes and how to come to holistically sustainable decisions.

Mechanical Modules

ECM12BE Advanced Structural Analysis Concept

This module will extend participants' previously acquired knowledge of structural mechanics and design principles for the plastic analysis and design of steel structures. Participants will develop and demonstrate knowledge and understanding of advanced techniques and demonstrate expertise in their application.

ECM22MAE Stress and Dynamics

This module aims to equip students with the background to calculate factors of safety or predict failure in engineering designs and prototypes. It reviews classical stress analysis of components with applied loads and provides examples of how to apply the methods to real-world problems. The experimental measurement of stresses using strain gauge rosettes is explained. The application of the finite element method to stress analysis is illustrated.

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The module also encompasses mechanical vibration analysis. It equips students to calculate the response of a mechanical system either in free vibration or excited by an external load. A major theme is modal analysis. It also provides a fundamental understanding of vibration control.

ECM01MAM Solar Thermal Energy

This module covers the engineering and performance appraisal of practical solar thermal renewable energy systems. It concentrates on evaluating the energy potential of the solar source, the design and analysis of collectors and their application in practice. There is little emphasis on photovoltaic methods and associated technology. Consequently, participants will be able to develop and demonstrate the ability to (i) assess the available solar energy at a specified location, (ii) design, model and analyse solar collectors and solar thermal energy systems, and (iii) critically evaluate contemporary research work in the solar energy field.

ECM02MAM Refrigeration and Air Conditioning

The module covers the scientific principles and engineering methods involved in the analysis and design of refrigeration and air conditioning systems. It assumes students already have a working knowledge of thermodynamics. It will provide the ability to conduct professional engineering work on systems involving the control of temperature, humidity, air circulation and air purity for practical applications. Consequently, participants will demonstrate the ability to (i) use psychrometric charts and softwares to calculate the properties of moist air and size air-conditioning equipment, (ii) undertake load calculations and duct sizing and design calculations, and (iii) critically judge available cooling technologies (vapor compression, multistage, absorption systems) and select appropriate system for a specific application.

ECM08AEE Individual Project

The project is intended to provide the student with the opportunity to demonstrate his/her competence in applying the concepts and skills acquired during the taught part of the course. The project may be a solution to a practical problem or focus on a research topic. In either case the project must be relevant to the particular award the student will receive. The project serves the dual purpose of providing a means of integrating previous learning and facilitating the acquisition of valuable professional experience.

19.2.4 MSc Engineering Business Management MDs

Four Modules Common with MBA Programme (plus project/research methods modules)

ECM05EFA: Financial Analysis for Managers	15
ECM22EKM: Leadership and People Management	15
ECM25EKM: Supply Chain Management	15
M28EKM: Project Management	15
ECM99EKM: Masters Project	50
ECM08MAA: Research Methods	10

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ECM14EKM Lean Operations

Lean Manufacture is based upon the principle of eliminating waste at all levels throughout the manufacturing system. This module reviews the skills and techniques required to analyse manufacturing systems and to design improved methods and layouts. It will use value stream mapping to understand and appraise the current state. Future state mapping will be used to develop a vision of value-added flow. The application of lean into the service industries will also be considered.

The focus of this module will be on the application of the techniques through case studies and industrial experience and will identify the benefits to be gained by their successful implementation.

ECM29EKM Quality Management and 6 Sigma

The intention of this module is to convey the importance of Quality as a strategy for continuous improvement in business performance, within design, manufacture and the customer supply chain. The module covers strategies for competitive quality, differentiating between Inspection, Quality Control, Quality Assurance and Total Quality Management programmes, and, recognising customer focus and market forces as the basis for all business activities assesses the maturity of an organisation's quality programme including cultural and leadership aspects, critically reviewing where and when these techniques are applicable.

ECM68EKM: Sustainability and Environmental Management Systems

This module is designed to discuss, analyse and investigate the operation of environmental systems and the issues of sustainability within and between manufacturing companies, allowing students to evaluate the opportunities such approaches give to organisations to support world class manufacturing methodologies, continuous improvement and to meet diverse stakeholder needs and requirements. With reference to organisational failures, students will examine the need for and structure of organisational systems and explore the mechanisms that allow optimal deployment of these systems, emphasising the human interactions that are required for successful adoption, operation and development.

ECM69EKM: Engineering Strategy

This module focuses on facilitating the achievement of long-term profitability within engineering organisations.

Companies in international markets competing through their product offering. An ability to respond to customer demand through having the capability to develop and provide new products quickly and effectively is an important way of creating a structural competitive advantage. This focus on the market place should similarly drive the development of strategies for the Engineering function, in that they must support the company's marketing objectives and also be able to provide a competitive advantage in the market place.

This module considers new product introduction from a strategic and process perspective and identifies the relationship between product development, process strategies and business performance. It then looks in more detail at the design of strategies for the manufacturing function.

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19.2.5 MA International Human Resource Management MDs

EACM06HRM Leading, Managing and Developing People

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This module aims to provide learners with a rigorous framework of knowledge and understanding concerning people management and development that they will need whatever the degree of specialisation they later elect to follow. It has a number of distinct learning objectives. First, the module seeks to familiarise learners with major contemporary research evidence on employment and effective approaches to human resource (HR) and learning and development (L&D) practice. Research focusing on the links between people management practices and positive organisational outcomes is covered, as is research that highlights major contemporary changes and developments in practice. Second, the module introduces learners to major debates about theory and practice in the specific fields of leadership, flexibility and change management, the aim being to help them become effective managers as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment, motivation and performance. The module also introduces the major aims of HR and L&D and explores how these are achieved in practice in different types of organisational scenario. Finally, the module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

EACM07HRM Human Resource Management in Context

Human resource (HR) professionals and managers operate within increasingly complex and changing organisational and contextual circumstances, whether in the market, public or 'third' sectors and whatever the size of their organisations or the types of goods or services these enterprises produce for their customers or clients. This module provides learners, first, with an understanding of the principal internal and external environmental contexts of contemporary organisations, including the managerial and business context, within which managers, HR professionals and workers interact in conditions of environmental turbulence, change and uncertainty. Second, the module examines how those leading organisations respond to these dynamic environmental contexts. Third, the module indicates how leaders in organisations, and those in the HR function, and line managers with HR responsibilities, need to recognise and acknowledge that corporate decisions and HR choices are not always shaped by managers alone. They are also shaped by internal and external forces beyond their immediate control. Having studied this module, learners will be aware that managers and HR professionals in different types of organisation (small, large, national, global), in responding to their internal, business and external environmental contexts, not only have opportunities and choices when taking organisational and HR decisions but also face some constraints on their autonomy in determining their futures. This module explores the implications for professional practice and provides opportunities for applied learning and continuous professional development.

EACM08HRM Developing Skills for Business Leadership

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Successful human resource (HR) professionals have different approaches to their work, sharing a range of diverse personality traits, attributes and beliefs. These underpin skills proficiency but cannot in themselves be described as 'skills'. Yet often they are central determinants of an individual manager's effectiveness and are developed consciously over time and with an awareness of differing cultural



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contexts and operating environments. A key purpose of this module is thus to encourage learners to develop a strong sense of self-awareness and of their own strengths and weaknesses as managers and colleagues. The module is primarily concerned with the development of skills, and specifically seeks to develop and improve a range of definable skills that are pivotal to successful management practice and to effective leadership. These include thinking and decision-making skills, the management of financial information, managing budgets, a range of teamworking and interpersonal skills and others associated with developing personal effectiveness and credibility at work. The module also seeks to develop further more-specialised skills that are of particular significance to effective higher-level people management and provides opportunities for applied learning and continuous professional development. Finally, the module seeks to help learners make the most of their formal programmes of study with the inclusion of key postgraduate study skills and requires critical reflection on theory and practice from an ethical and professional standpoint.

EACM12HRM International Human Resource

'International Human Resource Management' will examine the international context of personnel and development. An increasing number of organisations have international dimensions, either through operating in an international marketplace or having partnership or strategic alliances aboard. In addition, some organisations may have foreign ownership or own foreign businesses themselves. All these different aspects can influence the character, culture and ways of organising and managing people. This module will enable students to contribute to aspects of people management and development in an international context.

EACM52HRM Managing and Rewarding Performance

This module provides learners with the knowledge and understanding of the role of reward and performance management in supporting the strategic objectives of the organisation in different business environments, how the performance of people can be enhanced and inspired by leadership and direction and how it contributes to high-performance work organisations. The module examines the design of reward and performance management systems that aim to transform organisational objectives and performance outcomes and identifies the knowledge and skills needed for effective performance review processes that are fair, ethical and improve people performance in modern organisations. The foundations for pay and benefits management is examined in modern organisations in the private, public and third sectors and how these traditions can be integrated into appropriate strategic designs that provide considerations of relative value and worth, individual and collective contribution and labour markets is examined. Learners will be able to comprehend the relationship between traditional, contingent and developmental choices of rewards, the use of diagnostic and evaluative skills in designing flexible approaches to reward and the challenges of international and executive pay arrangements. It will equip learners with the necessary skills and a critical understanding of the performance review process that combines challenge and support and places a focus on personal, team and organisational learning and accountability. Furthermore, it recognises the importance of communication skills in the performance review process and evaluates the need for employee involvement as well as transparent, ethical and justifiable rewards for performance. The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

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EACM55HRM **Applied Learning and Development**

The planning, design, delivery and evaluation of learning and development always occurs in a specific context. It is important therefore that this module develops a critical understanding of the role and influence of a range of contextual factors on the design, delivery and evaluation of learning and development plans and interventions. There is a well-established body of knowledge and theory on learning processes and their application in instructional design and facilitating learning that also influences design and delivery of learning and development plans and events. This body of knowledge therefore forms a significant component of the module. The module as a whole is intended to develop the professional knowledge and skills required to perform effectively in specialist roles associated with the design, delivery and evaluation of learning and development. It requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

EAC7002CRB **Global Professional Development-Consultancy**

The aim of this module is for students to critically evaluate and develop solutions to complex, interrelated, multi-faceted issues that can be found in a variety of organisations and professional contexts. The module will involve students working together across range of workplace environments to facilitate an appreciation of how different sectors solve internal issues and how different sectors can learn and adopt or adapt solutions from other fields. International, cultural and ethical issues will underpin the practical and theoretical developments in the module coupled with the principles of consultancy and the theories and practices found in leadership. The module will engage the students in wide-ranging debates and problem-solving exercises using examples from real-life issues.

EACM08SMM **Research-based Dissertation**

In this module students will carry out a substantive piece of individual research into a business management issue. Students will be expected to draw upon the knowledge acquired, and the intellectual, technical and analytical skills developed during their course. To equip students with the additional research skills required to successfully execute the research, they will be supported by a series of workshops on research methods.

EAM08MAA **Research Methods**

This module aims to provide context for research with respect to ethical, legal and social considerations, to develop the study skills and research methods to enable students to identify key stages in the research process, to select an appropriate research methodology and to choose a suitable method of data collection and analysis to support the development of a research proposal.

19.2.6 PhD Modules

Research Methods Module:

EAP01RE: Research Methods

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This module is carefully designed to provide doctoral students with the knowledge and advanced skills required for successful research in a doctoral programme. The module covers a wide range of topics, including research methodology, research design, literature review, data collection, data analysis, and project planning, equipping students with a holistic understanding of the research process. Key features include a focus on ethical research, an understanding of the scientific method, diverse research methodologies, literature review skills, expertise in research design, data analysis using tools such as R and SPSS, effective scientific communication, and proficient research project management. The module aims to establish a strong foundation in research, ensuring students have the ability to conduct rigorous, ethical, and impactful research projects.

Aviation Management Pathway Modules

EAP01AM: International Business and Global Strategy

The module is designed to equip students with the practical skills and knowledge necessary to succeed in the business world, with a specific focus on international aviation collaboration through global alliances in operations, ticketing, and shared maintenance, repair, and overhaul (MRO) and operations provision. To achieve this objective, the module relies heavily on the use of teaching software(s) and databases. These tools enable students to conduct a comprehensive situation analysis of a company, identify potential global market opportunities, determine high-potential countries for a company's products or services, and select the best target markets, considering aviation-related collaboration. Furthermore, this module aims to bridge the gap between theoretical concepts and real-world business practices. To this end, the module adopts a project-based learning approach that encourages students to engage in problem-solving, decision-making, and investigative activities related to aviation business collaboration. By working independently, students have the opportunity to produce reports that integrate managerial realism into the classroom, thereby enhancing their understanding of the aviation business world.

EAP02AM: Technology, Change and Innovation in Aviation

Sustainable and continuous paths of growth in the aviation industry require innovation and the integration of new technologies that are socially, economically, and environmentally acceptable. This complex process involves the interaction of technological, economic, and social forces, specifically tailored to the aviation sector. Aviation technology innovations are funded by both public and private efforts and range from incremental improvements to radical changes. Their deployment is a critical outcome of organizational efforts and regulatory compliance. Participation in these processes at either a strategic or project level within aviation organizations requires an understanding of the basics of technical change and innovation, with a focus on aviation-specific challenges.

The aim of this module is to make students familiar with the major issues of technological change and innovation within the aviation industry, strategic technology management in aviation, and the role of aviation technology in achieving sustainability goals. While the focus will be on aviation-specific

content, other factors such as institutional and policy frameworks that influence and shape aviation innovation projects will also be investigated. Case studies at various levels within the aviation sector will be extensively used to complement main theories.

EAP03AM: Global Operations in Aviation

The module will introduce the core concepts and theories that are pre-requisite for the successful management of an organization's extended global supply chain and logistics functions, with a specific focus on aviation. The overall business and technology of aviation supply chain and logistics will be explored with particular reference to many aviation enterprises that are now venturing into new markets in the context of attaining and sustaining competitive advantage and world-class status for global aviation enterprises. The module will explore aviation-specific supply chain networks and the importance of aviation supply chain management. Current logistical trends such as lean management of aviation logistics and supply chain function will also be analysed. Other areas explored will include aviation procurement, aviation inventory management, aviation transportation, and aviation warehousing. The aim of this module is to provide students with a deep understanding of global operations in the aviation industry, specifically focusing on aviation supply chain and logistics management. This will enable them to critically analyse, evaluate, and recommend strategies for optimizing aviation supply chain and logistics systems.

EAP04AM: International Leadership in Aviation

This module gives students an introduction to the key issues, theories, and debates in international leadership with a focus on aviation operations management. Students will consider and debate the differences between leadership and management and will study a range of different perspectives to gain a critical understanding of the theory and practice of leadership and management within the aviation industry. Subjects studied will include trait theory, situational leadership, followership, transactional and transformational leadership. As well as viewing the positives of leadership and management, the dark side of leadership will also be considered, including destructive leadership and how leaders and managers can impact trust in aviation organizations. This will encourage students to consider the role of ethics in organizational leadership within the aviation context. In the process of studying this module, students will be encouraged to draw on learning gained from other modules (such as those focusing on aspects of global aviation business) and to consider their self-development as managers and leaders in the aviation field.

EAP05AM: Logistics Operations in Aviation

This module aims to equip students with a deep understanding of the pivotal logistics operations that govern the functioning of the aviation industry. It focuses on core aspects of aviation logistics,



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encompassing an understanding of supply chain dynamics, strategies for inventory control, the critical nature of aircraft maintenance logistics, and the domain of airport logistics. The aim is to empower students with the knowledge and insights necessary to navigate the unique logistics challenges inherent in the aviation sector. As students' progress through this module, they will develop a holistic perspective on aviation industry logistics, enabling them to critically assess logistics strategies, tackle real-world challenges, and make meaningful contributions to the dynamic landscape of aviation logistics. In principle, this module will equip students with a specialised skill set that meets the needs of the evolving field of aviation logistics.

EAP06AM: Sustainable Aviation

The module is designed to provide students with an in-depth understanding of sustainable aviation, focusing on the critical environmental, social, and economic aspects of aviation sustainability. In today's rapidly evolving aviation industry, sustainability is of critical importance, and this module will provide students with the knowledge and skills required to navigate and contribute to this dynamic field. The module will explore the challenges, innovative strategies, and emerging technologies that aim to make aviation more environmentally friendly, socially responsible, and economically viable. Key topics covered will include reducing carbon emissions, the impacts of aviation on local communities, and the development and adoption of clean technologies.

EAP07AM: Airport and Airline Operations

This module provides students with an in-depth study of airport and airline operations, offering deep insights into key aspects of the aviation industry. It is designed to equip students with an advanced understanding of the complexities of airport and airline operations, emphasizing the vital role they play in the vast and interconnected global transportation network. The module seeks to unravel these intricacies inherent in such operations, ensuring that students gain a holistic perspective. Throughout the module, students will embark on a journey to understand the fundamental principles and strategies governing airport and airline operations, distinguishing them within the broader spectrum of the aviation sector. The module provides practical applications and real-world scenarios to enable students to comprehend the challenges and harness the opportunities that lie within the domain of airport and airline operations.

EAP08AM: Global Alliances in Aviation

The module provides a detailed examination of the concept of global alliances in the aviation industry. It focuses on partnerships and collaborations among airlines on a global scale, encompassing the formation, management, and significant impact of these alliances, including strategic partnerships and codeshare agreements. Furthermore, the module explores on how these alliances influence competition dynamics within the aviation industry and enhance the passenger experience. The module's aim is to



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equip students with valuable insights and skills for roles in airline management and aviation strategy. It provides a thorough understanding of the complexities of global airline alliances, combining theory, case studies, and practical exercises to prepare students for leadership positions in the aviation sector.

EAP09AM: Regional and Global Marketing Perspectives in Aviation

The module offers a comprehensive understanding of aviation marketing. It addresses both regional and global viewpoints, providing students with insights into marketing strategies, challenges, and trends within the aviation industry. The module encompasses fundamental concepts, including branding, customer experience, digital marketing, airline, and airport marketing. Students will acquire essential skills and knowledge through a combination of theory, practical exercises, and case studies. This module aims to prepare students for research and leadership roles in aviation marketing, brand management, and enhancing customer experiences in the continually evolving aviation industry.

EAPB01AM: Fundamentals of Business and Aviation

Fundamentals of Business and Aviation is a foundational bridging module designed to provide students with a solid grasp of essential concepts and principles in both the business and aviation sectors. This module plays a pivotal role in preparing students for more advanced coursework in aviation management. It equips students with a robust foundation that covers the core aspects of aviation and business and also explores the intersections between these two domains.

EAPB02AM: Leadership and Operations in Aviation

The Leadership and Operations in Aviation module provides students with a comprehensive understanding of leadership principles and operational aspects within the aviation industry. It is a bridging module designed to prepare students for careers in aviation management by covering essential topics such as aviation operations, leadership theories, safety, security, and effective communication in aviation teams. This module equips students with the knowledge and skills needed to excel in aviation leadership roles and serves as a strong foundation for advanced studies and careers in this field.

Data Science Pathway Modules

EAP01DS: Machine Learning

The objective of this module is to provide students with a comprehensive and detailed introduction to the key areas in Machine Learning, including supervised and unsupervised methods. The course covers a variety of models and algorithms, such as regression, classification, clustering, and Markov decision processes, to help students learn these methods. Topics covered include linear and logistic regression, regularization, Maximum likelihood estimation (MLE), probabilistic (Bayesian) inference, Support



Vector Machines, kernel methods, Artificial Neural Networks, clustering, and dimensionality reduction. The module requires a basic understanding of linear algebra, probability theory, and programming in MATLAB, Python, or R. Ultimately, this course provides students with the knowledge and skills necessary to comprehend the fundamental principles of machine learning and apply them to real-world situations.

EAP02DS: Probability and Statistics for Data Science

The module is designed to provide students with a thorough understanding of probability theory and statistical methods tailored for data science. It combines theoretical foundations with practical applications relevant to data analysis and research. Key components include probability theory, descriptive statistics, data visualization, sampling, estimation, hypothesis testing, regression analysis, Bayesian statistics, and machine learning. This module equips students with the skills needed to analyse complex data, make data-driven decisions, and excel in the field of data science.

EAP03DS: Numerical Methods

The aim of this module is to introduce Monte Carlo simulation as an efficient method for solving a range of model problems, especially those involving a large number of independent variables, such as dynamical systems with a well-defined equilibrium state. We will discuss the use of Monte Carlo with a focus on convergence properties and present techniques for accelerating Monte Carlo simulations, with specific attention given to magnetic spin systems. Moreover, we will introduce different dynamical schemes and discuss the application of the Monte Carlo method for obtaining steady-state solutions.

EAP04DS: Asymptotic Expansions and Perturbation Methods

The aim of this module is to demonstrate how asymptotic methods can simplify and solve various mathematical problems that involve large or small parameters. The development of the theory of asymptotic expansions, which serves as a foundation for perturbation methods, is one of the most significant achievements in applied mathematics of the twentieth century. Perturbation methods are a powerful tool in modern mathematical physics, particularly in fluid dynamics. This module will introduce students to a range of modern asymptotic techniques and demonstrate their application in model problems involving ordinary and partial differential equations.

EAP05DS: Modelling with Partial Differential Equations

A large number of systems in nature, science, and technology require multiple variables to describe their behaviour, resulting in models expressed in terms of partial differential equations (PDEs). This module will introduce students to various models from elasticity, fluid mechanics, heat transfer, chemistry, electromagnetism, and traffic/crowd modelling. An important aspect of all these models is the concept of conservation. The module will cover mathematical approaches to dimensional analysis, steady-state and asymptotic simplification, as well as analytical solutions wherever possible. In addition, the module will provide an introduction to finite difference methods applicable to parabolic, hyperbolic, and elliptic partial differential equations. It will also cover a broad overview of alternative numerical techniques, including finite element analysis, splines, and spectral methods.

EAP06DS: Big Data Analytics

This module provides students with knowledge and practical skills in the fields of big data analytics and data science. It covers essential components including data preprocessing, advanced machine learning, big data technologies such as Hadoop and Spark, real-time data processing, data visualization, real-world applications, security, ethics, and legal aspects. Students acquire hands-on experience, becoming proficient in extracting valuable insights from large and complex datasets. Ultimately, the module prepares students to excel in data-driven decision-making and transformative research across different areas.

EAP07DS: Data-Driven Modelling of Dynamical Systems

The module focuses on advanced data-driven techniques for modelling complex dynamical systems in various fields, including engineering, biology, and economics, using real-world data and computational tools. Students will learn about data collection, pre-processing, model development, and validation, enabling them to apply their skills to practical projects and real-world problem-solving. The module emphasises ethical considerations in data-driven modelling and aims to prepare students for advanced research and analysis in dynamic systems.

EAP08DS: Fourier Series

The module explores the theory and practical applications of Fourier series, a powerful mathematical tool used to represent periodic functions as a sum of sines and cosines. This module aims to provide students with a deep understanding of Fourier series, from its foundation to its real-world applications in engineering, physics, signal processing, and more. Students will gain proficiency in calculating Fourier coefficients, manipulating complex periodic functions, and applying Fourier series to solve complex problems. The module includes hands-on exercises and real-world applications.

EAP09DS: Techniques in Optimization

The module provides advanced knowledge and expertise in mathematical optimization techniques and their applications in various fields. It covers linear and nonlinear programming, integer programming, and advanced metaheuristic algorithms such as genetic algorithms and simulated annealing. The module aims to equip students with the knowledge and abilities to confidently tackle complex real-world optimization problems. Topics include software-based optimization, dynamic programming,



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supply chain optimization, robust optimization, multi-objective optimization, and optimization in renewable energy systems. This module is essential for researchers and professionals in data science, engineering, operations research, and related fields.

EAPB01DS: Foundations of Data Science

The Foundations of Data Science module is an essential introductory course for postgraduate students, providing them with fundamental knowledge and skills in the field of data science. This module serves as a critical steppingstone for more advanced studies in data science, machine learning, and analytics. Students will explore key concepts and techniques, including data acquisition, pre-processing, exploratory data analysis, data visualization, and ethical considerations. The module offers a comprehensive educational experience, combining theoretical lectures, hands-on practical exercises, data analysis labs and case studies. Students will work with real-world data, gaining the ability to clean and prepare data for analysis, perform basic data analysis, create informative data visualizations, and effectively communicate their findings. Successful completion of this module will provide students with a strong foundation in data science, preparing them for advanced studies and careers in data-driven fields. It is an essential first step for those aspiring to become data-driven problem solvers and decision-makers in various domains.

EAPB02DS: Advanced Mathematics and Statistics

The Advanced Mathematics and Statistics module is designed to provide students with a solid foundation in advanced mathematical and statistical concepts, preparing them for more advanced coursework and research in quantitative fields. It covers topics such as advanced calculus, linear algebra, probability theory, statistical inference, and multivariate statistics. This module equips students with advanced mathematical and statistical skills, making them well-prepared for future academic and professional endeavours in quantitative fields. Through practical application and problem-solving, it effectively bridges the gap between foundational knowledge and advanced coursework.

Doctoral Students Internship

EAP01DI: Doctoral Internship

Doctoral Internship is a purposeful module designed to provide doctoral students with hands-on experience in their respective fields of study. It offers a structured approach to internships, encompassing goal setting, active participation, and ethical considerations. Students are strategically placed in organizations or research projects aligned with their academic pursuits. They are expected to reflect on their internship experience and its impact on their academic and career goals. The module



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develops a strong connection between academia and real-world application, enabling students to apply their research skills effectively and gain practical experience.

20. Academic Regulations

The academic regulations for master's programmes are provided in <u>Appendix C</u> and regulations for PhD programmes are outlines in the *EAU Doctoral Research Policies, Conduct and Governance Manual 2022-2023*

University Catalogue Postgraduate 2024-2025



21. Faculty List

Name	Degree	Institution	Year
	PhD	Middlesex University	2007
Andreas Mateou	MBA	University of New South Wales	2004
	LLB	University of London	1998
Amina El Cheikh	PhD	University of Illinois	2013
Ana Grujicic	MSc	University of London	2006
Andrew Lyons	PhD	University of Liverpool	1996
Catherine Kennedy	MBA	Hertfordshire University	1990
	BA	University of Staffordshire	1984
Chris Barratt	MSc	Leicester University	2013
Chima Ezinna Mordi	PhD	Keele University	2007
	PhD	Cranfield University	1994
Daoud Hilal	MSc	Cranfield institute of Technology	1989
	BSc	University of Manchester	1988
David Fleetwood	MA	Coventry University	2014
Elhow Tolouci	PhD	Monash University	2006
Einam Tolouei	MSc	University of Technology	2004
Geoff Elliott	PhD	University of Sheffield	2009
	PhD	The University of Birmingham	1994
Hicham Machmouchi	MSc	The University of Birmingham	1987
James Stone	PhD	Aston University	2011
James Baldwin	MSc	American University Washington College of Law	1981
Laurie Earl	PhD	University of Griffith	2018
Mahen Ramsurrun	MSc	The University Reading	2000
Muhammad Khan	PhD	National Institute of Applied Science of Lyon	2009



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Name	Degree	Institution	Year
	MRes	University of Technology of Troyes	2006
Mark Dixon	MBA	University of Western Ontario	2010
Nabil Fares	PhD	Massachusetts Institute of Technology	1987
Nigel Woodhead	MBA	Coventry University	2012
Omid Razmkhah	PhD	Kingston University	2014
Oussama Jadayel	PhD	University of Birmingham	1990
	PhD	Cranfield University	1994
Pedro Pinto	MSc	Cranfield Institute of Technology	1988
	BEng	Coimbra University	1981
Phillip Lewis	PhD	Coventry University	2018
Rashid Ali	PhD	Loughborough University	1987
Rifat Khalaf	PhD	University of Rajasthan	1999
Roxani Athhousaki	PhD	Coventry University	2020
Sofia Michaelides-	PhD	Middlesex University	2007
Mateou	LLB	University of the Witwatersrand	1989
	BA	University of the Witwatersrand	1984
Samah El Cheikh	MSc	Univeristy Cote D'Azure	2019
Sanjai Vaswani	MSc	City University London	2010
Victus Wonder Benuyenah	PhD	University of London	2019
Vicente Marañón de	MSc	Cranfield University	1998
Pablo	LLB	University of Burgos	1995

Name	Rank	Degree	Institution	Year
Prof. Dr. Ahmad Al Ali	Professor	PhD	City University, UK	1993
Prof. Dr. Zindoga Mukandavire	Professor	PhD	PhD National University of Science & Technology, Zimbabwe	
Dr. Hannah Alali	Associate Professor	PhD	Coventry University, UK	2022
Prof. Dr. Abdesslam Boutayeb	Visiting Professor	PhD	Brunel University, UK	1990
Dr. Blessy Trencia Lincy	Assistant Professor	PhD	Vellore Institute of Technology, India	2019
Dr. Deepudev Shahadevan	Assistant Professor	PhD	National Institute of Technology Tiruchirappalli India	2021
Prof. Christinah Mukandavire	Visiting Professor	PhD	National University of Science and Technology, Bulawayo, Zimbabwe	2008
Dr. Muner Mustafa Abou Hasan	Assistant Professor	PhD	Faculty of Science, Cairo University,	2019
Prof. Dr. Rachel Waema Mbogo	Visiting Professor	PhD	Strathmore University, Kenya	2013
Prof. Dr. Farai Nyabadza	Visiting Professor	PhD	University of Botswana, Botswana	2003

21.1 Lists of Supervisors for Data Science:

University Catalogue Postgraduate 2024-2025

Name	Rank	Degree	Institution	Year
Prof. Dr. Daoud Hilal	Professor	PhD	Cranfield University, United Kingdom,	1994
Prof. Dr. Hicham Machmouchi	Professor	PhD	The University of Birmingham, United Kingdom,	1994
Dr. Ahlam Mohammed Alzoubi	Associate Professor	PhD	American University of Cyprus, Cyprus, 2017	2017
Dr Nidhi Chaturvedi	Associate Professor	PhD	Banasthali Vidyapith University - India	2020
Dr. Annamalai Chockalingam	Professor	PhD	University of Science -Malaysia	2012
Dr Zara Canbary	Associate Professor	PhD	Brunel University London	2020
Dr Pedro Pinto	Visiting Professor	PhD	Cranfield University, United Kingdom,	1994
Prof. Dr Bijan Vasigh	Visiting Professor	PhD	State University of New York at Binghamton	NA
Dr Crystal Ioannou	Associate Professor	PhD	Coventry University	2014
Dr James Stone	Visiting Professor	PhD	Aston University	2011
Dr. Colin C.H Law	Assistant Professor	PhD	University of Southern Queensland	2021
Prof. Dr. Kaitano Dube	Visiting Professor	PhD	University of South Africa, Pretoria	2018
Prof. Dr. Anil Manji Padhra	Visiting Professor	PhD	University of Reading, United Kingdom,	2009
Prof. Munyaradzi Nyadzayo	Visiting Professor	PhD	Monash University, Australia	2012
Prof. Dr. Sofia Mateou	Visiting Professor	PhD	Middlesex University, United Kingdom,	2007
Prof. Dr. Andreas Mateou	Visiting Professor	PhD	University of New South Wales	2003
Dr. Sven Ulrich Maertens	Visiting Associate Professor	PhD	University of Muenster Germany	2008
Prof. Dr. Paul Chiambaretto	Visiting Professor	PhD	University of Montpellier - France	2017

21.2 Lists of Supervisors for Aviation Management:

22. EAU Staff Directory

Name	Designation	Direct Number	Email			
	Office of Vice - Chancellor					
Professor Dr Ahmad Al Ali	Vice-Chancellor	+971 4 6050102	tabarek.ayad@emirates.com			
Tabarak AL Qaderi	Administration Controller –Vice – Chancellor`s Office	+971 4 6050102	tabarek.ayad@emirates.com			
Robert Johnson	Board Secretary	+971 4 6050119	robert.johnson@emirates.com			
	Faculty of	of Business Managem	ent			
Professor Zindoga Mukandavire	Acting Dean- Faculty of Business Management	+971 4 6050189	zindoga.mukandavire@emirates.com			
Dr Ahlam Al-Zoubi	Head of Department	+971 4 6050178	ahlam.alzoubi@eau.ac.ae			
Prof. Dr Kaitano Dube	Visiting Professor	+971 4 6050184	kaitano.dube@eau.ac.ae			
Dr Nidhi Chaturvedi	Programme Coordinator	+971 4 6050185	nidhi.chaturvedi@emirates.com			
Dr Zara Canbary	Senior Lecturer	+971 4 6050260	zara.canbary@emirates.com			
Dr Evangelia Pantelaki	Senior Lecturer	+971 4 6050177	evangelia.pantelaki@emirates.com			
Dr Wasim Ahmad	Assistant Professor	+971 4 6050169	wasim.ahmad@eau.ac.ae			
Dr Sevda Ahmadian	Assistant Professor	+971 4 6050121	sevda.ahmadian@eau.ac.ae			
Dr Crystal Ioannou	Assistant Professor	+971 4 6050171	crystal.loannou@eau.ac.ae			
Dr Annamalai Chockalingam	Assistant Professor	+971 4 6050177	Annamalai.Chockalingam@eau.ac.ae			
Ronak J Lad	Senior Lecturer	+971 4 6050126	ronak.lad@emirates.com			
Elif Ranclaud	Senior Lecturer	+971 4 6050163	elif.ranclaud@emirates.com			
Veena Vinod	Course Support Coordinator	+971 4 6050145	veenavinod.chelat@emirates.com			
Calvin Antony Castelino	Teaching Assistant	+971 4 6050255	calvin.castelino@eau.ac.ae			
Dr Baha Mohsen	Assistant Professor	+971 4 6050145	S612689@eau.ac.ae			
Dr Petr Svoboda	Assistant Professor	+971 4 6050145	EAUS470@eau.ac.ae			
Dr Muneer Jahwash	Senior Lecturer	+971 4 6050145	EAUS422@eau.ac.ae			
Mohamud Ambashe	Lecturer	+971 4 6050145	mohamud.ambashe@eau.ac.ae			
	Faculty of Ma	athematics and Data	Science			
Dr Hannah Al Ali	Dean – Faculty of Mathematics and Data Science	+971 4 6050199	hannah.alali@emirates.com			
Dr Mostafa Kamil	Programme Coordinator	+971 4 6050175	mostafa.abdulhusain@emirates.com			
Dr Alireza Daneshkhah	Associate Professor	+971 4 6050181	alireza.daneshkhah@emirates.com			
Dr Blessy Trencia Lincy Simon Shepherd	Assistant Professor	+971 4 6050172	blessytrencialincy.simonshepherd@emirates.com			
Dr Deepudev Neelakandan	Assistant Professor	+971 4 6050154	EAUS417@eau.ac.ae			
Dr. Thomas Mgonja	Associate Professor	+971 4 6050173	thomas.mgonja@emirates.com			
Dr Muner Abou Hasan	Assistant Professor	+971 4 6050198	EAUS419@eau.ac.ae			
Dr Rfaat Soliby	Assistant Professor	+971 4 6050197	rfaat.soliby@eau.ac.ae			
Dr Mohammad Abu Zaytoon	Assistant Professor	+971 4 6050146	Mohammadsaleh.Abuzaytoon@eau.ac.ae			

The full EAU staff directory is also available and updated regularly on the EAU website.



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Name	Designation	Direct Number	Email
Dr Rukshanda Kamran	Assistant Professor	+971 4 6050271	rukshanda.kamran@eau.ac.ae
Dr Zainab Rasheed	Assistant Professor	+971 4 6050196	zainab.rasheed@eau.ac.ae
Abeesh Pushpangadan	Course Support Coordinator	+971 4 6050143	abeesh.pushpangadan@emirates.com
Mawada Nasser	Research/Teaching Assistant	+971 4 6050152	mawada.nasser@eau.ac.ae
Reham Arab	Research/Teaching Assistant	+971 4 6050152	riham.arab@emirates.com
Dr Rukshanda Kamran	Assistant Professor	+971 4 6050143	EAUS328@eau.ac.ae
Dr Zainab Rasheed	Assistant Professor	+971 4 6050143	EAUS454@eau.ac.ae
Aboobacker Sidhik	Lecturer	+971 4 6050202	aboobacker.sidhik@emirates.com
Dr Bakhtawar Baluch	Assistant Professor	+971 4 6050143	EAUS478@eau.ac.ae
Mahmoud Saed Alkhouli	Lecturer	+971 4 6050143	EAUS477@eau.ac.ae
Hanan Hussain	Lecturer	+971 4 6050143	EAUS471@eau.ac.ae
	Institute Of Ap	plied Research & Te	chnology
Prof Zindoga Mukandavire	Director of Research	+971 4 6050189	zindoga.mukandavire@emirates.com
Dr Daoud Hilal	Dean of Postgraduate Studies	+971 4 6050111	daoud.kassem@emirates.com
Dr Deepudev Neelakandan	Assistant Professor in Data Science	+971 4 6050154	deepu.dev@eau.ac.ae
Sumayya Ali Abdul Rehman	Admin Support	+971 4 6050112	sumeyya.rehman@eau.ac.ae
	Fac	ulty of Engineering	
Prof Hicham Machmouchi	Dean-EAU Faculty of Engineering	+971 4 6050187	hicham.machmouchi@emirates.com
Dr Elham Tolouei	Programme Coordinator	+971 4 6050182	elham.tolouei@eau.ac.ae
Ajit Yesodharan	Programme Coordinator	+971 4 6050180	ajit.yesodharan@emirates.com
Dr Anju Anna Jacob	Assistant Professor	+971 4 6050248	Anju.Jacob@eau.ac.ae
Dr Walid Abou Hweij	Assistant Professor	+971 4 6050161	walid.abou@eau.ac.ae
Lakshmana Kumar	Instructor / AME Quality Manager	+971 4 6050129	EAUS441@eau.ac.ae
Manuel Abong	Lecturer/AMEL Examiner	+971 4 6050114	EAUS389@eau.ac.ae
Toms Thomas	Instructor	+971 4 6050148	toms.thomas@eau.ac.ae
Shirley Fernandes	Instructor	+971 4 6050179	shirley.fernandes@eau.ac.ae
Tarek Omar	Lecturer	+971 4 6050243	tarek.omar@emirates.com
Mohammad Khateeb	Instructor	+971 4 6050118	mohammed.khateeb@eau.ac.ae
Ala Eddine Ajengui	Instructor	+971 4 6050242	alaeddine.ajengui@emirates.com
Uzair Attique	Lab Assistant	+971 4 6050245	EAUS430@eau.ac.ae
Ashbar Ismayil	Lab Assistant	+971 4 6050241	ashbar.ismayil@eau.ac.ae
Souzan Sarraj	Lab Assistant	+971 4 6050245	souzan.sarraj@eau.ac.ae
Sarita Fernandes	Course Support Coordinator	+971 4 6050113	sarita.fernandes@emirates.com
Aya Shehadeh	Course Support Coordinator	+971 4 6050158	aya.shehadeh@emirates.com
Dr Crystal Ioannou	Part Time Lecturer	+971 4 6050171	crystal.ioannou@eau.ac.ae
Dr Mohammad Al Akhras	Part Time Lecturer	+971 4 6050113	EAUS306@eau.ac.ae



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Name	Designation	Direct Number	Email	
Mohamed Zouhir Bazou	Lecturer	+971 4 6050113	EAUS259@eau.ac.ae	
Yasmine Morhebi	Part Time Instructor	+971 4 6050113	EAUS099@eau.ac.ae	
Nour Ahmad Yousef Qinawi	Part Time Instructor	+971 4 6050113	EAUS325@eau.ac.ae	
Dr Afaq Altaf	Assistant Professor	+971 4 6050113	EAUS467@eau.ac.ae	
Dr Ehsaneh Essen	Assistant Professor	+971 4 6050113	EAUS476@eau.ac.ae	
Hassan Al Halabi	Lecturer	+971 4 6050113	hassan.alhalabi@eau.ac.ae	
Furqan Baig	Lecturer	+971 4 6050113	EAUS479@eau.ac.ae	
Nivin AlHaji	Part Time Instructor	+971 4 6050113	EAUS472@eau.ac.ae	
Mohammad Jawad Khalaji	Lab Assistant	+971 4 6050113	EAUS474@eau.ac.ae	
Mohammad Khayatzadeh	Lab Assistant	+971 4 6050113	EAUS473@eau.ac.ae	
	Admis	ssions & Registration		
Omar Chafic	Head of Admissions & Registration	+971 4 6050188	omar.chafic@emirates.com	
Shereen Afana	Registration Manager	+971 4 6050104	shereen.afana@emirates.com	
Faten Jadaan	Admissions Officer	+971 4 6050131	eau.admissions@emirates.com	
Hiba Barada	Admissions Officer	+971 4 6050176	eau.admissions@emirates.com	
Sanaa Tibary	Admissions Officer	+971 4 6050117	eau.admissions@emirates.com	
Levi Matthysen	Admissions Officer	+971 4 6050127	eau.admissions@emirates.com	
Rawan Selim	Admissions Coordinator	+971 4 6050122	eau.admissions@emirates.com	
Israa Said	Admissions Coordinator	+971 4 6050153	eau.admissions@emirates.com	
Fariba Afshoon	Registration Coordinator	+971 4 6050142	registration@eau.ac.ae	
Suhair Ahmed	Registration Coordinator	+9714 6050156	registration@eau.ac.ae	
Diaa Alkabbani	Registration Coordinator	+9714 6050203	registration@eau.ac.ae	
Shobana Regurajan	Admin Assistant	+971 4 6050132	registration@eau.ac.ae	
	Bus	iness Development		
Maha Abdullah Hmeid	Business Development Manager	+971 4 6050123	maha.hmeid@emirates.com	
Lama Saleh	Alumni and Career Services Controller	+971 4 6050120	lama.saleh@emirates.com	
Chinedu Okafor	Social Media Assistant	+971 4 6050165	EAUS428@eau.ac.ae	
Institutional Effectiveness Unit (IEU)				
Hend H Al Marzouqi	IEU Manager	+971 4 6050157	hend.almarzouqi@emirates.com	
Hadeel Ahmed	IEU Administrator	+971 4 6050147	hadeel.khalaf@emirates.com	
Kassem Hilal	IEU Officer	+971 4 6050130	kassem.hilal@emirates.com	
Finance & Accounts				
Aliasgar Gohar	Finance Manager	+971 4 6050137	aliasgar.gohar@emirates.com	
Abhayad Patwardhan	Finance Officer	+971 4 6050136	eau.finance@emirates.com	
Maria Tresea	Accountant	+971 4 6050150	eau.finance@emirates.com	
Mustapha Chafic	Admin Assistant	+971 4 6050155	eau.finance@emirates.com	
Library				



Name	Designation	Direct Number	Email	
Kavitha Krishnan Unni	LRC Controller	+971 4 6050139	kavitha.satish@emirates.com	
	Student Visa	& Accommodation S	ervices	
Hilda John Dewan Student Services Officer +971 4 6050103 hilda.dewan@emirates.com				
	Sports & Student Services Office			
Anna El Guindi	Student Services Officer	Student Services Officer +971 4 6050174 <u>sso@eau.ac.ae</u>		
		IT Services		
Aboobacker Sidhik	Business Systems Officer	+971 4 6050202	aboobacker.sidhik@emirates.com	
Amr Mohamed	Business Systems Officer	+971 4 6050205	amr.mohamed@emirates.com	

University Catalogue Postgraduate 2024-2025 Appendix A: Curricula – Graduate Programmes



Curriculum of the Master of Business Administration in Aviation Management Concentration

To qualify for the Master of Business Administration in Aviation Management_award, a student is required to complete a total of 180 CATS Credits at the M Level, as detailed below.

Code	Title	CATS Credit
Core Courses		60
ECM05EFA	Financial Analysis for Managers	15
ECM22EKM	Leadership & People Management	15
ECM85BS	Marketing Management	15
ECM28EKM	Project Management	15
Specialised Courses		60
ECM01SE	Global Issues in the Airline Industry	15
ECM40SE	Aviation Strategy	15
ECM81SE	Airport Operations	15
ECM84SE	Airline Operations	15
Dissertation		60
ECM99EKM	MBA Dissertation	50
ECM08MAA	Research Methods	10

To qualify for the Postgraduate Diploma in Business Administration – Aviation Management exit award, a student is required to successfully complete 120 CATS Credits at the M Level; comprising of all the taught courses.



<u>Curriculum of the Master of Business Administration in Logistics & Supply Chain</u> <u>Management Concentration</u>

To qualify for the Master of Business Administration in Logistics & Supply Chain Management award, a student is required to complete a total of 180 CATS Credits at the M Level, as detailed below.

Code	Title	CATS Credit
Core Courses		60
ECM05EFA	Financial Analysis for Managers	15
ECM22EKM	Leadership & People Management	15
ECM85BS	Marketing Management	15
ECM28EKM	Project Management	15
Specialied Courses		60
ECM31SOR	Logistics Operations	15
ECM32SOR	Logistics Strategy	15
ECM25EMD	Supply Chain Management	15
ECM54EMD	Purchasing Management	15
Dissertation	-	60
ECM99EKM	MBA Dissertation	50
ECM08MAA	Research Methods	10

To qualify for the Postgraduate Diploma in Business Administration – Logistics and Supply Chain Management exit award, a student is required to successfully complete 120 CATS Credits at the M Level; comprising of all the taught courses.



Curriculum of the Master of Business Administration in General Management Concentration

	Course	
Code	Title	CATS Credit
Core Courses		60
ECM05EFA	Financial Analysis for Managers	15
ECM22EKM	Leadership & People Management	15
ECM85BS	Marketing Management	15
ECM28EKM	Project Management	15
Specialised Co	urses	60
ECM28BSS	International Business	15
ECM34BSS	Strategic Management	15
ECM03EFA	Economic Environment of Business	15
ECM25EMD	Supply Chain Management	15
Dissertation		60
ECM99EKM	MBA Dissertation	50
ECM08MAA	Research Methods	10

To qualify for the Master of Business Administration in General Management award, a student is required to complete a total of 180 CATS Credits at the M Level, as detailed below.

To qualify for the Postgraduate Diploma in Business Administration – General Management exit award, a student is required to successfully complete 120 CATS Credits at the M Level; comprising of all the taught courses.



Curriculum of the Master of Science in Aviation Safety

To qualify for the Master of Science in Aviation Safety award, a student is required to complete a tot	al
of 180 CATS Credits at the M Level, as detailed below.	

Code	Title	CATS Credit
Core Courses		75
EAM01AS	Aviation Safety and Security Risk Management	15
EAM02AS	Human Factors in Aviation	15
EAM03AS	Air Transport Management and Strategy	15
EAM04AS	Crisis Management and Emergency Planning	15
EAM07AS	Airport and Airline Security Operations	15
Specialised Courses		45
EAM10AS	Airworthiness	15
EAM11AS	Accident Investigation and Incident Reporting	15
EAM12AS	Aerodrome Safety and Air Navigation	15
Project		60
ECM08MAA	Research Method	10
ECM99EKM	Masters Project	50

To qualify for the Postgraduate Diploma in Aviation Safety exit award, a student is required to successfully complete 120 CATS Credits at the M Level; comprising of all the taught courses.



Curriculum of the Master of Science in Aviation Security

To qualify for the Master of Science in Aviation Security award, a student is required to complete a total of 180 CATS Credits at the M Level, as detailed below.

Code	Title	CATS Credit
Core Courses		75
EAM01AS	Aviation Safety and Security Risk Management	15
EAM02AS	Human Factors in Aviation	15
EAM03AS	Air Transport Management and Strategy	15
EAM04AS	Crisis Management and Emergency Planning	15
EAM07AS	Airport and Airline Security Operations	15
Specialised Courses		45
EAM05AS	Aviation Security	15
EAM06AS	Aviation Security Legislation	15
EAM08AS	Aviation Physical Security	15
Project		60
ECM08MAA	Research Method	10
ECM99EKM	Masters Project	50

To qualify for the Postgraduate Diploma in Aviation Security exit award, a student is required to successfully complete 120 CATS Credits at the M Level; comprising of all the taught courses.



Master of Science in Aerospace Engineering Curricula

To qualify for the Master of Science in Aerospace Engineering award, a student is required to complete a total of 180 CATS Credits at the M Level, as detailed below.

Code	Title	CATS Credit
Core Modules		60
ECM10AEE	Computational Fluid Dynamics	15
ECM11EKM	Advanced Engineering Materials and Processes	15
ECM10MAE	Computer Aided Engineering	15
ECM51MAE	Engineering Simulation and Analysis	15
Specialised Mo	60	
ECM06AEE	Flight Dynamics and Simulation	15
ECM07AEE	Sustainable Aviation	15
ECM09AEE	Unmanned Aerial Vehicle Systems	15
ECM11AEE	Experimental Methods and Techniques	15
Dissertation		60
ECM08AEE	Individual Project	60

To qualify for the Postgraduate Diploma in Aerospace Engineering exit award, a student is required to successfully complete 120 CATS Credits at the M Level; comprising of all the taught modules.



Master of Science in Mechanical Engineering Curricula

To qualify for the Master of Science in Mechanical Engineering award, a student is required to complete a total of 180 CATS Credits at the M Level, as detailed below.

Code	Title	CATS Credit
Core Modules		60
ECM10AEE	Computational Fluid Dynamics	15
ECM11EKM	Advanced Engineering Materials and Processes	15
ECM10MAE	Computer Aided Engineering	15
ECM51MAE	Engineering Simulation and Analysis	15
Specialised Mo	60	
ECM12BE	Advanced Structural Analysis Concepts	15
ECM22MAE	Stress and Dynamics	15
ECM01MAM	Solar Thermal Energy	15
ECM02MAM	Refrigeration and Air Conditioning	15
Dissertation		60
ECM08AEE	Individual Project	60

To qualify for the Postgraduate Diploma in Mechanical Engineering exit award, a student is required to successfully complete 120 CATS Credits at the M Level; comprising of all the taught modules.



Master of Science in Engineering Business Management Curricula

To qualify for the Master of Science in Engineering Business Management award, a student is required to complete a total of 180 CATS Credits at the M Level, as detailed below.

Code	Title	CATS Credit
Modules		120
ECM05EFA	Financial Analysis for Managers	15
ECM22EKM	Leadership and People Management	15
ECM25EMD	Supply Chain Management	15
ECM68EKM	Sustainability and Environmental Management Systems	15
ECM28EKM	Project Management	15
ECM69EKM	Engineering Strategy	15
ECM14EKM	Lean Operations	15
ECM29EKM	Quality Management and 6 Sigma	15
Dissertation		60
ECM99EKM	Masters Project	50
ECM08MAA	Research Methods	10

To qualify for the Postgraduate Diploma in Engineering Business Management exit award, a student is required to successfully complete 120 CATS Credits at the M Level; comprising of all the taught modules.



Master of Arts in International Human Resource Management Curricula

To qualify for the Master of Arts in International Human Resource Management award, a student is required to complete a total of 180 CATS Credits at the M Level, as detailed below.

Code	CATS Credit	
Modules		120
EACM06HRM	Leading, Managing and Developing People	15
EACM07HRM	HRM in Context	15
EACM08HRM	Developing Skills for Business Leadership	15
EACM12HRM	International HRM	15
EACM52HRM	Managing and Rewarding Performance	30
EACM55HRM	CM55HRM Applied Learning and Development	
Dissertation	60	
EAC7002CRB	Global Professional Development-Consultancy	10
EACM08SMM	Research-based Dissertation	40
EAM08MAA	Research Methods	10

To qualify for the Postgraduate Diploma in International Human Resource Management exit award, a student is required to successfully complete 120 CATS Credits at the M Level; comprising of all the taught modules.



PhD in Data Science

To qualify for the PhD in Data Science award, a student is required to complete a total of 540 CATS Credits at the QFEmirates Level 10, as detailed below.

Programme Structure: PhD in Data Science			
Module Type	Module Code	Module Title	Credits (CATS)
Research Methods Module	EAP01RE	Research Methods	40
	EAP01DS	Machine Learning	20
	EAP02DS	Probability and Statistics for Data Science	20
Subject Specific	EAP03DS	Numerical Methods	20
Modules	EAP04DS	Asymptotic Expansions and Perturbation Methods	20
	EAP05DS	Modelling with Partial Differential Equations	20
	EAP06DS	Big Data Analytics	20
		Choose One Elective	
	EAP07DS	Data-Driven Modelling of Dynamical Systems	20
Elective Modules	EAP08DS	Fourier Series	20
	EAP09DS	Techniques in Optimization	20
Bridging Modules	EAPB01DS	Foundations of Data Science	0
	EAPB02DS	Advanced Mathematics and Statistics	0
Internship	EAP01DI	Doctoral Internship	0
Thesis			360
Total Credits for Completion			540

PhD in Aviation Management


To qualify for the PhD in Aviation Management award, a student is required to complete a total of 540 CATS Credits at the QFEmirates Level 10, as detailed below.

	Programme Structure: PhD in Aviation Management										
Module Type	Module Code	Module Title	Credits (CATS)								
Research Methods Module	EAP01RE	Research Methods	40								
	EAP01AM International Business and Global Strategy										
	EAP02AM Technology, Change and Innovation in Aviation										
Subject Specific Modules EAP03AM Global Operations in Aviation											
EAP04AM International Leadership in Aviation											
EAP05AM Logistics Operations in Aviation											
EAP06AM Sustainable Aviation											
		Choose One Elective									
	EAP07AM	Airport and Airline Operations	20								
Elective Modules	EAP08AM	Global Alliances in Aviation	20								
	EAP09AM	Regional and Global Marketing Perspectives in Aviation	20								
Duidaing Modulos	EAPB01AM	Fundamentals of Business and Aviation	0								
bridging Modules	EAPB02AM	Leadership and Operations in Aviation	0								
Internship EAP01DI Doctoral Internship											
	•	Thesis	360								
Total Credits for Completion 540											

Appendix B: Learning Outcomes – Graduate Programmes



Learning Outcomes for the Named MBA Awards

Know	ledge and Understanding		
	On successful completion of the MBA programme you should be able to demonstrate knowledge and understanding of:	The principal teaching, learning methods used:	Assessment methods used:
KU1	the local, national and international context within which businesses specific to the concentration of study operate and recognise the international perspectives in strategic management and the affect of globalised markets on competitiveness	Lectures, Web-based learning, case studies, seminars discussions and tutorials	Practical assessments and in-class tests
KU2	theory and practice underpinning the structure, organisation and management of businesses specific to the concentration of study and the relationship between a company's corporate strategy and its operations	Lectures, computer laboratory sessions, Web-based learning, case studies, seminars discussions and tutorials	Practical assessments and in-class tests
KU3	the theories and practice of management, HR, finance and marketing at both a strategic and an operational level within organisations	Lectures, Web-based learning, case studies, seminars discussions and tutorials	Practical assignments

Cogni	tive Skills		
	On successful completion of the MBA programme you should be able to demonstrate knowledge and understanding of:	The principal teaching, learning methods used:	Assessment methods used:
CS1	analyse and synthesise complex business scenarios and apply business and management techniques to problems in the domain of study	Lectures, group discussions either seminar or Web-based, problems classes and tutorials	In-class tests, practical and written assessments, presentations and formal report
CS2	conduct a thorough and systematic analysis of a practical management problem in the domain of study and use appropriate channels to disseminate the findings	Lectures, group discussions either seminar or Web-based, problems classes and tutorials.	In-class tests, practical and written assessments, presentations, formal report, forum participation

Practi	cal Skills		
	On successful completion of the MBA programme you should be able to demonstrate knowledge and understanding of:	The principal teaching, learning methods used:	Assessment methods used:
PS1	propose innovative and creative solutions to address a sizeable practical management problem specific to the domain of study and present a soundly reasoned justification for the final recommendation	Lectures and seminars.	In-class tests, practical assessments, presentations and formal report.
PS2	devise and implement strategies for incorporating quality in design, recognising the importance of quality in achieving competitive advantage	Lectures, laboratory sessions, Web-based learning, problems classes and tutorials, workshops, research design tutorials, dissertation supervision and guided and self-directed study	Practical and written assessments, presentations and production of a research plan and report
PS3	effectively design and execute a research or consultancy project related to the management of an organisation specific to the concentration's industry	Web-based learning, seminars discussions and tutorials; guided independent study, personal supervision and support	Portfolio of work, time sheets, presentations, log book, project specification, formal report

Transferable Skills

On successful completion of the MBA programme you should be able to demonstrate knowledge and understanding of:



- TS1 find and manipulate information
- TS2 communicate ideas and results effectively
- TS3 solve problems
- TS4 exercise initiative and personal responsibility
- TS5 make decisions in complex and unpredictable situations
- TS6 demonstrate the independent learning ability required for continuing professional development
- TS7 operate effectively in a variety of team roles and take leadership roles where appropriate

Transferable/key skills are generally incorporated within modules and related to relevant assessments as appropriate. Self-directed learning forms an element of all modules and the necessity to work within tight deadlines is an essential requirement across the curriculum. The ability to communicate orally and in writing will be developed across the range of modules. The wide range of assessment techniques will ensure that you are given every opportunity to demonstrate your skills in these areas.



Mapping of Modules for MBA Awards

MBA Core Modules	Intended Learning Outcomes			KU		С	S		PS				TS				
		Cr.	1	2	3	1	2	1	2	3	1	2	3	4	5	6	7
Module code	Module Name																
ECM28EKM	Project Management	15		Х			Х	Х		Х	Х	Х	Х			Х	Х
ECM05EFA	Financial Analysis for Managers	15			Х	Х				Х	Х	Х					
ECM22EKM	Leadership and People Management	15			Х	Х			Х					Х			Х
ECM85BS	Marketing Management	15	Х		Х	Х		Х		Х	Х	Х			Х		
MBA Aviation Modules	Intended Learning Outcomes			KU		С	S		PS				TS				
		Cr.	1	2	3	1	2	1	2	3	1	2	3	4	5	6	7
Module code	Module Name																
ECM01SE	Global Issues in the Airline Industry	15	Х			Х	Х	Х		Х	Х	Х	Х	Х	Х	Х	Х
ECM84SE	Airline Operations	15		Х	Х	X	Х	Х			Х	Х	Х	Х	Х	Х	Х
ECM81SE	Airport operations	15		Х			Х		Х							Х	Х
ECM40SE	Aviation Strategy	15	Х	Х	Х	Х	Х		Х				Х			Х	Х
MBA Logistics Modules	Intended Learning Outcomes		KU		C S		Р	S				TS					
		Cr.	1	2	3	1	2	1	2	3	1	2	3	4	5	6	7
Module code	Module Name																
ECM54EMD	Purchasing Management	15	Х			Х		Х		Х	Х	Х		Х	Х		
ECM32SOR	Logistics Strategy	15	Х	Х	Х	Х	Х					Х		Х			
ECM31SOR	Logistics Operations	15	Х	Х		Х	Х	Х	Х		Х	Х	Х		Х		
ECM05EMD	Supply Chain Management	15	Х	Х			Х	Х	Х		Х	Х	Х		Х		
MBA General	Intended Learning Outcomes			KU		С	S		PS				TS				
Management Modules		Cr.	1	2	3	1	2	1	2	3	1	2	3	4	5	6	7
Module code	Module Name																
ECM34BSS	Strategic Planning	15	Х	Х	Х	Х	Х		Х				Х			Х	Х
ECM28BSS	International Business	15	Х	Х	Х	Х			Х			Х		Х	Х		
ECM03EFA	Economic Environment of Business	15	Х	Х	Х	Х			Х		Х	Х	Х		Х		
ECM33EKM	Operations Management	15		Х	Х		Х		Х	Х	Х	Х	Х		Х		Х
MBA Dissertation	Intended Learning Outcomes	1		KU		С	S		PS				TS				
Module		Cr.	1	2	3	1	2	1	2	3	1	2	3	4	5	6	7
Module code	Module Name		Ē.,	1	1	Ē.,	1		1	1		1					
ECM99EKM	MBA Dissertation	60	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
									. <u> </u>				ı		۰	۰	

Learning Outcomes for the Named MASAS Masters Awards

Knov	vledge and Understanding		
	On successful completion of the programme the student should be able to demonstrate knowledge and understanding of:	The principal teaching, learning methods used:	Assessment methods used:
KU1	theory and practice underpinning the management of security / safety in aviation environments and the relationship between business strategy, regulatory policy and operations within this context	Lectures, seminars, case studies, seminars discussions and tutorials	Practical assessments and in-class tests
KU2	theories and techniques relating to the analysis and management of human factors in incidents, systems and operations relating to security / safety in the aviation industry	Lectures, seminars, case studies, seminars discussions and tutorials	Practical assignments
KU3	the design and operation of technologies, systems and procedures used to ensure the security / safety of airports and airspace	Lectures, seminars, case studies, seminars discussions and tutorials	Practical assessments and in-class tests

Cogni	tive Skills			
	On successful completion of the programme the student should be able to:	The principal teaching, learning methods used:	Assessment used:	methods
CS1	conduct a thorough and systematic analysis of a practical aviation security / safety problem and use appropriate channels to disseminate the findings	Lectures, group discussions either seminar or web-based, problems classes and tutorials.	In-class tests, and assessments, presentations, report, participation	practical written formal forum
CS2	critically evaluate a range of possible options or solutions to address a practical aviation security / safety problem and present a soundly reasoned justification for the final recommendation	Lectures, group discussions either seminar or web-based, problems classes and tutorials.	In-class tests, and assessments, presentations formal report	practical written and

Pract	ical Skills		
	On successful completion of the programme the student should be able to:	The principal teaching, learning methods used:	Assessment methods used:
PS1	Propose innovative and creative solutions to address practical problems relating to aviation security / safety .	Lectures and seminars.	In-class tests, practical assessments, presentations and formal report.
PS2	Effectively design and execute a research or consultancy project related to aviation security / safety .	Seminars discussions and tutorials, research design tutorials, guided independent study, personal supervision and support	Portfolio of work, project specification, formal report
PS3	Select appropriate technologies and design and implement effective security / safety operations, policies and procedures for airports and airlines, recognising the operational, financial and aesthetic objectives of airport stakeholders, airlines and travelling passengers.	Lectures, seminars and tutorials, supervision and guided and self- directed study	Practical and written assessments, presentations and production of a research plan and report

Transferable Skills

On successful completion of the programme the student should be able to:

TS1. find and analyse appropriate information

TS2. communicate ideas and results effectively and present these in a manner that that demonstrates academic and professional maturity

TS3. solve complex problems

TS4. exercise initiative and personal responsibility

TS5. make decisions in complex and unpredictable situations

TS6. demonstrate the ability to learn independently and reflect on practice and personal experience

TS7. operate effectively in a variety of team roles and take leadership roles where appropriate

Transferable/key skills are generally incorporated within modules and related to relevant assessments as appropriate. Self-directed learning forms an element of all modules and the necessity to work within tight deadlines is an essential requirement across the curriculum. The ability to communicate orally and in writing will be developed across the range of modules. The wide range of assessment techniques will ensure that the student is given every opportunity to demonstrate their skills in these areas.



Mapping of Modules for Named MASAS Masters Awards

MSc Aviation Safety

	Intended Learning Outcomes			KU		KU		С	S		PS					TS			
Module Code	Module Title	Cr.	1	2	3	1	2	1	2	3	1	2	3	4	5	6	7		
EAM01AS	Aviation Safety and Security Risk Management	15	Х			X	X			X	X	X			Х				
EAM02AS	Human Factors in Aviation	15		Х			Х	Х	Х		Х	Х		Х	Х		Х		
EAM03AS	Air Transport Management Strategy	15	х	х	х	Х	X		х	х	х	х	х		х				
EAM04AS	Crisis Management and Emergency Planning	15		Х		X	X	X			X	X	Х	X	Х		X		
EAM07AS	Airport and Airline Security Operations	15	Х		X	X						X			Х				
EAM10AS	Airworthiness	15	Х	х	Х	Х				Х		Х	х	Х	Х		Х		
EAM11AS	Accident Investigation and Incident Reporting	15	х	Х		X	х	X	Х		X	X			х	X	X		
EAM12AS	Aerodrome Safety and Air Navigation	15	Х	Х	X	X				X	X	X	Х		Х				
ECM99EKM	Masters Project	50	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	X		
ECM08MAA	Research Method	10					X			X							Х		

MSc Aviation Security

	Intended Learning Outcomes			KU			KU			C	S		PS					TS			
Module Code	Module Title	Cr.	1	2	3		1	2	1	2	3	1	2	3	4	5	6	7			
EAM01AS	Aviation Safety and Security Risk Management	15	X				X	X			Х	Х	Х			Х					
EAM02AS	Human Factors in Aviation	15		Х				Х	Х	Х		Х	Х		Х	Х		х			
EAM03AS	Air Transport Management Strategy	15	X	X	X		X	X		Х	X	X	X	Х		X					
EAM04AS	Crisis Management and Emergency Planning	15		х			Х	X	Х			Х	Х	Х	X	Х		х			
EAM05AS	Aviation Security	15	Х		Х		Х	Х					Х			Х	Х				
EAM06AS	Aviation Security Legislation	15	Х		Х		Х	Х					Х			Х					
EAM07A	Airport and Airline Security Operations	15		X	х			х	X	х	X		X	х	X	X					
EAM08AS	Aviation Physical Security	15		Х	Х		Х	Х	Х		Х			Х		Х					
ECM99EKM	Masters Project	50	Х	Х	Х		Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	X	Х			
ECM08MAA	Research Method	10						Х			Х							Х			

Learning Outcomes for Master of Science in Aerospace Engineering Award

Knowledge and Understanding

On successful completion of the programme a student should be able to demonstrate knowledge and understanding of:

- **KU01** Advanced principles of flight dynamics, structures, aerodynamics, materials, sustainable aviation and aerospace-related systems (and their future applications).
- KU02 Advanced analysis and design tools and processes relevant to the programme's subject areas.
- **KU03** The implementation and critical evaluation of design solutions relevant to the subject areas through simulation and practical applications.
- **KU04** The planning, execution and critical evaluation of projects in the field of aerospace-related systems at a professional or equivalent level.

The principal teaching, learning and assessment methods normally used to enable outcomes to be achieved and demonstrated are identified below:

	Teaching and Learning	Various assessment methods including:
KU01 – KU04	Lectures	Formal Examinations
	Seminar discussions	Coursework assignments
	Tutorials	In-class tests
	Independent learning	Student presentations

Cognitive (thinking) Skills

On successful completion of the programme a student should be able to:

- **CS01** Apply systematic engineering analysis methods and research skills to solve complex aerospace engineering problems, with data that might be incomplete or uncertain.
- **CS02** Develop innovative designs and adapt design processes and methodologies to fulfil the requirements of current and future aerospace systems.
- **CS03** Critically evaluate and optimise solutions to analytical, design and practical problems in aerospace engineering.

The principal teaching, learning and assessment methods normally used to enable outcomes to be achieved and demonstrated are identified below.

	Teaching and Learning	Various assessment methods
		including:
CS01 – CS03	Project work	Reports
	Problem based learning	Demonstrations
	Problem-solving exercises	In-class tests
		Presentations



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Practical Skills

On successful completion of the programme a student should be able to:

- **PS01** Select, apply and critically appraise tools and techniques of advanced analysis and design appropriate to the subject areas.
- **PS02** Implement appropriate software and hardware solutions and simulations and critically evaluate the outcomes.
- **PS03** Plan, perform, critically evaluate and present the results of an independent project in a chosen specialist subject area.

The principal teaching, learning and assessment methods normally used to enable outcomes to be achieved and demonstrated are identified below.

	Teaching and Learning	Various assessment methods
		including:
PS01 – PS03	Project work	Reports
	Problem based learning	Demonstrations
	Practical Laboratories	Viva-voce examinations
	Computer-based Laboratories	Presentations
	Problem-solving exercises	

Transferable Skills

On successful completion of the programme a student should, to a professional level of competency, be able to:

- **TS01** Effectively apply problem solving skills to unfamiliar and complex problems.
- **TS02** Apply communication and problem-solving skills and demonstrate a professional approach to written reports and oral presentations.
- **TS03** Function autonomously and take responsibility for engaging in self-directed study and continuous professional development (CPD) to remain abreast of current professional and work practices.
- **TS04** Demonstrate leadership, conflict resolution, communication and work planning skills within a team.
- **TS05** Demonstrate a critical awareness of professional, legal, social and ethical issues.
- **TS06** Initiate and manage self-directed project work and present a portfolio of subject specific or professional skills, taking account of industrial and commercial constraints.

Transferable/key skills are generally incorporated within modules and related to relevant assessments as appropriate. Self-directed learning forms an element of all modules and the necessity to work within



tight deadlines is an essential requirement across the curriculum. The ability to communicate orally and in writing will be developed across the range of modules.

The wide range of assessment techniques will ensure that students are given every opportunity to demonstrate their skills in these areas.

Ν	Iodule		Knowledg	ge and Uno	derstandin	g	Co	gnitive Sl	kills	Pra	actical Sk	kills			Transfera	able Skill	8	
Code	Title	MLO No	KU1	KU2	KU3	KU4	CS1	CS2	CS3	PS1	PS2	PS3	TS1	TS2	TS3	TS4	TS5	TS6
		1	~	~	~	~	~		~									
	Flight Dynamics and	2	✓		✓			✓	✓									
ECM06AEE Simulation	3		~	~		✓			✓	✓				~				
		4		~	~	~			✓	✓			✓					
		5		~	~		~			✓	~							
		1	~															
	2															~		
ECM07AEE	Sustainable Aviation	3			~			✓										
		4	✓							✓								
		5				~			✓									
ECM09AEE Unmanned Aerial		1			~		✓		✓				✓				✓	
	2	✓	~	~		✓		✓	✓			~						
	Unmanned Aerial Vehicle Systems	3	✓	~	~		✓		✓	✓			✓		✓			
		4	✓	~	✓		✓		✓	✓			✓					
		5	✓	~	~		✓		✓	✓			✓					
		1		~					✓		✓							
	Experimental	2			~				✓	✓		✓						
ECM11AEE	Methods and	3		~					✓	✓	✓							
	Techniques	4		~			✓		✓	✓	✓	✓		✓				
		5			~				✓								✓	
		1	~				✓						✓					
		2	✓	~			✓											
ECM10AEE	Computational Fluid	3		~	~	~	√	✓	✓	√	✓		✓					
	Dynamics	4			~	~	✓		~	✓	~	✓			~		✓	
		5				✓						✓		✓				✓
Co	Computer Aided	1		✓						✓	✓							
ECMI0MAE	Engineering	2					✓		✓	✓								

Mapping Modules for Master of Science in Aerospace Engineering

		3		~			✓	✓			~							
		4	✓	~			✓			✓	~							
		5		~	~					✓	~							
		6		√	~	~	✓		✓	✓	✓		✓					
	Advanced	1	✓							✓								
	Engineering	2	✓							✓								
ECM11EKM	Materials and	3		~	~		~		~	✓	~							
	Processes	4		~	~				√	✓			√					
		5	✓	~			✓						✓					
	Engineering	1	✓	~	✓	✓	~			✓			√					
		2	✓				~											
ECM51MAE	Simulation and	3	✓	~			✓	√					✓		~			
	Analysis	4		~	~	~	~				✓							
		5		~	~				~	~	~							
		1	√	~	~	~	~	√	~	~	~	~	~		~			
		2			√	~	✓		✓	✓			~		✓			✓
ECM08AEE	Individual Project	3										✓		~		~		
		4													✓	~		✓
		5															✓	



Learning Outcomes for Master of Science in Mechanical Engineering Award Knowledge and Understanding

On successful completion of the programme a student should be able to demonstrate knowledge and understanding of:

- **KU01** New and emerging materials, manufacturing and product technologies to meet component structure design variables;
- **KU02** The application and capability of the principles of engineering science to static bodies and bodies in motion within different mediums with varying boundary conditions and energy states;
- KU03 Innovative mechanical (electro-mechanical) design, control processes and methodologies;
- KU04 Analysis of static structures and dynamic components, structures and vessels;
- **KU05** Management and business practices, processes and projects to promote the commercial success of an engineering enterprise.

The principal teaching, learning and assessment methods normally used to enable outcomes to be achieved and demonstrated are identified below.

	Teaching and Learning	Assessment
KU01-05	Lecture	Formal Examinations
	Seminar discussions	Coursework assignments
	Interactive/ Synchronous Virtual	In-class tests
	Tutorials Self-guided	Student presentations

Cognitive (thinking) Skills

On successful completion of the programme a student should be able to:

- **CS01** Apply systemic engineering modelling, analysing and research skills to solve complex stress analysis, heat transfer, dynamics and fluid mechanics problems with data that might by incomplete or uncertain;
- **CS02** Develop innovative designs and adapt design processes and methodologies to fulfil the requirements of current and future mechanical systems;
- **CS03** Critically evaluate and optimise solutions to analytical, design and practical problems in mechanical engineering.

The principal teaching, learning and assessment methods normally used to enable outcomes to be achieved and demonstrated are identified below.

	Teaching and Learning	Assessment
CS01-03	Project work	Reports

Problem based learning	Demonstrations
Problem-solving exercises	In-class tests
	Presentations

Practical Skills

On successful completion of the programme a student should be able to:

- **PS01** Use laboratory equipment for investigative work to support product development;
- **PS02** Use commercial software in the solution of engineering problems;
- **PS03** Communicate graphically the design of a component or system through sketches, CAD;
- PS04 Apply engineering management and design tools in the product development cycle;
- **PS05** Research information relevant to Mechanical Engineering programme topics from a variety of sources and to critically analyse ideas, arguments and points of view.

The principal teaching, learning and assessment methods normally used to enable outcomes to be achieved and demonstrated are identified below.

	Teaching and Learning	Assessment
PS01-05	Project work	Reports
	Problem based learning	Demonstrations
	Practical Laboratories	Viva-voce examinations
	Computer-based Laboratories	Presentations
	Problem-solving exercises	

Transferable Skills

On successful completion of the programme a student should, to a professional level of competency, be able to:

- TS01 Effectively apply problem solving skills to unfamiliar and complex problems;
- **TS02** Demonstrate leadership, conflict resolution, communication and work planning skills within a team;
- **TS03** Apply communication and problem-solving skills and demonstrate a professional approach to written reports and oral presentations;
- **TS04** Initiate and manage self-directed project work and present a portfolio of subject specific or professional skills, taking account of mechanical industrial and commercial constraints;

TS05 Function autonomously and take responsibility for engaging in self-directed study and continuous professional development (CPD) to remain abreast of current professional and work practices.

A wide range of assessment techniques will ensure that students are given every opportunity to demonstrate their skills in these areas.

M	odule		K	nowledge	e and Uno	lerstandi	ng	Cog	gnitive S	kills		Pra	ctical S	kills			Trans	sferable	Skills	
Code	Title	MLO No	KU1	KU2	KU3	KU4	KU5	CS1	CS2	CS3	PS1	PS2	PS3	PS4	PS5	TS1	TS2	TS3	TS4	TS5
		1						✓			✓	✓								
		2				✓		✓		✓										
ECM22MAE Stress and Dynamics	Stress and Dynamics	3						✓				✓			✓				✓	
	Stress and Dynamics	4			✓			✓			✓	✓				✓				
		5			✓			\checkmark			\checkmark	\checkmark				✓				
		6											\checkmark					\checkmark	\checkmark	
	1	\checkmark		✓				✓												
ECMIADE	Advanced Structural	2			✓				✓							✓				
Analysis Concepts	3			✓					✓								✓			
		4										✓	✓					✓	✓	
		1					✓			✓					✓					
ECMOINAM	Solar Thermal	2	✓		✓				~	✓										
ECMUIWAW	Energy	3								\checkmark				\checkmark		✓				
		4	\checkmark												\checkmark				\checkmark	\checkmark
		1														✓				
ECMOMAN	Refrigeration and	2			\checkmark			\checkmark		\checkmark										
ECWI02WIAWI	Air Conditioning	3			✓			✓								✓				
		4	\checkmark		✓					\checkmark					\checkmark					
ECM10AEE Computational Fluid Dynamics		1	\checkmark	\checkmark				✓								✓				
	2	\checkmark					✓													
	Computational Fluid Dynamics	3			✓		✓	✓	✓	✓	✓	✓	✓		✓	✓				
	• • • •	4			✓		✓	\checkmark		\checkmark	\checkmark	\checkmark		\checkmark						✓
		5					\checkmark							\checkmark				\checkmark	\checkmark	

Mapping Modules Master of Science in Mechanical Engineering

			1								\checkmark	\checkmark								
			2					\checkmark		\checkmark	\checkmark		\checkmark							
	Computer A	Aided	3					✓	✓			\checkmark	\checkmark							
ECMI0MAE	Engineering		4	✓				✓			✓	✓								
			5		✓						✓	✓								
		·	6		✓		\checkmark	✓		\checkmark	✓	✓				\checkmark				
Advanced		1	✓		✓					✓										
	Engineering		2	✓							✓									
ECM11EKM	Materials		3		✓			✓		✓	✓	✓								
	and Processes		4		✓					✓	✓					\checkmark				
		·	5	\checkmark				✓								\checkmark				
			1	\checkmark	✓		\checkmark	✓			✓					\checkmark				
	Engineering	·	2	\checkmark				✓							\checkmark					
ECM51MAE	Simulation	and	3	✓				✓	✓						\checkmark	\checkmark				\checkmark
	Analysis		4		✓		\checkmark	✓				\checkmark								
			5		\checkmark					\checkmark	\checkmark	\checkmark								
			1	\checkmark	\checkmark		\checkmark	✓	\checkmark	\checkmark	\checkmark	\checkmark		\checkmark		\checkmark				\checkmark
		·	2		✓		\checkmark	✓		\checkmark	\checkmark					\checkmark			\checkmark	\checkmark
ECM08AEE	Individual Proj	ect	3											\checkmark			✓	\checkmark		
			4														✓		\checkmark	✓
		5																\checkmark		

Learning Outcomes for Master of Science in Engineering Business Management Award Knowledge and Understanding

On successful completion of the programme students should be able to demonstrate knowledge and understanding of:

KU1 The key tools used to evaluate capital expenditure proposals.

KU2 All aspects and requirements of manufacturing industry and its supply chain.

The principal teaching, learning and assessment methods normally used to enable outcomes to be achieved and demonstrated are identified below.

	The Principal teaching, learning methods used:	Assessment methods used:
KU1-KU2	Lectures, group discussions either seminar, or web-based, problems, classes and tutorials	Various assessment methods including group work, in-class tests, written-reports, presentations and or computer submissions.

Cognitive Skills

On successful completion of the programme students should be able to demonstrate knowledge and understanding of:

- CS1 Complex initiatives in a coherent structured fashion using a variety of media.
- **CS2** The analysis and synthesis of the complexity of business and be able to apply business and management techniques to business tasks.
- **CS3** Undertaking independent and systematic enquiry at an advanced level and to take responsibility for the implementation of conclusions drawn from it.
- **CS4** Assessing the impact of manufacturing strategy on a company's corporate strategy.
- CS5 Analysing event based system specification and devising a model of the system.
- **CS6** Analysing and underpinning quality of work with reference to supporting literature and case studies.

The principal teaching, learning and assessment methods normally used to enable outcomes to be achieved and demonstrated are identified below.

	The Principal teaching, learning methods used:	Assessment methods used:
CS1-CS6	Reading and study using the University Library, group	Various assessment methods including group work, in-class tests,
	discussions either seminar or web based, problem based scenarios in relevant industry	written-reports, presentations and or computer submissions.

Practical Skills

On successful completion of the programme students should be able to demonstrate knowledge and understanding of:

- **PS1** Critically appraising the role of change management from a variety of perspectives.
- **PS2** Applying the concepts and processes involved in the manufacturing of goods and in the financing of a business enterprise.
- **PS3** Applying ethical considerations facing business and a commitment to the equitable treatment of all employees.
- **PS4** Applying advanced business and management techniques to the analysis and solution of problems across a wide range of business settings.
- **PS5** Conceiving, costing, planning, resourcing and managing complex projects.
- **PS6** Applying the personal and interpersonal skills necessary to lead individuals and to manage and work in teams effectively.

The principal teaching, learning and assessment methods normally used to enable outcomes to be achieved and demonstrated are identified below.

	The Principal teaching, learning methods used:	Assessment methods used:
PS1-PS6	Class exercises including case studies and individual and group exercises	Various assessment methods including group work, in-class tests, written-reports, presentations and or computer submissions.

Transferable Skills

On successful completion of the programme students should be able to:

- **TS01** Evaluate and appraise the context within which business operates, recognis ing the national and international perspectives in strategic management and the effect of global markets on competitiveness.
- **TS02** Adopt a reflective approach to personal development and embrace the philosophy of continual professional development.

Transferable/key skills are generally incorporated within modules and related to relevant assessments as appropriate. Self-directed learning forms an element of all modules and the necessity to work within tight deadlines is an essential requirement across the curriculum. The ability to communicate orally and in writing will be developed across the range of modules.

Mapping Module	es for Master of Science in	Engineering Business M	Ianagement	
				-

	Module		Knowle Unders	dge and standing		Co	ogniti	ve Sk	ills			Pı	actic		Transferable Skills			
Code	Title	LOs	KU1	KU2	CS1	CS2	CS3	CS4	GS5	GS6	PS1	PS2	PS3	PS4	PS5	PS6	TS1	TS2
		1		*	*	*						*		*	*		*	*
	Financial Analysis for	2		*		*						*		*			*	*
ECMUSEFA	Managers	3	*				*								*			*
		4		*	*								*				*	*
		1		*		*	*				*			*	*			*
EAM22EKM	Leadership and People	2		*		*					*	[*		*	*		*
	Management	3		*		*					*		*	*		*		*
 		4		*			*				*		*					*
		1		*	*	*	*				*	*	*	*			*	*
ECM25EMD	Supply Chain	2		*	*	*	*					*	*					*
ECIVIZJENIE	Management	3		*	*	*	*					*	*					*
		4		*		*	*				*		*				*	*
	Sustainability and	1				*	*							*				
ECM68EKM	Environmental	2				*		Γ	*			*		*	Γ			
	Management Systems	3				*	*					*		*	*			
		1	*			*	*			*				*	*		*	*
ECMOQERM	Ducient Management	2			*	*		*			*			*				*
ECM28EKM	A28EKM Project Management				*		*				*					*		*
		4			*	*		*		*			*		*	*		*
		1		*			*	*						*			*	*
EVMCOEVM	KM69EKM Engineering Strategy	2		*		*	*				*			*				*
EKM69EKM Engineering	Engineering Strategy	3		*														*
EKM69EKM		4				*	*	*									*	*

		5				*								*				*
		6		*	*	*					*			*			*	*
		1			*		*	*				*						
		2			*	*	*		*			*		*				
ECM14EKM	Lean Operations	3			*	*	*					*		*				
ECIVIT+EKIVI	Lean Operations	4			*	*	*					*						
		5			*	*						*						
		6			*									*				
		1		*									*					*
		2					*											*
ECM29EKM	Quality Management	3		*		*											*	*
ECIVI29EKIVI	and 6 Sigma	4		*		*	*						*					*
		5		*		*	*				*		*			*		*
		6								*								*
		1					*			*								
ECMORMAA	Pasaarah Mathada	2					*											
LCIVIOONIAA	Research Methous	3					*			*							*	
		4					*			*								
		1			*		*		*	*	*	*	*	*	*	*		*
		2					*		*	*								*
ECM99EKM	Masters Project	3	*	*	*	*	*	*	*	*	*	*	*	*	*	*		*
		4			*	*	*						*					*
		5			*	*	*										*	*



Learning Outcomes for Master of Arts in International Human Resource Management Award

A student who successfully completes the course will be able to:

- 1. Critically assess and develop the skills, knowledge and competence essential for an International HR Professional.
- 2. Demonstrate the use and application of the 8 Behaviours as identified in the CIPD's HR Profession Map.
- 3. Critically explore and assess the principal internal and external environmental contexts of contemporary organisations and the relationship between HR and other functions in the organisation and the contribution of HR to achieving corporate objectives.
- 4. Reflect critically on theory and practice from an ethical and professional standpoint within an international context.
- 5. Critically evaluate and apply current and emerging themes in International Human Resource Management and International Human Resource Development to solve issues and make recommendations.
- 6. Critically analyse and evaluate contemporary HR technology and analytics to make informed HR decisions.
- 7. Demonstrate professionalism and apply relevant skills relating to communication, entrepreneurship, teamwork, project planning, intercultural competence and responsibility for individual learning in the HR environment.
- 8. Critically evaluate and develop solutions to complex, inter-related, multi-faceted issues that can be found in a variety of organisations and professional contexts.
- 9. Undertake independent research either in an academic or work context to solve complex problems within International HRM, reaching informed decisions and critically review them.

Mapping of CLOs to PLOs – MA International Human Resource Management Course Programme Learning Outcomes											t
	Course			Pro	gram	me L	earniı	ng Ou	tcom	es	
Code	Title	CLO No.	1	2	3	4	5	6	7	8	9
EACM06HRM	Leading,	1	Х		Х	Х	Х			Χ	
	Managing	2	Х	Х							Χ
	and	3	X	Х							
	Developing	4	Х	Х						Х	
	People	5	Х		Х						
		6	Х	Х	Х				Х		
		7	Х	Х		Х					
Code	Title	CLO No.	1	2	3	4	5	6	7	8	9
EACM07HRM	HRM in	1	X	Х	Х		Х			X	
	Context	2	X	Х	Х						
		3	X	Х	Х	X					
		4	X	Х	Х	Х			Х		
		5	X	Х	Х						
		6	X	Х	Х			Х		X	Х
		7	X	Х	Х						
Code	Title	CLO	1	2	3	4	5	6	7	8	9
		No.									
EACM08HRM	Developing	1	X	Х							
	Skills for	2	Х	Х							
	Business	3	Х	Х							
	Leadership	4	Х	Х							
		5	Х	Х				Х			
		6	Х					Х			
		7	Х	Х					Х		
		8									Χ
Code	Title	CLO	1	2	3	4	5	6	7	8	9
		No.									
EACM12HRM	International	1	Х	Х	Х	Х	Х			Х	
	HRM	2	Х	Х	Х					Х	
		3	X	Х	Х	X	Х	X	Х	Χ	
		4	X	Х		X			Х	X	
Code	Title	CLO	1	2	3	4	5	6	7	8	9
EAM08MAA:	Research	1		Х		Х	Х		Х		Х
	Methods	2		Х		Х	Х		Х		Х

Mapping Modules for Master of Arts in International Human Resource Management



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		3		Х		Χ	Х		Х	Χ	Х
		4		Х		Х	Х		Х	Х	Х
Code	Title	CLO	1	2	3	4	5	6	7	8	9
		No.									
EACM08SM	Research-	1		Х		Х	Х		Х		Х
М	based	2		Х		Х	Х		Х		Х
	Dissertation	3		Х		Х	Х		Х		Х
		4		Х		Х	Х		Х		Х
		5		Х		Х	Х		Х	Х	Х
		6		Х		Х	Х		Х	Χ	Х
Code	Title	CLO	1	2	3	4	5	6	7	8	9
		No.									
EACM52HRM	Managing	1	X		Х	Х	Х				
	and	2	Х	Х	Х	Х	Х				
	Rewarding	3	X	Х	Х	Х	Х	Х	Х	Х	
	Performance	4	X	Χ	Х	Х			Х		
		5	X	Х					Х		
		6	X		Х					Х	
		7	Х	Х	Х	Х					
		8	X		Х	X	Х				
		9	X		Х	X	Х	Х	Х		
		10	X	Х	Х	Х	Х			Х	
Code	Title	CLO	1	2	3	4	5	6	7	8	9
		No.									
EAC7002CRB	Global	1	X	Х		Х			Х		
	Professional	2	Х	Х		Х			Х		
	Development	3	X	Х		Х			Х	Х	
	-	4	X	Х		Х			Х	Х	
	Consultancy										
Code	Title	CLO	1	2	3	4	5	6	7	8	9
		No.									
EACM55HRM	Applied	1	X	X	X	X	X				
	Learning and	2	X	X		X	X	X	X	Х	Х
	Development	3	X		X	X	X			Х	
		4	X			X	X		X	X	
		5	X	X		X	X		X	Х	
		6	X			X	X	X	X		
			X	X				X	X		
				X		X	X	X		X	
		9	Χ	X		X			Χ		

PhD Programmes Learning Outcomes

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emirates aviation university These components provide a comprehensive understanding of the anticipated outcomes and competencies that students will gain upon the successful completion of the PhD programmes.

Knowledge and Understanding

On successful completion of the doctoral programme, a postgraduate researcher should be able to demonstrate knowledge and understanding required to:

- **KU1** Make a significant and original contribution to a specialised field of enquiry worthy of publication.
- **KU2** Command highly specialised and advanced technical, professional and/or research skills including recognised theories, processes, analytical methods and uses of empirical evidence related to research.
- **KU3** Propose, discuss, critically evaluate and defend such knowledge and scholarship with peers and explain the function and contexts in which specialist and advanced level research occurs.
- **KU4** Debate the philosophy and research methodology, including design and management of projects and ethics of research.

The principal methods for teaching, learning, and assessment that facilitate the achievement and demonstration of knowledge and understanding are identified in the **Table** below.

	Teaching and Learning	Assessment
KU1	Independent research Supervision Lectures Seminars Directed reading Case studies Outside speakers	Oral examination Thesis Written assignments Formative group work Oral presentation
KU2	Independent research Supervision Lectures Seminars Group work Case studies Outside speakers Data analysis	Oral examination Thesis Written assignments Formative group work
KU3	Independent research Supervision Workshops Case studies Directed reading	Oral examination Thesis Written assignments Formative group work
KU4	Independent research Supervision Workshops Case studies Directed reading	Oral examination Thesis Written assignments Formative group work Oral presentation



Table: Principal teaching, learning and assessment methods for knowledge and understanding.

Cognitive (thinking) Skills

On successful completion of the programme, a postgraduate researcher should be able to demonstrate the following cognitive (thinking) skills:

- **CS1** Create and interpret new knowledge which is at the forefront of an academic discipline or an area of professional practice.
- **CS2** Identify relevant research theories, methods or techniques, to undertake a large independent research project and critically evaluate the outcome.
- **CS3** Analyse and draw reasoned conclusions concerning structured and unstructured problems from documentation, practical activity, case studies, observations and sets of data.
- **CS4** Synthesise ideas, theories or arguments and formulate research questions and research design.

The principal methods for teaching, learning, and assessment that facilitate the achievement and demonstration of cognitive (thinking) skills are identified in the **Table** below.

	Teaching and Learning	Assessment
CS1	Independent research Supervision Directed reading Case studies Outside speakers	Oral examination Thesis Written assignments Formative group work Project report
CS2	Independent research Supervision Workshops Directed reading Case studies Group work	Oral examination Thesis Written assignments Formative group work Project report Oral presentation
CS3	Lectures Seminars Workshops Group work Self-directed study Case studies Independent research Supervision	Oral examination Thesis Project report Summative and formative group work Oral presentation
CS4	Independent research Supervision Lectures Seminars Case studies Directed reading	Oral examination Thesis Written assignments Project report

Table: Principal teaching, learning and assessment methods for cognitive (thinking) skills.

Practical Skills

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On successful completion of the programme, a postgraduate researcher should be able to:

- **PS1** Reflect, investigate, and apply knowledge which supports the research and programme of study.
- **PS2** Apply and develop appropriate techniques and methodologies applicable to research and advanced scholarship.
- **PS3** Communicate and work effectively to persuade and influence others.

The principal methods for teaching, learning, and assessment that facilitate the achievement and demonstration of practical skills are identified in the **Table** below.

	Teaching and Learning	Assessment
	Lectures	Oral examination
	Workshops	Thesis
DC1	Directed reading	Written assignments
P51	Case studies	Project report
	Independent research	Oral presentation
	Supervision	
	Workshops	Oral examination
	Group work	Thesis
	Directed reading	Written assignments
PS2	Self-directed study	Formative group work
	Practical activity	Project report
	Independent research	
	Supervision	
	Practical activity	Oral examination
	Workshops	Thesis
DC2	Group work	Written assignments
P 55	Face-to-face learning	Formative group work
	Independent research	Project report
	Supervision	Oral presentation

Table: Principal teaching, learning and assessment methods for practical skills.

Transferable Skills

Upon successful completion of the programme, a postgraduate researcher should be able to demonstrate the following transferable skills:

- TS1 Written and oral communication and defence of ideas and arguments.
- TS2 Interpersonal skills including partnership work and problem solving.
- **TS3** Management and leadership skills including time management and project management conflict resolution.
- **TS4** The ability to work independently dealing with complex and unpredictable situations in professional or equivalent environments.
- **TS5** Research and analytical skills, including numerical and statistical skills where appropriate to manipulate and present data.



TS6 - The ability to select, justify and apply appropriate research and decision-making techniques relevant to the research and programme of study.

Transferable/key skills are generally incorporated within modules and related to relevant assessments as appropriate. Self-directed learning forms an element of all modules and the necessity to work within tight deadlines is an essential requirement across the curriculum. The ability to communicate orally and in writing will be developed across the range of modules.

The principal methods for teaching, learning, and assessment that facilitate the achievement and demonstration of transferable skills are identified in **Table** below.

	Teaching and Learning	Assessment
	Independent	Oral examination Thesis
	research	Written assignments Group
TS1	Supervision	work
		Project report
		Oral presentation
	Independent	Oral examination Thesis
	research	Formative group work
	Supervision	Project report
	Practical	
тс2	activity Group	
152	work	
	Self-	
	directed	
	study	
	Reflection	
	Independent	Oral examination Thesis
	research	Formative group work
	Supervision	Project report
	Group work	
TS3	Self-	
	directed	
	study	
	Reflection	
	Face-to-face learning	
TTC 4	Seminars	Oral examination Thesis
TS4	Supervision	Group work
	Independent research	Project report
	Independent	Oral examination Thesis
	research	Written assignments
	Supervision	
T C 	Lectures	
185	Worksho	Group work Project
	ps	report
	Directed	
	reading	
	Unine learning	Oral anomination
		Urai examination
	Workshops	Thesis
TS6	Case studies	Written assignments
100	Directed reading	Formative group work
	Independent research	Project report
	Supervision	

Table: Principal teaching, learning and assessment methods for transferable skills.

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Table: QFEmirates Level 10 mapping to EAU Doctoral Programme Learning Outcomes

						Pro	gram	me Inte	nded	l Lea	arning	Outo	come	es				
		Kn	owledge and	d Understan	ding	Cog	nitive (Th	inking) Skill	s	Р	ractical Sl	kills			Tran	sferable S	kills	
		On progr to	successful o camme a stu demonstrate underst	completion o dent should e knowledge anding of	of the be able and	On suo program	ccessful co me a stude to	mpletion of ent should b	the e able	(coi prog she	On success mpletion o ramme a s ould be ab	ful f the tudent le to	On s	succes tudent	uccessful completion of the progra udent should, to a professional leve competency, be able to			amme a rel of
		KU1	KU2	KU3	KU4	CS1	CS2	CS3	CS4	PS1	PS2	PS3	TS1	TS2	TS3	TS4	T85	TS6
QFE Level 10	Learning Outcomes	Make a significant and original contribution to a specialised field of enquiry worthy of publication;	Command highly specialised and advanced technical, professional and/or research skills including recognised theories, processes, analytical methods and uses of empirical evidence related to research;	Propose, discuss, critically evaluate and defend such knowledge and scholarship with peers and explain the function and contexts in which specialist and advanced level research occurs;	Debate the philosophy and research methodology, including design and management of projects and ethics, of research.	Create and interpret new knowledge which is at the forefront of an academic discipline or an area of professional practice;	Identify relevant research theories, methods or techniques, to undertake a large independent research project and critically evaluate the outcome;	Analyse and draw reasoned conclusions concerning structured and unstructured problems from documentation, practical activity, case studies, observations and sets of data;	Synthesise ideas, theories or arguments and formulate research questions and research design.	Reflect, investigate and apply knowledge which supports the research and programme of study;	Apply and develop appropriate techniques and methodologies applicable to research and advanced scholarship;	Communicate and work effectively to persuade and influence others.	Written and oral communication and defence of ideas and arguments;	Interpersonal skills including partnership work and problem solving;	Management and leadership skills including time management and project management conflict	The ability to work independently dealing with complex and unpredictable situations in professional or equivalent environments;	Research and analytical skills, including numerical and statistical skills where appropriate to manipulate and present data;	The ability to select, justify and apply appropriate research and decision-making techniques relevant to the research and programme of study.
Knowledge	Comprehensiv e, deep and overarching	•	•	•		•	•	•				•	•	•			•	•

	knowledge at the frontier of a professional field of work or discipline and at the interface between different fields or disciplines															
	New knowledge, as judged by independent experts applying international standards, created through research or scholarship, that contributes to the development	•	•	•		•	•	•	•		•	•	•			•
	of a field of work or discipline															
Skill	A range of mastered skills and techniques, including	•	•	•	•	•		•	•	•			•	•	•	•



si e p ra ra e k k p p p p o o k	ynthesis, evaluation, olanning and eflection equired to extend and edefine existing cnowledge or professional practice or to produce priginal cnowledge																	
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	and novel											

	work or learning contexts																	
	Can account for overall governance of processes and system can lead action to build and transform socio-cultural norms and		•	•	•	•		•	•	•					•	•	•	•
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	Can lead and take full responsibility for the development and strategic deployment of professional teams and self			•	•							•	•	•	•	•		
	Can initiate and deploy qualities associated with professional				•		•		•		•	•	•		•			



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	including in												
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Can											
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issues leading											
to informed,											
fair and valid											
decisions											


Appendix C: Academic Regulations

Master Regulations:

Maximum Duration of Studies

(A.2.1)

Students may normally be registered for a particular taught Masters programme for a maximum of three years (full time) and five years (part-time).

Attendance

(A.2.2)

All graduate students shall be subject to the same regulations, regardless of the mode of attendance unless specific provision is made to the contrary.

Taught Masters Programmes: students must attend a minimum of 75% of the direct contact time of each module. Failing to attend 25% of the classes in any module without an exceptional reason will result in the student failing that module.

Interruption of Studies

(A.2.3)

Students may apply to interrupt their studies for a maximum period of twelve consecutive months under the procedure notified. The period of interruption shall be included within the maximum registration period for the award. A student returning from a period of interruption of studies shall be subject to the Regulations that apply to the cohort being joined. Marks attained up to the point of interruption shall stand.

Withdrawal from a Masters Programme

(A.2.4)

- a) Students may withdraw from their masters taught programmes with uncompleted modules at any point through its delivery. In such cases it is the student's responsibility to inform the University of the Withdrawal through the procedure notified. The date of withdrawal shall be taken as the date on which the Faculty Dean signed the form; retrospective withdrawal dates shall not be accepted. All marks attained up to the time of withdrawal shall stand, and the student may re-enroll for the programme in later years if appropriate. The refund policy stated in A2.7 will apply with its penalty implications.
- A student who has not formally withdrawn from a programme by the specified deadline, and who does not complete the required assessments shall be recorded as "Absent". The attempt shall count as a failure and shall be recorded on official documentation.
- c) A student who wishes to withdraw from his/her programme of study must complete the appropriate Withdrawal Form and submit it to the Admission and Registration Office.
- d) No consideration will be given to a refund until the Withdrawal Form is received by the Admission and Registration Office and all the required approvals are obtained. The withdrawal form can be submitted by the student, his/her parent or sponsor.
- e) No refund will be made to students, who are suspended or expelled from the University 110



due to disciplinary action.

Change of Concentration

(A.2.5)

All changes of concentration named awards require the prior approval of the appropriate Programme Coordinator and the Faculty Dean respectively. Core modules are transferrable and do not incur extra cost when a student changes concentrations. A change of concentration will incur extra cost as per the applicable module fee when the student has completed specialised modules that are not transferrable to other concentrations.

Withdrawal/Transfer from a Module

(A.2.6)

- a) Students may transfer to another available module at any time up to a quarter of the way through its delivery. This is subject to the approval of the Programme Coordinator, which must be obtained in advance through the notified procedure informing Registrar to be included in the attendance list.
- b) Students may withdraw from a module with no completed assessments three-quarters of the way through the module. In such cases it is the student's responsibility to inform the University of the Withdrawal through the procedure notified filling and signing a student withdrawal form (for part-time taught Masters Programmes the period of withdrawal is within six weeks of the total 8 weeks module period).
- c) A student who has not formally withdrawn from a module by the specified deadline and who either did not attend the examinations or has not submitted the required assignment by the final deadline (six weeks for part-time taught Masters Programmes modules) shall be recorded as "Absent". The attempt shall count and the average shall be calculated and recorded on official documentation.

Refund Policy

(A.2.7)

- The Application and Registration fees are non-refundable.
- Withdrawal after registration Students must pay AED 20,000 plus the tuition fees of each module attended.

The same policy will apply to those students availing of the salary deduction scheme wherein the total amount due will be continuously deducted from salary or settled in the final pay in case of resignation.

Assessment

(A.3)

A.3.1 A student shall be deemed to have passed a taught module or project module on obtaining an overall module mark of 50% or more, subject to any criteria specified in the course definitive documentation as to how the mark is to be calculated (e.g. by 111



specifying the relative weighting of coursework, examination or other components) and any other conditions (e.g. the minimum marks to be required in each component); marks between 49.5% and 50% inclusive shall be regarded as 50% for these purposes.

A.3.2 In modules with more than one component, there may be provision for a compensation band to enable good performance on one component to offset failure in another component. In such cases, the minimum mark required is 45%, and such criteria must be specified in the approved module descriptor.

Reassessment

(A.4)

- A.4.1 A student may be reassessed by reset without re-registration in any failed module that has not specified an attendance requirement.
- A.4.2 Reassessment of any taught module shall normally be carried out by the same combination of written examination, coursework etc.; as in the first attempt. Re-sitting of any taught module described to be based on 100% coursework, shall be carried out by a single coursework assignment out of 100% regardless if the module had an inclass tests/presentation coursework component in the first attempt.
- A.4.3 Referral in any Masters Project module may be allowed at the discretion of the Examinations Board. Normally, such referral shall only be allowed when the Board is satisfied that there is evidence that the student concerned is likely to complete the programme of study successfully. The Board shall nominate a principle supervisor who will, on its behalf, specify the work required for the student to achieve a pass mark.
- A.4.4 Where a module (described to have an Examination component) is failed and reassessment is permitted, all components with a mark below 50% must be reassessed; the mark in any passed component shall be carried forward and combined with the reassessed component.
- A.4.5 Reassessment of a module or component shall be restricted to one attempt. This must normally be completed within the reset period associated with the academic year in which the module was studied and failed.
- A.4.6 A student may opt not to undergo a reassessment by informing the University via the procedure notified. No other reassessment shall be permitted and the fail mark(s) shall stand. This does not preclude a student registering to repeat a module (see A7.5).
- A.4.7 A student shall not be permitted to be reassessed in any module or component that has received a pass mark.
- A.4.8 If a module (described to have an Examination component) is failed, all components with a mark below 50% must be reassessed; the mark in the other component shall be carried forward and combined with the reassessed component.
- A.4.9 Any module component failed at the first attempt and passed at the second attempt shall carry the higher of the reassessed or original mark. Any module failed at the first attempt and passed at the second attempt shall carry a maximum mark of 50%. The

original module mark (i.e. before reassessment) shall be used in any calculation for Distinction or Merit. Deferred first assessments shall be treated as a first attempt.

- A.4.10 A student who fails to achieve 50% in the dissertation but achieves between 40% and 50% may be referred by an examination board; this means that the examination board will refer the case to a Chairs' action who delegates a supervisor that will advise the student in which areas the work is deficient and provide an opportunity to resubmit the work. Once the supervisor is satisfied that the changes were appropriately carried out, the student is awarded a 50% pass mark by a Chairs' action and without the need for a new full examination board being held at the notified yearly schedules.
- A.4.11 Students who achieve less than 40% on their dissertation may be reassessed by preparing a new dissertation title. The reassessment is restricted to one attempt within 12 months following the original failure. The reassessed mark is capped at 50%.

Repeating periods of study

(A.5)

- A.5.1 A student who has failed a module with a specified minimum attendance requirement or who has not succeeded in redeeming previous failure via reassessment, may register, if eligible, to repeat the module(s) at the next available opportunity (and normally within one year of the original failure).
- A.5.2 Complete reassessment in all components shall be required with the original marks not being taken forward or recombined with the repeat marks. In repeating a module, the student shall be eligible for reassessment as set out in A7.4 above. This right is subject to the module or equivalent still being offered by the University.
- A.5.3 Normally, only one repeat opportunity shall be permitted for any module.
- A.5.4 Students who are repeating a module due to previous failure shall have the lowest module mark in any attempt used to determine the calculation or for Merit or Distinction. Students who are undertaking a deferred repeat shall be considered as making a first attempt (see A7.6). No further reassessment shall be permitted for a module repeated due to previous failure (see A7.4.5).
- A.5.5 Students may not repeat a module to improve marks in a previously passed module.

Deferrals for extenuating circumstances and late submissions

(A.6)

- A.6.1 Students who submit work for assessment or who sign the examinations attendance slip are declaring themselves fit to be assessed and no subsequent claim for extenuating circumstances shall normally be accepted.
- A.6.2 Any student has the right to draw the attention of the University to personal extenuating circumstances which seriously impair his/her ability to undertake an assessment, and to request deferral of the assessment. Requests for deferral on grounds of extenuating circumstances may only be made using the procedure notified, and must be

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accompanied by verifiable and current third party evidence and a letter from the appropriate academic member of staff. No request for deferral shall be considered after the date for work submission or examination date has passed unless there are wholly valid and exceptional reasons (such as physical incapacity due to a serious accident).

- A.6.3 All applications for deferral of assessments shall be considered by the Faculty Council for approval.
- A.6.4 Deferred assessments and repeat periods of study shall be treated as a first attempt.
- A.6.5 Coursework submitted up to 1 week after the due date for submission lose 10% of the mark. Coursework submitted after 1 week and within week 2 lose 20% of the mark. Coursework submitted more than 2 weeks after the due date shall be awarded a fail grade on the assessments concerned. If a student is unable to submit a coursework by the specified date because of mitigating circumstances, s/he may request an extension of up to three weeks from the Faculty Council. The Faculty Council can consider evidence of mitigating circumstances, e.g. illness but NOT work commitments.
- A.6.6 Students who fail to submit work for assessment or attend examinations shall be deemed to have failed the assessments concerned.
- A.6.7 The deferral procedure is not an appropriate measure in respect of permanent or long-term conditions or situations. Students experiencing special long term difficulties arising from changes in their personal, medical or work circumstances may apply to interrupt their studies for up to two twelve months according to the procedure notified. The period of interruption shall be included within the maximum registration period for the award. A student returning from a period of interruption of studies shall be subject to the Regulations that apply to the cohort being joined. Marks obtained up to the point of interruption shall stand.

Awards

(A.7)

- A.7.21 A student who obtains 120 credits at level M within the terms of an approved programme shall be eligible for the award of the University's named Postgraduate Diploma. A student who does not meet the requirements of the Masters named award, but who meets the credit criteria for a Postgraduate Diploma, may be awarded a named Postgraduate Diploma.
- A.7.2 A student who obtains 180 credits at M level within the terms of an approved programme including the required Masters Project module shall be awarded a Masters degree.

Merit and Distinction

(A.8)

A.8.1 Awards for a Postgraduate Diploma (or equivalent) may be made with Distinction or with Merit under the following circumstances:



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- a) A student who achieves at the first attempt an average of at least 70% in the 90 credits worth of M-level modules with the highest marks shall be eligible for a Postgraduate Diploma with Distinction;
- b) A student who achieves an average of at least 60% but less than 70% under the above calculation shall be eligible for an award with Merit;
- c) Unless explicitly approved by the Chair of Academic Board as an exception to the above provisions, all Postgraduate Diplomas are available with both Distinction and Merit;
- A.8.2 Awards for Taught Masters programmes may be made with Distinction or with Merit under the following circumstance, subject to A7.9 and A7.8.2 c).
 - a) A student who, at the first attempt, achieves an average of at least 70% in the 150 credits worth of level M modules with the highest marks taken in a Masters programme shall be eligible for the award of a Masters degree with Distinction;
 - b) A student who achieves an average of at least 60% but less than 70% under the above calculations shall be eligible for an award with Merit;
 - c) Unless explicitly approved by the Chair of Academic Board as an exception to the above provisions all taught Masters Programmes are available with both Distinction and Merit.
- A.8.3 Exceptionally, an Examinations Board may consider recommending a student with an average of less than 70% for an award with Distinction, or a student with an average of less than 60% for an award with Merit.

Regulation of Assessment

EAU maintains the standard of the award as per the UAE - MoE-HEA requirements. The main role of the Examination Board would be to approve and finalise students' grades; and to approve the eligibility of the appropriate students' awards. The Examination Board takes place three times a year at EAU and is chaired by the Vice-Chancellor of EAU. Prior to the examination board, an internal moderation of assessments is carried out by the lecturing staff at the institution responsible for the delivery of the module. A second Board moderation precedes the actual Examination Board meeting. During this pre-Board moderation, other appropriate academic staff will also scrutinise assessments and review samples of the completed assignments and all dissertations to assess comparability of delivery and performance with students.

Modification of results

(A.9)

a) Any entitlement to a Merit or Distinction may be set aside by an Examinations Board following a case of cheating; the Examinations Board may also, in such circumstances, fail a student who has otherwise satisfied the conditions for the award



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concerned.

b) Module results are tentative until approved by an Examination Board. Once approved by a Board, module results cannot be academically modified by usual notified moderation procedures any longer.

Document History

Version No	Date	Update Information	Approved By:
2019-2020	July, 2020	 Added Section 2 University Profile Few modifications to the section 3.2 mission and 3.3 core values. Updated the latest organisational chart section 5 Added section 5.1 List of EAU Board of Governors Added section 5.3 EAU Contact Information and Location Updated section 7.1 Admission Criteria based on CAA Standard 2019 Updated section 9.2 Tuition Fees Updated section 15 The Master Programmes, based on the latest curriculums Updated section 19.2 Module Descriptors Updated section 21 List of Full-time Faculty Updated Appendix A Curricula – Graduate Programmes Few changes to A.4.10, A.3.1, A.4.4, A.4.8, A4.9 (Academic Regulations) 	Vice-Chancellor
2020-2021	July, 2021	 Added point 4 to the Mission section 3.2 Updated the List of EAU Board of Governors section 5.1 Updated the tuition fee for 2020-21 based on the website Updated the refund policy section 9.7 Removed section 5.2 University Administration 	Vice-Chancellor
2021-2022	Dec, 2021	 Update section 5 EAU Org Chart Update section 5.1 EAU Board of Governors Update section 21 Faculty List 	Vice-Chancellor
2021-2022	May, 2022	 Update section 5 EAU Org Chart (Title: School of Aviation Studies and Business Management updated to School of Aviation and Business Management) Updated Section 21 Faculty List Added section 22 Staff Directory 	Vice-Chancellor / University Council
2022-2023	Oct, 2022	 Updated manual to AY 2022-2023 Update section 5 EAU Org Chart and section 22 Staff Directory with the new School title: "School of Aviation and Business Management updated to School of Business Management" 	Vice-Chancellor
2022-2023	March, 2023	 Updated List of EAU Board of Governors section 5.1 Updated Faculty List section 21 Updated Staff Directory section 22 Added all information related to PhD Programmes. 	Vice-Chancellor
2022-2023	December, 2023	 Updated Module Descriptors and Deliveries based on amended Syllabi for PhD Programmes. Updated Curricula for PhD Programmes. 	Vice-Chancellor

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2024 - 2025	August, 2024	 Catalogue updated for AY 2024-2025: 1. 1.Graduate Programmes Calendar Revised "Doctor of Philosophy (PhD) Programmes" 7.1 Admission Criteria Revised: "5.GENERAL ADMISSION TO THE DOCTORAL PROGRAMME" 7.3 Documents Required for Admission Revised: "Doctor of Philosophy (PhD) Programmes" 7.4 Application Procedure Revised: "Steps to complete PhD application" 15.6 PhD in Data Science 16.2 PhD Programmes Completion Requirements 9.2 Tuition Fees Table Update 9.3 Service Charges EAU Official Transcript Official Letter 18. List of Full-time Faculty 19. EAU Staff Directory 	Vice-Chancellor
2024 - 2025	October 2024	• Update Refund Policy, section 9.7	Vice Chancellor / UCM



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