



Emirates
Aviation College



Postgraduate Studies

MBA Programmes



Dear Students,

The global economic environment is changing rapidly, with increasing demands on airline and business executives to stay relevant, embrace new technologies, and manage stakeholder expectations.

Embarking on an MBA programme is an investment, and at Emirates Aviation College, we are committed to ensuring our students get the most from their programmes to maximise their potential.

We offer postgraduate students the opportunity to augment their skills and knowledge, with tuition from some of the world's leading aviation professionals.

I am confident that if you choose to further your studies with us you will gain a wealth of new and exciting knowledge to help propel you forward in your chosen career.

Emirates Aviation College currently offers three different and well-rounded MBA programmes, and each is delivered in collaboration with the highly respected Coventry University in the United Kingdom. In the coming year we will also be launching a number of new and exciting MBA programmes, designed to cater to the growing number of aviation professionals whose expertise covers a vast array of specialties.

Conducted in a multi-national environment and using the latest learning platforms, our carefully designed postgraduate programmes have been created to equip you with the necessary tools to further establish yourself as one of the world's leading aviation professionals.

I wish you every success for the year ahead.

All the very best.

HH Sheikh Ahmed bin Saeed Al-Maktoum
Chancellor, Emirates Aviation College

Contents

Senior Vice President's Message	5
Emirates Aviation College	6
Emirates Aviation College Collaborating Partner - Coventry University	8
Accreditation and Certification	10
Dubai	12
The Campus	14
MBA Mode of Study and Calendar	18
The MBA Programme	20
Payment Policy	30



Since opening our doors at Emirates Aviation College (EAC) in 1991, we have been delighted not only at the tremendous growth in capacity, resources and teaching faculty, but also in the diverse range of programmes we are able to offer. A major milestone in more recent years has been the success of our MBA programmes in Aviation Management, Logistics and Supply Chain Management, and Information Technology.

It is always with great pride that I see our postgraduate students take up their professional occupations or go onto further education, often with outstanding results. Those who study with us are assured the very latest in state-of-the-art resources and the highest level of tuition expertise. Our affiliations with Coventry University, the Chartered Institute of Logistics and Transport in the UK, and the Ministry of Higher Education and Scientific Research in the UAE are testament to the world-class standard of our programmes.

All our postgraduate programmes are designed to provide you with both the theoretical foundations of your chosen subject, and the knowledge to apply your skills to the best effect in a work setting. Your education at EAC is an investment that will provide a lifetime of value and equip you with the knowledge, self-confidence and independence to make your true mark within your chosen profession.

We hope that you will take full advantage of the opportunities offered by the College for your personal, intellectual, and professional growth. Our principle aim remains as true today as from the beginning - to help our students be the best that they can be.

Professor Ahmad Al Ali

Senior Vice President
Emirates Aviation College



Emirates Aviation College

Emirates Aviation College (EAC) was established in 1991 by the Department of Civil Aviation, initially to provide aviation-related training to students and corporate organisations.

The college has since expanded and diversified and now offers an extensive range of educational opportunities designed to give students a firm foundation to succeed in their careers. In September 2001, the college merged with the Emirates Group to form the "Academic Wing" of the Group.

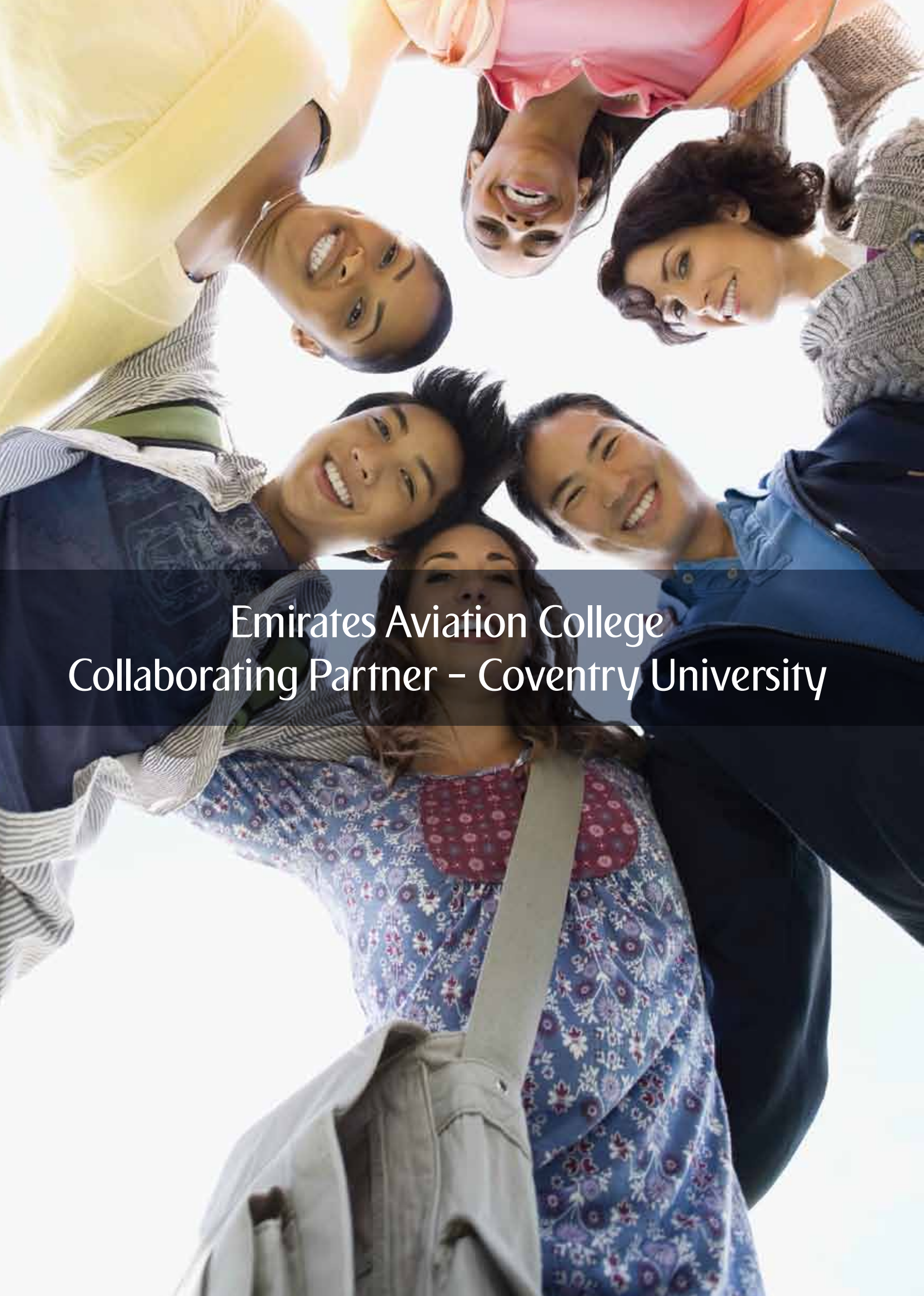
The college offers a range of standard, as well as specialised career programmes to meet the requirements of the Aerospace, Travel and Tourism, Business Management and Aviation Management industries of the region.

At Emirates Aviation College, we believe that with determination, anything is possible. We hope that we can help you take great leaps in your chosen field and play an important role in shaping tomorrow's business environment.

In 2007, Emirates Aviation College (EAC) embarked on an ambitious, strategic plan to explore industrial and market driven research and introduce postgraduate programmes. The plan was driven by a vision to become a leading institution for postgraduate education in aviation-related disciplines. To achieve this vision, a strategic association was announced with Coventry University, UK.

The Aviation Management MBA programme was the first MBA programme to be introduced with our Coventry University partners. Following on from the success of this programme, further postgraduate MBA concentrations were introduced to cater to the growing and specific requirements of the market, namely MBA in Logistics and Supply Chain Management and MBA in Information Technology Management. There are also plans to introduce other specialised MBA concentrations in the near future.

Emirates Aviation College has established a Department of Postgraduate Studies that administers the MBA programmes within three concentrations: Aviation Management, Logistics and Supply Chain Management and Information Technology Management. The department is preparing to manage the much anticipated Ph.D. research programmes in the aviation field. This initiative will primarily serve UAE's need for such specialised research as well as meet the requirement for the GCC, North African and sub-continental Asia.



Emirates Aviation College Collaborating Partner – Coventry University

Emirates Aviation College's collaborating partner, Coventry University (CU), is an innovative university with a growing reputation for excellence in education. It has a long and established relationship with the industry and has always encouraged academia and industry to collaborate and thrive for mutual benefit.

The University has worked with companies from all sectors locally, nationally and internationally. The University's commercial work has enabled it to build a good client network and has gained recognition in providing 'real business solutions' while taking an innovative and enterprising approach to today's changing business environment.

Coventry University appreciates the commercial knowledge and relationships they build, as this enables students to combine practical business knowledge with theory.

Coventry University values the partnerships developed and believe in investing time and effort to strengthen these relationships, turning them into long-term strategic alliances.



Accreditation and Certification

The MBA programmes are accredited by the Ministry of Higher Education and Scientific Research (MOHESR) in the UAE as a dual award degree.

This means that students who successfully complete the programme receive separate awards from Emirates Aviation College and Coventry University. Emirates Aviation College is responsible for ensuring the standard of the Emirates Aviation College award as per the UAE MOHESR requirements and Coventry University is responsible for ensuring the quality of the Coventry award in accordance with the UK Quality Assurance Agency for Higher Education's guidelines on collaborative provisions.

The Quality Assurance Agency for Higher Education (QAA) is a UK-based agency that monitors universities that maintain their own academic standards and quality.

Two of the MBA programme's concentrations, namely Aviation Management and Logistics and Supply Chain Management, are accredited by the Chartered Institute of Logistics and Transport in the UK.



Dubai

Dubai is unquestionably the commercial, leisure and sporting capital of the Gulf. It has recently become a regional academic destination too. Its geographical proximity to the markets of the Middle East, Africa, the Indian Subcontinent and the CIS, combined with world-class infrastructure, makes Dubai the location of choice for businesses seeking a place in the region.

Dubai is politically stable and efficiently administered. Its government pursues a free and balanced economic policy that has fostered an excellent international reputation and encourages both national and foreign companies to invest in almost every conceivable sphere of economic activity. The non-oil sector in Dubai currently contributes to more than 90% of the total GDP with manufacturing, tourism and services showing steady growth.

With the advent of Dubai Internet City, Dubai Media City and Dubai Knowledge Village, this dynamism is now being transferred to the development of the knowledge economy.

Dubai is also home of the Emirates Group; a global travel and tourism conglomerate known worldwide for their commitment to the highest standards of quality in every aspect of business. Emirates Aviation College is the academic wing of the Emirates Group.



The Campus

Set in a prime landscaped site at Emirates Aviation College, we believe it is important that students study in an attractive environment conducive to productive learning.

Facilities

At Emirates Aviation College, our aim is to make the very latest teaching and learning resources available to our students, faculty and staff. All our classrooms are equipped with audiovisual equipment and students have access to wireless, local area networks and online resources.

Students

Dubai's multi-cultural environment is reflected in our MBA student base, which comprises of over thirty nationalities. Many of our MBA students have gained industrial experience, which is an important source of learning for other students they interact with.

Faculty

Emirates Aviation College offers courses that include vocational, undergraduate and postgraduate studies. An academic experience that is combined with effective industrial know-how keeps our learning programmes completely relevant to developments within the business environment.

Most of the EAC faculty are doctorate holders in their respective areas of specialisation. The collaborative agreement with Coventry University is reflected in the module delivery of the MBA Programme shared between Coventry University and EAC faculty. Such collaboration is highly appreciated by our students who enjoy the learning experience from different industrial and academic perspectives.

Learning Resource Centre

Our Learning Resource Centre (LRC) is equipped with books and materials related to the specific programmes we run. This is in addition to a selection of academic and industrial journals, plus scientific and technical reference manuals.

The LRC has individual study desks and a group study room with computers and internet access for research purposes. A second group study room is available for team assignments, activities and tutorials for small groups of students.

In addition to Emirates Aviation College facilities, our MBA postgraduates enjoy the benefit of being Coventry University students as well. This allows them access to some of CU's facilities, namely their online services which are available to every MBA student when starting a programme.



Catering

Hot meals and snacks are available in the college cafeteria situated in the basement level of the South campus building. There are also many other commercial food and beverage outlets such as Costa, in and around campus.

Sports

We encourage students to actively participate in sports, as a team or individually, at an inter-college level. Our Sports Coordinator offers coaching and practice sessions for a wide variety of sporting activities.



MBA Mode of Study and Calendar

The MBA programmes are run on a part-time basis Block Delivery Mode, over 18 months. The module delivery is equally shared between Coventry University and EAC faculty.

Classes are taught on a modular basis and scheduled in concentrated five-day periods including weekends.

EAC usually has three MBA intakes per year.

- September
- January
- May

For calendar details, please contact the Emirates Aviation College MBA registrar on e-mail eac.mba@emirates.com or call Mrs. Shereen Afana at 00971 4 2189104.

Entry Requirements

Students will be admitted to Emirates Aviation College MBA programme according to the following criteria:

Requirements

- An honours degree in any subject with a minimum of second class honours (Division 1), or an equivalent Bachelors degree with a minimum CGPA of 3.0.
- A pass degree, plus at least five years of documented relevant working experience at a professional level.
- English Language Entry Requirement: TOEFL 550 Paper-Based (213 Computer-Based, or 79 Internet-Based) or its equivalent on other standardised tests approved by the MOHESR (such as IELTS 6.0).
- Following are two exceptions to the English Language Entry Requirement:
 - A native English speaker who has completed his/her undergraduate education in an English medium institution in a country where English is the official language. This category does not require TOEFL or its equivalent.
 - A student admitted to and graduated from an English medium institution, and who can provide evidence of acquiring minimum TOEFL score of 500 on Paper-Based test or its equivalent on other standardised tests approved by the MOHESR, upon admission to his/her undergraduate programme.

Probationary Admission Requirements

- CGPA 2.5 to 2.99 (or 2.11) + (no relevant documented experience)
Students are conditionally admitted for any three MBA modules only. Students will be expected to score an average of 60% or above on three modules (based on the Programme's passing average of 40%). Students that fail to achieve this will be dismissed from the programme.
- Students who do not meet the English language entry requirements, but have scores above or equal to TOEFL 530 (or equivalent) will be admitted conditionally for the duration of the three MBA modules mentioned in item (a). Students will be given a six month period to come up with a TOEFL of 550 or equivalent. Students who fail to achieve this will be dismissed from the programme.



The MBA Programme

The MBA programme at Emirates Aviation College is designed for students who wish to study a wide range of topics within the aviation, logistics and supply chain and information technology industries respectively. The programme is based on four core business administration modules, compulsory for all MBA students, plus four other specialisation modules in the respective fields of aviation, logistics and information technology. The programme is concluded by a mandatory dissertation, upon the successful completion of their respective eight modules of study.

The programme is structured to provide a basic grounding in all aspects of aviation, logistics and supply chain and information technology industries. Emphasis is given to the use of relevant analytical techniques, an understanding of management skills and current business. A strategic view is taken of the respective industries and current and future issues are investigated.

Market Scope

The courses have not only attracted professionals from the aviation, logistics and IT sectors looking to enhance current careers, but also professionals seeking to broaden their knowledge base from business sectors including finance, real estate, hospitality, manufacturing and security.



Goals of the MBA Programme / Aviation / Logistics & Supply Chain / IT Management

The MBA programme provides students an opportunity to:

- Study organisations, their management and the changing external context in which they operate at an advanced level.
- Develop business skills at a professional level.
- Prepare for research or further study.
- Develop the ability to apply knowledge and understanding of business and management to complex issues, both systematically and creatively, to improve business and management practices.
- Enhance lifelong learning skills and personal development to instill self-direction and originality.
- Specialise in a chosen field of aviation, logistics, or information technology management within the broader business and organisational context.

The programme sustains the values sought by EAC.

[Excellence](#)

Achieving the highest quality in all we do.

[Leadership](#)

Developing the visions and strategies for a desired future, aligning and energising our people to achieve our vision.

[Innovation](#)

Creating and implementing new ideas and methods.

[Collaboration](#)

Working cooperatively with other organisations and within the Emirates group.

[Responsiveness](#)

Providing appropriate programs and services in a proactive, flexible and timely manner.

[Accountability](#)

Measuring our performance and using the results for improvements.

[Stewardship](#)

Ensuring our programs and services add value to our students and communities.

Programme Structure

The MBA Programme syllabus is based on the CATS system of credits. CATS stands for Credit Accumulation and Transfer Scheme which was established in the Bologna Declaration. This was a pledge by 29 European countries to reform the structure of their higher education systems in a convergent manner. The aim of the Bologna Process was to create a European Higher Education Area (EHEA) by 2010 and to promote the European system of higher education worldwide. The flexibility and transparency provided by the scheme enables students and teachers to have their qualifications recognised more widely, which facilitates the freedom of movement around a more transparent EHEA.

In the CATS system, courses are divided into modules and each standard module carries 15 CATS credits at level 7 (postgraduate). A CATS point is equal to 10 notional hours of successful learning activity. The MBA programme defines 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. Students need to accumulate 180 CATS points for a Master’s degree. The number of hours of student effort for a 15 credit module is 150 hours.

Eight compulsory modules (4 Core Modules and 4 Specialisation Modules) plus a dissertation is needed to complete the MBA Programme. There are no pre-requisites, and modules can be done in any order. The dissertation (equivalent to four modules) will normally be the last component of the programme. Offered on a part-time and modular basis, this programme is planned to last 18 months (with a maximum of four years period given to students facing extenuating circumstances).



Curriculum

4 Core Modules (60 Credits) + 4 Specialisation Modules (60 Credits) + Dissertation (60 Credits)

Core Modules

		CATS Credit
1	Financial Analysis for Managers	15
2	Organisational Behaviour and HRM	15
3	Marketing Management	15
4	Project Management	15
	Total	60

Aviation Management Modules

		CATS Credit
1	Airline Operations	15
2	Airport Operations	15
3	Aviation Strategy	15
4	Global Issues in the Airline Industry	15
	Total	60

Logistics and Supply Chain Management Modules

		CATS Credit
1	Logistics Operations	15
2	Purchasing Management	15
3	Logistics Strategy	15
4	Supply Chain Management	15
	Total	60

Information Technology Management Modules

		CATS Credit
1	IS/IT Strategy	15
2	Information Security	15
3	Systems Development and Procurement	15
4	Enterprise Systems	15
	Total	60

MBA Dissertation Module

		CATS Credit
	MBA Dissertation	60

Awards:

For students to obtain the MBA Degree, they must successfully complete 180 credit hours at M level.

The award will be based on the area of specialisation, namely:

MBA (Aviation Management): the full curriculum (180 credits).

MBA (Logistics and Supply Chain Management): the full curriculum (180 credits).

MBA (Information Technology Management): the full curriculum (180 credits).

A Postgraduate Diploma will be awarded for students who successfully complete 120 credits at M level. The award will be based on the area of specialisation, namely:

PgDip Business Administration (Aviation Management)

PgDip Business Administration (Logistics and Supply Chain Management)

PgDip Business Administration (Information Technology Management)

A Postgraduate Certificate will be awarded for students who successfully complete 60 credits at M level.



A closer look into the Module contents:

Financial Analysis for Managers

This module is designed to develop the students' ability to interpret and use financial information within the strategic framework of a business. It is oriented towards the user rather than the preparer of corporate financial statements. The course provides students with the practical tools for assessing the financial performance and economic condition of a business. Considerable emphasis is placed on financial reports of real-world public companies. The course introduces the key concepts of managerial 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 and divisions.

Organisational Behaviour & Human Resources Management

This module provides a thorough grounding in the theories of organisations, the processes of organisational designing and the practice of human resource management. The first part of the module concentrates on the concepts of organisational structure and behaviour. The second part reviews the changing nature of the employment relationship and critically evaluates the contribution of HRM to organisational effectiveness and efficiency.

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 behaviour. The components of marketing will be explored from manufacturing and service sector perspectives.

Project Management

This module prepares students to manage 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 on the management and strategic use of project management techniques.

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 problems of financing airline operations and investment and the different marketing strategies used by airline businesses are also introduced. The interdependence between airlines, aircraft manufacturers and airport authorities is explored.

Airport Operations

The module views airports as complex systems aimed at delivering a service to passengers and air freight. The main operational procedures for handling air cargo and passenger throughput in airport terminals are presented. The module also explores how physical characteristics impose constraints on aircrafts, the services provided to airlines, to passengers in the terminal buildings and to air cargo companies. Students will be introduced to the design and management problems relating to these facilities.

Aviation Strategy

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

Global Issues in the Airline Industry

This module provides students the opportunity 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 technology, human factors, political and environmental issues. Guest lectures by experts that include industry-based specialists form the basis of the teaching element of this module. Students are given the opportunity to develop their understanding of particular topics covered in the module through an in-depth research study, based on which they are assessed.

Logistics Operations

This module addresses basic functions and elements related to logistics and the associated distribution systems involved in handling freight in the local, national, and international context. 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 flow and the support provided by IT systems are explored.

Logistics Strategy

This module introduces students to the theories and practice of strategic management. It explores the application of business strategy principles 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, are identified. The module provides an introduction to the problems inherent in strategy implementation.

Purchasing Management

The overall aim of the module is to provide 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.

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.



IS/IT Strategy

This module considers how information technology and information systems enable organisations to evolve in order to achieve their strategic objectives. The alignment of business and IS/IT strategies is crucial to the success of both individual projects and to the development of the organisation itself. The management and co-ordination of large-scale IS/IT projects and programmes are viewed against the background of current best practice and in the context of internal IS/IT strategies. The human aspects of change are examined; from stakeholders to the role and characteristics of the organisational change agent at the other.

Information Security

This module provides students with an appreciation of information security concepts and an understanding of how they are applied using Internet technologies. The importance of a security policy is considered and client-side, data-transmission, server and operating system security vulnerabilities are examined in-depth. Students will gain a thorough understanding of the threats faced by businesses due to security risks and an understanding of the legal, policy and technical approaches that are necessary to mitigate such risks. The module also introduces forensic computing techniques to identify, extract, document, interpret and preserve computer media as digital evidence or to analyse the root cause of security breaches. Through this, students will gain an understanding of methods used to monitor data processing devices for unauthorised use.

IT Systems Development and Procurement

This module addresses the options available to commercial organisations in the delivery of IS and IT requirements and enables the student to select and justify the most appropriate system solutions for a given situation. The feasibility of commercial projects is reviewed in detail and the alternatives of external procurement and internal development are explored. The procurement life cycle is investigated and contrasted with systems development approaches. The roles of the client, sub-contractors and suppliers are viewed within the context of successful project proposals. Detailed systems scenarios are presented in order to demonstrate the selection of appropriate system analysis and design techniques in modeling systems of varying complexity.

Enterprise Systems

Enterprise Resource Planning (ERP) is an industry term for the broad set of activities supported by multi-module application software that helps a manufacturer or other organisation, manage the important parts of its business including product planning, parts purchasing, maintaining inventories, interacting with suppliers, providing customer service and tracking orders. The aim of this module is to give the student a critical awareness of the principles, tools and techniques underlying ERP systems. It also highlights the need for a strategic approach to the implementation and monitoring of such systems and provides the student with opportunities to develop the skills necessary to design, implement and manage ERP systems successfully.

MBA Dissertation

The dissertation includes a study of research methods and gives students the opportunity to enact a piece of individual research or problem-solving of a strategic nature, thereby demonstrating their competence in applying the concepts and skills acquired during the taught part of the programme.

Support for Students and their Learning

The MBA programme is managed by the Dean of Postgraduate Studies. The Dean oversees the operation of the programme and the delivery of the modules and is assisted by Concentration Coordinators for each of the specialisations (Aviation Management, Logistics and Supply Chain Management, Information Technology Management) in addition to various Administrators. The Coventry University Faculty of Engineering and Computing has a Link Tutor who manages the collaboration between Emirates Aviation College and the University.

New entrants to the programme attend an induction programme to familiarise themselves with the structure and operation of their programme and the facilities to support their studies. Students are given access to an online learning management system that provides materials to support their learning and facilitates communication with their respective Concentration Coordinator and Module Lecturer. To support work on the dissertation, students are assigned a personal supervisor who communicates with them regularly to provide guidance. The pastoral support of students is provided primarily through the Concentration Coordinator and the Dean of Postgraduate Studies respectively.



Payment Policy

Enrolment

Payments can be made directly to the cashier of EAC during the enrolment process. Emirates staff may make payments by salary deduction.

Payment of both registration and installment fees are due immediately upon receipt of the offer letter from the college and prior to the registration deadline. Each new MBA batch has its own deadline. Please check with the registrar.

Bank Account Details

Fees may be transferred directly to the following Emirates Aviation College Bank account:

Bank	National Bank of Dubai
Branch	Al Ittihad, Dubai, U.A.E.
Account Title	Emirates EAC
Account number	0151510342
Swift code	NBDUAEAD

Withdrawals and Refunds

Withdrawal before the start of the course: refund of full course fees.

Withdrawal after the course started: Students must pay a fixed penalty fee plus the tuition fees of each module covered.

The registration fee is non refundable.

Registration

Interested applicants who meet the entry requirements should e-mail eac.mba@emirates.com or contact Mrs. Shereen Afana at 00971 4 2189104.

For further information and online registration, please visit emiratesaviationcollege.com and click MBA/Aviation Programmes.

Cheques Paid			
Date	Cheque No.	Amount	Date
	1633	200.00	11-15
	1639	100.00	11-17
	1640	380.00	11-30

* Indicates preceding check(s) not processed this
SC Substitute Cheque Received from Processing

Contacts

Emirates Aviation College
P.O. Box 53044
Dubai, UAE
Tel: 00971 4 2824000
Fax: 00971 4 2824222
emiratesaviationcollege.com

emiratesaviationcollege.com