



Program Guide

For

Tourism & Hospitality Management Undergraduate Program

2024



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Qualification Summary

Target Award Title & Level

BSc Tourism and Hospitality Management

Mode of Study & Standard Course Length

Full Time 4 Years

Location

Al Abidia Campus, Makka Al Mukrama

Institution

College of Business Management

Department

Tourism and Hospitality Management

Code:

540300

ACADEMIC PRINCIPLES AND REGULATIONS

The University Academic Principles and Regulations apply to this program.

This guide is approved by the head of the department.

Dr. Fatima S. Almaghrabi

Fatima Almaghrabi



Program Overview

All nations of the world are engaged in tourism “it is the world's largest employer and is forecast to grow as a sector of economic activity throughout the next decade. Its total contribution comprised 9% of global GDP (US \$6.6 trillion) and generated over 260 million jobs – 1 in 11 of the world’s total jobs. The industry outperformed the entire wider economy in 2012, growing faster than other notable industries such as manufacturing, financial services, and retail. With such resilience in demand and an ability to generate high employment, the importance of Travel & Tourism as a tool for economic development and job creation is clear. In total, the industry contributed to over 10% of all new jobs created in 2012 (WTTC, 2012).

The Saudi Government's Tourism Policy acknowledges the significant contribution that tourism and hospitality make to the country's economy (WTTC, 2012).

- 1- The direct contribution of Travel & Tourism to GDP was SAR52.1bn (2.2% of total GDP) in 2012, and is forecast to rise by 8.2% in 2013, and to rise by 4.0% pa, from 2013-2023, to SAR83.7bn in 2023.
- 2- The total contribution of Travel & Tourism to GDP was SAR125.1bn (5.2% of GDP) in 2012, and is forecast to rise by 6.7% in 2013, and to rise by 4.0% pa to SAR198.4bn in 2023.
- 3- In 2012 Travel & Tourism directly supported 206,000 jobs (2.3% of total employment). This is expected to rise by 14.4% in 2013 and rise by 3.9% pa to 346,000 jobs (2.7% of total employment) in 2023.
- 4- In 2012, the total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry, was 5.1% of total employment (459,000 jobs). This is expected to rise by 12.9% in 2013 to 518,000 jobs and rise by 3.8% pa to 753,000 in 2023 (5.8% of total).

5- Visitor exports generated SAR34.6bn (2.2% of total exports) in 2012. This is forecast to grow by 6.4% in 2013, and grow by 5.2% pa, from 2013-2023, to SAR60.9bn in 2023 (4.5% of total).

6- Travel & Tourism investment in 2012 was SAR20.6bn, or 4.9% of total investment. It should rise by 1.7% in 2013, and rise by 4.0% pa over the next ten years to SAR30.9bn in 2023 (4.7% of total).



In particular, hotel room capacity and tourism businesses are rapidly expanding in Makka and Madina to meet the increasing number of pilgrims visiting the country every year. Various major chains have decided also to enter the tourism market and the government has attracted major foreign investments. However, given the novelty of the industry and cultural resistance issues pertaining to joining the tourism field, the industry suffers significant lack of professionalism.

The government, research, industry, and the media have all recently realized that a new breed of tourism professional is required to manage such growth. Tourism managers with an in-depth knowledge and understanding of tourism principles and practices, with knowledge and understanding of core business and management disciplines, combined with a strong international focus, which will be able to contribute to such growth at regional, national and international levels. It is also noted that the majority of workforce in tourism is from out of Saudi Arabia (South Asia and Middle East). Specialists are also brought on contractual basis from countries such as Australia, UK, USA and South Africa. The proportion of Saudi nationals working in tourism are estimated as low and thus, there is a great opportunity to develop job opportunities for Saudi nationals as part of the Saudization policy.

Prompted by and taking these facts into consideration, the College of Business Management has established a leading full-time four year Tourism and Hospitality Management Programme, realizing that improved levels of skills and learning are necessary for key decision-making within the tourism and hospitality industries.

Employability is the student's core study outcome. The Tourism and Hospitality Management programme is vocationally orientated and multi - disciplinary with robust academic foundation. It produces graduates capable of communicating and working effectively in a multidisciplinary environment after graduation. A coherent and powerful programme character flows from the target market's thoughts and demands of future employers. The programme's target market is the undergraduate student who has a strong tourism industry focus wishing to gain management skills allowing rapid career advancement.

On completion of the degree, diverse career enhancement opportunities will arise with public, private and not-for-profit sector employers. These include tourist and heritage attractions; tour operators and travel agencies, transport providers, the accommodation sector, food and beverage providers, charitable organisations, non-governmental organisations (NGOs) and national and international tourism development and promotion agencies. Graduates will be able to pursue a career in either functional or general management.



This course will offer students an opportunity to study:

- Tourism and hospitality
- Business and Management disciplines



The Mission and Vision of the Department of Tourism and Hospitality management

Mission

Our educational programs in hospitality, tourism, and events management combine an excellent, dynamic outlook with a leading international reputation, influenced by Saudi culture and Islamic values, leveraging Saudi Arabia's competitive advantages to equip students with relevant skills and enhance their employability in the region and beyond.

Vision

To be a pioneer and distinguished Tourism and Hospitality Management department delivering responsive, relevant and excellent educational and training programme both locally and internationally.



Program Aim and Objectives

The Program aim:

Provide productive and creative graduates for a career in tourism and hospitality management, initially joining junior managerial contexts, but with the potential to proceed into higher management positions.

Program Objectives:

- Provide underpinning knowledge of tourism and hospitality management .
- Develop a blend of academic, vocational, and personal skills that are seen to enhance employability and also allow progression to professional qualifications .
- Provide a supervised internship, which will help students to become aware about a career in tourism and hospitality management .
- Provide a supervised graduation project that reflects student's learning curve during the whole learning process .
- Offer learners a high-quality learning experience that will encourage them to understand, evaluate and apply theories and concepts within the context of tourism and hospitality management .
- Provide a supportive learning environment which progressively fosters independence in learning, and that creates a base for life-long learning and continuing professional development .
- Enable graduates to make an immediate contribution to the tourism and hospitality sector once in employment.



Program Plan

Level	Course Code	Course Title	Required or Elective	Pre-Requisite Courses	Credit Hours	Type of requirements (Institution, College,
Level 1	4800140-4	Mathematics 1	Required	None	4	Institutional
	4800152-2	Computer Skills 1	Required	None	2	Institutional
	4800170-6	English Language 1	Required	None	6	Institutional
Level 2	4800104-3	Active Learning	Required	None	2	Institutional
	4800153-3	Computer Programming	Required	None	2	Institutional
	4800172-4	English Language for Business	Required	None	4	College
	4854101-3	Business Administration	Required	None	3	College
	4800142-3	Principles of Statistics	Required	None	3	Institutional
Level 3	5401260-2	Business Math	Required	None	3	College
	5401101-3	Principals of Economics	Required	None	3	College
	5402101-3	Principles of Marketing	Required	None	3	College
	5401120-3	Principles of Accounting	Required	None	3	College
	605101-2	Holy Quran 1	Required	None	2	Institutional
	601101-2	Islamic Culture 1	Required	None	2	Institutional
	501101-2	Arabic Language	Required	None	2	Institutional

Level	Course Code	Course Title	Required or Elective	Pre-Requisite Courses	Credit Hours	Type of requirements (Institution, College, Program)
Level 4	5403 105-2	Principles of Tourism and Hospitality	Required	None	2	Program
	5403 240-2	The Business of Tourism Management	Required	None	2	Program
	5401 242-3	Business Communication	Required	None	3	College
	5401241-3	Business Law	Required	None	3	College
	5401365-3	Financial Management	Required	None	3	College
	5401352-3	Organisational Behaviour	Required	None	3	College
	102101-2	The biography of prophet Mohammed (PUH)	Required	None	2	Institutional
Level 5	5403 352-3	Sustainable Tourism Planning and Development	Required	None	3	Program
	5403 353-4	Rooms Division Management (1)	Required	None	3	Program
	5403 354-3	Food and Beverage Management and Service	Required	None	3	Program
	5403 357-2	Second Language (1)	Required	None	2	Program
	105299-2	Islamic Jurisprudence Financial Transactions	Required	None	2	Institutional
	5403 250-2	Hospitality Operations	Required	None	2	Program

Level	Course Code	Course Title	Required or Elective	Pre-Requisite Courses	Credit Hours	Type of requirements (Institution, College,
		Management				
	605201-2	The Holy Quran 2	Required	None	3	Institutional
	601201-2	Islamic Culture 2	Required	None	2	Institutional
Level 6	5403 360-3	Culinary Operation Management	Required	5403 3516-3	3	Program
	5403 368-3	Hospitality Facilities Planning & Design Management	Required	5403 3512-2	3	Program
	5403 363-3	Tourism & Hospitality Marketing	Required	5403 3512-2	3	Program
	5403 369-3	Managerial Accounting for Hospitality and Tourism	Required	5403 3512-2	3	Program
	5403 367-2	Food & Beverage Cost Control	Required	5403 3516-3	2	Program
	5403 365-2	Second Foreign Language (2)	Required	5403 3517-2	2	Program
	5403 366-2	Internship (Hospitality) (1)	Required	5403 3611-2 5403 3612-3	2	Program
Level 7	601301-2	Islamic Culture 3	Required		2	Institutional
	605301-2	Holy Quran 3	Required		2	Institutional
	5403 471-3	Travel Agency and Tour Operation Management	Required		3	Program

Level	Course Code	Course Title	Required or Elective	Pre-Requisite Courses	Credit Hours	Type of requirements (Institution, College, Program)
	5403 472-2	Tourism & Hospitality Quality Management	Required		2	Program
	5403 473-3	Conference and Events Management	Required		3	Program
	5403 474-3	Human Resources Management for Tourism and Hospitality	Required		3	Program
	5403 475-2	Feasibility Study for Hospitality and Tourism: The Graduation Project 1	Required		2	Program
Level 8	5403 484-2	Internship 2 (Tourism)	Required	5403 3618-2	2	Program
	605401-2	Holy Quran 4	Required		2	Institutional
	601401-2	Islamic Culture 4	Required		2	Institutional
	5403 450-2	Managing Visitor Attractions in KSA	Required	5403 3511-2 5403 3513-2	2	Program
	5403 451-2	Strategic Tourism & Hospitality Management	Required	5403 4715-2	2	Program
	5403 480-2	Contemporary Issues for Tourism and Hospitality	Required	5403 4715-2	2	Program
	5403 486-3	Tour Guiding	Required	5403	3	Program

Level	Course Code	Course Title	Required or Elective	Pre-Requisite Courses	Credit Hours	Type of requirements (Institution, College, Program)
		Skills		3511-2		
	5403 485-2	Feasibility Study for Hospitality and Tourism: The Graduation Project (2)	Required	5403 3618-2	2	Program



Program Structure

Year 1

The B.Sc. in Tourism and Hospitality Management degree is studied across 3 years with each year consists of two levels (semesters), counting in total 107 credit hours. Before joining the department there is also 28 hours of study in a foundation year to ensure that all students have the basic academic knowledge and understanding. While this programme gives particular attention to the key features of tourism and hospitality management, it follows, however, a multi and interdisciplinary approach comprising subject courses drawn from language, culture, economic and management disciplines. All courses are taught in English.

Year 2

In *Year 2* the curriculum of the B.Sc. in Tourism and Hospitality Management covers general business administration and managerial knowledge including economics, marketing, finance, business math, business law, organizational behavior and communication. The strong focus of the programme on business administration at this stage of study is unique for undergraduate university degrees in the Middle East and aims to sharpen the students' critical thinking capacities and enables them to systematically assess the many activities with which a manager works. In the second semester of *Year 2* two introductory courses of tourism and hospitality management are presented to provide understanding of appropriate underpinning tourism and hospitality principles, its structure and the key issues, trends and developments.

Year 3

The tourism and hospitality management specialism is then developed in greater detail in *year 3* when the programme focuses on hotel operations management, the sustainability and impacts of tourism, rooms division and food and beverage service and management, food production management, cost control of food and beverage, marketing and quality management in tourism and hospitality businesses, and hospitality facilities planning and design. The overall aim of this stage is to encourage students to develop the knowledge required to understand the operation of tourism and hospitality organisations and management of functions and activities of tourism and hospitality business, combined with knowledge of how tourism can be planned in a sustainable way.



Student's employability and experience is enhanced during this stage. A particular feature of this stage may be the opportunity for students to undertake a compulsory internship of approximately 2 months during the summer in a national or international hospitality company and hence enable them to gain first-hand practical experience. Options are offered at **year 3** to allow flexibility and encourage the student to follow a particular personal interest in languages.

Year 4

Courses on contemporary trends in the tourism and hospitality industry keep students on top of recent developments. The main goal of this year is to enable students to critically analyse and evaluate the content and context of the tourism and hospitality industries through linking theory to practice. Practical examples are drawn from around the world and from KSA in particular to encourage students to build on the knowledge gained from prior knowledge.

The induction at level will primarily focus around the Graduation Project process and procedure (Feasibility Study are taught during this year), directing the student on being able to prepare a proposal for starting up a tourism or a hospitality business in KSA. The teaching focus at this stage is to develop the student into a tourism manager, with the ability to initiate, develop and implement strategic decisions. The programme at this stage allows flexibility to enable the student to develop in an area of particular interest and gain further expertise to enhance their own particular career aspirations. Aanother opportunity for students to broaden their understanding and developing their practical skills and personal experience is provided through a compulsory internship of approximately 2 months during the summer in a national or international travel agency.



Program Learning Outcomes

Upon completion of the programme, graduates will be able to:

A- Knowledge intended learning outcomes:

- Demonstrate a comprehensive knowledge and understanding of the theories, principles and concepts relevant the tourism and hospitality industry.
- Demonstrate a critical understanding and awareness of the interaction between tourism and hospitality business and different stakeholders in wider environments.
- Develop a deep understanding of a contemporary and controversial issues surrounding tourism and hospitality development.
- Explore new insights and area of research relevant to tourism and hospitality management.
- Promote understanding of the needs of tourism and hospitality employers at international, national, regional and local level.

B- Cognitive skills intended learning outcomes:

- Seek, analyse and interpret information from decision making in tourism and hospitality organizations
- Apply problem solving techniques to create ethical solutions both in the area of tourism and hospitality and in a wider social, global and managerial context;
- Adopt a critical approach to the process of change in tourism development.
- Initial, plan, design and research a piece of independent intellectual work in the area of tourism and hospitality.



C- Interpersonal skills and capacity to carry responsibility intended learning outcomes:

- Work as part of a team and acquire leadership responsibilities.
- Effective management of resources and time
- Understand issues of diversity of cultures
- Playing the role of moderator among colleagues.
- Ability to supervise subordinates and guide superiors.
- Interact positively within the class
- Understanding ethical and social responsibility issues in business

D- Communication skills intended learning outcomes

- Communicate effectively, presenting complex qualitative and quantitative information in an appropriate format to an intended audience
- Demonstrate high levels of personal effectiveness, critical self-awareness, self-reflection and self-management and time management.
- Demonstrate effective levels of initiative and proficiency in the use of communication and information technologies to learn and conduct research.
- Learn continuously through self-reflection and or experience in recognition of the value of life-long and life-wide learning.
- Work independently and/or collectively on a major piece of work, namely the graduation



Teaching and Learning Models

Students will be engaged through a wide range of teaching and learning methods whilst studying the BSc Tourism and Hospitality degree. Challenging and genuine tasks will be used to develop the student's skills and capabilities in real world learning and assessment. Individual courses learning and teaching activities include a variety of embedded study skill. Courses differ in learning duration depending on the contact hours per week. The contact time ranges from 30 to 60 hours in the semester for the different courses. The following learning and teaching strategies are employed across the courses of this programme:

- **Interactive learning:** students are expected to participate having prepared some readings in advance.
- **Practical workshops sessions:** students are expected to contribute to practical sessions
- **Workshops:** students are expected to work in smaller groups to engage with learning activities.
- **Field work:** students are expected to seek, collect, analyse and interpret data.
- **Individual Assignments:** students are expected to work independently to research the relevant literature predominantly using electronic databases and search engines.
- **Practical Workshops:** students will participate in practical workshops to experience/develop the skills required in delivering hospitality and tourism services to consumers
- Learning through **field trips** and from **guest speakers** and **visits**.
- **Internship:** students are expected to develop their practical experiences through summer training in hospitality and tourism organizations



The following are the teaching activities that are adopted in each course of the tourism and hospitality management programme:

Course	Learning Activities
Principles of Tourism and Hospitality (5403105-2)	Lectures, workshops, external visit, formative assessment, independent study, exams
The Business of Tourism Management (5403240-2)	Lectures, practical workshops, tutorial, industry speakers and visits, formal feedback awareness sessions, formative assessment, independent study, exams
Food and Beverage Management and Services (5403354-3)	Lectures, workshops, tutorials, externally validated food safety qualifications, industry speakers and visits, practical workshops using the real world training kitchen and restaurant facilities, exams, case studies, formative assessment, independent study
Hospitality Operations Management	Lectures, workshops, tutorials, industry speakers and visits, practical workshops using the real world training facilities, exams, case studies, formative assessment, independent study
Rooms Division Management (5403353-4)	Lectures, workshops, tutorials, industry speakers and visits, practical workshops using the real world training front office and housekeeping facilities, exams, case studies, formative assessment, independent study
Sustainable Tourism Planning and Development (5403 352-3)	Lectures, workshops, external visit, formative assessment, independent

	study, exams and case studies
Culinary Operation Management (5403360-3)	Lectures, workshops, tutorials, externally validated food safety qualifications, industry speakers and visits, practical workshops using the real world training kitchen and restaurant facilities, exams, case studies, formative assessment, independent study
Hospitality Facilities Design and Planning (5403368-3)	Lectures, workshops, external visit, formative assessment, independent study, exams
Managerial Accounting for Tourism & Hospitality (5403369-3)	Lectures, workshops, tutorials, computer workshops, exam, case study, use of industry related technology, reading, research, analysis, discussion
Tourism & Hospitality Marketing (5403363-3)	Lectures, tutorials, link with industry partners, situational analysis, reflections on learning. Formative assessment, independent study, exams
Food and Beverage Cost Control (5403367-2)	Lectures, workshops, tutorials, computer workshops, exam, case study, use of industry related technology, reading, research, analysis, discussion
Feasibility Study for Hospitality and Tourism: The Graduation Project (5403475-2) and (5403485-2)	Project development seminars, preparation of the proposal, individual tutorials, long document handling skills workshops, data collection and analysis group tutorials, project supervision, preparation and presentation of final project
Human Resources Management for Tourism and Hospitality Management (5403474-3)	Lectures, workshops, guest lectures from industry, assignments, case studies and exams.
Travel Agency and Tour Operation	Lectures, workshops, tutorials,

Management (5403471-3)	industry speakers and visits, practical workshops using the real world training facilities in travel agencies, exams, case studies, formative assessment, independent study, exams
Tourism and Hospitality Quality Management (5403472-2)	Lectures, workshops, tutorials, externally validated quality standards, industry speakers and visits, practical workshops using the real world training facilities, exams, case studies, formative assessment, independent study
Conference and Events Management (5403473-3)	Lectures, tutorials, link with industry partners, situational analysis, reflections on learning. Formative assessment, independent study, exams
Tourist Guidance Skills (5403486-3)	Lectures, workshops, external visit, independent study, exams
Strategic Management for Tourism & Hospitality (5403451-2)	Lecture, workshops, essay, critical analysis and synthesis of researched theoretical material, formative assessments, independent study, case studies. exams
Contemporary Issues for Tourism and Hospitality (5403480-2)	Lecture, workshops, essay, critical analysis and synthesis of researched theoretical material, formative assessments, independent study, case studies
Managing Visitor Attractions in KSA (5403450-2)	Lectures, workshops, external visit, formative assessment, independent study, exams

Learning and teaching approaches will be continually improved using feedback from mid and end of course evaluations, peer review, focus groups, enhancement and development days and course development days. This will ensure that the students



learning experience is continually enhanced by supporting the professional development needs of the academic members of staff who will facilitate the learning experience.



Academic Guidance and Supervision

The concerned department council is committed to appointing an academic advisor for the student throughout his university study period, to be done within a period not exceeding two weeks from the beginning of the student's first semester after registration at the university.

The academic advisor is responsible for preparing a file for the student containing his data and records, guiding the student in terms of registering his courses, ensuring the student knows the timings and locations of his lectures, encouraging the student to work hard, assisting him in solving his problems related to the specialization and organizing study and research, preparing a timeline for completing graduation requirements within the maximum limit, answering his inquiries regarding deletion, addition, transfer, postponement, academic load and grade calculation, signing the forms needed by the student in this matter, and submitting quarterly reports to the department head about student problems, the suitability and effectiveness of the courses, and any other suggestions he sees.

Examinations

A student should not be tested in more than two courses in one day, except in exceptional cases approved by the university council. Students are not allowed to enter/exit the final exam before/after half an hour from its start. Cheating or attempting to cheat in exams and violating the test instructions and rules are punishable according to the university's disciplinary regulations.

Incomplete Grade (إ) or (IC)

The department council, upon the recommendation of the course instructor, may allow a student to complete the requirements of any course in the following semester, considering the following:

- 1- An incomplete grade is recorded for the student.
- 2- It is not counted in the semester and cumulative GPA until the student completes the course requirements.

- 3- If one semester passes without changing the incomplete grade, the student is recorded as (H) for not completing the course and fails, which is counted in the semester and cumulative GPA.

Student Rights

Basic rights include maintaining dignity, good treatment, proper behavior, fairness, respecting their identity and personality, and privacy .Providing physical and psychological security in the educational environment, and not subjecting the student to threats, insults, ridicule, harassment, or physical or verbal abuse .Not compromising on safety requirements, especially in laboratories .Access to beneficial knowledge that builds character and intellect and protects from misleading or deviant thoughts .Encouraging creativity and developing positive personal traits.

Teaching, Office Hours, and Supervision

Faculty members must attend lectures and conduct exams as scheduled, without merging groups, canceling, delaying, or extending lectures .Announcement from faculty members well in advance to ensure all students are informed. Compensate for missed lectures without affecting other lecture times or exceeding students' capacity. Office hours should be scheduled according to the faculty member's timetable and announced in the first lecture. Office hours should not be less than one hour weekly for each group. Teach all course topics without omission or deviation from the approved plan. Freedom to express opinions and ask questions in lectures and office hours, within the framework of proper conduct, without punishment or ridicule.

Grievances and Complaints

Students have the right to file grievances and complaints to the relevant university authorities about any issue they face in their relationship with any university personnel, in accordance with the rules and procedures of the student rights protection unit and relevant committees. This includes grievances about verbal or physical abuse, dissatisfaction with course results, and rejection of requests that fulfill legal requirements.



Student Duties

- 1- Adherence to Islamic Sharia and its etiquettes.
- 2- Students must perform obligatory prayers in congregation.
- 3- Female students must adhere to the Islamic dress code.
- 4- Male students must wear Saudi attire except when activities require otherwise, such as sports.
- 5- Avoid imitating non-Muslims or the opposite gender in dress or hairstyle.
- 6- Students violating the dress code or appearance are barred from the lecture and marked absent for that session only.
- 7- Maintain public order.
- 8- Respect university systems, including student rights and duties regulations.
- 9- Represent the university well in public gatherings, conferences, seminars, and internal and external participations.
- 10- Obtain the university ID card within a month of joining the university.
- 11- Respect all university staff, visitors, contractors, investors, and their workers and interact with them properly.
- 12- Preserve university facilities, properties, halls, labs, and equipment and use them for intended purposes.
- 13- Fully comply with traffic rules within the university campus.
- 14- Maintain discipline and adhere to university housing regulations.
- 15- Dedication and diligence in academic pursuits.

To view the list of student rights and duties, please refer to the link:
<https://uqu.edu.sa/studaff/App/FILES/11155>



Employee Rights

- 1- Psychological Rights: To be treated humanely without marginalization, harassment, or persecution.
- 2- Social Rights: The right to form friendships and social relationships at and outside work.
- 3- Environmental Rights: Working in a suitable organizational environment with adequate lighting, ventilation, air conditioning, security, and safety from hazards and pollution.
- 4- Material Rights: Employees work for material and moral benefits as determined by regulations, which should be provided on time.
- 5- Right to leave/quit the job.
- 6- Right to promotion.
- 7- Right to training.
- 8- Right to resign.

Employee Duties

- 1- Adherence to official working hours.
- 2- Avoid actions that harm honor and dignity.
- 3- Kind interaction with those related to their job.
- 4- Loyalty to the state and nation.
- 5- Not exploiting authority.

To view the list of employees' rights and duties, please refer to the link:

https://drive.uqu.edu.sa/_/engg/files/%D8%A7%D9%84%D8%AD%D9%82%D9%88%D9%82%20%D8%A7%D9%84%D9%88%D8%B8%D9%8A%D9%81%D9%8A%D8%A9_opt.pdf



Contact Info

Website: <https://uqu.edu.sa/cbe>

Phone:(Male Section 1): 966125975801 -- (Female Section): +966125726697

Social Media: https://twitter.com/UQU_CBE