

Dubai – Handbook how to survive and succeed in one of the most diverse working environments

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<p>Report/thesis title Dubai – Handbook how to survive and succeed in one of the most diverse working environments</p>	<p>Number of pages and appendix pages 77 + 21</p>
<p>A cooperation between Haaga-Helia and Dubai World Trade Centre started in 2019, and since then students have been working as event support for the company. Each time the preparation of the students going to work in Dubai has not been sufficient enough, and they have faced many challenges and major culture shock.</p> <p>The thesis process started in November 2019, when the authors were working as event support for Dubai World Trade Centre together with a group of other students. The challenges of the students were evident, as they had a hard time to adapt to the cultural differences between Finland and Dubai.</p> <p>This is a product-based thesis with the main purpose to create a handbook with the most relevant information one needs to know before going to work in Dubai. The handbook covers the most important topics about the United Arab Emirates' culture, customs, and Dubai World Trade Centre as a possible employer. The content of the handbook will help to reduce the culture shock of Haaga-Helia students or anyone going to work in Dubai in the future. Additionally, the handbook can be used as guidance for the topics to be covered more thoroughly during the trainings in Finland.</p> <p>A research was conducted in the format of a survey, which was sent out to students who previously have been working in Dubai. The survey helped in the process of creating the handbook, as the responses showcased the biggest issues the students faced while working for Dubai World Trade Centre.</p> <p>After analyzing the personal experience, getting the support from the survey and studying theories about intercultural communication, a 40 page long handbook has been created. The handbook is divided in two main chapters; The UAE & Dubai, and Dubai World Trade Center as an employer.</p> <p>As the cooperation between Haaga-Helia and Dubai World Trade Centre is still new, the handbook will be very beneficial for the students or anyone going to work there in the future. The relevancy of the handbook is in a high grade, especially since the Dubai World Expo 2021 will include Haaga-Helia students, who must familiarize themselves with the new working culture.</p>	
<p>Keywords Dubai, Handbook, Culture shock, Intercultural communication, Multicultural working environment</p>	

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1 Introduction

Since 2019 Haaga-Helia University of Applied Sciences (HH) has had a cooperation with Dubai World Trade Centre (DWTC), which involves students from HH going to work in Dubai as event support. Until today three groups of students have had the opportunity to work at different events organized by DWTC. The working culture is very different in Dubai than in Finland and the dissimilarities between these two cultures are very noticeable. As the cooperation is still new, the preparation of the students going to work in Dubai has been lacking and needs development. Even though there has been training, some of the students have experienced huge culture shock and had difficulties to adapt to the new environment. This indicates the need for a better understanding of the Emirati culture and a more thorough training for the students.

The lack of training and information about the different working environment in Dubai was clearly experienced in November 2019 by the authors of the thesis, when working as event support for DWTC for a one month long period. That is when there came an idea of writing a thesis about the multicultural Dubai and what one should know before and during their stay in the destination.

Considering the issues mentioned above and the extensiveness of information needed to be understood, it would be helpful to have a handbook with all the essential information one needs to know before going to work in Dubai, and that is what was created. In order to be able to get the most essential information to the handbook, a survey was conducted and sent to students that have previously been working in Dubai. The content of the handbook is based on the author's own experience from working in Dubai in November 2019.

A handbook with all the most relevant information would not only prepare the individuals going to work and live in Dubai, but also give guidance for the content of the trainings done in Finland.

1.1 Objectives and relevancy

The main purpose of this thesis and handbook is to reduce the culture shock of the Haaga-Helia students or anyone who is going to work in Dubai or in the United Arab Emirates (UAE) in general. The aim is to introduce the most relevant and important information one needs to know before traveling to Dubai as well while staying there. As the cooperation between HH and DWTC is still new, the need of a handbook is essential. In addition, since HH students will be working in the Dubai World Expo 2021, the handbook will be relevant for also those students and for their commissioner Business Finland.

The main objectives are:

- to determine the most relevant information one have to know when travelling to Dubai
- to introduce the Emirati culture
- to introduce DWTC as one possible employer in Dubai.
- to give guidance for the training sessions held in Finland.

1.2 Thesis structure

The structure of this thesis is planned in a way that the topics would appear in a chronological order and in that way be easily understandable and satisfying to read. The first chapter is logically the introduction of the thesis, where it is told about the background, the objectives and the structure of the thesis.

The second chapter consists of general information about the UAE, as it is essential to first know the background before going into details such as cultural differences between Dubai and Finland. The content is chosen on a basis of what is the most common and relevant information to open up without going too much into detail at this point, since the actual handbook will consist of more detailed information about the culture.

The topic of the third chapter is Intercultural communication, which is built up by theory. It has several subchapters dealing with topics that are relevant and necessary for the thesis, e.g. culture in general, culture shock and dealing with it, managing multicultural teams, the G. Hofstede model of national cultures and a discussion where the Finnish and Dubai cultures are compared. Lastly the R. Lewis view of cultural differences is presented. These topics help to understand better the differences between cultures.

In the fourth chapter the project plan is presented. There will be opened up the stages of the thesis process; the schedule, the planning process and the creating of the actual handbook. Additionally it is explained how the thesis process was started and what had to be taken into consideration while working. In the final part of the chapter the process of creating the handbook is described. The different creation stages are presented, starting with the information to be included, the publishing platform and finally the visual elements.

The fifth chapter presents the Dubai Handbook page by page. To showcase the results, screenshots have been taken, and the content of the handbook pages is described. The

screenshots enables to show the exact content to the reader and makes it easier to understand what is being described. The importance of each topic added to the handbook is discussed and the relevancy of it is demonstrated.

The key words of the final chapter are evaluation, feedback, development and conclusion. Here is a discussion about the thesis process and an evaluation of the authors' own performance and learning. Development ideas are given for the future trainings to be held in Finland and what is really important to cover during them, in order for the students to be prepared enough to work in Dubai. In addition, the feedback received about the handbook is presented. There is also explained why some of the feedback has been taken into account and why some of it was not relevant or giving any value to the handbook. The chapter is finalized with a conclusion.

2 General information about the United Arab Emirates

The United Arab Emirates (UAE) is a constitutional federation of seven emirates, which was established on the 2nd of December 1971. The Emirates consists of the following; Abu Dhabi, Dubai, Sharjah, Ajman, Umm Al Quwain, Ras Al Khaimah and Fujairah, and each emirate is named after its main town or city. They are located on the Persian Gulf, sharing the borders with Oman, Saudi Arabia and Qatar. Even though Abu Dhabi is the capital of the UAE, Dubai is the largest and fastest-developing city of them all. (Crocetti Benesh 2008, 8-9.)

For a few decades Dubai has developed and transformed itself from a desert to a huge metropolis. After the Second World War Dubai became known for its oil producing which then led to the wealth of the state. The oil was the main income and gave the possibility to build up the big infrastructure and manufacturing. Later Dubai became known as one of the world's largest gold and diamond trade centres.

Today Dubai is focusing its economy on tourism and hospitality by building up the metropolis even more. The city is a global financial centre and attracts people from all over the world to come and do business. It has become one of the fastest-growing cities in the world with millions of visitors per year.

As stated by the Federal Competitiveness and Statistics Authority, the total population of the UAE was in 2017 over 9.3 million people. This includes both nationals and expatriate residents. The expatriates of more than 200 nationalities who are living and working in the Emirates outnumber the population of UAE nationals. The biggest foreign communities in the UAE are Indians, Pakistanis and Bangladeshis. In addition to this, there is also a big number of other Asians, Europeans and Africans. (The United Arab Emirates Government Portal 2020.)

2.1 Language

The national language of the United Arab Emirates is Arabic. The native Emiratis speak the dialect of Gulf Arabic, what is also spoken for example in the Persian Gulf in Kuwait, eastern Saudi Arabia, southern Iraq, and in several other countries and regions. Due to the previous British colonization until 1971, English as well is widely spoken in the UAE. English language is especially important today, as the region is located as the business hub of Middle East and one of the leading tourist destinations.

2.2 Rulers

The late Sheikh Zayed bin Sultan Al Nahyan, also known as “The Father of the Nation”, was the creator and first ruler of the UAE. He came to power in 1966, was the country’s founding President in 1977 and ruled until his death in 2004.

Sheikh Zayed understood the development needs of the people and initiated the largest growth projects of the region such as establishing a government structure.

Even after his death in 2004 his legacy lives on in his peoples’ everyday lives. There is a deep respect for the past and history, and so his picture can be found almost in every building you enter. The picture is usually accompanied by pictures of the current leader Sheikh Khalifa.

2.3 Religion

Islam is the religion in UAE, and 76 percent of the population is Muslim. The phrase “Islam” means submission, and Islam teaches that one can only find peace in one’s life by submitting to Allah in heart, soul and deed. The religion of Islam is an extremely important part of the UAE society, and what comes to the Emirati lifestyle, they are following the Holy Quran’s guidance.

The Quran is the Islamic sacred book. As explained by Hill (2018, 59), “According to Islamic belief, Mohammed was visited by the angel Gabriel, who recited to him the holy word of God, which was subsequently written down and became known as the Quran. The Quran explains exactly how humans should live.”

Religion is the foundation of the UAE culture, political system and their everyday life. The most important Muslim practices are the five pillars of Islam. These pillars are the five obligations Muslims carry out every day to demonstrate that they are putting their faith first.

- There is only God, Allah and Mohammed is His Prophet.
- “Salat” the daily prayer, is called out by the muezzin 5 times per day.
- Tax of zakat or purification is an obligatory tax required of Muslims.
- One month of fasting during Ramadan
- The pilgrimage to Mecca, for those who can afford, once in his life.

To practice their religion the Muslims have the possibility to visit one of the almost 7000 mosques in the UAE. Mosques are the center of religious and cultural life. The importance

of mosques lies on the fact that they are sanctuaries to remember and supplicate Allah. Despite of where you are located in the UAE, five times a day you can hear the muezzin calling the Muslims to pray. When it's the holy month of Ramadan, the prayers will be heard seven times a day.

According to the Government of UAE, mosques have become the major national landmarks, and they are proud to have the fourth largest mosque in the world. The King Faisal Mosque, located in Sharjah, is the largest mosque in the UAE and can hold up to 3000 believers.

2.4 The Emiratis

The Emiratis are the citizens of the United Arab Emirates. From the all population of the region, only about ten percent are UAE nationals. The Emiratis are tribe people, and for them the roots of origin are very important, it is a mark of status to be from a pure Emirati family. In 1971, when the independence was declared, for most of the Gulf Arabs who were living in the country or who had suitably strong familial connections, received the citizenship of UAE (Culture Smart 2018, 10, 21.) Nowadays there are strict laws and regulations for who can get the citizenship, according to The United Arab Emirates' Government (2020) some of the requirements for acquiring nationality are as followed:

1. He/she shall renounce his/her nationality of origin or any other nationality he/she holds.
2. He/she shall be proficient in Arabic.
3. He/she shall have a lawful source of income.

Current Royal Families and Upper Class were previously the Bedouins, a nomadic group of people who travelled in family groups, lived in desert and took care of their herds of camels and other animals. There are not many Bedouins left today, but The Emiratis are still very proud to have their inheritance. Some of the heritages from The Bedouins are their strength of character, customs and hospitality. As stated by Benesh (2008, 76), "Hospitality may be the single most important law of the desert". It was expected that even the poorest people would nourish and give shelter to strangers for at least three days. This mentality has stayed with The Emiratis and also in today's modern society no one will be left in need and their quest will always come first. Most common way to show hospitableness is to feed the visitor, is it then during weddings, the month of Ramadan or during a regular dinner. It doesn't matter what is the nature of the occasion one thing is certain, the amount of food served is enormous and the preferences of each guest are considered (Benesh 2008, 37, 76-77.)

2.5 Business landscape

The following text is based on the information published before the virus COVID-19 outbreak. Due to the tremendous effect the virus has on the economy and businesses all over the world, it is almost certain that the economic strategies and business landscape will be changed a lot also in the UAE. One of the biggest and most evident effects on their economy is the postponing of the World Expo 2020, which has already until now required significant investments.

With their long history of trade and with free zones for businesses today the UAE is one of the most appealing destinations for blue-collar workers entrepreneurs and companies. According to the Embassy of the United Arab Emirates (2020), they have one of the most open economies in the world. Since their Gulf history, the country has welcomed new businesses and trade opportunities from all over the world. Today, they are leading the multibillion dollar “global Islamic economy” by developing the modest fashion, halal media, halal cosmetics and the sectors of pharmaceuticals (Hill & Walsh, 142). To demonstrate the benefits for living and working in Dubai, they have developed a plan for every year. The Executive Council of Dubai (2020) has introduced their perspectives for 2021 as followed:

- The People: “City of Happy, Creative & Empowered People”
- The Society: “An Inclusive & Cohesive Society”
- The Experience: “The Preferred Place to Live, Work & Visit”
- The Place: “A Smart & Sustainable City”
- The Economy: “A Pivotal Hub in the Global Economy”
- The Government: “A Pioneering and Excellent Government”

In Dubai, one of the best-known benefits especially for blue-collar workers is the lack of tax. The residence of Dubai doesn't have to pay taxes on property, income, or capital gains. This gives the expats a great opportunity to save money and support their families back home. Due to its tax-free structure, Dubai attracts also a lot of foreign companies. There are no direct taxes on corporate profits, only exceptions are foreign oil companies and branches of banks (visitdubai 2020). Also, what is very appealing for many companies is the ease of starting and doing business. According to World Bank (2020) in 2019 UAE was ranking in the 16th position. In the figure below can be seen in the different topics which have been used to calculate the ranking. Finally, the multicultural working environment and wide use of English is very attractive to many expats as it makes it very easy to do business with the locals but also with all the other international companies.



Figure 1. Rankings on Dug Business topics- United Arab Emirates (World Bank 2020)

2.6 Freedom of speech and the power of words

What comes to freedom of speech, in the UAE it is not allowed or acceptable in any way to be critical or offensive towards the government, the government officials, police or the royal families. If there occurs any situation with conflict, any protest or any vandalism, it will be dealt with some serious actions. Any resident of the UAE that points out any issues regarding the human rights, or questions them, is in the high risk for imprisonment. Often this kind of situation has also led to leaving the country. (Ifex 2020)

As said by Gina Benesh (2008), “Arabs believe words have power, and that words can affect the outcome of events”. This is a reason why Arabs do not swear at any time, since they believe it is bad fortune. If and when someone swears or curses, an Arab will take it as an alarm and possibly take some distance to that person, since swearing and cursing will bring the evil to their life and affect the outcome of events. Criticism should be kept to oneself and focus is instead on the positive things in life. (Benesh 2008, 182.)

2.7 Human rights and women in the UAE

According to the UAE Government Portal (2020), the Emirates has followed the principles of respecting human rights, equality and justice throughout their history. Ever since the establishment in 1971 of the seven emirates federation they have ensured the federation to be a multicultural environment where people from all over the world can live in civil liberty.

What comes to women’s rights in the UAE, the UAE Government Portal (2020) has stated that both men and women are equal in the society and have the same constitutional

rights. Here is considered e.g. the possibility to education, work, and social and health benefits.

Taking into account our own experience when working in Dubai in November 2019; yes, women are in a big role and they are involved in business as much as men are. Women are powerful there and they do show their worth. Women are also in general highly respected there. However, anyone reading about the women's rights and anyone who has visited the UAE, can agree to disagree on the statement about the equal rights. Firstly, all women have to cover their body in total in front of men in public, and at the same time men can wear almost whatever they want to. Seeing a woman covered up, walking besides of a man who's wearing shorts, makes one think more critical about the supposed "equality" between men and women.

Secondly, what makes the right for men having up to 4 different wives, when women are not allowed to be married to more than one men at the same time? Why do women have to commit so seriously and give everything they have to one man at the same time when that man is married to three others? Well, their religion Islam allows it. But how can the UAE be considered as an equal society when there are so much inequalities? This is something that is good to remember and good to take into a critical perspective when discussing the human rights.

2.8 Labor laws

The labor system in the UAE has been regulated by the Federal Law no. 8 of 1980, which presents "the minimum standards of rights and benefits for employees to which employers must adhere, as well as the obligations of employees working within the UAE" (UAE Labor Law 2020).

For national and foreign workers the contracts are the same; in the form of limited or fixed employment. The labor law requires all contracts to have the following specified information:

1. Wages, bonuses and remuneration.
2. Date of the employment contract.
3. Date of when the employment begins.
4. Nature of the contract (limited and fixed contracts).
5. Nature of the work.
6. Duration of the contract (for fixed term contracts).
7. The location of employment.

(UAE Labor Law 2020)

What comes to the working hours, it is stated in the labor law that a normal working day should be maximum 8 hours, and therefore a week maximum 48 hours (*which happens very seldom, and from our experience the working hours were minimum 12 hours a day*). This means that in the UAE they work 6 days a week and the rest day is befalls on Friday. For overtime there should be paid 25-50% extra, depending on the time of the shift and how much there is overtime working. However, the overtime should not be more than 2 hours, and overtime work is not paid for higher persons in a company, since they are expected to work longer days. What is in some occasions different from Finland, is that the break/breaks held during the work day are not calculated in the working hours, nor the time spent traveling to and from work. When it is the holy month of Ramadan, the working hours should be decreased with two hours from the norm. (UAE Labor Law 2020)

As Friday is the day of rest for everyone in the UAE, there are specified regulations about working on a Friday. Firstly, an employer cannot ask for or assume an employee to work on two Fridays in a row. Secondly, whoever works on a Friday is entitled to be paid a full ordinary wage and in addition an extra 50% wage of the ordinary one. Another option is to ask for a day off that can be held later on. (UAE Labor Law 2020)

Here are some working instructions for anyone that comes from abroad and is going to work in Dubai:

1. The recruitment and travel costs to the UAE must be paid by your employer.
2. You must keep a copy of your signed job offer. Keep it in a safe place.
3. The residence permit must be paid by your employer.
4. The contract must match the job offer.
5. You must keep all the receipts of anything you are asked to pay for, otherwise you might not get a refund.
6. Always keep your personal identification documents with you.
7. If not receiving your salary on time, or there is not the full amount, report it straight to the Labor Office.
8. Anyone has the full right to leave a job at any time. However, it is important to be aware of your obligations regarding the contract.

(WorkinUAE 2020)

3 Intercultural communication

In this part of the thesis we will concentrate on the theories that will help us to understand the concept of culture and to describe the challenges between different cultures interacting. According to World Atlas there are 195 countries in the world, and the number of cultures is notably larger considering the amount of 7.8 billion people living on our planet. To have successful intercultural communication one should understand and study the national characteristics of the cultures they are interacting with. According to Richard D. Lewis (2000, 2), "People of different cultures share basic concepts but view them from different angles and perspectives, leading them to behave in a manner which we may consider irrational or even indirect contradiction of what we hold sacred."

3.1 Culture

What is culture? The definition of culture is diverse and it has been defined by sociologists in several different ways. Generally it is the way of life of one group of people, including their beliefs, behaviors, values and the symbols they accept. Geert Hofstede defines culture as "the collective programming of the mind that distinguishes the members of one category of people from another." (Lewis 2006, 17.)

Culture is a very wide concept, which has been studied and explained by many authors. Two of the most known theories are introduced by Geert Hofstede and Richard D. Lewis. Their models are commonly used today to analyze and compare cultures. Hofstede has explained different cultures through six key dimensions, while Lewis has created a triangle with three categories. These theories will be explained more specifically later on in this chapter.

3.2 Intercultural communication

Intercultural communication occurs when at least two people from different cultures meet and exchange verbal and nonverbal symbols. The term intercultural communication has been first used in 1959 by Edward T. Hall. He was one of the first researchers to differentiate cultures from each other on the basis of how communications has been sent and received. Hall has defined intercultural communication as "communication between persons of different cultures". Later on the term has developed itself to a new level and nowadays a very commonly-heard term is intercultural business communication. This relatively new term has still the same description, but it's applied to the business world. In other words, intercultural business communication is communication within and between businesses that involves people from different cultures. (Chaney & Martin 2011, 2.)

Intercultural communication consists of different competences one has to master in order to succeed with people from different cultures. If someone wants to become successful interculturally, they will need to develop a global mindset. A global mindset respects cultures and can tolerate differences. (Jandt 2010, 54.)

There have been many attempts to identify the skills needed to be more effective in intercultural communication. Guo-Ming Chen identifies the following four skill areas:

- personality strength
- communication skills
- psychological adjustment
- cultural awareness

Personality strength consists of self-concept, self-disclosure, self-monitoring and social relaxation. In order to manage this skill one have to determine the way he or she sees him-/herself. It is also about revealing information about themselves to their counterparts in an open and appropriate way, to control their expressive behavior with using social comparison information, and to have the ability to be themselves and show emotions. (Jandt 2010, 54.)

Communication skills refers to one being competent in verbal and nonverbal behaviors. In other words a competent communicator must be able to deal with different people in different situations. This require the skills of messaging, behavioral flexibility, interaction management and sociality. It is very important to use and understand the language and taking the feedback, to interact and having the initiative to start up a new conversation. In addition, it is very important to have empathy skills in order to be successful with diverse people. With empathy one can think the same thoughts and feel the same emotions, which creates reliability in the counterpart. (Jandt 2010, 54-55.)

Psychological adjustment and Cultural awareness is all about adapting to the new environment. It is the ability to handle the cultural shock, such as situations caused by a new environment, stress, confusion, and frustration. One must understand the customs and system of the host culture. In order to effectively communicate with the new people, one must put themselves in new shoes and be able to understand how the native people think and behave. (Jandt 2010, 55.)

3.3 Culture shock

Culture shock is the trauma you experience when you move to an environment with a culture different from your own. When someone moves to a new culture they tend to take with them values, behaviours, customs and beliefs of their own culture. Anyone can experience culture shock, but for some it's easier than for others. There are different degrees of culture shock, and the degree depends on how similar the new and the old culture are with each other. The degree is also influenced by interpersonal factors such as previous travelling, independence, resourcefulness and language skills. In addition, length of stay, intercultural relationships, social support networks, quality and quantity of information about the new environment, and host culture policies affects a lot on how grave the culture shock is going to be. Usually the old and the new habits clash into each other which causes frustration, disappointment, confusion and misunderstanding. However, people get used to the new customs and at some point they will feel like fitting in to the new culture. Culture shock could be described as an emotional rollercoaster. (Neuliep 2012, 417.)

The process of culture shock is usually lasting as long as a year, but it depends on how long you will stay in the new cultural environment. There are different stages of culture shock, which will be applied to the duration of your time spent in the new culture. Most of the models that describe the process of culture shock are curvilinearly, which gives the model a so called "U-curve". This means that the first stage starts up and on the way there are downhills, but in the end it will get better again.

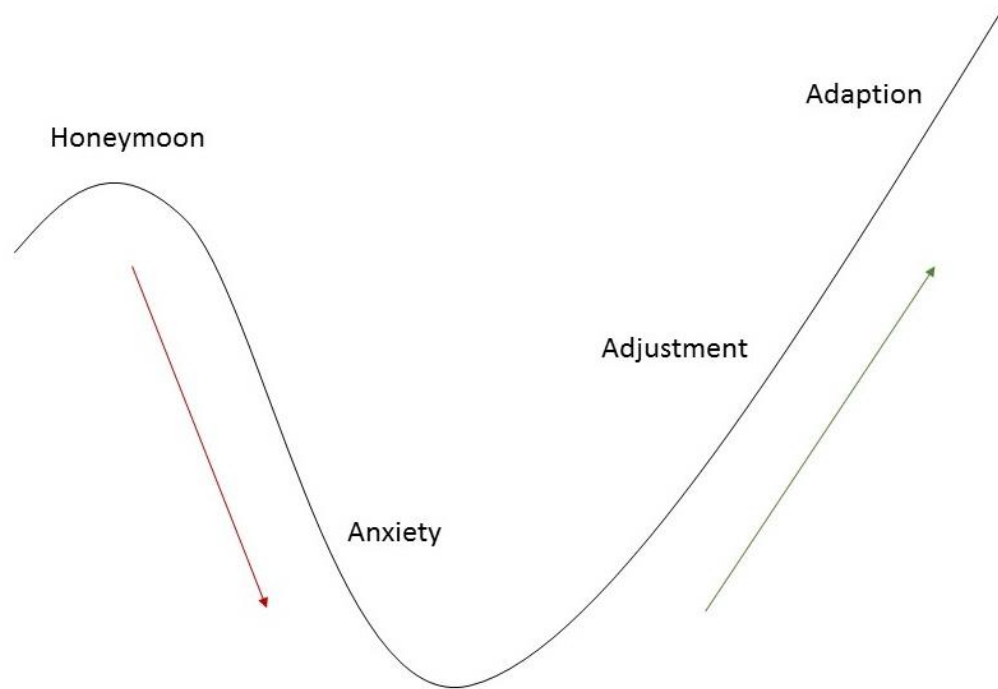


Figure 2. The four stages of culture shock (adapted from Swedish for Professionals s.a.)

The very first stage of culture shock is commonly known as the honeymoon stage or the tourist stage. This stage usually lasts only a short period of time, from a few days to one month. Here the person feels excitement and euphoria of being in a new place with new people and new customs, and the cultural differences at this point feels easy to adapt to. Even though there might be stress and confusion about the new culture, they are tolerated and may just seem humorous and fun. (Neuliep 2012, 418.)

During the second stage of culture shock, the honeymoon phase is over and now everything is starting to feel difficult. This stage can be called as the anxiety stage and usually it lasts from a few weeks to several months. Minor issues become major problems and it feels like everything is just falling apart. The cultural differences you have become familiar with and which felt fun and amusing in the beginning, starts to feel irritating. You will start to feel homesickness and you will find negativities in everything. It might even feel like you just want to leave, and for some people it happens. Those who decide to stay despite of all the mixed feelings, will survive the anxiety and will start to communicate with the new people, learning the new language and starting to adjust to the new way of everyday life. (Chaney & Martin 2011, 75-76.)

The third stage of the process is the adjustment stage. It will take some time to reach this stage, and the way here might be rocky with some mini-crisis points in between. Although, here people realize that the issues associated with the host culture are due to big differences in values, beliefs and behaviours, rather than intentional attempts by the natives. The person will start to adjust to the new way of life; new habits and customs, new food, new language, new schedule, new people. Whatever that feels like barriers, they will try to figure out a way to solve the problems and find resolution strategies to conflicts. The person will develop a positive mind-set towards the new culture, and the pessimistic reactions will turn to optimistic instead. (Neuliep 2012, 420-421.)

Last but not least comes the fourth stage which is known as the adaption stage. Here the person will feel successful for surviving the major culture shock. The fact of accepting the new way of life is giving the feeling of being home again, even if it's in a new culture. The habits and customs in the host culture starts to feel like your own, and you will enjoy your time for the fullest. Even when going back to your home country with the culture you grew into, you start to miss the way of living in the new culture since you already got so used to it. This is commonly known as the re-entry shock. (Chaney & Martin 2012, 76.)

3.4 Strategies for managing culture shock

Especially when someone is travelling to a new culture for the first time, the chance of experiencing some kind of culture shock is very big. As mentioned earlier, there are different degrees of culture shock, which are effected on the basis of several factors. Additionally, the duration of one person's stay in the new culture will effect on how well he or she will be able to manage the shock. A properly managed shock should be reduced after a year. When using common sense, the best advice anyone can give is to be well prepared and study the new culture before diving into it in real life. (Neuliep 2012, 422.)

In order to successfully manage the culture shock, one has to be aware of the symptoms and internalize how severe the shock might be. One has to accept the problems that occurs when experiencing culture shock, instead of denying them or trying to attribute them to sources different from what it really is. (Neuliep 2012, 422.)

There are some skills one has to master in order to survive the period spent in a new environment. Very much depends also on the mind setting that is carried, and how well one is willing to adjust their thoughts and developing the skills so that they could as good as possible settle down in the new culture. Here are some things that are good to keep in mind in order to manage the culture shock appropriately and minimize it:

- Being prepared, studying the new culture, the symptoms and their impact in advance and not letting the shock take you by surprise
- Trying to accept the fact that culture shock will happen, whether you are somewhere near your home country or on the other side of the globe
- When arriving to the new environment, try to build up relationships and a support network as soon as possible, so that you are not alone with all your emotions
- Be involved and participate in social activities with people
- Instead of trying to escape the symptoms of culture shock, accept them
- Giving the time for yourself to adapt to the situation, be patient and understanding
- Try to think about the positive things about the shock, because that will help you in the future to adapt to new situations better than someone else
- Overall keep a positive mind set, don't take things too seriously

(Marx 2007, 18-19.)

Culture shock and the phase of reentry shock both shows how important part culture plays when thinking about the influence it has on human behavior. In addition, even though culture shock might sound like a negative thing, it can actually be a very valuable learning lesson and helps one to be more adapting to new situations and environments in the future.

3.5 Managing multicultural teams

Today businesses has become and are becoming more and more influenced by cross-border transaction. In other words globalization has occurred within businesses. It is not just all about that when an organization has saturated its market, it has to globalize in order to continue the growth of the profit. Globalization does not only expand the profits, but also the culture. Today's global managers are working in economical, legal, political, technological and cultural environments. The most difficult thing to understand is the influence of culture, and it is often defaulted by leaders. However, to successfully manage a multicultural team, the manager must learn how to operate within a multicultural environment and recognize the cultural differences when working together. A future global manager will have the ability to deal with the problems and complexity that globalization brings to their job. They will have the ability to have acceptance for everyone and the right acknowledgement about cultures from all over the world, and in that way effectively function among diverse group of people. (Thomas & Peterson 2015, 2-240.)

When a team is built up by people with different cultures, different backgrounds, different age, different gender, the team is going to be more creative and innovative with better decision making. Having a diverse team gives the chance to get a variety of different perspectives when working and responding to dynamic changes and provides successful solutions to problems. Another benefit of multicultural teams is that they usually can help to minimize the risk of similarity and pressures of equivalency that might occur in groups with too many like-minded individuals. (Schneider, Barsoux & Stahl 2014, 207.)

The team members from different cultures have different opinions and definitions about teamwork, so it is sometimes difficult to manage them. In order for one team to be effective and successful together, they have to find solutions to problems of internal integration. There has to be development for strategies to manage the team's most important task as much as its process. For the team to deliver the promise of working better as a multicultural team, they must have appropriate strategies for surviving the challenges of dealing with different aspects about teamwork. (Schneider & al. 2014, 208.)

Every team is unique with its own diversity of people, tasks and environment, but still every effective team share a bunch of same characteristics. These characteristics are for instance sharing the same goal, having a common purpose for work, sharing a proper mixture of skills, providing and handling feedback and supporting one another. Although these characteristics are important to manage, as Schneider & al. (2014) describes, "...the global context within which many teams operate today poses significant extra challenges for managers and professionals working in those teams." Today people tend to have enough similar thinking and experience about how to work in a multicultural team, but the characteristics mentioned above cannot be taken for granted in any situation. These factors have to be developed over time. Additionally, it is very important for a manager to discuss and negotiate potential conflicts, and from the very beginning bringing the cultural differences on the table rather than swiping them under the mat. (Schneider & al. 2014, 219-220.)

In our experience when working in DWTC there was employees coming from all over the world with different cultural backgrounds, considering the amount people coming from e.g. the Philippines, Lebanon, India, and let's not forget the Emiratis themselves. However, there are not only people from different parts of Asia, but also Europe. As an example, the executive team in DWTC has Mr. Vincent Egels as the Senior Vice President of the company, and he is originally from the Netherlands. When working in DWTC the multicultural environment can easily be seen, and it is a great place to get used to the different working environment, as in Finland the case is totally different.

It is very important to know about different cultures in order to be able to manage multicultural teams. We were working as event support with the position of managers, and without studying deep enough the cultural differences between all the nationalities and employees, it was at times challenging to understand why people act the way they do. Considering the future; as we decided to create a handbook for the future students going to work in DWTC and in general in Dubai, it was important to get a deeper understanding of the different cultures and multicultural teams. In this way we could confirm the content to be included in the handbook, since we now understood more about the function of people and their dissimilarities.

3.6 The Hofstede model of national cultures

The Dutch anthropologist Geert Hofstede is well known for creating one of the most known cultural dimensions model. The model is based on a study, conducted on IBM employees from more than fifty countries around the world (Hofstede, Hofstede & Minkov 2010, 30.) The theory has four core dimensions: *power distance*, *individualism / collectivism*, *masculinity / femininity*, and *uncertainty avoidance*. Fifth universal dimension, which was labeled by Geert as *long-term versus short-term orientation*, was added to the model in 1991, it was based on the results of the “The Chinese Value Survey”. The last, dimension of *Indulgence* was added in 2010, it was derived from the analysis of the world value survey, conducted by Minkov. (Sage Journals 2010.)

A dimension is an aspect of a culture that can be measured relative to another cultures (Hofstede 2010, 31). Each dimension is expressed on an index that ranges roughly from 0 to 100, these indices then allow to position and compare countries and national cultures (Hofstede, 2020.)

Although, the work of Hofstede is wildly admired and praised, there are some researchers who don't quite agree with him. One of the most known critics of Geert's work is Professor Brendan McSweeney, the professor had many reproaches about the cultural dimensional model, and some of these are as followed:

- A survey is not the most sufficient way to collect data for examination of cultural differences.
- Nations are not the best entities to examine cultural differences.
- The IBM data are old.
- Four or five dimensions are not enough.

(McSweeney 2002.)

Agreeing with McSweeney and adding their own concerns about the work of Hofstede are Myers and Tan. Firstly, one of the core assumptions of Hofstede's work is the argument that there is such a thing as "national culture" nevertheless the researchers believe that nation states are a relatively recent phenomenon and it didn't exist for the most part of the human history. Secondly, they argued that even though it is important to understand and study cultural differences, it is overly simplistic to try do understand these cultural differences as "national cultures". Additionally, the data used to create the original model, was collected by IBM for employee attitude survey, this indicates that Hofstede didn't study national culture directly, and the data wasn't collected for the purpose to study this exact topic (Myers & Tan, 2002.)

3.6.1 Hofstede's six cultural dimensions and comparison of Finnish and Dubai cultures

In this chapter we are going to open up the cultural dimensions of Hofstede and have a discussion reflecting to our own experiences of Dubai (and in general the UAE). We will first give the definitions of the dimensions, and after every definition we will reflect to our own experience by telling how we see it according to our one month stay and if we can agree to the scores given in the Hofstede Insights.

Power distance

Even though many cultures today declare and legislate equality for their people, all cultures are dealing with issues of human inequality. Hofstede has defined this as power distance, and by words "the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally." Power distance can be seen in families and even in friendships, but also in organizations. For example, cultures with high power distance are the United Arab Emirates, the Philippines and Mexico. In these cultures there is a strict hierarchy, where there is one ruler of the group. This can be seen e.g. in families as the father is the ruler, and the next one will be the oldest son. Contrariwise cultures with low power distance are Austria, Canada and Finland. In these cultures it's emphasized that inequality amongst people should be minimized. (Neuliep 2012, 76-77.)

As seen in the figure below, Finland scores low with 33 and the UAE scores high with 90, which already tells the differences in the hierarchy between these two countries. In the UAE they accept the hierarchical order in which each individual has their own place and

those ones under the boss are expecting to be told what to do. In Finland people are independent and does not like to be controlled by someone. When in the UAE you call your boss Mr. or Mrs. , contrariwise in Finland you call your boss with first name only. The attitude towards managers is very formal in the UAE, when in Finland it is very informal.

In our experience this could be seen clearly. The norm in the UAE is to call women with “madam” and men with “sir”. As coming from Finland where we only use the first name of one person or the informal “You”, it was a bit challenging to get used to the fact that you should always remember to use the terms mentioned. The hierarchy itself was also very clear, as regular workers always had their own supervisor who was telling each and one of them what to do. Working in events such as 800 pax weddings, there was always one main manager, a few supervisors and then the regulars. The manager would divide the regulars equally among the supervisors, telling the supervisors their job and what they have to tell or teach forward to the regulars. Then the supervisors would have their “own” regulars to take care of and watching them as they work. The regulars would do the most of the job while supervisors would be helping when needed, and then the manager would just have an overview of what is happening and being the main contact person when needed, e.g. when having to make decisions or when there is something that needs the permission of the manager.

Individualism versus collectivism

Individualism versus collectivism refers to how people define themselves, their relationship to others and how is their social behavior. It can be explained as whether people’s self-image is defined in terms of “I” (power of an individual) or “we” (power of a group). In individualist societies people look after themselves and their closest family, when in collectivist societies people belong to so called “we-groups”, where the interest of the group beats the interest of an individual. In “we-groups” one’s loyalty for the rest is the most important thing, and breaking the loyalty for the group is the worst thing that one can do. In individualist societies a family is usually built up by two parents and the children, where the rest of the relatives such as grandparents, aunts, cousins etc. lives somewhere else and are not seen as often as in collectivist societies. In collectivist societies a whole family consisting of children, parents and grandparents might live under the same roof, and the whole family is very close and important to have nearby. (Hofstede & al. 2010, 90-91.)

With Individualism versus collectivism, Finland has the score of 63 and the UAE has the score of 25. This means that Finland is considered to be an individualist society while the UAE is a collectivistic society. For the most part we got the experience of this dimension only from the working environment, but reflecting to the experience we got, it could easily

be said that this hypothesis is very true. As an individualist society Finnish people tend to be literally individualists and harder to get to know because of independency, but when we really get to know the people around us, we open up more and are loyal to the ones important to us. In the UAE the environment e.g. at work was family-like. Everyone was supporting one another and the atmosphere was amazing. Even though the hierarchy is strict and for us working in big events there surely is tension in the air, but the managers are always supporting. The workers there have been working together for many years and become close to each other, and as in the UAE the working days might be very long (even 16 hour days), the fact is that they spend more time together with the workers than their own family. That is the reason why the people at the work becomes one's second family.

Masculinity versus femininity

Masculinity versus femininity deals with the society's characteristics of importance attached to success, achievements and competition in comparison with quality of life and caring for other people. In cultures that score high on masculinity, competition is important as well as work that is challenging and that takes one to higher levels, having good earnings and that there is a well-deserved recognition given when the job is done good. This system is often a life-long cycle that starts from a young age from where school starts and all the way to working life. In masculine cultures these characteristics are also followed by women, but recognizably less than by men. In opposite, cultures that score high on femininity (presented as a low score in the masculinity-chart) aims to the quality of life and finds this as the way to success. As a contrast to the masculinity, these characteristics in the feminine societies are shared equally both by women and men. In feminine cultures common set of values is to take care and have concern of others, to have good relationships, and to have a safe and nice place to live. (Hofstede & al. 2010, 138-140.)

In this dimension Finland has the score of 26 and the UAE has the score of 50, which means that Finland is a pretty feminine society and the UAE is considered to be neither masculine nor feminine, but just in the middle. From our own experience we have to be a little bit critical with the information given about this dimension since the score for the UAE is 50, and from the experience we had we consider the UAE as a more masculine society. What comes to the working life, as already mentioned about the strict hierarchy in the UAE, the individuals are unequal in a sense that there are big bosses, bosses, managers, supervisors, regular workers and probably something in between. This means that they are treated differently depending on their position or status. In Finland we are used to be treated equally and with the same rights for everyone, but it is totally different there. Besides, as in Finland we e.g. have strict working laws, there is no such thing as that. The working days in the UAE might be very long in exchange for not so much money, at least

for workers coming from abroad. When you work in such a multicultural environment, you have to forget the same kind of human rights that you have back in your own country, as we did with coming from Finland. There are plenty of people coming from the Philippines, Indonesia or somewhere else from Asia, leaving their families back home and at the same time working even 18 hour days, 2 weeks in a row and not knowing when they will have their next day-off. There comes along the fact that flexibility is high-valued since you might never know how many days you are going to work before taking a break. Sometimes it was hard to watch, but we also worked 14 days in a row with no day-off and got used to it relatively quickly. Then, when you finally get your day-off, it is literally one day and then you go back to work, but you also learn to appreciate it. This was our experience with DWTC, so we do not want to generalize the thing with 14 days of work in a row with every company in Dubai, but we are telling the experience we had.

Uncertainty avoidance

The fourth dimension is uncertainty avoidance, an expression borrowed from the work of James G. March and from the American organization sociology. This dimension describes the way society copes with the matter that future can't be known and how well they handle the anxiety as a consequence from that.

As explained by Hofstede (Hofstede, Hofstede & Minkov 2010, 189) "The essence of uncertainty is that it is a subjective experience, a feeling". Anxiety is a state of feeling worried and uneasy about something what can happen, it is not the same as fear, as anxiety doesn't have no object like fear does. Often, the most anxious cultures can be found in the places where people are the most expressive. Cultures, where people tend to use their hands and raise their voices a lot when communicating to show one's emotions. Another misapprehension about uncertainty avoidance is that it is the same than risk avoidance but as stated before, uncertainty avoidance is based on a feeling, however risk is focused on something specific, it has an object (Hofstede, Hofstede & Minkov 2010, 189).

In the dimension of Uncertainty avoidance Finland has the score of 59 and the UAE has the score of 80. This means that both societies has a high preference for avoiding uncertainty. As described in the Hofstede Insights (2020); "In these cultures there is an emotional need for rules, time is money, people have an inner urge to be busy and work hard, precision and punctuality are the norm..." This is for the most part very true, however what comes to time management in the UAE is something totally different from the Finnish norms. We could almost argue that the word punctuality is not even a meaningful word there as the people are never on time. We could be told we need to wait for someone somewhere at this and that time, but they would never show up...or so we thought. The

people could be even an hour late, and it would not be a problem. As Finnish people we are used to the fact that when we agree on meeting at a certain time, we actually expect to meet that specific time, and we arrive to the meeting point 15 minutes in advance. And we would do the same thing over and over again even if we already knew that we would have to wait. The punctuality is just much more important to us than for Arabic people. Despite of the punctuality, they do work hard and the work needs to be done well. We were working in big weddings, the Dubai Airshow, the Formula1 and some other events, which was for the most part all about customer service. Customer service is indeed very important in the UAE and on a whole different level than we are used to in Finland. As working in DWTC, which has been hosting royalty and important guests from all around the world, Middle Eastern hospitality is their way of life. As told earlier, you should always call the person you are dealing with by “madam” or “sir”, and the way of speaking is extremely polite. The Arabic people (and people overall living in the UAE) are expecting to be treated very well and if not, they will say and show if they are disappointed. What is good to keep in mind when doing customer service there, is to always trying to exceed the customer’s expectations and being very polite.

Long-term versus short-term orientation

Long-Term Orientation versus short-term Orientation is the fifth dimension, which was added after Hofstede understood the lack of understanding of the differences in thinking between the Eastern and Westerns, especially the dissimilarities between the values of these nations. These dissimilarities couldn’t be determined from the first IBM studies, therefore he started to work with Michael Harris Bond, a social psychologist who was doing research on values in Asia. He developed the *Chinese Value Survey*, which was distributed across twenty-three countries around the world. Based on the studies Hofstede presented these definitions for the dimension (Hofstede, Hofstede & Minkov 2010, 236-239.)

Long-term orientation stands for the fostering of virtues oriented towards future rewards - in particular perseverance and thrift

“Short-term orientation stands for the fostering of virtues related to the past and present - in particular, respect for traditions, preservation of „face “and fulfilling social obligations.

In the business world context, for the long-term-oriented cultures the most important values are for example honesty, adaptiveness, self-discipline and accountability. It is important to build life-long networks and they don't put much importance on leisure time. On the other hand, some of the values short-term-orientation cultures have are rights, freedom, achievements and thinking about personal needs (Hofstede, and Minkov 2010, 497.)

For this dimension there was not an available score for the UAE, but the score for Finland is 38, which is relatively low and means Finland is leaning more on the side of a society with short-term orientation, or a normative society. Finnish people value their traditions, they don't worry about saving for the future too much and they want to have quick results in whatever they do. The UAE matches maybe a bit more to the explanation of long-term orientated societies, as the people there tend to be very honest, adaptive and accountable and also hard working with not putting so much importance on leisure time. All these dimensions goes hand in hand and as told previously, from our own experience we could really see that the people there are very hard working with long working days. They build networks that last for life and the workplace is their second home. They want to have a good life and want to give a good life for their children and families, so that also explains the long-term orientation as they work hard in the presence in order to maintain the good life also in the future.

Indulgence

The sixth and latest dimension, is indulgence versus restraint. According to Hofstede, (Hofstede and Minkov 2010, 281), *indulgence stands for a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun.* Its opposite pole, *restraint, reflects a conviction that such gratification needs to be curbed and regulated by strict social norms.* Cultures scoring high on this dimension have a perception that it is allowed to operate has pleased without social restrictions, it is good to be free. Happiness and leisure are highly valued, and an essential part in indulgent societies. Since friends bring often joy and fun to one's life, they are considered to be very important. In restraint cultures the importance of leisure and friends is lower, they are more disciplined and pessimistic (Hofstede, Hofstede & Minkov 2010, 281-291.)

To the dimension of Indulgence there was also not an available score for the UAE, but Finland scores with 57. When reading the description of the meaning of Indulgence, we could say that the UAE scores somewhere below 50, since there they do have their strict social norms in relation to their religion, they have strict regulations about how e.g. women should behave and dress, and they cannot be as free as we can be in Finland. There are

lots and lots things that Arabic women cannot do, and the men are the bosses that put the rules to be followed. As an Indulgent country Finland has got equal rights for everyone in the society and the people can be free, being whoever they want to be and do whatever they want to do (as long as it is legal).

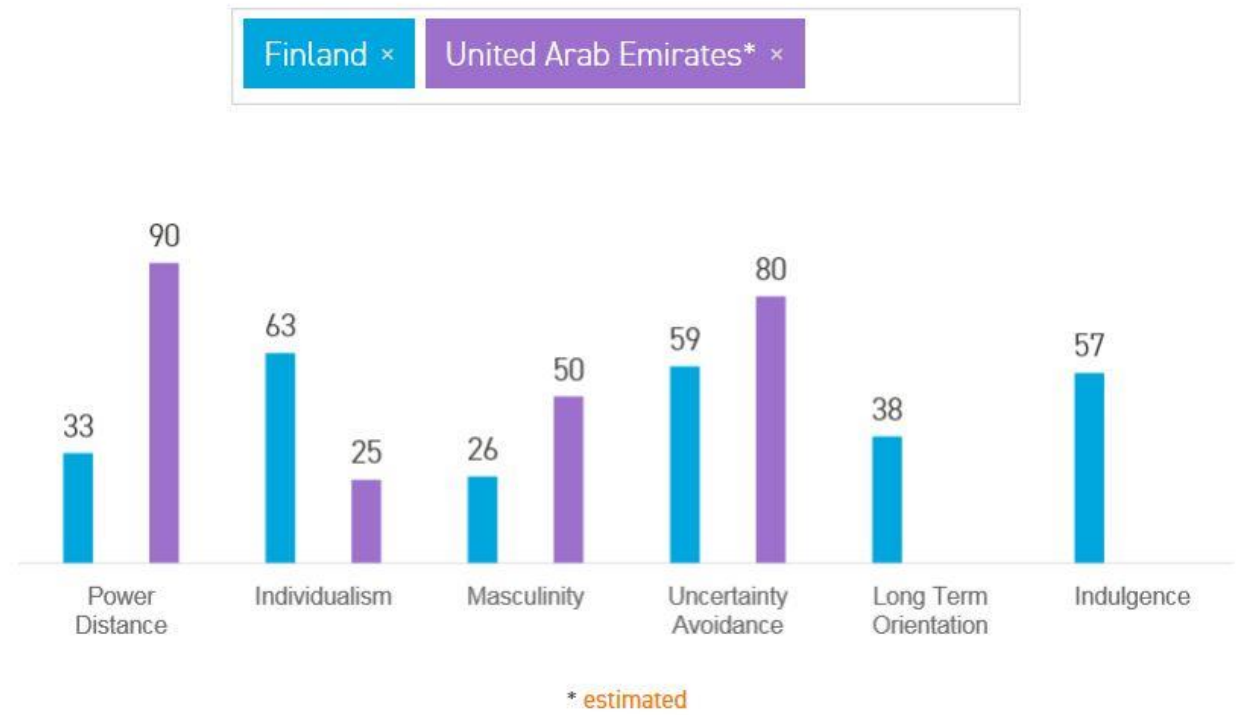


Figure 3. Country comparison of Finland and the United Arab Emirates (Hofstede Insights 2020)

3.7 Richard Lewis' view of cultural differences

In his book "When Cultures Collide", Richard D. Lewis demonstrates with The Lewis Model a different approach how to understand cultural differences. He uses this approach to explain especially the differences in working life. Richard Lewis came to the conclusion of the three different categories after visiting 135 countries and working in more than 20 of these countries, these categories are: Linear-active, Multi-active and Reactive. The model itself, what can be seen in the figure below, is based on data collected from 50,000 executives, who were taking the residential courses and more than 15,000 online questionnaires. Their contribution to this research gave individuals from 68 different countries. (Cross Culture 2015.)

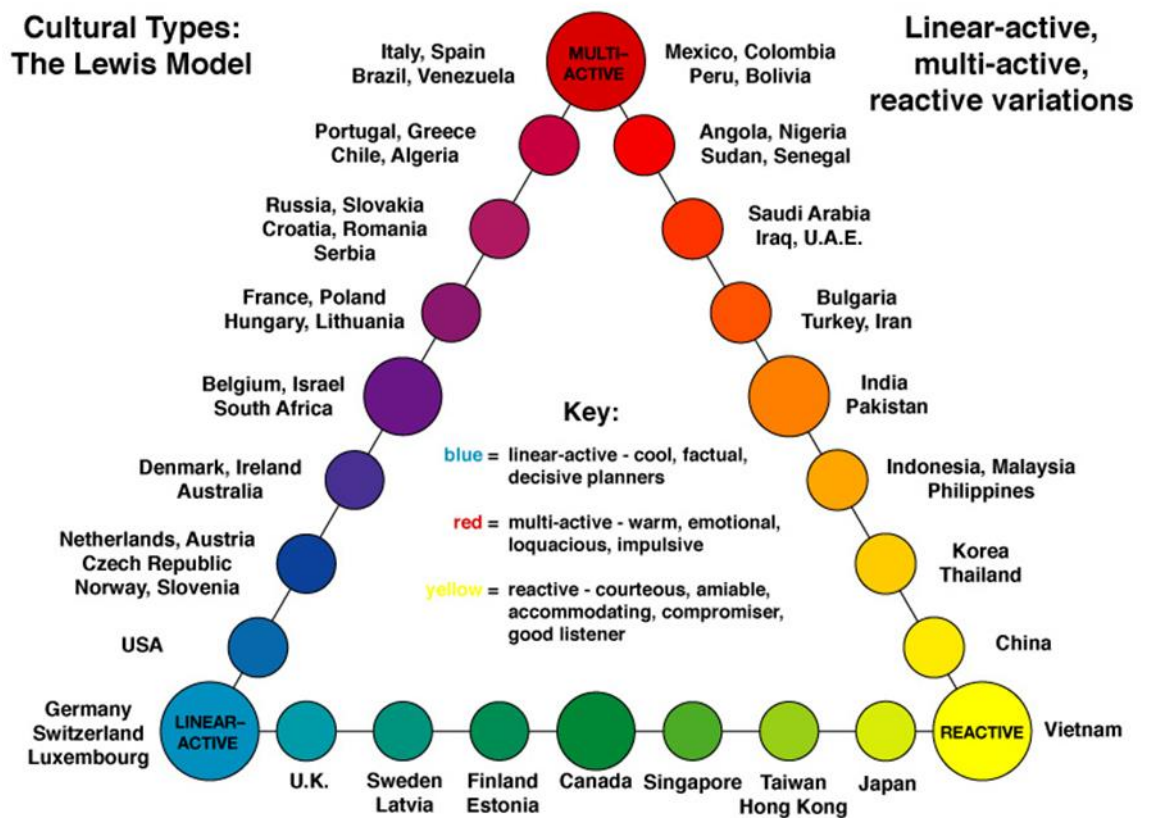


Figure 4. The Lewis model of cultural characteristics (Lewis 2012)

Linear-active - Individuals under this group tend to be well organized and task oriented. Linear active people enjoy planning, scheduling and they prefer to achieve action chains. They are cool, goal-oriented people, with a limited body language, who are prompt and time dominated. Cultures in this group are for instance Germans, Americans and British. (Lewis 2006, 29-32.)

Multi-active - Those in this group are flexible, warm, lively and impulsive. They prefer to do many things at the same time and in the order of importance that each appointment brings with it. Multi-active individuals use a lot of body language, they talk most of the time and interrupting others is not unusual for their behaviour. Punctuality and schedules are not priority for them. Arabs, Africans, Spanish and Indians are few of the cultures belonging to this group. (Lewis 2006, 29-32).

Reactive - Lastly, the reactive individuals, who are respectful, considerate and patient. They are the world best listeners, who never replay promptly and who never interrupt others. Even though they are very flexible with their timetable, punctuality is one of their strong points. Body language is sophisticated and minimal. (Lewis 2006, 32-37).

In the table below can be seen some of the most common traits of multi-active and reactive cultures. According to the Lewis model, Dubai is influenced strongly by the multi-active and Finland by the reactive traits (Lewis 2000, 40- 42). When those two groups are compared, the contradiction of their cultural traits is evident.

These two cultures have absolutely dissimilar understanding about what is right and wrong, logical and illogical, acceptable and unacceptable. The worlds they are living in are completely different, each built up in a unique way. To be able to successfully work together and to prevent negative impressions, deeper understanding of each other's cultural divergences has to be gained (Lewis 2000, 334.)

Table 1. Comparison of Dubai's and Finland's characteristics in Lewis' model (adapted from Lewis 2006)

MULTI-ACTIVE (Dubai)	REACTIVE (Finland)
extrovert	introvert
impatient	patient
talkative	silent
inquisitive	respectful
gregarious	good listener
plans grand outline only	looks at general principles
does several things at the time	reacts
works any hours, unpunctual	flexible hours, punctual
timetable unpredictable	reacts to partner's timetable
changes plans	makes slight changes
juggles facts	statements are promises
people-oriented	people-oriented
emotional	quietly caring

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These two cultures have absolutely dissimilar understanding about what is right and wrong, logical and illogical, acceptable and unacceptable. The worlds they are living in are completely different, each built up in a unique way. Interaction between these two cultures is according to Lewis is very time consuming and to be able to successfully work together

and to prevent negative impressions, deeper understanding of each other's cultural divergences has to be gained (Lewis 2000, 39, 334.)

To obtain a better understanding of the differences between Dubai and Finish cultures, several main traits will be compared and explained in the next paragraph. The traits expounded are: *Perception of Time, Communication & listening habits*. Hereafter Dubai will be referred to as the Multi-active and Finland as the Reactive culture.

3.7.1 Perception of Time

Time especially has a very different meaning and is one of the most notable differences between these two cultures. Multi-active people see time as event- or personality-related, for them it is important, that conversations are not left unfinished, even if that means changes in their daily plans. Multi-active cultures do not prioritize scheduling and punctuality, they only pretend to do that when their reactive partner insist on it and one of the reasons for this is the matter that reality is more relevant for them than man-made activities. As stated by Lewis (2006, 57), "In multi-active cultures like the Arab and Latin spheres, time is event- or personality related, a subjective commodity which can be manipulated, molded, stretched, or dispensed with, irrespective of what the clock says". On the contrary, the reactives do not waste any time, the agreed meeting and appointment times are strictly followed, but the same time they are flexible and considering also the timetables of their partners (Lewis, 55-57, 332.)

3.7.2 Communication & listening habits

Reactives are also called as the listening cultures, as they are the world's best listeners. For them the way of communication is *monologue-pause-reflection-monologue*. They always absorb all the information before reacting to it, and they never interrupt to their partners monologue. After listening to a presentation, they take a moment of silence to reflect and when they replay, they rarely have any strong opinions immediately. The reactives are introverted and it is unusual for them to initiate action or discussion, small talk is something with what they don't feel very comfortable with. Their body language is very sophisticated and minimum.

On the contrary the multi-actives way of communication is just *dialogue* and they intervene in the others monologue frequently, by asking questions and giving comments. This can also be seen in the table, where the listening habits of these two cultures are presented, and the differences are obvious. The use of body language for multi-actives is

very unrestricted and it is an inevitable part of their communication. Additionally, the tolerance of silence is something what differentiates these two cultures, for reactives silence is something very normal and enjoyable but multi-actives can't endure it at all (Lewis, 35.)

3.8 The use of the theories for the handbook

The theories discussed in this chapter will help to understand better the cultural differences between Finland and Dubai. Especially the findings made by G. Hofstede and R. Lewis are useful, since through their research the dissimilarities between cultures are explained and it is easier to understand why people with different backgrounds act the way they do. In addition, it is important to study the cultural differences and backgrounds, in order to be able to manage multicultural teams in the best way possible.

The gap between Finland and Dubai cultures is huge, and in order to get the most essential information included to the handbook, there was a need for studying the above theories first. These theories have deepen the understanding of the cultural differences between Finland and Dubai and confirms what is necessary to include in the handbook and what is the most important things one needs to know before going to work in Dubai.

4 Project plan

In this chapter we are going to open up the project plan of this thesis. The process started slowly after November 2019 as working as event support for DWTC for a one month long period. There were several different stages in our process, and next up we will explain a bit how we managed to write a thesis together and what happens when a worldwide disaster occurs in the middle of the project. Additionally, we will describe the creation of the handbook; what were the stages, what was decided to be included and why.

4.1 Planning process

The planning process is very important as a well-planned thesis will give a satisfying outcome. For this thesis there was planning all the way from the very beginning to the end. It is sometimes difficult to decide what is really important and relevant to be included, and so sometimes there was going back and forth with the content. The planning process also is not all about the content for the thesis, but it also includes what utility tools to use in the process. The platform to be used for writing was Microsoft Word and for the handbook we decided to use Canva, as it is easy to access and use.

First of all, the right content and the right order for it had to be fixed, and together with our supervisor we managed to create the basics. We wanted to start the thesis by telling general information about the UAE, and after that move forward to the theory. Even if there is a lot to tell about the UAE, one of the most important things were to tell about the most relevant information instead of creating content with information that does not give the interest to anyone. The theory part should include topics that were reflecting to the handbook itself, such as culture shock and how to manage it, how to handle multicultural teams and also comparison of Finnish and Dubai cultures. The main weight goes under Dubai instead of the UAE in whole, since Dubai is the place of DWTC and HH cooperation.

Next step was to decide what to include in the actual handbook and how to design it. In order to get the most relevant information and guides for the handbook, we wanted to think about our own situation and experience while working in Dubai. In addition, there was also sent a questionnaire for other students who had been working with us, to get their point of view and to back up our final decision of the content. In this way we would get the information that seemed to be important for not only us, but also other people that had the experience as working in Dubai.

4.2 Schedule for the project

Writing a thesis together has to be very well-planned and organized in order to the outcome to be pleasant and easily understandable for the reader. As this thesis is written by two students, there has been very much one-on-one meetings and discussions, working together in school and later via phone calls and Zoom -meetings. From the very beginning it was decided that both parties will work mainly together on the different parts of the thesis, but there are also some parts that have been divided to be written separately. Although, these parts have later on been completed together.

The schedule for this thesis was set from 14.1.2020 until 15.5.2020. The thesis was divided into three parts, and there was deadlines set for each part to be ready:

- 1/3 of the thesis to be ready by 29.2.2020.
- 2/3 of the thesis to be ready by 15.4.2020.
- 3/3 of the thesis to be ready by 10.5.2020.

The first two weeks were slow, since there was very much to figure out e.g. the structure of the thesis, the topics, finding literature etc. February was very well-spent as the project was developing more and more all the time. Here the focus was only the theory, such as general information about Dubai and intercultural communication including the cultural difference models of G. Hofstede and R. Lewis.

In March the goal was to start to work on the rest of the report, and the actual creating of the handbook was planned to be executed in April. Certain things happened that were slowing down the project, however these things were expected to disappear in a short period of time. Then unfortunately happened something that was unexpected for the whole world. A whole different situation occurred when the Coronavirus Disease 2019 (COVID-19) took over. Almost everything was shut down and countries from all over the world closed their borders, and going out got restricted. What affected the process with the thesis, is that the schools closed their doors. At this point it was more challenging to work together, since there was no possibility to meet. Now it was decided that some of the topics has to be divided to be written separately, so that the work of the process will be more effective as there is only limited amount of time left. Despite of the downs in the process, the goal was still to finish the thesis in May.

4.3 Creating the handbook

The Dubai handbook was created in four stages, which can be seen in the figure 5. The first stage was examining our own experience while working and living in Dubai for one

month in November 2019. To support the results of the examination of our own experience, research was conducted among the students who had been working in Dubai previously, in June, and November 2019. The aim of the research was to determine the most important information before traveling to Dubai and while working and living there. Additionally, the theory about G. Hofstede's and R. Lewis' views on cultural differences supports the handbook content, as through the theory our own experiences can be confirmed. Next, the results of the survey were analysed, and the selection of the most essential topics and information was done. Finally, the most suitable online platform was chosen to create the handbook.



Figure 5. The four stages of creating the Dubai handbook (Vene & Viljanen 2020)

4.3.1 Content planning and research

The first stage of creating the handbook was to do the analysis of our own experience while working in Dubai for one month as managers. Our experience was very valuable as the length of our stay abled us to understand better the country, working environment, local culture and customs. Additionally, during our stay in Dubai, we had a good opportunity to work with Finnish students and see first-hand how they coped with the new environment and which were the areas they were struggling the most. In conclusion, our experience indicated the most challenging subjects to be the cultural differences, the working hours and lack of training concerning the actual work in Dubai.

To confirm our own findings and ascertain the most relevant information for the individuals going to work and live in Dubai, there was a need for studying different theories that explains the cultural differences and how it is to work in multicultural teams. The theories of G. Hofstede and R. Lewis helped to understand better the dissimilarities between Finland and Dubai, as they present very exactly why people in different cultures and from different backgrounds function and work in the way they do. To even more support the findings and observations made in November 2019, a survey was conducted to students that have previously been working in Dubai. The study consisted of twelve open- and closed-ended questions. The survey was sent to more than 30 students and in the end, seventeen responses were received. The questions in the survey were as followed:

1. When did you work as event support for Dubai World Trade Centre?

2. For how long did you stay in Dubai?
3. What was your position while working for Dubai World Trade Centre?
4. What would be the most important topics to cover during the training?
5. Did the training cover all the information you needed?
6. If you answered "no" in the previous question, what was missing in the training?
7. How long should the training be?
8. Do you think a handbook with the most important information would be useful in order to "survive" Dubai?
9. If you answered "yes" in the previous question, what should be included in the handbook?
10. Did you have any challenges while working in Dubai? If yes, explain what the challenges were.
11. Would you recommend working in Dubai for others? Explain why.
12. What tips would you give to people going to work in Dubai in the future?

The questions 1 to 3 were added to the survey to determine if the different training, the time of their travel, or their position they were working in, was anyhow affecting their performance or experience while the students were in Dubai. The analysis of these questions indicated that there were no differences between the two groups of students, most of them had similar problems and areas of development that needed to be strengthened.

Next, the questions 4 to 7 helped us to understand and to give recommendations to Haaga-Helia about the trainings given to the students in Finland. In the opinion of 52,9 percent of the student the trainings didn't cover all the information needed. The main topics needing to be covered more thoroughly are culture, local food, local work culture and description of the actual work the students will be doing in Dubai.

Finally, the questions 8 to 12 confirmed that a handbook with the most important information would be useful in order to "survive" Dubai, as 94,1 percent of the survey respondents agreed that a handbook would be beneficial. Another indicator for the needing of the handbook is the fact that only one of the students answered no to the question "Would you recommend working in Dubai for others?". In the opinion of the students, the main topics which should be included in the handbook are culture and habits, local foods, working culture, vocabulary, information about Dubai World Trade Centre and their working culture and finally information about accommodation and important phone numbers.

After the analyzation of our own experience, studying the theories that supports the topic, and examination of the responses received from the survey, the following information has been decided to add to the handbook:

- General information about the UAE and Dubai
 - The country
 - Ruling families
 - Greetings and customs
 - Other cultural specificities
 - The scent of Dubai
 - Mosques and prayer rooms
 - Ramadan
 - Local food
 - Dress code
 - Do's and don'ts
 - Getting around in Dubai
 - Leisure time
 - Documents needed when traveling
 - Important phone numbers
 - Vocabulary and usable phrases

- DWTC as an example
 - The company
 - Working environment
 - Hierarchy
 - Time management and working hours
 - Documents needed when working in DWTC
 - Service standards
 - What is expected from waitresses, supervisors and managers
 - Living conditions and transportation
 - Grooming
 - Weddings and the sequence of tasks in weddings
 - Examples of moctails and dishes offered by DWTC
 - Packing list

- Additional tips from previous times
- Greetings from the authors

4.3.2 Publishing platform

Publishing platform for the handbook will be online graphic design tool Canva. Anyone can sign up for free and choose between a paid or unpaid account option. The tool is simple to use and doesn't need any previous graphic design skills. The online platform offers hundreds of different, images, fonts, icons and vectors to choose from. Additionally, there are a wide variety ready to use design templates for social media, presentations, flyers, brochures and many others. After choosing a templet, it is easy to modify it, add and edit visual content to the templet. When the project is complete it is possible to download it in different file formats like JPG, PNG, PDF, and PDF PRINT PPTX. These different file for-

mats give a possibility to choose different ways to share the projects, for instance to upload it online or print it. Another useful feature of the tool is that all the projects will be saved on the account and it is possible to update and change the designs.

For the handbook a new email address has been set up and it is used for creating a new unpaid account in Canva.

4.3.3 Visualization

The visualization was thought through in a way that the colors to be used would match both Dubai and Haaga-Helia. For the background in the handbook pages is chosen a light blue ombre color, and the cover page have the picture of Burj al Arab on it to represent Dubai. Before starting to create the handbook, there was made a picture (figure 6 below), where was gathered the color theme of the handbook. The colors are used in different purposes in the handbook such as in font color, background and pictures. Why these colors were chosen, is that it was clear that both parties wanted to take inspiration from the blue sea and the sandy beige desserts in Dubai. In addition, since the handbook will be used in Haaga-Helia, it was quite clear that the Haaga-Helia colors should also be included somehow, or at least one of them (which is blue).



Figure 6. Color theme to The Dubai Handbook (Vene & Viljanen 2020)

The font used in the handbook is “Playfair Display”, since it is very clear and beautiful. The font has to be very easily readable, professional, but at the same time beautiful and interesting to the reader. In the handbook the same font is used in different sizes, colours, in capital letters and in bold, in order to variate it in different ways.

What comes to pictures, they have been added according to the topic. The aim was to use as much as possible of the pictures taken in Dubai 2019 (by Anna and Maris), but it turned out to be impossible. However, there is added some pictures taken in November 2019. It would have been great to tell some of the content only in pictures, but that also would have been impossible, since there is so much important information to tell about.

5 Presenting the Handbook

In this chapter of the thesis the handbook will be presented. As the handbook is done with the online graphic design tool Canva, the easiest way to present it and show the exact content was to take screenshots of the handbook pages. The content will be presented in chronological order starting with the front page and all the way to the final page.

5.1 The Dubai Handbook

The front page and the cover for the handbook (figure 7) we wanted to be quite simple and clear. With the blue theme colour we want to make a positive impact in the reader and keep the handbook fresh looking. Blue is also one of the colours of Haaga-Helia logo, which we thought was important to include as the handbook will be used in Haaga-Helia.



Figure 7. The Dubai Handbook front page (Vene & Viljanen 2020)

After the front page there is the table of contents (figure 8), where the reader can easily see what topics are included in the handbook and on what page each can be found.

Table of contents

General information about the UAE and Dubai	1	Dubai World Trade Centre.....	23
The Ruling Families of the United Arab Emirates	2	Hierarchy & working environment.....	24
Royal Family.....	3	Service standards.....	26
Greetings and customs.....	4	What is expected from waitresses, supervisors and managers.....	27
Other cultural specificities.....	5	Living conditions in the DWTC staff accommodation and transportation.....	28
The scent of Dubai.....	6	Grooming.....	29
Mosques.....	7	Weddings.....	30
Ramadan.....	8	The sequence of tasks in weddings.....	31
Local food.....	9	Dishes frequently served in DWTC events.....	32
Dress code.....	14	Examples of mocktails offered by DWTC.....	33
Do's and don'ts.....	15	Documents needed when working in DWTC.....	35
Getting around in Dubai.....	16	Packing list.....	36
Leisure time.....	19	Additional tips learned from previous times.....	37
Documents.....	20	Greetings from the authors.....	38
Important phone numbers.....	21		
Vocabulary.....	22		

Figure 8. The Dubai Handbook table of contents (Vene & Viljanen 2020)

In the first page of the handbook (figure 9) it is logical to have an overview of the UAE, so there is gathered just basic general information about the destination country and a small map that shows the location. The general information continues further on with pages 2-22, and is all about what one should know before and during their stay in Dubai. It is important to know the basic rules, manners and habits of the destination in order to be able to respect the local people and the country itself. The aim was to gather all the most relevant and important information so that whoever is going there, could prepare themselves for the cultural differences between Finland and Dubai, as the two countries are very much unlike.

General information about the UAE and Dubai

Official Name: United Arab Emirates

Capital City: Abu Dhabi

Largest cities: Dubai, Abu Dhabi and Sharjah

Currency: Emirati dirham (1 dirham=0,25€)

Language: Arabic, but English is widely understood and spoken

Religion: Islam

Population: 9.63 millions (2018)

Official working days: Sunday- Thursday

International dialling code: +971

The 7 emirates : Abu Dhabi, Ajman, Dubai, Fujairah, Sharjah, Ras al Khaimah and Umm al Quwain.
Each emirate is ruled by a different Royal Family.



Figure 9. The Dubai Handbook page 1 (Vene & Viljanen 2020)

In the next pages that also goes under the topic “General information about the UAE and Dubai”, we first of all wanted to present the rulers of the emirates and tell very briefly about the ruling Royal family of Dubai, the Al Maktoum family. The rulers and the Royal family one can read about in pages 2 and 3 of the handbook (figures 10 and 11).

Ruling families of the UAE

- **Abu Dhabi** – His Highness Sheikh Khalifa Bin Zayed Al Nahyan
- **Dubai** – His Highness Sheikh Mohammed bin Rashid Al Maktoum
- **Sharjah** – His Highness Sheikh Sultan bin Mohammed Al Qasimi
- **Fujairah** – His Highness Sheikh Hamad bin Mohammed Al Sharqi
- **Ras Al Khaimah** – His Highness Sheikh Saud bin Saqr Al Qasimi
- **Umm Al Quwain** – His Highness Sheikh Saud bin Rashid Al Mualla
- **Ajman** – His Highness Sheikh Humaid bin Rashid Al Nuaimi



2

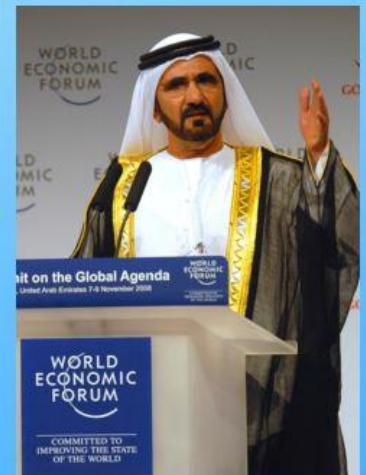
Figure 10. The Dubai Handbook page 2 (Vene & Viljanen 2020)

Royal Family

The ruler and President of the UAE and Abu Dhabi is His Highness Sheikh Khalifa bin Zayed Al Nahyan.



The Al Maktoum family is the ruling Royal family of Dubai. The family is highly popular and loved in both Dubai and the UAE. A lot of their popularity is earned by the Crown Prince Hamdan bin Mohammed Al Maktoum, who is very active and well-known in the social media especially for his good looks and luxurious adventures.



Since 2006 the ruler of Dubai has been His Highness Sheikh Mohammed bin Rashid Al Maktoum. He took over as ruler after his older brother's death, and is now the 13th official Sheikh of Dubai. Besides of being the ruler of Dubai he is also the Vice-President and Prime Minister of the UAE.

3

Figure 11. The Dubai Handbook page 3 (Vene & Viljanen 2020)

Next up comes pages 4-5 (figures 12 and 13), where the reader can find information about greetings and customs in Dubai. We wanted to include the most commonly known greeting used in Dubai, the “as salaam alaykum” (translated: may peace be upon you), as it can be heard anywhere and Arabic people greets with that phrase. To not get confused about those words (as it might be in the beginning), it can be usable to learn the way of greeting back with “wa alaykum salaam” (translated: may peace be upon you too). In these pages there is also necessary information about shaking hands, eye contact, making hand gestures and how to or how not to “use” your body in certain situations. In addition, the meaning of Majlis in Emirati culture is also presented, as it is essential to know since Majlis is to be found everywhere. If and when visiting an Emirati home, the host might say “let’s go to the Majlis”, it is good to understand the meaning of it.

Greetings and customs

- Instead of greeting someone with a “hello” or “good morning” as an Islamic country the UAE uses the greeting “as salaam alaykum”, which means “may peace be upon you”. To this you can answer with “wa alaykum salaam”, which means “may peace be upon you too”.
- In the UAE shaking hands mostly happens between male and male, or female and female. When a man is introduced to a woman, it’s best to wait and see if she extends her hand first. Similarly, women visitors meeting a local man should wait to see if he offers his hand.
- When meeting someone of the opposite gender, you should avoid staring or looking straight to the eye for “too long”, as it can be considered as offensive.
- First, the elderly people are greeted.
- It is totally normal that men walk hand in hand, as it is a sign of friendship. Men also hug each other and might be touchy, but this should never happen between men and women in a public place.



"As Salaam Alaykum"



"Wa Alaykum Salaam"

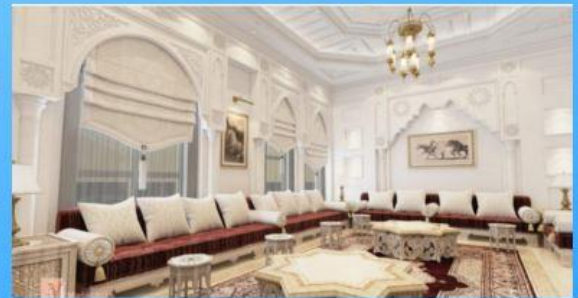
4

Figure 12. The Dubai Handbook page 4 (Vene & Viljanen 2020)

Other cultural specificities

Majlis

- In Arabic Majlis means “place of sitting” and the term is used to describe formal assemblies but also a place for social gathering.
- It has an important place in Emirati culture and it is one of the cornerstones of their civilization. Until today during sunset friends, families and neighbours are gathering in Majlis to talk about daily issues, religious topics and business.
- Most homes in the Emirates and other Gulf countries have a Majlis, it is a place where the head of the family hosts guests.
- When invited to the Majlis, men and woman will be most probably guided to different areas.
- Shoes have to be removed at the entrance.
- It is polite to offer food first to others, even if the food is only enough for one person.
- You should stand up when a new guest enters, especially for older, higher-ranked people. Also, men are expected to stand up when a woman enters.
- Showing the soles of the feet, or pointing a foot at someone is considered insulting.
- Crossing your legs while seated in front of an important guest is considered rude.
- One should not beckon or point with a finger; use the whole hand while making hand gestures.



5

Figure 13. The Dubai Handbook page 5 (Vene & Viljanen 2020)

“The scent of Dubai” on page 6 (figure 14) is a topic that was added because it is something special about Dubai, and something we wanted to include since it may be weird in the beginning. From our experience the strange, sweet smell everywhere was something to get used to, but it is a cultural part of the Emiratis. The scent can be used as a perfume, but also in many events the scent is in form of wood. The small pieces of the wood are burned in a pot, and the smoke coming out fills the space with this special smell.

The Scent of Dubai

- Everyone visiting Dubai and the other Emirates, will soon notice the mesmerising scent of Oud.
- Oud is a fragrant oil worn both by men and woman and it is one of the most expensive natural resources in the world.
- But it is not only used as a perfume, it can be found in a form of wood almost in every Emirati home, five-star hotel and traditional coffee shops.
- Also, it is a very important part of many traditional events for example weddings, where servers are walking around with the burners to spread the smoke and the scent which comes from it.



Figure 14. The Dubai Handbook page 6 (Vene & Viljanen 2020)

Page 7 (figure 15) opens up a little bit about the mosques and prayer rooms in the UAE. The mosques and prayer rooms are a big part of the religion Islam, since the Muslims pray five times a day. Every time when it is time to pray, the muezzin can be heard calling for the Muslims. In this page there is also a picture that shows what the proper clothes to wear in a mosque is.

Mosques

- There are nearly 7000 mosques in the whole UAE, and in only Dubai over 2000.
- The King Faisal Mosque (in Sharjah) is the largest mosque in the UAE and can hold up to 3000 believers.
- The Jumeirah Mosque (in the picture) is one of Dubai's most important landmarks.
- Prayer rooms for both females and males can be found in almost every building.
- Mosques are the center of religious and cultural life, and the importance of mosques lies on the fact that they are sanctuaries to remember and supplicate Allah.
- Despite of where you are located in the UAE, you can hear the muezzin calling the Muslims to pray five times a day. It might be confusing in the beginning, but you will sure get used to it.

- Fajr: dawn prayer
- Dhuh: midday prayer
- Asr: late afternoon prayer
- Maghrib: sunset prayer
- Isha: evening prayer

- When it's the holy month of Ramadan, the prayers will be heard seven times a day.

7

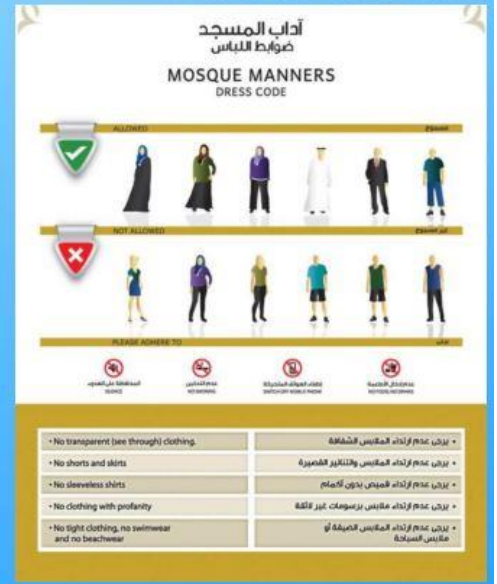


Figure 15. The Dubai Handbook page 7 (Vene & Viljanen 2020)

Page number 8 (figure 16) gives important information about the holy month of Ramadan, which is good to be aware of especially if the stay in Dubai befalls on the slot when Ramadan is celebrated. As mentioned earlier, the hosting destination's culture should be respected even though the habits and daily life might not be the same as in one's home country. Ramadan is the holiest month of the year for Muslims, and by showing their commitment to their religion Islam, they are fasting for an entire month. The requirement for the Muslims is to not eat from dawn to dusk, nor smoking or putting anything in their mouth during the daytime. For visitors or non-Muslims it is therefore advisable to not eat, drink or smoke in public or in front of the Muslims during daytime, and by this way respecting them.

Ramadan

The ninth month of the Hijri calendar and the holiest month of the year.

The month of piety, charity and blessings.

Ramadan is about fasting for an entire month. During Ramadan Muslims are required to not eat from dawn to dusk.

When you meet and greet Muslims during the Ramadan, you can wish them a happy Ramadan by saying “Ramadan Kareem” or “Ramadan Mubarak”.

Be courteous towards the Muslims during Ramadan and try to not eat and drink in front of them. During the day time do not eat, drink or smoke in public.

Ramadan ends with a three-day celebration and holiday called Eid Al Fitr. During that time presents are exchanged between families, friends and neighbours.



8

Figure 16. The Dubai Handbook page 8 (Vene & Viljanen 2020)

In pages 9-13 (figures 17-21) the local food can be studied. The dishes introduced in the handbook are definitely something worth to try and they are very common in the whole UAE. While working in Dubai one will for sure see these in all the events. DWTC also has these dishes on their menus for all the events and weddings. In weddings the local dishes are always served first, and then the European ones such as pasta. Harees is the very first dish to be served, followed by Ouzi. As the mentioned dishes will be served in all the weddings and events, it is very useful trying to memorize the names already in advance. Later on in the handbook there is an additional page of dishes that are not necessarily local, but frequently served in DWTC events.

Local food

Food has an important place for people in the UAE. Eating together and sharing the dishes is a common practice and an expression of friendship.

Good to remember:

- As hand-to-mouth is an important custom, it is important to remember not to eat with your left hand, which is considered unclean.
- Pork products are not a part of Muslim traditions and pork is not readily offered at the restaurants in the Middle East.
- While having a business meeting or visiting an Emirati home, coffee or tea is always served. It is advisable to accept the gesture as it is the most significant expression of hospitality in the Emirati culture.

“HALAL”- in Arabic it means lawful or permitted. As in every Muslim country also in the UAE halal food is a very important part of their food culture. Halal food means that it is prepared and handled as prescribed in the Qur’an.



9

Figure 17. The Dubai Handbook page 9 (Vene & Viljanen 2020)



Khameer bread

Also known as the Traditional Emirati Bread . It is a flatbread, with two layers which separate easily. The bread is sweetened with dates and for flavouring saffron, fennel and cardamom are used.

Chabab bread-Emirati pancake

American pancake type of, thin, sweet and crispy bread.

INGREDIENTS:

- FLOUR
- EGG
- MELTED BUTTER
- YEAST



10

Figure 18. The Dubai Handbook page 10 (Vene & Viljanen 2020)

Al Harees

One of the most traditional dishes in the UAE. It is served almost in every event and it is especially popular during Ramadan. Harees is always the **first** dish served to the guest.

INGREDIENTS:

- MEAT(VEAL)
- WATER
- WHEAT



Ouzi

Also a very popular dish, usually served in large quantities and containers. This is the second this served after the Harees.

INGREDIENTS:

- MEAT
- SPICED RICE WITH NUTS

Figure 19. The Dubai Handbook page 11 (Vene & Viljanen 2020)



Date pudding

INGREDIENTS:

- DATE PASTE
- WATER
- FLOUR
- BUTTER
- SUGAR
- BAKING SODA
- BROWN SUGAR
- EGGS
- VANILLA EXTRACT
- HEAVY CREAM

Umm Ali

Meaning "Ali's mother"
It is a simple dessert made from basic ingredient such as

- PASTRIES,
- CREAM/CONDENSED MILK,
- A MIX OF PISTACHIOS, RAISINS AND ALMONDS



Figure 20. The Dubai Handbook page 12 (Vene & Viljanen 2020)



Figure 21. The Dubai Handbook page 13 (Vene & Viljanen 2020)

Below (figure 22) can be seen page 14 of the handbook, which is about the dress code in Dubai. The dress code is not the same in Dubai as it is in Finland. In Finland people can wear almost anything they like or want to, but it is not quite the same kind of deal in Dubai. Dubai is known for its hot weather all year around, and the culture is totally different. Muslims wear their traditional clothes while non-Muslims and tourists wear regular clothes. It can be even offensive towards the Muslims to use traditional clothes if being non-Muslim, except for when visiting a mosque (where it is obligatory to wear a headscarf and a robe). However, when visiting Dubai, it is very preferable to wear clothes that cover most of the body despite of the heat. When in public, either the shoulders or the knees should be covered. In this way the respect is shown towards the culture.

Dress code

- Even though the weather in the UAE is most of the time very good and it's hot, most of the body should always be covered. Visitors should appreciate the native restrictions of how to be dressed in public.
- In public men and women should be dressed modestly but e.g. at hotel- or pool areas the dress code is more relaxed and it is fine to follow the "European" way of clothing.
- Women travelling to the UAE do not have to cover their heads or wear a traditional Muslim dress.
- For women it is more preferable to wear long skirts instead of pants.
- In mosques it is obligatory to dress according to culture. Women have to wear a traditional robe **ABAYA** and a headscarf **SHAYLA**. Shoes are forbidden in mosques.
- For business purpose men should wear long pants, collar shirts with long sleeves, and a jacket.



Figure 22. The Dubai Handbook page 14 (Vene & Viljanen 2020)

Next up comes page 15 (figure 23) with do's and don'ts. In the do's and don'ts we wanted to particularly point out the facts about especially alcohol usage in Dubai, since there is a big difference to what Finnish people are used to. Majority of the Muslims consider alcohol as sinful and prohibited, and so there are very strict regulations about the alcohol usage in the UAE and Dubai. Alcohol is not available in any stores or supermarkets in Dubai, only at the airport duty free. The permit to serve alcohol is only available in areas approved by the Sheikh, such as hotels and some restaurants and bars. If and when drinking alcohol it is very important to keep in mind the do's and don'ts mentioned below. It is not at any time acceptable to appear drunk in public, and being caught will get one in big trouble. The best thing to do is taking a taxi straight to the hotel or place where you stay at.

Do's and don'ts

It is good to remember that not all of the 7 emirates does have the same rules. If traveling between different emirates we advise to check about their regulations. For example in Sharjah alcohol is totally banned.

Alcohol & Drugs

- Adults 21 years old and older are allowed to consume alcohol in hotels, bars and some private residence.
- Being drunk and drinking in public is unacceptable. It may result in a fine or even worse. In the UAE there is zero tolerance for drunk driving.
- It is advisable after drinking and partying to take a taxi and go straight to the hotel, not take a walk in public.
- All type of drugs even cannabis are prohibited. By possessing a small amount for personal use will be sentenced to no less than 4 years in prison, and if found with big amount that could get accused of trafficking or smuggling will face much worse sentences that could reach to death penalty.
- Prescribed medication has to have doctor's paper prescription included with you.

Other

- When taking photos in public places, be very cautious. Taking pictures of locals, especially women without their permission, is considered illegal and can even lead to arrest or fine.
- It is not allowed to take photos in mosques and military installations.
- It is extremely important to show respect for their religion. Any bad language, gestures, or showing any other way of disrespect towards religion is forbidden and may get you in legal trouble.
- Do not discuss religion or criticize Islam.
- Sex outside of marriage and homosexuality are illegal.
- The only form of public display of affection accepted is holding hands.
- While working for Dubai World Trade Centre it is prohibited to take any photos of the event venues while working.
- While working in DWTC events and weddings, do not accept any gifts without the permission of your manager.

15

Figure 23. The Dubai Handbook page 15 (Vene & Viljanen 2020)

In pages 16-17 (figures 24-25) there is useful information about the public transportation system in Dubai. In addition, there is added the map of Dubai metro zones on page 26 (figure 18), so one can get the whole picture about how wide it is. The easiest and fastest way to get around Dubai is by metro. The metro system there is one of the world's most modern and economical. It is very cheap and by metro you can go almost anywhere in Dubai. Another cheap and easy transportation is the taxis, which can easily be booked with the app Careem.

Getting around in Dubai

- It is very easy to get around in Dubai since there are plenty of transportation possibilities such as taxi, bus, tram, metro, water bus, and monorail system. The Dubai map consists of 7 zones for the public transportation.
- The operator of the public transportation is The Road and Transport Authority (RTA), and they have their own app "RTA" which can be downloaded from your app store/play store and is easy to use when getting around in Dubai.
- For the public transportation in Dubai you need a nol card. The nol card is a card that enables you to pay for the use of various RTA transport models in Dubai with just one tap.

Taxi

- Riding a taxi in Dubai is in a very reasonable price. The price per kilometre is somewhat low, but depends always on e.g. the time of the day, destination, tolls or whether the taxi is pre-booked or not. There is always an extra fee when riding a taxi in the night time.
- A good app to use in Dubai for booking and managing your rides with taxis is Careem.

16

Figure 24. The Dubai Handbook page 16 (Vene & Viljanen 2020)

Metro

- The easiest way of transportation in Dubai, since the metro takes you fast almost everywhere and it is cheap also.
- The metro system in Dubai is considered to be one of the most modern and economical public transportation systems in the world with its green line and red line. The green line has 20 stops from the Etisalat region to Dubai Creek. The red line with 28 stops operates between Al Rashidiya and the UAE Exchange. Green line (20 stops that spans from the Etisalat region to Dubai Creek) and the Red line (28 stops that spans between Al Rashidiya and UAE Exchange). The lines intersect each other at two stops: Union Square and Bur Juman Center.
- For metro you need a nol card or a travel pass. The nol card is available in 5 different types, depending on e.g. if you are a frequent traveler or a visitor. The fees are reasonably low and depending on how much you have time to use the metro, it is recommended to buy a ticket that you can load more trips to according to your needs. It is also possible to buy one-way tickets only (AED 6.50) or day tickets (AED 20). The red nol card is our recommendation, since you can load up to 10 single trips on it at once, it is valid for 90 days and the fee for the card is only AED 2 + the amount of trips and zones.
- A good app to use in Dubai for metros is Wojhati.



	Fares (in AED)			
Within 1 Zone	3	6	3	4
2 Adjacent Zones	5	10	5	6
More than 2 Zones	7.5	15	7.5	8.5
Student, Social Affairs & senior citizen ^{2,3}	N/A	N/A	50%	N/A
Disabled ⁴	N/A	N/A	Free	N/A
Child ¹⁷	Free	Free	Free	Free

Figure 25. The Dubai Handbook page 17 (Vene & Viljanen 2020)

Dubai metro zones

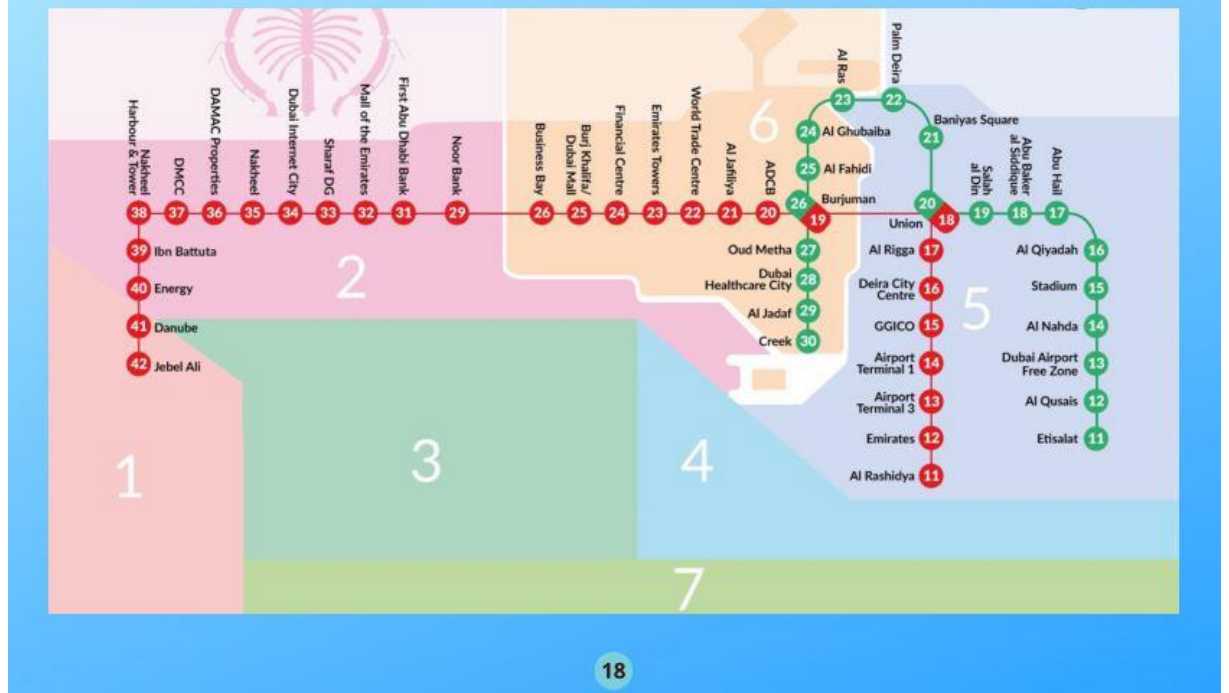


Figure 26. The Dubai Handbook page 18 (Vene & Viljanen 2020)

What comes to the leisure time in Dubai, we first considered to make a page with specific information about e.g. the prices of visiting Burj Khalifa or making a daytrip to a desert. However, since the fares are changing all the time, we decided to not put any specific information about any prices to the handbook. In addition, to make the handbook look more visual, we thought that the best way to give tips of leisure time activities is to present them with the help of pictures. The outcome of the page is that there is no text at all. Dubai offers multiple choices of how to spend the free time, so we wanted to include a bit of everything; landmarks and sightseeing, shopping, beaches, and excursions of different type.



Figure 27. The Dubai Handbook page 19 (Vene & Viljanen 2020)

Below can be seen the page 20 (figure 28), which introduces the documents needed when traveling to Dubai. Here we have the documents needed in general when traveling to Dubai, but later on in the handbook there is an additional page where is added specified documents needed when not just traveling to Dubai *but* also when working in DWTC. From our experience there was a lot of documents that needed to be taken with us. Here are all of the documents we had: visa*, passport, private travel insurance, health insurance*, health certificate, MOU* (memorandum of understanding), a passport –sized photo, a timesheet* and of course the airplane tickets*. However, we want to point out that it may not be the same case every time with the documents needed, e.g. some of the documents provided by DWTC might variate in a way that all of them are not needed each time. We do not want to confuse anyone, but these are the documents we had with our experience with DWTC. If not working with DWTC then then documents needed might be different.

*= provided by the DWTC.

It is good to take a picture of each one of the documents, just to carry them in the phone at any time if needed. As an example, without a passport or a visa there might be no ac-

cess to certain places or venues. What comes to the health certificate, we warmly recommend to get it in time since it might take a while to get an appointment with a doctor. Previous time we were not able to get the health certificate from our own HH Porvoo Campus nurse, which caused a bit problems since there was not much time left to the departure date. We hope that everyone will make sure that they get their documents in good time advance.

Documents

VISA

- The need of Visa depends on the purpose of your trip, your nationality and of the length of your stay.
- When going to work in Dubai, your employer will need to apply for the visa.
- The information needed for working/visiting visa can be seen on the visa request form on the bottom of the page.
- IMPORTANT to fill every question.
- More information about the VISA can be found : <https://gdrfad.gov.ae/en>

Visit Visa Request Form

Please fill up in detail (Mandatory)

First Name	Occupation	Student	
Middle Name	Nationality		
Family Name	Date of Birth		
Father's Name	Place of Birth		
Mother's Name	Country of Birth		
Passport No.	Religion		
Date of Issue	Language Known		
Date of Expiry	Marital Status		
Place of Issue	Husband Name (if married)		
Country of Issue	Visa Type	Service Visa	

Home Country Address


Address Line 1	Address Line 2
City	Country
Telephone	Mobile

PASSPORT

- Passport must be valid for a minimum of a 6 months from the arrival date.
- Passport copy- color & clear in soft copy (JPEG format).

PHOTOGRAPH

- Recent passport size photograph colored with white background in soft copy (JPEG format)
- It can be taken also on your phone, but it is important that it is clear with no shadows in the white background.



PRIVATE TRAVEL INSURANCE

It is recommendable to have a printed copy of your passport and your visa with you all the time.

20

Figure 28. The Dubai Handbook page 20 (Vene & Viljanen 2020)

One of the last pages in the section of general information, page number 21 (figure 29), we wanted to put some important telephone numbers, in case of something happens. It is recommendable to save the numbers in the phone, so that they are easy and fast to reach in a case of an emergency. What differs with the emergency numbers from the Finnish norm, is that in Dubai they have different emergency numbers depending if there is need of police, ambulance or the fire department. We also found it necessary to put the number and address of the Finnish Embassy located in Abu Dhabi.

Important phone numbers

Police 999

Ambulance 999

Fire Department 997

Embassy of Finland in Abu Dhabi

+971 263 289 27

**12th Floor, Al Masood Tower - Hamdan Bin Mohammed St
- Abu Dhabi**

- UAE's hospitals can handle any medical emergency. During medical emergencies, a hospital will accept you for initial treatment and may transfer you to a hospital better equipped to deal with your problem.
- The UAE provides standard medical care and visitors can easily obtain medical treatment from either private or government hospitals. In case of emergency, treatment to stabilise the case is free. Other treatment must be paid for by cash, credit card or insurance. (The United Arab Emirates Government portal)
- Through the Dubai Healthcare City website (www.dhcc.ae) it is possible to find a healthcare clinic or a doctor.

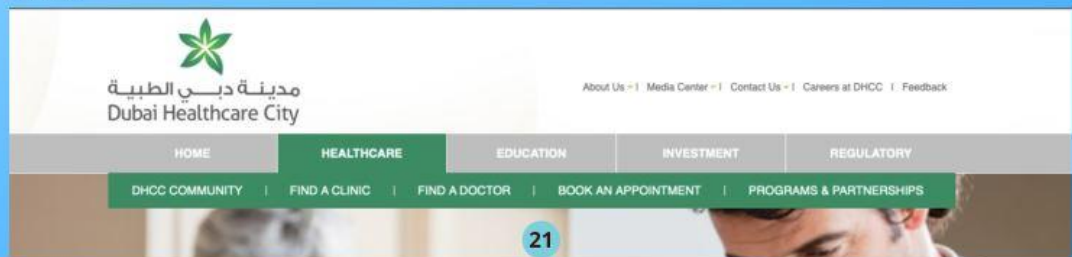


Figure 29. The Dubai Handbook page 21 (Vene & Viljanen 2020)

Last but not least page number 22 (figure 30) consists of words and phrases in Arabic.

Vocabulary

- Marhaba el saa' = hello/welcome. It is the simplest form of greeting.
- Sabaah alkhayr = good morning
- Masaa' alkhayr = good evening
- Tusbih äalaa khayr = good night.
- Shu el-ydeed = what's new? /what's up? /how's it going?
- Naäam = yes
- Laa = no
- Asef- sorry
- Min fadlik = please
- Shukran = thank you
- mostAda- help
- Maa ismuk? = what's your name?
- Ismii *name* = my name is *name*
- Arjuu almaädhira = I'm sorry

Shukran

ASEF

ISMIL...

mostAda

Marhaba

22

Figure 30. The Dubai Handbook page 22 (Vene & Viljanen 2020)

After the general information, DWTC is introduced. Working in DWTC is a whole new experience for anyone, since the working environment is so multicultural with people around the world. Also the service standards are different and DWTC has their own 5 service cre-dos that should be fulfilled every time. From our own experience we really enjoyed and loved our time working with DWTC, and it is an experience for life. There will be so many people to get to know and to become friends with, which caused us the fact that it was quite hard to come back to Finland. Connections are made for a lifetime and there are plenty of opportunities for work, and not only in DWTC but also many other places, e.g. after working in the Dubai Airshow, there was an opportunity to go to the UK to work in another airshow, since the client (that was a big boss in a company in the UK) fell in love with the service.

On page 23 (figure 31) the company is briefly introduced to the reader. After that follows page 24-25 (figures 32 and 33) explaining the hierarchy and the working environment in DWTC. Also one of the most obvious things to know is who Mr. Vincent Egels is. He is the Senior Vice President of DWTC, and we hope that anyone going to work in DWTC will keep his name in mind, since it might be very embarrassing in a certain situation to not know who he is.

In addition, we tell about the time management and give some examples of the fact that there is no such thing as punctuality in Dubai. As Finnish people we are very used to being always on time, but it does not work similarly there.

Dubai World Trade Centre



- When built in 1979, the Sheikh Rashid Tower made history as Dubai's first major tower and business centre.
- The tower was opened by Queen Elizabeth II and it was the beginning of Dubai's fast development.
- Today Dubai World Trade Centre is the region's largest purpose-built complex for events and exhibitions with over 3 million visitors annually.
- Year-round calendar filled with all kind of events and exhibitions, international trade fairs, conferences and shows.
- They offer meeting rooms, lounges and venues for events in any size and purpose.
- Other services offered are:
 - Branding & Media
 - Catering
 - Data & Telecoms
 - Event Production
 - Cleaning
 - Rigging
- Their vision is to make Dubai the world's leading destination for major events, exhibitions and conferences.



Figure 31. The Dubai Handbook page 23 (Vene & Viljanen 2020)

Hierarchy & working environment

- The hierarchy is very well seen in DWTC, as there are the big bosses, bosses, managers, supervisors and the regular workers.
- Mr. Vincent Egels is the Senior Vice President of DWTC, and everyone is almost kneeling down on him when he walks by, as he is a very important person.
- Depending on the size of an event, there is always one main manager, sub-managers, supervisors and then the regulars. The main manager of the event is giving all the rules and information, having an overlook of what's happening and is being there if help is needed or there has to be made some important decisions etc. The main manager divides the regular workers equally among the sub-managers or supervisors, tells them what to take care of and which people to have an overlook on. Then the sub-managers or supervisors have their own group of regular workers, tells them what to do and helping them if needed.
- The main manager is the contact person to the guest and supervisors have their own areas to take care of.



Figure 32. The Dubai Handbook page 24 (Vene & Viljanen 2020)

- A multicultural working environment with people from all around the world.
- It is all about teamwork since the work is always done in big groups and together.
- Everyone accepts one another and the different cultural backgrounds of each individual.
- When going to Dubai you should be very patient with their time management since there is no such thing as punctuality.
- If you have an appointment with someone, or someone just told you that let's meet at this or that time, be prepared to wait for them for a good while.
- The working days are very long, so be prepared.
- The norm is to work 12 hours a day, but they usually work even longer.
- Be ready for many changes in the work shifts and free days. It is very common to find out your shift and allocation for the next day the night before.



25



Figure 33. The Dubai Handbook page 25 (Vene & Viljanen 2020)

The service standards are high in not only DWTC, but the whole UAE. In figure 34 below can be seen page 26, where the service standards for DWTC are presented. As mentioned earlier DWTC has their own five service credos, which has to be taken into account always when working with customers. Before an event there is usually a gathering with the personnel, where is always pointed out the five service credos; we make smiles, we serve from our heart, we respect our team, we are a perfect host, we are accountable. One of the most important things to remember is to never say “no” to the customer. If there is something not available, then find something else, offer something else, but never say no. As an example, the customer wants to have orange juice. If you are not sure that there is orange juice left, just say “I’ll go check, madam”. It turns out that you have run out of orange juice, but now get the cocktail juice and go and offer it to the client with “madam, would you like to have some cocktail juice”, and usually they are just fine with it. It is extremely important to be very polite with everything you say when interacting with a customer. If the customer is unhappy with the service, he or she will definitely show it. Dissatisfaction from the customer side can even lead to firing the customer servant.

On page 27 (figure 35) we open up what is expected from waitresses, supervisors and managers when working as event support for DWTC. This was a wish from the students working previously for DWTC, and we agreed on the importance of it.

Service standards

The 5 service credos of DWTC:

- WE MAKE SMILES
- WE SERVE FROM OUR HEART
- WE RESPECT OUR TEAM
- WE ARE A PERFECT HOST
- WE ARE ACCOUNTABLE

- High service standards.
- Always use the terms “madam” and “sir” and be extremely polite with everything you say and do.
- Do not do small talk with the guests/customers.
- Never say “no” to the guest/customer.
- Exceed the guest’s/customer’s expectations.
- Go through the menu and try to memorize the names of the foods and drinks. If you have time go and ask the chefs to explain you about the food you are serving, since it is very likely that the guest will ask you questions about the dishes.
- When serving food from containers, it is always served from the left side of the guest, with your right hand.
- When the food is ready on the plate, it is served from the right side of the guest. Everything else is also done from the right side, e.g. serving drinks, cleaning away the plates and cutlery etc.
- Depending on your position you have to stick to your tasks and only do your area of responsibilities, e.g. do not clean up possible spilled food from the floor, as there are cleaning ladies addressed to do that.

26

Figure 34. The Dubai Handbook page 26 (Vene & Viljanen 2020)

What is expected from waitresses, supervisors and managers

Managers

- There is a team assigned for each manager.
- Supporting the supervisors and waitresses
- Having an overlook of everything that is happening and what has to be done.
- Making sure that everyone in your team is following the grooming standards.
- Making sure that everyone in your team is doing their work and assigned tasks.
- Following the event plan.
- Often in contact with the client.
- Helping the supervisors and waitresses when needed.

Supervisors

- A smaller version of a manager.
- There is a team of waitresses assigned for each supervisor.
- Having an overlook of the waitresses and making sure they are doing their work.
- Making sure that everyone in your team is following the grooming standards.
- Helping the waitresses.
- If issues occurs, the supervisor talks with the manager.

Waitresses

- Setting up the tables.
- Polishing the cutlery, plates and glasses.
- Having your on tables to take care of. Depending on the event the amount of tables is usually 1-3.
- Doing all the serving.
- Cleaning the dishes from the tables.
- If issues occurs, the waitresses should talk in first place to their supervisor.

Stick only to you own tasks, e.g. do not clean up possible spilled food from the floor, since there are cleaning ladies assigned to do that.

27

Figure 35. The Dubai Handbook page 27 (Vene & Viljanen 2020)

Next up the living conditions in the DWTC staff accommodation and also the transportation system will be presented in page 28 (figure 36). The staff accommodation is located in the Ras al Khor industrial area, which is about 15 minutes away from the DWTC. What might shock someone coming there for the first time is the way of living. The accommodation area is an apartment house complex. Each room is shared by 2-4 persons, and the room consist of the beds, one table, chair, and 2-4 wardrobes. The toilet, two sinks and the shower is usually between two rooms, so those are shared with the neighbor room. Kitchen and laundry room can be found in the hall. The restaurant is in another building on the same yard, offering three meals per day free of charge. However, the food is very much about rice with some kind of sauce, even for breakfast, and the seasonings used are very different from what is used in Finland. It might be a cultural shock that there is not even proper coffee available, nor juice, nor fruits. There is a supermarket in a 10 minute walking distance so it might be nice sometime to go and get something for oneself from the shop. Now there are no fridges in the rooms, so it is on one's own responsibility to put the items in the shared kitchen fridge.

Some observations made by us is from the rooms:

- just a few plugs to charge electronic devices
- no trash can to be found even in the toilet
- the beds are quite small/short (for Finnish people)
- no hangers in the wardrobe, so it is recommendable to bring some from Finland or to buy from a supermarket.

The transportation between the Ras al Khor accommodation and DWTC is organized by bus and is always free of charge. The bus operates once in hour, leaving always at 15 past both from DWTC and the Ras al Khor accommodation. If the bus is missed, one must wait for the next bus or take a taxi (which is on own cost).

Living conditions in the DWTC staff accommodation and transportation

- The accommodation is located in an industrial area and about 15 min from the city centre.
- Living conditions are very basic and lower than what we are used to in Finland, so be prepared.
- Basic amenities only (shower, toilet, bed, wardrobe, table and chair).
- Kitchen and laundry room to be found in the hall.
- Sometimes two rooms are sharing one bathroom, in that case the bathroom is located between these two rooms.
- Food is free of charge and is served 3 times a day, but the selection is very different to what we are used to. Mostly bread, rice, salad and some variety of sauces, often rice and sauce is served even for breakfast.
- A supermarket with food, some clothes and household products is in a 10 minutes walking distance.
- Transportation is always organized by DWTC and it is by bus. Busses are going from the accommodation straight to DWTC and back. The busses are free of charge always.



Figure 36. The Dubai Handbook page 28 (Vene & Viljanen 2020)

In figure 37 can be seen page 29, which tells about grooming standards. DWTC is quite strict about the way the personnel looks at work, so it is important to give this information in advance. With knowing these advises already in advance, one knows what to pack with them when traveling to Dubai.

The standard is to always use black suite with white shirt (preferably with collar neck and long sleeves), black socks and black tidy shoes. Men should always be properly shaved and wearing a tie. Women must wear their hair in a tight bun with no loose hair to be found, the makeup should be very restrained, no long nails, perfume should be very mild or not wearing it at all, and there should not be any piercings shown or jewelry nor big watches. In addition the personal hygiene obviously has to be taken care of, e.g. showering every day and wearing fresh and tidy clothes.

For weddings the client usually chooses the uniform for the personnel (of the uniforms that DWTC has in stock). In the figure x below can be seen the picture with three women wearing a beige uniform for a big 900 pax Royal wedding.

Grooming

WOMEN

- The hair has to be in a tight bun, no hair should be loose.
- Not too much makeup.
- Very mild perfume/ not perfume at all.
- No fake nails nor too long own nails, no nail polish.
- White shirt with collar neck and long sleeves, black trousers, black jacket, black socks and black shoes.
- It is good to have with you also a normal short sleeve white t-shirt, as sometimes depending on the nature of the event it is allowed to wear it under your black blazer.
- No big jewelry or watches, no facial piercings.



MEN

- Beard should be shaved properly.
- Black suite, white shirt with collar neck and long sleeves, tie, black shoes.
- No jewelry or big watches.



Figure 37. The Dubai Handbook page 29 (Vene & Viljanen 2020)

Since weddings are a big part of the DWTC, it is important to know the differences between Finnish and Dubai weddings, as e.g. there is separate weddings for women and men in Dubai. Also, the size of weddings are much bigger in Dubai, since the quantity of guest invited can reach up to 1000 pax, especially in the ladies' weddings. Men usually have smaller weddings and the menus are narrower than in the ladies' weddings. In the page 30 (figure 38) can be read about the weddings.

A wish made from students previously working in DWTC, was to possibly tell how the process goes in weddings. This we thought was a necessary part of the handbook, and it would help a lot the students to have practical real-life examples of the weddings. That is why we decided to add a page with the sequence of tasks in weddings organized by DWTC. The sequence of tasks in weddings can be found on page 31 (figure 39).

Weddings

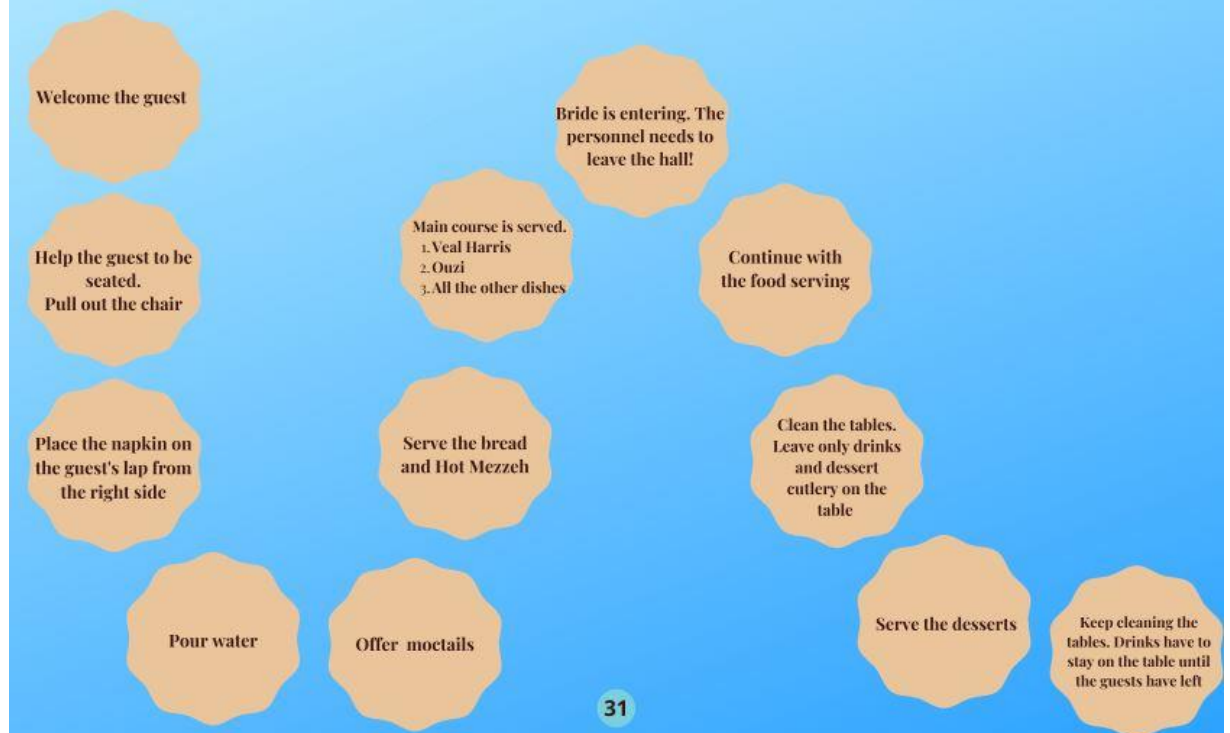
- Then the main wedding day it can be on the same date or can be on separate dates. But always men and women will be in separate places.
- Men's wedding starts always after the last day's prayer, which is Al-Isha prayers.
- The groom and the fathers of bride and groom, (brothers or uncle could be also found sometimes), to stand together opposite the entry door and have guests on both of their sides.
- They stand to welcome the men who are coming to congratulate them for hours. Then comes the traditional band that read or sings poems mainly talking about blessing the groom in his new life to come.
- After the band usually is time for dinner. Of course some families might not bring the band or might have different timetable than others.
- In the women's wedding the women will be dancing and celebrating starting after the Isha prayers too.
- The bride will walk the aisle in an hour or so after the celebration has started on he own. The bride's walk is truly a glorious one. I have never witnessed any brides other than ones from gulf walk that way.
- Soon after that the dinner is served and the dancing continues until it would be announced on the microphones that men are entering.
- Groom will be taken by the men of both sides of the families to the women's wedding, men will leave and the groom will stay to join his bride for photos.
- Music will start play again and this time only women who are ok with the groom to see them dance will dance.
- They will cut the cake and that will be passed around to the guests.
- By the end of the wedding other men, who are very close family to both sides as brothers, uncles, cousins and of course the fathers might enter and some dancing might continue until the end of the night or early hours of morning.

30

- Nora - Cassandra Dadf 2019-

Figure 38. The Dubai Handbook page 30 (Vene & Viljanen 2020)

The sequence of tasks in weddings



31

Figure 39. The Dubai Handbook page 31 (Vene & Viljanen 2020)

Next up dishes and moctails offered by DWTC are presented, as they are frequently served especially in weddings. Earlier on we introduced the local dishes Ouzi and Harees, but on page 32 (figure 40) there are additional dishes that are not necessarily local, but to be found in the event menus almost every time. We decided to add more dishes since in the opinion of students previously working in DWTC, it would be very helpful to study the Arabic names of the dishes in advance.

The moctails can be seen on pages 33-34 (figures 41 and 42). It is also good to learn the names and the ingredients of the moctails in advance, because most likely the guest or customer will ask about them. We wanted to give this information in order to avoid awkward situations where the customer servant might not know what she or he is serving. To improve the service and to be able to give the best possible service it is recommendable to study all the dishes and moctails mentioned in the handbook. When starting to work in DWTC, there will most probably be a class about making the moctails and serving the dishes, but we want to prepare the students for what is coming up, and by studying the material the names of the dishes and moctails will stay better in mind.



Figure 40. The Dubai Handbook page 32 (Vene & Viljanen 2020)

Examples of mocktails offered by DWTC



YELLOW BELLOW

PASSION FRUIT SYRUP
LIME JUICE
BAISIL LEAVES
SODA WATER



SHABIA

STRAWBERRY SYRUP
LIME JUICE
ROSMARY
SODA WATER



KIWI

KIWI SYRUP
SODA WATER

33

Figure 41. The Dubai Handbook page 33 (Vene & Viljanen 2020)



LYCHEE GINGER

LYCHEE SYRUP
GINGER SYRUP
SODA WATER



BLACKBERRY CINNAMON MOJITO

BLACKBERRY SYRUP
CINNAMON SYRUP
LIME WEDGES
MINT LEAVES
SODA WATER



LEMON MINT MOJITO

WILD MINT SYRUP
LIME WEDGES
MINT LEAVES
SODA WATER

34

Figure 42. The Dubai Handbook page 34 (Vene & Viljanen 2020)

The documents needed when working in DWTC can be seen below on page 35 (figure 43). As mentioned before, we wanted to add all the documents we in our own experience had to have in November 2019 with us when going to work as event support for DWTC. However, we want to highlight the fact that the documents might change, but by presenting the possibilities, the students can prepare themselves in advance for what kind of documents might be needed.

Documents needed when working in DWTC

- Visa
- Passport
- Private travel insurance
- Health certificate
- Health insurance*
- MOU (momerandum of understanding = an agreement signed before going to work in DWTC)*
- Airplane tickets*
- Timesheet* (a form where to fill in your working hours and getting a signature from your manager of the day. It is **very important** to get the signature after each work day. The amount of your salary is according to the hours filled in this form + signature.)

*= provided by th DWTC

It is good to take a picture of each one of these in your phone, so that you carry them at anytime if needed. It is also good to remember that the documents needed might change, and not all of the documents are needed every time. These are the documents needed previously when working in DWTC. The documents provided by DWTC are sent to each person in advance, but from previous experience they might come just one day before the departure.

35

Figure 43. The Dubai Handbook page 35 (Vene & Viljanen 2020)

Below (figure 44) can be seen the page 36, which is one of the last pages in the Dubai Handbook. Here we wanted to add a list of things that are useful or even necessary to pack when going to work in Dubai.



Figure 44. The Dubai Handbook page 36 (Vene & Viljanen 2020)

The last pages of the handbook (page 37 and page 38) are presented in figures 45 and 46. Here we wanted to conclude the handbook with additional tips from students who have previously been working in DWTC. With the comments we want to help the students to be prepared for e.g. very long working hours and the fact that Dubai as a working environment is totally different from Finland. Even though some of the comments are extremely honest, in our opinion it is necessary in order for the content to be reliable.

The very last thing added to the handbook is our own greetings to the readers. It is the final words from us and hopefully encouraging for the students or anyone going to work in Dubai in the future. Despite of the unavoidable culture shock to be experienced, we want to highlight that the chance of working abroad is very rewarding and something that each and every one will remember for the rest of their lives.

Additional tips learned from previous times

- Take comfortable totally black and tidy shoes, preferably 2-3 pairs.
- Take a few white regular t-shirts, since in some events it is not necessary to wear a white shirt with long sleeves and a collar neck.
- It is good to have a totally black small handbag where to put your personal items such as money and your phone.
- Remember to activate the allowance of using your credit card outside the European borders, in order to be able to use it in Dubai.
- The culture is extremely different, don't question it, just accept it.
- Forget about the human rights. Even if you see something unpleasant, just ignore it since you cannot and should not do anything about it.
- Don't expect to have the similar living standards in Dubai that you have in Finland. Don't expect anything.
- Be ready to work extremely long days. The norm is to work 12 hours, but often you will work even longer.
- It is good to carry a little snack with you, since the meal breaks are very irregular.
- Be patient, because most of the time things does not go as planned and promised.
- Keep in mind that your stay in Dubai is just temporary, take it as a once in a lifetime experience and stay positive.

37

Figure 45. The Dubai Handbook page 37 (Vene & Viljanen 2020)

Dear reader,

We are Maris and Anna, the authors of this handbook. The idea for the handbook came during our own stay in Dubai, when we were working as event support in DWTC for one month in November 2019. During our own stay we managed to experience in firsthand the positive sides, but also the challenges, which may rise when working in a foreign country. We wanted to create this handbook in order to reduce the culture shock and possible struggles that might occur in such a multicultural environment as Dubai. We truly hope that the content helps you to prepare yourself for what is to come, and to have the best time possible in Dubai. If you are reading this handbook and still wondering whether to go to Dubai or not, we encourage you to take the step towards a once in a lifetime experience. It is an experience that you will for sure remember for the rest of your life, since Dubai is a wonderful, eyes opening place with a colorful culture. You will meet people from all over the world and make friends for life.



Good luck!

38

Figure 46. The Dubai Handbook page 38 (Vene & Viljanen 2020)

6 Discussion

In this part of the thesis we are going to discuss the thesis process. We will open up our personal learning and development, the challenges on the way, how we overcame them and how we finally successfully managed to finalize our thesis. In addition, we will discuss the received feedback from our handbook and give some development ideas regarding the future training sessions for students going to work for DWTC and Dubai in general. The chapter ends with the thesis conclusion.

6.1 Evaluation of the thesis process and own learning

This subchapter presents the evaluation of the thesis process and the authors' own learning and development. The biggest challenge during the thesis writing process was the ongoing virus COVID-19, which caused big changes not only in the whole world, but also in the authors' working habits. From March onwards, it took almost an entire month to adapt to the new situation, which significantly slowed down the thesis writing process. The biggest change was the working environment, as the final 2/3 of the thesis was completed online without the possibility for the authors to meet. Another issue was the transformation of the world and the uncertainty of how the world is going to be after the virus. However, having to adapt to a new situation while the world is changing around, gave strength and preparation for possible even further digitalization in the working systems and new working methods.

As the thesis is written by two persons, it was important to get to know each other's working methods, time management, way of thinking and writing style, since there was no experience about working together previously. This was very important in order to get a cohesive end product. In already early stages it became clear that there were many similarities between the authors, and all the features mentioned above were possessed by both. The similarities and the same kind of working style was the golden key to finish the thesis successfully and on time.

As mentioned earlier, the COVID-19 caused a difficult situation with a lot of confusion and changes in everyday life, especially before being able to adapt to the situation. Lack of motivation was jeopardizing the thesis process, but the support of one another helped to get through the spring with all its difficulties.

What comes to the time management, it was very easy and effective to work on the thesis in the beginning before the COVID-19 virus occurred, since there was the possibility to work with each other face to face at school. As the COVID-19 developed itself to the point

where limitations were made e.g. regarding to not be able to meet anyone, there was a hard time to find the time to meet online too. This is because it was mandatory to stay at home, one with two small children, which made the process even more challenging. However, after adapting to the new situation and accepting the time issues, there was made a clear daily schedule for meetings and work distribution. In order to get the thesis done on time, we had to divide the parts and work more individually. Even though it was not planned to work so much separately, the situation forced us to modify our primary plan of how to proceed.

Although spending one month in Dubai and learning about the culture, we definitely got a deeper understanding about the cultural differences through studied theory and from the additional information added to the handbook. The theory helped us to understand better the dissimilarities between Finland and Dubai. When working in Dubai we only scratched the surface in what comes to their customs and habits. While working on the handbook we realized how diverse the Emirati culture is and how important it is to get to know the culture in depth. Through the major cultural differences between Finland and Dubai, we understood how easy it actually is to insult the local Emirati people without even knowing it yourself. As a conclusion we can state that our competence of cultural awareness has been strengthened significantly.

6.2 Feedback

In order to confirm that the content is accurate and useful, The Dubai Handbook was presented to two Haaga-Helia students who have been previously working for DWTC. The feedback received was mostly used to make adjustments to the information that was already in the handbook, but also small parts of new information was added. All the feedback received was taken into consideration, but as the feedback givers only had in mind the usefulness of the information regarding work in DWTC, we could not implement all of the advices given. Even though the handbook is meant for students going to work in DWTC, it is also a handbook in general for anyone going to work in Dubai.

The first suggestion made was that all the necessary information about working in Dubai and in DWTC should be moved to the very first pages. However, in our experience it is more important to first know the Emirati culture and lifestyle, and that is the reason why we are presenting the cultural parts in the beginning of the handbook. Many of the cultural peculiarities are the bases for how things are executed in a certain way, and this has to be understood before starting to do the actual work. Knowing the culture will help one to learn

the work in a more easy and understandable way, but also leads the way to a better customer service. This is the reason why it was decided to keep the cultural and general information in the beginning of the handbook.

Additionally in the opinion of one of the feedback givers, extra information about silver service could be added. Especially important is the order in which the dishes should be served and from which side of the guest. This information is presented shortly in the handbook, but it is not possible to teach about the actual serving on paper. There are plenty of useful videos about silver serving which can be presented during the trainings.

Other suggestions were to

- Add useful tips from people who have been working in Dubai and in DWTC previously
- Tell more specifically what is expected from waitresses, supervisors and managers
- Add more dishes which are frequently served in DWTC events

All of the suggestions mentioned above were added to the handbook. We agreed with the feedback givers that this information is essential and needed in order to succeed while working for DWTC. This information will prepare the students better for what is coming and what is expected. We also believe that it will help them to be more mentally prepared and minimize the culture shock.

6.3 Development ideas

The results conducted from the survey during the thesis process indicated the need of more training for the students before leaving to Dubai. The main development areas or topics that needs to be covered more under the training sessions appeared to be how to do silver service and also going through the names of the local dishes served in different events in Dubai. As an example silver service is something practical that needs to be a mandatory part of the training. The Dubai Handbook is meant to be guidance with all the most relevant information one needs to know before going to Dubai, and it is good material for the info sessions to be held in the future. However, as there was received feedback about the silver service, there are extremely good videos about it but they are impossible to put on paper in the handbook, and that's why they need to be covered during the training.

One of the most important things is to really prepare the students for the work in Dubai. As an example, even though the long working hours have been emphasized the previous times, the students have still not prepared themselves for hard work and long days. In November 2019 we witnessed that some students were not mentally prepared despite of the

constant reminding of the extended working hours during the training sessions in Finland. It is in the future extremely important to highlight the fact even more, so that the conflicting situations regarding the long shifts can be avoided.

Another thing that would also be very recommendable is to have more people who has the working experience from Dubai, to come and talk about their own experiences during the training sessions. The chefs working in the Dubai Airshow in 2019 have given feedback that the most useful information received was from a person who had been previously working in the Dubai Airshows. Even though we have reflected on our own experience from working in Dubai, people have different experiences and so it would be good to have several point of views.

To prepare the students even more for what to expect in the events organized by DWTC, it would be recommendable to introduce different events to the students. It would be important to introduce the sequence of tasks to be done during the event, since usually the same tasks are repeated in events with the same nature. As an example in weddings when the guest arrives, first the chair is pulled out for them, next the napkin is placed, after that the water is poured, etc. This is a good example where the experience of students previously working for DWTC can and should be used. Real life working experiences presented by people are not just more interesting and valuable than text written on paper, but also easier to comprehend.

6.4 Conclusion

When traveling and working in a foreign country, culture shock is unavoidable especially if the host culture is unknown from before. After working in DWTC in 2019 and having our own experiences, we felt the need for creating a handbook with all the most relevant information one needs to know in order to survive the multicultural working environment in Dubai. The main purpose was to reduce the culture shock for the Haaga-Helia students or anyone going to work in Dubai in the future.

Despite of the fact that the students were trained and prepared to the whole different working environment than we are used to in Finland, from our own experience we witnessed that some of them were not mentally prepared for the long working hours and hard work. We concluded that this needs more attention in the future when preparing students for Dubai. A survey was conducted for students who have the experience of working in DWTC, in order to be able to understand and determine the main struggles experienced

among them. The survey results indicated that all of the topics were not covered deeply enough or they were missing completely.

Although we had our own experience from working in DWTC and got the knowledge of the culture differences between Finland and Dubai, we still needed to deepen our understanding of the topic. We studied different theories such as G. Hofstede and R. Lewis and their views on the topic. Hofstede and Lewis have studied the cultural differences for a long time and their findings helped us to get the big picture. From the very beginning we had a clear idea about what should be added into the handbook, but we still needed confirmation that the content is important and useful also for others. As the groups of people previously working in DWTC have been very diverse, through the survey we managed to get several point of views for what kind of content to include. The feedback received was crucial for our work and a guarantee for the best outcome. The final step to confirm the content of the handbook, was to present the Dubai Handbook for two Haaga-Helia students who have the experience from working in DWTC. The comments received regarding the handbook were taken into consideration, and even though we could not make action on all of the feedback, many suggestions were fulfilled.

After studying the topic of culture differences and doing background research, we were ready to start putting the handbook together. For the creation of the handbook we decided to use the online graphic design tool Canva, as it is easy to use and access. In addition it offers a wide variety of visual possibilities to showcase the content. The most important topics to be covered in the handbook were Emirati culture and customs, local dishes, essential documents, introduction of DWTC and their working culture with all the elements, and some extra tips to succeed in Dubai.

As an end result a handbook with 40 pages of essential information has been created. The handbook introduces the basic information needed when going to work and live in Dubai in general, but in particular for DWTC. Even though the content of the handbook covers all the main topics, still additional training is needed especially for e.g. silver service. Also the long working hours and hard work needs a lot of attention before traveling to Dubai. After studying all the information presented in the handbook and with additional training, working in Dubai will be a great and beneficial once in a lifetime experience for anyone.

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Appendices

Appendix 1. Event support in Dubai – Questionnaire

1. When did you work as vent support for Dubai World Trade Centre?
2. For how long did you stay in Dubai?
3. What was your position while working for Dubai World Trade Centre?
4. What would be the most important topics to cover during the training?
5. Did the training cover all the information you needed?
6. If you answered "no" in the previous question, what was missing in the training?
7. How long should the training be?
8. Do you think a handbook with the most important information would be useful in order to "survive" Dubai?
9. If you answered "yes" in the previous question, what should be included in the handbook?
10. Did you have any challenges while working in Dubai? If yes, explain what were the challenges.
11. Would you recommend working in Dubai for others? Explain why.
12. What tips would you give to people going to work in Dubai in the future?

Appendix 2. The Dubai Handbook.

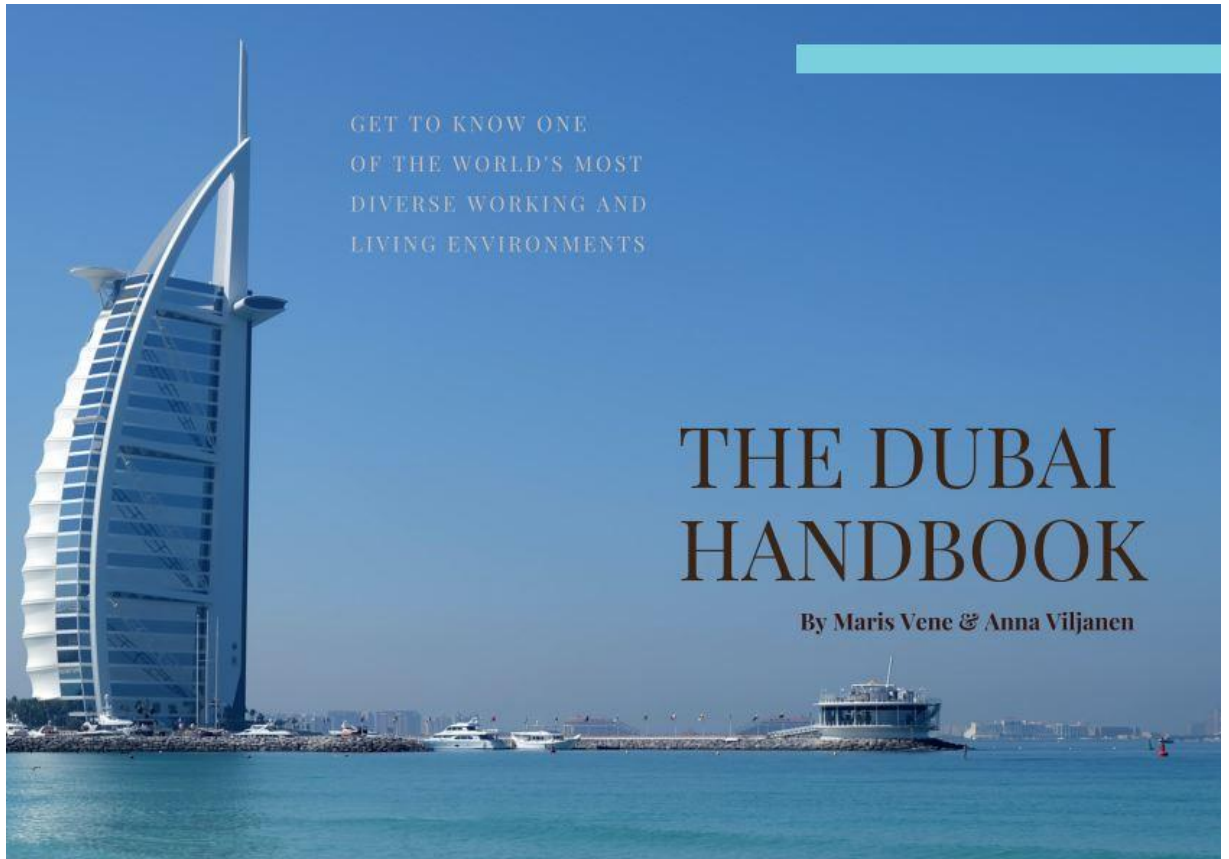


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General information about the UAE and Dubai

Official Name: United Arab Emirates

Capital City: Abu Dhabi

Largest cities: Dubai, Abu Dhabi and Sharjah

Currency: Emirati dirham (1 dirham=0,25€)

Language: Arabic, but English is widely understood and spoken

Religion: Islam

Population: 9.63 millions (2018)

Official working days: Sunday- Thursday

International dialling code: +971

The 7 emirates : Abu Dhabi, Ajman, Dubai, Fujairah, Sharjah, Ras al Khaimah and Umm al Quwain.
Each emirate is ruled by a different Royal Family.



1

Ruling families of the UAE

- **Abu Dhabi** – His Highness Sheikh Khalifa Bin Zayed Al Nahyan
- **Dubai** – His Highness Sheikh Mohammed bin Rashid Al Maktoum
- **Sharjah** – His Highness Sheikh Sultan bin Mohammed Al Qasimi
- **Fujairah** – His Highness Sheikh Hamad bin Mohammed Al Sharqi
- **Ras Al Khaimah** – His Highness Sheikh Saud bin Saqr Al Qasimi
- **Umm Al Quwain** – His Highness Sheikh Saud bin Rashid Al Mualla
- **Ajman** – His Highness Sheikh Humaid bin Rashid Al Nuaimi



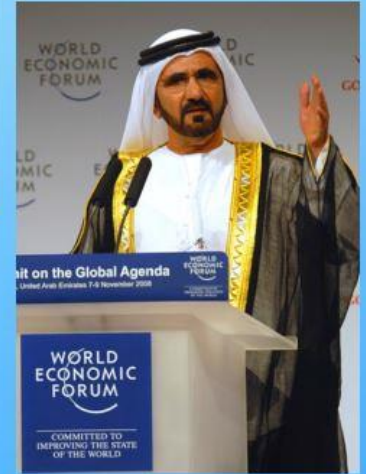
2

Royal Family

The ruler and President of the UAE and Abu Dhabi is His Highness Sheikh Khalifa bin Zayed Al Nahyan.



The Al Maktoum family is the ruling Royal family of Dubai. The family is highly popular and loved in both Dubai and the UAE. A lot of their popularity is earned by the Crown Prince Hamdan bin Mohammed Al Maktoum, who is very active and well-known in the social media especially for his good looks and luxurious adventures.



Since 2006 the ruler of Dubai has been His Highness Sheikh Mohammed bin Rashid Al Maktoum. He took over as ruler after his older brother's death, and is now the 13th official Sheikh of Dubai. Besides of being the ruler of Dubai he is also the Vice-President and Prime Minister of the UAE.

3

Greetings and customs

- Instead of greeting someone with a "hello" or "good morning" as an Islamic country the UAE uses the greeting "as salaam alaykum", which means "may peace be upon you". To this you can answer with "wa alaykum salaam", which means "may peace be upon you too".
- In the UAE shaking hands mostly happens between male and male, or female and female. When a man is introduced to a woman, it's best to wait and see if she extends her hand first. Similarly, women visitors meeting a local man should wait to see if he offers his hand.
- When meeting someone of the opposite gender, you should avoid staring or looking straight to the eye for "too long", as it can be considered as offensive.
- First, the elderly people are greeted.
- It is totally normal that men walk hand in hand, as it is a sign of friendship. Men also hug each other and might be touchy, but this should never happen between men and women in a public place.



"As Salaam Alaykum"

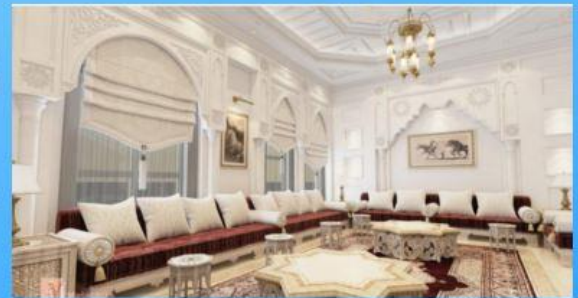
"Wa Alaykum Salaam"

4

Other cultural specificities

Majlis

- In Arabic Majlis means “place of sitting” and the term is used to describe formal assemblies but also a place for social gathering.
- It has an important place in Emirati culture and it is one of the cornerstones of their civilization. Until today during sunset friends, families and neighbours are gathering in Majlis to talk about daily issues, religious topics and business.
- Most homes in the Emirates and other Gulf countries have a Majlis, it is a place where the head of the family hosts guests.
- When invited to the Majlis, men and woman will be most probably guided to different areas.
- Shoes have to be removed at the entrance.
- It is polite to offer food first to others, even if the food is only enough for one person.
- You should stand up when a new guest enters, especially for older, higher-ranked people. Also, men are expected to stand up when a woman enters.
- Showing the soles of the feet, or pointing a foot at someone is considered insulting.
- Crossing your legs while seated in front of an important guest is considered rude.
- One should not beckon or point with a finger; use the whole hand while making hand gestures.



5

The Scent of Dubai

- Everyone visiting Dubai and the other Emirates, will soon notice the mesmerising scent of Oud.
- Oud is a fragrant oil worn both by men and woman and it is one of the most expensive natural resources in the world.
- But it is not only used as a perfume, it can be found in a form of wood almost in every Emirati home, five-star hotel and traditional coffee shops.
- Also, it is a very important part of many traditional events for example weddings, where servers are walking around with the burners to spread the smoke and the scent which comes from it.



6

Mosques

- There are nearly 7000 mosques in the whole UAE, and in only Dubai over 2000.
- The King Faisal Mosque (in Sharjah) is the largest mosque in the UAE and can hold up to 3000 believers.
- The Jumeirah Mosque (in the picture) is one of Dubai's most important landmarks.
- Prayer rooms for both females and males can be found in almost every building.
- Mosques are the center of religious and cultural life, and the importance of mosques lies on the fact that they are sanctuaries to remember and supplicate Allah.
- Despite of where you are located in the UAE, you can hear the muezzin calling the Muslims to pray five times a day. It might be confusing in the beginning, but you will sure get used to it.

- Fajr: dawn prayer
- Dhuhr: midday prayer
- Asr: late afternoon prayer
- Maghrib: sunset prayer
- Isha: evening prayer

- When it's the holy month of Ramadan, the prayers will be heard seven times a day.



آداب المسجد
ضوابط اللباس
MOSQUE MANNERS
DRESS CODE

ALLOWED

PROHIBITED

لا يُسمح بالملابس الشفافة

يُمنع ارتداء الملابس القصيرة والمكشورة

يُمنع ارتداء الملابس بدون أكمام

يُمنع ارتداء ملابس برسومات غير لائقة

يُمنع ارتداء الملابس الضيقة أو ملابس السباحة

• No transparent (see through) clothing	• لا يُسمح بالملابس الشفافة
• No shorts and skirts	• يُمنع ارتداء الملابس القصيرة والمكشورة
• No sleeveless shirts	• يُمنع ارتداء الملابس بدون أكمام
• No clothing with profanity	• يُمنع ارتداء ملابس برسومات غير لائقة
• No tight clothing, no swimwear and no beachwear	• يُمنع ارتداء الملابس الضيقة أو ملابس السباحة

7

Ramadan

The ninth month of the Hijri calendar and the holiest month of the year.

The month of piety, charity and blessings.

Ramadan is about fasting for an entire month. During Ramadan Muslims are required to not eat from dawn to dusk.

When you meet and greet Muslims during the Ramadan, you can wish them a happy Ramadan by saying "Ramadan Kareem" or "Ramadan Mubarak".

Be courteous towards the Muslims during Ramadan and try to not eat and drink in front of them. During the day time do not eat, drink or smoke in public.

Ramadan ends with a three-day celebration and holiday called Eid Al Fitr. During that time presents are exchanged between families, friends and neighbours.



8

Local food

Food has an important place for people in the UAE. Eating together and sharing the dishes is a common practice and an expression of friendship.

Good to remember:

- As hand-to-mouth is an important custom, it is important to remember not to eat with your left hand, which is considered unclean.
- Pork products are not a part of Muslim traditions and pork is not readily offered at the restaurants in the Middle East.
- While having a business meeting or visiting an Emirati home, coffee or tea is always served. It is advisable to accept the gesture as it is the most significant expression of hospitality in the Emirati culture.

“HALAL”- in Arabic it means lawful or permitted. As in every Muslim country also in the UAE halal food is a very important part of their food culture. Halal food means that it is prepared and handled as prescribed in the Qur'an.



9



Khameer bread

Also known as the Traditional Emirati Bread . It is a flatbread, with two layers which separate easily. The bread is sweetened with dates and for flavouring saffron, fennel and cardamom are used.

Chabab bread-Emirati pancake

American pancake type of, thin, sweet and crispy bread.

INGREDIENTS:

- FLOUR
- EGG
- MELTED BUTTER
- YEAST



10

Al Harees

One of the most traditional dishes in the UAE. It is served almost in every event and it is especially popular during Ramadan. Harees is always the **first** dish served to the guest.

INGREDIENTS:

- MEAT(VEAL)
- WATER
- WHEAT



Ouzi

Also a very popular dish, usually served in large quantities and containers. This is the second this served after the Harees.

INGREDIENTS:

- MEAT
- SPICED RICE WITH NUTS



Date pudding

INGREDIENTS:

- DATE PASTE
- WATER
- FLOUR
- BUTTER
- SUGAR
- BAKING SODA
- BROWN SUGAR
- EGGS
- VANILLA EXTRACT
- HEAVY CREAM

Umm Ali

Meaning "Ali's mother"
It is a simple dessert made from basic ingredient such as

- PASTRIES,
- CREAM/CONDENSED MILK,
- A MIX OF PISTACHIOS, RAISINS AND ALMONDS



Gahwa

- Is a traditional Gulf Arab coffee.
- Drinking coffee is a social event and a important part of any family gathering, business meeting or any other event.
- Mostly it is brewed from Arabica coffee beans.
- Traditionally the coffee is served without sugar.
- The person serving coffee is called Muqahwi.
- The coffee pot, Dallah, is held in the left hand and the finjaans in the right hand.
- Coffee is served first to the most important person in the room, like a Sheikh and next to the person sitting to his right.



Chai

Chai is a spiced tea with milk and similarly to Gahwa, it has an important place in Emirati hospitality culture. The tea can be flavored with different spices, e.g. Hab Al Hamar, a hot drink with milk, custard and Hab Al Hamar, which in arabic means red seeds. This is a very popular drink offered during weddings and Ramadan.



Hab Al Hamar

Dress code

- Even though the weather in the UAE is most of the time very good and it's hot, most of the body should always be covered. Visitors should appreciate the native restrictions of how to be dressed in public.
- In public men and women should be dressed modestly but e.g. at hotel- or pool areas the dress code is more relaxed and it is fine to follow the "European" way of clothing.
- Women travelling to the UAE do not have to cover their heads or wear a traditional Muslim dress.
- For women it is more preferable to wear long skirts instead of pants.
- In mosques it is obligatory to dress according to culture. Women have to wear a traditional robe **ABAYA** and a headscarf **SHAYLA**. Shoes are forbidden in mosques.
- For business purpose men should wear long pants, collar shirts with long sleeves, and a jacket.



14

Do's and don'ts

It is good to remember that not all of the 7 emirates does have the same rules. If traveling between different emirates we advise to check about their regulations. For example in Sharjah alcohol is totally banned.

Alcohol & Drugs

- Adults 21 years old and older are allowed to consume alcohol in hotels, bars and some private residence.
- Being drunk and drinking in public is unacceptable. It may result in a fine or even worse. In the UAE there is zero tolerance for drunk driving.
- It is advisable after drinking and partying to take a taxi and go straight to the hotel, not take a walk in public.
- All type of drugs even cannabis are prohibited. By possessing a small amount for personal use will be sentenced to no less than 4 years in prison, and if found with big amount that could get accused of trafficking or smuggling will face much worse sentences that could reach to death penalty.
- Prescribed medication has to have doctor's paper prescription included with you.

Other

- When taking photos in public places, be very cautious. Taking pictures of locals, especially women without their permission, is considered illegal and can even lead to arrest or fine.
- It is not allowed to take photos in mosques and military installations.
- It is extremely important to show respect for their religion. Any bad language, gestures, or showing any other way of disrespect towards religion is forbidden and may get you in legal trouble.
- Do not discuss religion or criticize Islam.
- Sex outside of marriage and homosexuality are illegal.
- The only form of public display of affection accepted is holding hands.
- While working for Dubai World Trade Centre it is prohibited to take any photos of the event venues while working.
- While working in DWTC events and weddings, do not accept any gifts without the permission of your manager.

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Getting around in Dubai

- It is very easy to get around in Dubai since there are plenty of transportation possibilities such as taxi, bus, tram, metro, water bus, and monorail system. The Dubai map consists of 7 zones for the public transportation.
- The operator of the public transportation is The Road and Transport Authority (RTA), and they have their own app "RTA" which can be downloaded from your app store/play store and is easy to use when getting around in Dubai.
- For the public transportation in Dubai you need a nol card. The nol card is a card that enables you to pay for the use of various RTA transport models in Dubai with just one tap.

Taxi

- Riding a taxi in Dubai is in a very reasonable price. The price per kilometre is somewhat low, but depends always on e.g. the time of the day, destination, tolls or whether the taxi is pre-booked or not. There is always an extra fee when riding a taxi in the night time.
- A good app to use in Dubai for booking and managing your rides with taxis is Careem.

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Metro

- The easiest way of transportation in Dubai, since the metro takes you fast almost everywhere and it is cheap also.
- The metro system in Dubai is considered to be one of the most modern and economical public transportation systems in the world with its green line and red line. The green line has 20 stops from the Etisalat region to Dubai Creek. The red line with 28 stops operates between Al Rashidiya and the UAE Exchange. Green line (20 stops that spans from the Etisalat region to Dubai Creek) and the Red line (28 stops that spans between Al Rashidiya and UAE Exchange). The lines intersect each other at two stops: Union Square and Bur Juman Center.
- For metro you need a nol card or a travel pass. The nol card is available in 5 different types, depending on e.g. if you are a frequent traveler or a visitor. The fees are reasonably low and depending on how much you have time to use the metro, it is recommended to buy a ticket that you can load more trips to according to your needs. It is also possible to buy one-way tickets only (AED 6.50) or day tickets (AED 20). The red nol card is our recommendation, since you can load up to 10 single trips on it at once, it is valid for 90 days and the fee for the card is only AED 2 + the amount of trips and zones. ·
- A good app to use in Dubai for metros is Wojhati.



	Fares (in AED)			
Within 1 Zone	3	6	3	4
2 Adjacent Zones	5	10	5	6
More than 2 Zones	7.5	15	7.5	8.5
Student, Social Affairs & senior citizen ^{2,3}	N/A	N/A	50%	N/A
Disabled ⁴	N/A	N/A	Free	N/A
Childr 17	Free	Free	Free	Free

Dubai metro zones



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Documents

VISA

- The need of Visa depends on the purpose of your trip, your nationality and of the length of your stay.
- When going to work in Dubai, your employer will need to apply for the visa.
- The information needed for working/visiting visa can be seen on the visa request form on the bottom of the page.
- **IMPORTANT** to fill every question.
- More information about the VISA can be found : <https://gdrfad.gov.ae/en>

Visit Visa Request Form

Please fill up in detail (Mandatory)

First Name	Occupation	Student
Middle Name	Nationality	
Family Name	Date of Birth	
Father's Name	Place of Birth	
Mother's Name	Country of Birth	
Passport No.	Religion	
Date of Issue	Language Known	
Date of Expiry	Marital Status	
Place of Issue	Huband Name (if married)	
Country of Issue	Visa Type	Service Visa

Home Country Address

Address Line 1	Address Line 2
City	Country
Telephone	Mobilia

PASSPORT

- Passport must be valid for a minimum of a 6 months from the arrival date.
- Passport copy- color & clear in soft copy (JPEG format).

PHOTOGRAPH

- Recent passport size photograph colored with white background in soft copy (JPEG format)
- It can be taken also on your phone, but it is important that it is clear with no shadows in the white background.



PRIVATE TRAVEL INSURANCE

It is recommendable to have a printed copy of your passport and your visa with you all the time.

Important phone numbers

Police 999

Ambulance 999

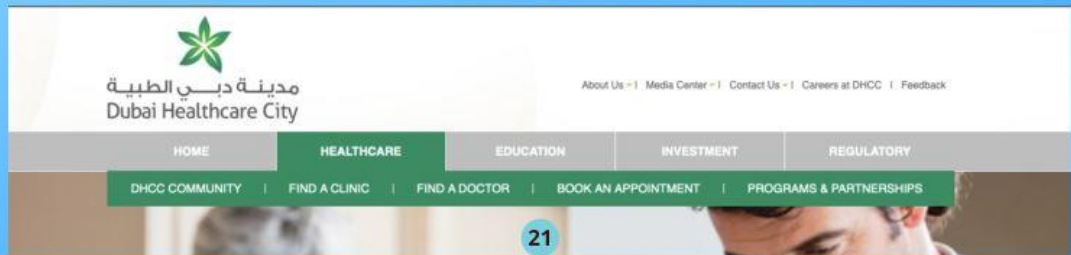
Fire Department 997

Embassy of Finland in Abu Dhabi

+971 263 289 27

**12th Floor, Al Masaood Tower - Hamdan Bin Mohammed St
- Abu Dhabi**

- UAE's hospitals can handle any medical emergency. During medical emergencies, a hospital will accept you for initial treatment and may transfer you to a hospital better equipped to deal with your problem.
- The UAE provides standard medical care and visitors can easily obtain medical treatment from either private or government hospitals. In case of emergency, treatment to stabilise the case is free. Other treatment must be paid for by cash, credit card or insurance. (The United Arab Emirates Government portal)
- Through the Dubai Healthcare City website (www.dhcc.ae) it is possible to find a healthcare clinic or a doctor.



Vocabulary

- Marhaba el saa' = hello/welcome. It is the simplest form of greeting.
- Sabaah alkhayr = good morning
- Masaa' alkhayr = good evening
- Tusbih äalaa khayr = good night.
- Shu el-ydeed = what's new? /what's up? /how's it going?
- Naäm = yes
- Laa = no
- Asef- sorry
- Min fadlik = please
- Shukran = thank you
- mostAda- help
- Maa ismuk? = what's your name?
- Ismii *name* = my name is *name*
- Arjuu almaädhira = I'm sorry

Shukran

ASEF

ISMIL...

mostAda

Marhaba

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Dubai World Trade Centre



- When built in 1979, the Sheikh Rashid Tower made history as Dubai's first major tower and business centre.
- The tower was opened by Queen Elizabeth II and it was the beginning of Dubai's fast development.
- Today Dubai World Trade Centre is the region's largest purpose-built complex for events and exhibitions with over 3 million visitors annually.
- Year-round calendar filled with all kind of events and exhibitions, international trade fairs, conferences and shows.
- They offer meeting rooms, lounges and venues for events in any size and purpose.
- Other services offered are:
 - Branding & Media
 - Catering
 - Data & Telecoms
 - Event Production
 - Cleaning
 - Rigging
- Their vision is to make Dubai the world's leading destination for major events, exhibitions and conferences.



Hierarchy & working environment

- The hierarchy is very well seen in DWTC, as there are the big bosses, bosses, managers, supervisors and the regular workers.
- Mr. Vincent Egels is the Senior Vice President of DWTC, and everyone is almost kneeling down on him when he walks by, as he is a very important person.
- Depending on the size of an event, there is always one main manager, sub-managers, supervisors and then the regulars. The main manager of the event is giving all the rules and information, having an overlook of what's happening and is being there if help is needed or there has to be made some important decisions etc. The main manager divides the regular workers equally among the sub-managers or supervisors, tells them what to take care of and which people to have an overlook on. Then the sub-managers or supervisors have their own group of regular workers, tells them what to do and helping them if needed.
- The main manager is the contact person to the guest and supervisors have their own areas to take care of.



- A multicultural working environment with people from all around the world.
- It is all about teamwork since the work is always done in big groups and together.
- Everyone accepts one another and the different cultural backgrounds of each individual.
- When going to Dubai you should be very patient with their time management since there is no such thing as punctuality.
- If you have an appointment with someone, or someone just told you that let's meet at this or that time, be prepared to wait for them for a good while.
- The working days are very long, so be prepared.
- The norm is to work 12 hours a day, but they usually work even longer.
- Be ready for many changes in the work shifts and free days. It is very common to find out your shift and allocation for the next day the night before.



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Service standards

The 5 service credos of DWTC:

- WE MAKE SMILES
- WE SERVE FROM OUR HEART
- WE RESPECT OUR TEAM
- WE ARE A PERFECT HOST
- WE ARE ACCOUNTABLE

- High service standards.
- Always use the terms "madam" and "sir" and be extremely polite with everything you say and do.
- Do not do small talk with the guests/customers.
- Never say "no" to the guest/customer.
- Exceed the guest's/customer's expectations.
- Go through the menu and try to memorize the names of the foods and drinks. If you have time go and ask the chefs to explain you about the food you are serving, since it is very likely that the guest will ask you questions about the dishes.
- When serving food from containers, it is always served from the left side of the guest, with your right hand.
- When the food is ready on the plate, it is served from the right side of the guest. Everything else is also done from the right side, e.g. serving drinks, cleaning away the plates and cutlery etc.
- Depending on your position you have to stick to your tasks and only do your area of responsibilities, e.g. do not clean up possible spilled food from the floor, as there are cleaning ladies addressed to do that.

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What is expected from waitresses, supervisors and managers

Managers

- There is a team assigned for each manager.
- Supporting the supervisors and waitresses
- Having an overlook of everything that is happening and what has to be done.
- Making sure that everyone in your team is following the grooming standards.
- Making sure that everyone in your team is doing their work and assigned tasks.
- Following the event plan.
- Often in contact with the client.
- Helping the supervisors and waitresses when needed.

Supervisors

- A smaller version of a manager.
- There is a team of waitresses assigned for each supervisor.
- Having an overlook of the waitresses and making sure they are doing their work.
- Making sure that everyone in your team is following the grooming standards.
- Helping the waitresses.
- If issues occurs, the supervisor talks with the manager.

Waitresses

- Setting up the tables.
- Polishing the cutlery, plates and glasses.
- Having your on tables to take care of. Depending on the event the amount of tables is usually 1-3.
- Doing all the serving.
- Cleaning the dishes from the tables.
- If issues occurs, the waitresses should talk in first place to their supervisor.

Stick only to you own tasks, e.g. do not clean up possible spilled food from the floor, since there are cleaning ladies assigned to do that.

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Living conditions in the DWTC staff accommodation and transportation

- The accommodation is located in a industrial area and about 15 min from the city centre.
- Living conditions are very basic and lower than what we are used to in Finland, so be prepared.
- Basic amenities only (shower, toilet, bed, wardrobe, table and chair).
- Kitchen and laundry room to be found in the hall.
- Sometimes two rooms are sharing one bathroom, in that case the bathroom is located between these two rooms.
- Food is free of charge and is served 3 times a day, but the selection is very different to what we are used to. Mostly bread, rice, salad and some variety of sauces, often rice and sauce is served even for breakfast.
- A supermarket with food, some clothes and household products is in a 10 minutes walking distance,
- Transportation is always organized by DWTC and it is by bus. Busses are going from the accommodation straight to DWTC and back. The busses are free of charge always.



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Grooming

WOMEN

- The hair has to be in a tight bun, no hair should be loose.
- Not too much makeup.
- Very mild perfume/ not perfume at all.
- No fake nails nor too long own nails, no nail polish.
- White shirt with collar neck and long sleeves, black trousers, black jacket, black socks and black shoes.
- It is good to have with you also a normal short sleeve white t-shirt, as sometimes depending on the nature of the event it is allowed to wear it under your black blazer.
- No big jewelry or watches, no facial piercings.



MEN

- Beard should be shaved properly.
- Black suite, white shirt with collar neck and long sleeves, tie, black shoes.
- No jewelry or big watches.



Weddings

- Then the main wedding day it can be on the same date or can be on separate dates. But always men and women will be in separate places.
- Men's wedding starts always after the last day's prayer, which is Al-Isha prayers.
- The groom and the fathers of bride and groom, (brothers or uncle could be also found sometimes), to stand together opposite the entry door and have guests on both of their sides.
- They stand to welcome the men who are coming to congratulate them for hours. Then comes the traditional band that read or sings poems mainly talking about blessing the groom in his new life to come.
- After the band usually is time for dinner. Of course some families might not bring the band or might have different timetable than others.
- In the women's wedding the women will be dancing and celebrating starting after the Isha prayers too.
- The bride will walk the aisle in an hour or so after the celebration has started on he own. The bride's walk is truly a glorious one. I have never witnessed any brides other than ones from gulf walk that way.
- Soon after that the dinner is served and the dancing continues until it would be announced on the microphones that men are entering.
- Groom will be taken by the men of both sides of the families to the women's wedding, men will leave and the groom will stay to join his bride for photos.
- Music will start play again and this time only women who are ok with the groom to see them dance will dance.
- They will cut the cake and that will be passed around to the guests.
- By the end of the wedding other men, who are very close family to both sides as brothers, uncles, cousins and of course the fathers might enter and some dancing might continue until the end of the night or early hours of morning.

The sequence of tasks in weddings



Dishes frequently served in DWTC events

Ouzi and harees are always served first. Additionally there are usually the following dishes:



Examples of mocktails offered by DWTC



YELLOW BELLOW

PASSION FRUIT SYRUP
LIME JUICE
BAISIL LEAVES
SODA WATER



SHABIA

STRAWBERRY SYRUP
LIME JUICE
ROSMARY
SODA WATER



KIWI

KIWI SYRUP
SODA WATER

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LYCHEE GINGER

LYCHEE SYRUP
GINGER SYRUP
SODA WATER



BLACKBERRY CINNAMON MOJITO

BLACKBERRY SYRUP
CINNAMON SYRUP
LIME WEDGES
MINT LEAVES
SODA WATER



LEMON MINT MOJITO

WILD MINT SYRUP
LIME WEDGES
MINT LEAVES
SODA WATER

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Documents needed when working in DWTC

- Visa
- Passport
- Private travel insurance
- Health certificate
- Health insurance*
- MOU (momerandum of understanding = an agreement signed before going to work in DWTC)*
- Airplane tickets*
- Timesheet* (a form where to fill in your working hours and getting a signature from your manager of the day. It is **very important** to get the signature after each work day. The amount of your salary is according to the hours filled in this form + signature.)

*= provided by th DWTC

It is good to take a picture of each one of these in your phone, so that you carry them at anytime if needed. It is also good to remember that the documents needed might change, and not all of the documents are needed every time. These are the documents needed previously when working in DWTC. The documents provided by DWTC are sent to each person in advance, but from previous experience they might come just one day before the departure.

Time sheet

HUMAN RESOURCES
ATTENDANCE RECORD - STAFF ON INTERIM CONTRACT

NAME: _____ ORGANIZATION: _____
 ID: _____ DEPT: _____
 ADDRESS: _____

DATE	DAY	TIME IN	TIME OUT	TOTAL HOURS WORKED	REMARKS	APPROVED SIGNATURE OF SUPERVISOR
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						
30						
31						

of No. of Line Manager: _____

Employee Signature: _____ Supervisor of No Line Manager: _____

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Packing list



Passport	
Private Insurance card	
Medical certificate	
Visa	
MOU if working for DWTC	
Adapter(British)	
Water bottle	
Sun cream	
Sunglasses	
Hat	
Hair pins and hair strings	
Phone charger	
Pain killers	
Head phones	
Plasters	
Blister plasters	
Disinfectant	
2 Comfortable black shoes, not sneakers	
Formal black blazer	
3 White classical blouses, with collar and buttoned all the way up	
Black trousers, not jeans	
Black socks	
White t-shirt	
Hangers	



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Additional tips learned from previous times

- Take comfortable totally black and tidy shoes, preferably 2-3 pairs.
- Take a few white regular t-shirts, since in some events it is not necessary to wear a white shirt with long sleeves and a collar neck.
- It is good to have a totally black small handbag where to put your personal items such as money and your phone.
- Remember to activate the allowance of using your credit card outside the European borders, in order to be able to use it in Dubai.
- The culture is extremely different, don't question it, just accept it.
- Forget about the human rights. Even if you see something unpleasant, just ignore it since you cannot and should not do anything about it.
- Don't expect to have the similar living standards in Dubai that you have in Finland. Don't expect anything.
- Be ready to work extremely long days. The norm is to work 12 hours, but often you will work even longer.
- It is good to carry a little snack with you, since the meal breaks are very irregular.
- Be patient, because most of the time things does not go as planned and promised.
- Keep in mind that your stay in Dubai is just temporary, take it as a once in a lifetime experience and stay positive.

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Dear reader,

We are Maris and Anna, the authors of this handbook. The idea for the handbook came during our own stay in Dubai, when we were working as event support in DWTC for one month in November 2019. During our own stay we managed to experience in firsthand the positive sides, but also the challenges, which may rise when working in a foreign country. We wanted to create this handbook in order to reduce the culture shock and possible struggles that might occur in such a multicultural environment as Dubai. We truly hope that the content helps you to prepare yourself for what is to come, and to have the best time possible in Dubai. If you are reading this handbook and still wondering whether to go to Dubai or not, we encourage you to take the step towards a once in a lifetime experience. It is an experience that you will for sure remember for the rest of your life, since Dubai is a wonderful, eyes opening place with a colorful culture. You will meet people from all over the world and make friends for life.



Good luck!

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