UNIVERSITY OF
WEST LONDON
The Career University
Ras Al Khaimah Campus

INSPERIA

ANNUAL MAGAZINE 2024 - 25



President of UAE
H.H. Sheikh Mohammed bin Zayed Al Nahyan



Vice President and Prime Minister of UAE
H.H. Sheikh Mohammed bin Rashid Al Maktoum



Ruler of Ras Al Khaimah
H.H. Sheikh Saud bin Saqr Al Qasimi



Crown Prince of Ras Al Khaimah
H.H. Sheikh Mohammed bin Saud bin Saqr Al Qasimi

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UNIVERSITY OF WEST LONDON
The Career University
RAK Branch Campus

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From the Vice-Chancellor

The University of West London (UWL) continues to thrive, guided by an ambitious strategic plan, Impact 2028; Launched in 2024, it will help us maximise our impact by becoming a consistently top 50- ranked university and in the upper half of institutions in the UK for research. In the Guardian University Guide 2025, UWL is ranked the 30th university in the UK. We are particularly proud of our continued strong performance in the long-established and prestigious The Times and Sunday Times Good University Guide 2024, where we were designated the best university for Student Experience and Teaching Quality in the UK.

UWL continues to refine and expand its provision, and the launch of the School of Medicine and Biosciences last year provided an additional focus as the University looks to rebalance its curriculum from SHAPE to STEM. A renewed portfolio and a more digitally enhanced curriculum will provide greater employment-led opportunities and will educate students to develop the insights they need to navigate and lead in a rapidly changing world underpinned by new digital technologies and Artificial Intelligence (AI). We will ensure that our students have the digital confidence they need to succeed, whatever their discipline. Newly launched courses in Esports, which include specialist areas such as Livestreaming and E-sports Management with Event Production are proving to be very popular.

Continuing to build our research capacity, we recently opened three new research centres: The Centre for AI and Natural Language Technologies (CAINT), The Centre for Innovation in Genomics and Microbiome Sciences (CIGMis) and The Centre for Translational Healthcare Research, Innovation, Vision, and Excellence (THRIVE). Just last month, we signed an agreement to launch the Pritchard Centre for Resilient Venture Finance. The Centre will equip innovative enterprises with the financial readiness to scale solutions that build resilience across societies and economies.

We aim to open our new School of Dentistry in September 2026, which will be a milestone development for the University and will bring benefits to the local community and wider region.

We will continue to drive forward with ambitious developments like these, making us an ever more impactful University, not just in the UK, but in countries across the world where UWL has a presence.

Prof. Peter John CBE
Vice-Chancellor and President
University of West London



MESSAGES

From the Senior Deputy Vice-Chancellor

The University of West London Ras al Khaimah Campus has established itself as a thriving institution, with more than 1,200 students currently enrolled in the School of Computing and the School of Business.

The campus continues to build on its strengths, as recognised when it achieved Diamond Status in the RAK QAA audit. In particular, I am delighted by the success of UWL-RAK students who won the "Most Inspirational Project Award" at the NASA International Space Apps Challenge 2024. Four students formed the first team from the UAE to ever win this award, competing against 93,000 participants, 10,000 projects, and 15,000 teams from 163 countries. Their project "Eco-Metropolis: Sustainable City Simulation", is an innovative educational city-building game which aims to empower youth by teaching them about sustainability and the impact of climate change. Not only is this important work, but it aligns closely with our values at the home campus in London, as we received a 1st class award in the 2023/24 People & Planet University League and UWL is ranked in the top five sustainable universities in London.

UWL is immensely proud of being the Number 1 London university for overall student satisfaction in the National Student Survey 2024**. This survey gives students a chance to share their views on their student experience – it looks for feedback on everything from the quality of teaching to resources and equipment. Receiving this endorsement from our students means so much to us, so we are delighted to share it with our RAK student community.

UWL has always had a strong commitment to delivering engaging and exciting learning that is focused on preparing you for a successful future career. We know this ethos is shared by every member of the RAK team and the campus is very much like an extended family where everyone feels valued and supported. It is a delight to see RAK students engage in extracurricular opportunities such as participation in the UAE Hackathon 2025, which was organised by the Telecommunications and Digital Government Regulatory Authority (TDRA).

We are looking forward to continued growth at RAK, introducing new courses and attracting the brightest and the best students of the region.

Ms. Sara Raybould
Senior Deputy Vice-Chancellor (Education and Student Experience)
University of West London

*Modern universities are defined as higher education institutions that were granted university status in, and subsequent to, 1992
**National Student Survey (NSS) 2024 - average all questions; excluding specialists



MESSAGES

From the Co-Chairman & CEO

At the University of West London, RAK Campus, quality has always been our defining hallmark. We remain deeply committed to providing our students with every opportunity and facility to excel — not only in their academic pursuits but also in developing the personal and professional competencies that shape their future success.

There is a meaningful difference between just completing a course and completing it with high grades. It is truly gratifying to see our students striving for and achieving excellence across all dimensions of university life. Their active engagement in programs that foster personal growth, creative innovation, emotional intelligence and holistic well-being reflects the spirit of lifelong learning that UWL stands for.

I am equally proud of their commendable academic performance, which continues to mirror their dedication and the high standards of our institution. Hard work, discipline and determination remain the timeless keys to success.

I would also like to extend my heartfelt appreciation to our faculty, staff and students, especially the Chief Editor and the Editorial Board, for their efforts in bringing out this vibrant magazine for the academic year 2024–2025.

Congratulations to all. May this spirit of excellence continue to inspire us forward.

Mr Ahmed Rafi Badur Ferry
Co-Chairman & CEO
University of West London RAK Campus



MESSAGES

From the Co-Chairman

Dear all,

We are delighted to conclude yet another academic year and to welcome you to a brand new one, full of opportunities, aspirations, progress, and valuable learning.

Last year was truly fruitful across all domains of our university. Our academic results remained consistently strong as our students benefited from uninterrupted education throughout the year. We take pride in their improved learning outcomes.

Our students brought home numerous accolades in a wide range of fields, most notably: The Most Inspirational Project Award at the NASA International Space Apps Challenge 2024. Four of our female students made history as the first team from the UAE to earn this prestigious recognition. Competing against 93,000 participants, 10,000 projects, and 15,000 teams from 163 countries, they created Eco-Metropolis: Sustainable City Simulation—an innovative educational city-building game that educates youth about sustainability and the impacts of climate change. The project aligns fully with SDG 11 (Sustainable Cities and Communities).

The achievement was announced virtually from the United States. UWL RAK proudly hosted a celebration to honour our students. Distinguished guests such as Mr. Ed O'Brian – Special Attaché at NASA, Mr. Steve Reissig – Director of RAKDOK, and Mr. Michael Nemo – APLT, UWL UK, joined pioneering educationists, entrepreneurs, parents, faculty and the student community. During the event, the Management and I were pleased to sponsor a visit for our winning team to the NASA Space Centre in the USA. A special visa procedure was arranged by NASA officials, and our students were fortunate to complete a successful visit. The UWL Vice Chancellor announced this victory within the parent campus community and to media outlets.

I share this achievement to highlight that UWL, and our students do not settle for modest goals—we aim for the stars, work hard, and make it happen. We may not be the biggest, but our ambitions and accomplishments rank among the best.

In addition, our students won the UAE Hackathon 2025, organised by the Telecommunications and Digital Government Regulatory Authority (TDRA), under the theme "Today's Challenges, Tomorrow's Solutions." Competing against 331 teams—including those from esteemed institutions like Khalifa University, UAE University, and Zayed University—they developed an AI-powered digital legal library focused on UAE-specific legal data. The Ministry of Justice has expressed interest in collaborating to further develop the project, recognising its potential impact on the legal sector.

Our students also won the RAK Innovation and Sustainability Challenge 2025 in three categories.

Our volleyball team continued to shine, just as they did last year. I encourage all teams to never give up on their aspirations of winning championships.

There are many more achievements, and I am proud of every single one.

Our senior leadership team remained attuned to the pulse of the education sector, sharing new ideas and best practices across the University. Our faculty gave their best each day, furthering their expertise by earning advanced degrees—including PhDs—and completing continuous professional development programs.

We deeply appreciate the involvement of our parent community, whose participation enriches and reinforces the values we instil in students.

These collective efforts were recognised in the Ras Al Khaimah Department of Knowledge (RAKDOK) review, where we proudly received the Diamond Rating for another consecutive year—an important milestone for us all.

Beyond academics, we witnessed a strong spirit of compassion as our student community came together to support

neighbouring countries during times of crisis. This is the true essence of education: being a light that not only illuminates the individual but also those around them.

We also introduced several meaningful improvements to our campus environment, including an expanded library and a fully functioning new computer lab. These additions were warmly received by teachers and students alike.

All of this was made possible by the combined effort and support of every member of our university community. In the journey of education, no contribution is too small. We remain committed to providing high-quality British education in an affordable manner. With technology and robust systems as our foundation, we continue to evolve and improve every year.

This academic year—declared the Year of Community by our President, His Highness Sheikh Mohamed bin Zayed Al Nahyan—we aim to deepen our students' understanding of community, harmonious coexistence, participation and contribution.

Despite the multibillion-dollar advances in generative AI, quantum computing, and biomedical breakthroughs such as brain and protein mapping, gene editing, and stem cell therapies—even as we witness mind-boggling efforts in genetic engineering and de-extinction—the theme of community remains the most relevant challenge of our time. Without coexistence and humanity, no advancement has meaning or sustainability.

This year, we will emphasise the core values of community, compassion, and unity through thoughtfully curated programs and events that reflect this national theme.

At this moment, we praise God Almighty for blessing us abundantly, and we pray to the Most Merciful for eternal peace in heaven for our dear ones who have passed.

We look forward to another inspiring year ahead—one where we grow not just in knowledge, but in character and community spirit.

Dear students,

Leaders are not born—they are made in classrooms, in playgrounds and in small acts of courage and kindness. Step forward—your time is now.

Wishing you a successful and joyful academic year ahead.

Warm Regards,

PA Zubair Ibrahim

Co - Chairman

University of West London RAK Campus



MESSAGES

From Our Academic Dean

It gives immense pleasure to extend my warm greeting to all members of the UWL RAK community through the latest edition of the annual magazine. This publication is more than just a collection of the activities of UWL RAK, it is a vibrant reflection of the energy, creativity and intellectual spirit that define our university's mission.

Needless to say that our mission goes beyond academic excellence; we are committed to fostering innovation, nurturing ethical leadership and creating a space where every student feels empowered to dream big and act boldly. Over the years, we have witnessed remarkable achievements across our campus in academics, sports and cultural activities. These achievements are a testament to the dedication of all stakeholders of the university. I take this opportunity to congratulate everyone who has contributed to making our university a beacon of learning and excellence. Let this magazine be a reminder of what we can achieve when passion meets purpose.

With Best Wishes

Prof. K P Muraleedharan
Academic Dean, Department of Business & Management
University of West London RAK Campus



MESSAGES

From Our Academic Dean

UWL RAK has completed another successful academic year (2024-2025 with remarkable achievements. As our enrolment in various courses continues to grow, both students and staff have jointly contributed to creating a vibrant, progressive, and creative campus environment. With CAA accreditation in process, UWL RAK Campus offers a promising future for both current and newly enrolled students. Our NASA Global Award-winning team from the B.Sc. Computer Science batch has further enhanced UWL's reputation as a provider of quality British education in the UAE. On behalf of the entire academic staff in Computing and Engineering, I congratulate and commend the efforts of students and staff for their wonderful achievements and look forward to an even more successful new academic year 2025-2026.

Prof. Syed Abbas Naqvi
Academic Dean, Department of Computing & Engineering
University of West London RAK Campus



MESSAGES

Editor's Message

When we began working on this year's issue, we weren't just collecting articles, photographs and poetry; we were quietly gathering moments. Quiet victories and loud ones. Ideas that brewed in classrooms, friendships that shaped semesters and voices that emerged with clarity and conviction.

Between these pages, you'll find 'our year' in which curiosity led to innovation, where challenges brought out resilience and where unexpected paths often led to the most rewarding destinations.

Each page has been carefully put together by a group of students and staff who believed this wasn't just another task to tick off, but a chance to freeze time for a bit. To convey, "this mattered."

We are deeply grateful to every contributor who trusted us with their work and every reader who opens this issue with curiosity.

If there's one thing we hope you feel as you read through this magazine, it's connection. To the people, the stories and the experiences.

Welcome to our year, in words and images.

Warm Regards
Dr. Sunayna Iqbal (SFHEA)
Chief Editor



MESSAGES



Crown Shyness: The Silent Secret Trees Are Whispering

Look up into a forest canopy sometime. You might expect a seamless blanket of green. But in many forests around the world, you will see something far more curious — delicate, slender gaps between the crowns of tall trees. These channels of light and air form intricate patterns that feel intentional, almost graceful.

This phenomenon is called Crown Shyness, and it raises profound questions not only about the natural world but also about how we humans live, connect and grow.

What Is Crown Shyness? (The Science Behind the Wonder)

First documented in the 1920s and formally studied in the 1950s, Crown Shyness refers to the tendency of tree canopies to avoid touching each other. This happens most prominently among trees of the same species, but can occur across species too.

Several scientific explanations exist:

- Mechanical Abrasion Hypothesis: Researchers such as Dr. Miguel Franco observed that when trees sway in the wind, branches collide and cause physical damage. Over time, trees adapt by limiting growth in areas prone to collision.
- Light Optimisation Hypothesis: Studies, including one by Dr. Yuki Yamaguchi and Dr. Noriyuki Yamamoto (2019), suggest trees might be optimising light exposure, not only for themselves, but for the undergrowth, maintaining an ecosystem balance.
- Pathogen Defence Hypothesis: Some scientists propose that crown shyness evolved to minimise the spread of insects, fungi, or disease between adjacent trees.

No single explanation fits all cases. Instead, crown shyness likely arises from a complex combination of mechanical, ecological and biological factors.

Yet, beyond biology, crown shyness holds a mirror up to us, offering a profound metaphor for life, relationships and emotional well-being.

Psychological Insights: Boundaries Make Us Healthier, Not Lonelier

Modern psychology increasingly reveals that boundaries are not barriers; they are acts of wisdom and compassion.

- Dr. Brené Brown's research on vulnerability and connection shows that "clear is kind." When we set healthy emotional boundaries, we foster deeper trust and empathy.
- Attachment theory, pioneered by John Bowlby and expanded by Dr. Mary Ainsworth, indicates that "secure attachment" arises not from enmeshment but from the ability to be both close and autonomous.
- Neuroscience findings (Dr. Dan Siegel, 2020)

emphasise that humans thrive on "differentiation", the ability to maintain individuality while remaining connected to others. Overlapping too much can cause emotional fusion and eventual resentment.

Just as trees maintain respectful gaps to protect themselves and the forest community, human beings, too, flourish when they balance connection with autonomy.

A Curious Reflection: Are We Growing Too Close, Too Fast?

Today's world demands constant closeness. We are tethered to devices, flooded with notifications and often pressured to "always be available."

But if everything is always close —

- Every friendship becomes overwhelming,
- Every romantic relationship suffocating,
- Every workplace interaction exhausting.

Could it be that by pressing too close, too often, we are dimming our light and the light of others?

Just like trees that leave space for light to flow through, we, too, need room for air, sunlight and new growth.

Pause and reflect:

- Where in your life are you crowding others or feeling crowded yourself?
- Are your "branches" colliding too often with someone else's, bruising unseen wounds?
- What would it feel like to lovingly create space— not to disconnect, but to allow mutual thriving?

Real-World Applications: Living the Crown Shyness Wisdom

Applying the quiet teachings of the trees can transform many areas of life:

- Relationships: Giving loved ones space strengthens, not weakens, the bond. Research by Dr. Terri Orbuch ("The Love Doctor") shows that maintaining independence is a critical factor in long-term relationship satisfaction.
- Parenting: Secure children are those who are allowed safe autonomy. Helicopter parenting — like tangled crowns — inhibits natural growth.



- Workplaces: Healthy professional boundaries — clear roles, respect for downtime — fuel greater creativity and resilience. The "psychological safety" model by Dr. Amy Edmondson proves that respectful boundaries build more innovative teams.
- Personal Development: Leaving space in your calendar, your mind, your heart — without guilt — can lead to deeper creativity and joy.

Crown shyness teaches that distance is not always a loss; sometimes, it is love in its highest form.

Latest Scientific Insights: Trees May 'Sense' Each Other

Recent studies add an even more astonishing layer.
A 2021 research paper from the University of Zagreb suggests trees may use a combination of mechanical sensing and photoreceptors to detect nearby neighbours. Trees seem to adjust their growth in real-time based on how close another crown is growing.

In other words, trees are aware. They sense, adapt, and respect — without needing to speak or argue.
What if humans, with all our intelligence and communication tools, could learn to do the same?

A Final Invitation:

The next time you find yourself under a canopy of trees, take a slow breath.
Look up at the spaces between them.
Listen to what the silence teaches:

- Leave space for others to breathe.
- Allow your light to shine without shame.
- Trust that healthy gaps are not rejections but invitations for deeper, truer growth.

And when you feel the temptation to crowd, cling, or control, remember: The forest thrives not because every tree dominates the sky, but because every tree knows how to stand tall, side by side, with just enough distance for everyone to flourish.

Maybe it's time we remembered the wisdom the trees never forgot.

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Dr. Vipin Vijayan Nair (SFHEA)
Lecturer, Department of Business and Management, University of West London, RAK Campus

Next Chapters

1. How has your perspective on life and career changed since graduating, and how did your university experience contribute to the shift?
Graduating from St. Aloysius College, and later pursuing my MBA at the University of West London, I initially saw marketing as a craft rooted in creativity and visibility. But as I advanced, I learned that great marketing is about strategic clarity—it builds trust, drives economies, and inspires communities. My academic journey gave me the confidence to experiment, question convention, and collaborate with people from all walks of life. That mindset has shaped every major decision I've made since.

2. What accomplishment in your career are you most proud of?
One proud moment was steering my organisation into the global spotlight. We transformed our brand into a beacon for investors—from manufacturing in the region to tech ventures globally. What makes it special is knowing the team and I didn't just boost numbers—we sparked real growth. SMEs found their first home here. Global players chose us as their hub. Seeing those outcomes unfold has been incredibly rewarding.

3. Could you describe a project or initiative you led that had a significant impact on your organisation?
Our participation in the China International Fair for Investment and Trade (CIFIT) crossed cultural barriers and explored new horizons for International relations. We built narratives around real people, localised messaging for high-priority markets, and embraced digital storytelling. One moment I won't forget: a founder from Egypt said our campaign was the reason he relocated his fintech startup to RAK. That reaffirmed the power of authenticity in brand building.

4. Have you received any awards or recognitions in your field? If so, what were they for?
Yes, we've received recognition from the MENA Digital Awards and were honour by the World Economic Zones Forum for innovation in brand marketing. But honestly, the highlight was when an SME founder approached me at a trade show in Hannover and said, "Your story made me believe I could build mine in RAK." That's the kind of recognition I value most—when our message inspires action.

5. How do you see the future of your industry evolving, and how can the university continue preparing students for these changes?
Economic zones are becoming smarter, more agile, and experience-led. The future hinges on AI integration, sustainability, and hyper-personalised investor journeys. To keep pace, universities need to encourage cross-disciplinary fluency—where future marketers understand data, finance grads speak design, and every student builds adaptive thinking. I believe in fostering talent that isn't just job-ready but future-fit.



Blasius Dsouza
MBA
Batch of 2017

Dreamboard





Aleena Joseph
Level 6
BSc(Hons) Cyber Security

DIGITAL ART



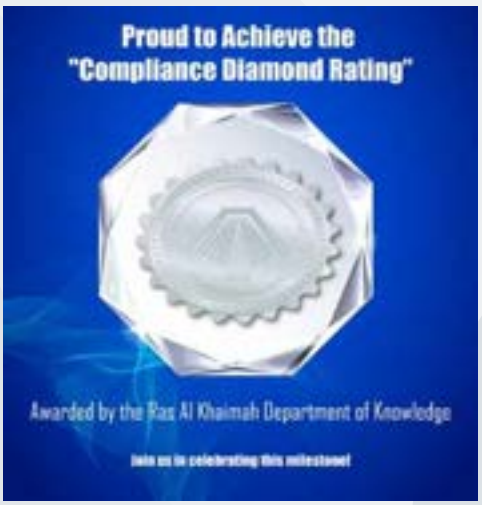




HIJAS AHMED
Level 4
BA(Hons)Business Studies

A Diamond Standard of Excellence

We are honoured to announce that the university has been awarded the prestigious RAK DOK Compliance Diamond Rating following the March 2025 inspection—an important testament to our steadfast commitment to educational excellence, regulatory compliance and outstanding student experience.





Innovation Recognised on a National Stage

Team Innovisionaries clinches national victory at UAE Hackathon 2025 with an AI-powered legal library — transforming vision into impact, one solution at a time.



Leaders of Tomorrow, Elected Today

Student Council 2024-25



PRESIDENT

Muhammed Safwan Puthan Purayil
Level 6
BA (Hons) Business Studies



VICE-PRESIDENT

Fathima Fidha
Level 6
BA (Hons) Business Studies



VICE-PRESIDENT
Women Empowerment

Wania Shahid
Level 5
BSc (Hons) Cyber Security



ASSISTANT VICE-PRESIDENT
Culture (level 5 & 6)

Gabri Easow John
Level 5
BSc (Hons) Computer Science



ASSISTANT VICE-PRESIDENT
Culture (level 4)

Sara Rahman
Level 4
BSc (Hons) Computer Science



ASSISTANT VICE-PRESIDENT
of Sports

Vivek Palakkal
Level 6
BA (Hons) Business Studies



ASSISTANT VICE-PRESIDENT
of Sports

Farhana Fathima Anas
Level 5
BSc (Hons) Cyber Security



ASSISTANT VICE-PRESIDENT
of Sports

Basima Kodambi Abdul Jaleel
Level 4
BA (Hons) Accounting and Finance

Unlock Your Inner Olympic Leader



When I first stepped onto the ice as a young figure skater in Canada, with the dream of becoming an Olympian, I had no idea that I was beginning a journey that would teach me some of the most profound lessons about leadership. The ice, with its sharp coldness and unforgiving surface, became my first stage – a place where I would learn about discipline, resilience, and the pursuit of excellence. It was a world where every spin, every jump, every graceful glide had to be executed with precision, but also with heart. It was on this icy stage that I discovered the essence of leadership – not just the kind found in boardrooms or conference halls, but the a deeper, personal kind that drives us to push beyond our limits and reach for something greater.

Leadership, like skating, is about mastering your craft through countless hours of practice. It's about developing the strength to keep going when others would stop, to rise after every fall, and to perform under pressure with grace and power. It is about finding your centre and holding it, even when the world around you spins in chaos.

The 20,000-Hour Rule – Mastering Your Craft

Olympic athletes know that there are no shortcuts to mastery. Psychologist Anders Ericsson popularised the idea that it takes approximately 10,000 hours of deliberate practice to become world-class in any field. Malcolm Gladwell furthered this theory in his book, Outliers: The Stories of Success.

But in the world of elite athletes, that number often doubles. 20,000 hours – that's what it takes to train not just the body, but the mind and spirit to perform at the highest levels.

But this rule isn't just for athletes. It applies to any pursuit of excellence – whether you're aiming to become a top-tier leader, an innovative entrepreneur, or a transformative educator.

Mastery requires discipline, consistency, and an unwavering commitment to your craft. It's the quiet, often unseen work that shapes champions.

Cultivating the Mindset of a Champion

Beyond physical practice, elite athletes share a common mental trait – resilience. They develop the ability to push through self-doubt, to rise above failure, and to silence the inner critic that whispers, "You're not good enough." This mindset is what separates those who simply show up from those who truly shine.

Leaders, like athletes, must cultivate this mental toughness. They must learn to see setbacks as setups for comebacks, to view criticism as an opportunity for growth, and to push through even when the path is steep. This kind of mindset transforms fear into fuel and obstacles into opportunities.
One powerful tool for building this mindset is the use of positive self-talk and visualisation. Just as athletes visualize their routines before stepping onto the ice, leaders can visualise their success, mentally rehearsing the impact they

want to make and the confidence they want to project. This isn't just wishful thinking – it's a proven method for building neural pathways that reinforce positive action and resilience.

Owning Your Unique Voice – The Sonic Fingerprint

Just as every skater has a unique style, every leader has a unique voice – a personal resonance that can inspire and influence those around them. Your voice, both literally and figuratively, is your signature in the world. It is the way you convey your values, your vision, and your passion.
Olympic leaders understand the power of voice. They know that tone, cadence, and delivery matter as much as the words themselves. They recognise that authentic, powerful communication is one of the most important skills a leader can possess.

This is where the concept of the Sonic Fingerprint comes into play. Just as no two snowflakes are alike, no two voices are identical. Your voice is a reflection of your experiences, your beliefs, and your personality. It carries your story, your struggles, and your victories. Use it wisely, and it will set you apart as a leader who truly resonates with others.

Leading from the Centre – The Unshakable Core

One of the most crucial lessons I learned as a figure skater was the importance of balance. When you're spinning at breathtaking speeds, your ability to stay upright depends entirely on your ability to find and hold your centre. Lose that centre, and everything falls apart.

Leadership is no different. Great leaders know who they are and what they stand for. They have a clear sense of purpose that grounds them, even in the most turbulent times. This inner stability allows them to make decisions with clarity, to lead with confidence, and to inspire others to follow.

To lead from the centre is to lead from a place of authenticity and purpose. It means staying true to your values, even when the pressure is high. It means finding your voice and using it to make a difference.

Closing Thoughts – Your Time to Shine

As you read this, I encourage you to see yourself as an Olympic leader – someone with the potential to make a profound impact in your field. Remember that mastery takes time, resilience builds strength, and your voice has the power to inspire change.
So, carve your path. Own your voice. Lead with purpose. The world is waiting.





Paddy Kennedy
Founder and CEO
Kennedy Communication Studio International

Welcoming the Next Wave of Bright Minds

Induction Ceremonies marking the beginning of transformative academic journeys. From the September 2024 and January 2025 Inductions





















Ras Al Khaimah's Transformative Leap: Wynn Al Marjan Island and the Future of Tourism

Ras Al Khaimah is poised for a major shift in its economic landscape with the upcoming launch of **Wynn Al Marjan Island**, the UAE's first integrated casino resort, set to open in early 2027. This visionary project is not only a landmark for the emirate's skyline, but also a strategic pivot that will elevate tourism, education, workforce-ready development, and community prosperity to new heights.

Tourism Revival & Economic Momentum

The arrival of Wynn Al Marjan Island is expected to drive a tourism boom in Ras Al Khaimah, reshaping the local economy:

RAK's tourism sector saw over 4.3 million visitors in 2022. By 2030, this number is projected to almost double to 9.6 million. Analysts attribute this to the so-called "Wynn Effect", where the opening of high-profile resorts tends to attract substantial tourist interest and investment, setting a new benchmark for the region's tourism offerings.

The Wynn Resort will add 1,542 luxury hotel rooms to the local market, boosting RAK's total hospitality capacity significantly. By 2027, the emirate's hotel supply is set to nearly double, driven by the demand from both leisure and business tourists. The growth of hospitality infrastructure supports tourism expansion, ensuring RAK's position as a competitive destination in the global market.

The resort will create between 4,000 and 7,500 jobs in various sectors, including hospitality, gaming, construction, retail, and wellness. These positions will support a diverse, skilled workforce, in line with global integrated resort models, providing ample opportunities for both locals and expatriates. With a substantial US$3.9 billion foreign direct investment and the UAE's first-ever commercial gaming license, the resort's development is set to contribute roughly 1 percentage point to RAK's GDP growth. This large-scale investment will further drive tourism spending, infrastructure development, and the expansion of RAK as a premier leisure destination.

Education & Workforce: Bridging Theory and Industry

With the arrival of Wynn Al Marjan Island, there is a clear opportunity to align education and workforce development with industry needs. The resort will necessitate new vocational training, technological integration, and hands-on experience for students preparing to enter the hospitality and tourism sectors.

To meet the resort's staffing requirements, educational programs will need to integrate vocational training in areas such as hospitality operations, event planning, gaming compliance, customer service, and luxury service standards. These programs should incorporate industry certifications to ensure graduates are workforce ready.

As the resort embraces innovative technologies such as the Internet of Things, data analytics, virtual reality, and personalised guest experiences, educational curricula will need to be updated to include these technologies. By incorporating e-learning platforms and digital tools, students will be prepared for the high-tech demands of tomorrow's hospitality services.

The resort will provide a rich environment for university-industry partnerships. Research labs focused on sustainability, experiential tourism, cultural programming, and tourism management analytics will allow students and faculty to work on real-world challenges. These partnerships will foster innovation and support the development of sustainable tourism models.

The development of strong industry-linked mentorship programs, coupled with internships and structured on-site training, will ensure that students gain valuable hands-on experience. Career tracking systems can provide clear pathways for career growth and retention, helping to develop the next generation of leaders in hospitality.

Strategic Initiatives for Maximising Impact

To fully leverage the potential of Wynn Al Marjan Island, Ras Al Khaimah should implement the following strategic initiatives:

Design Modular Curricula: Educational institutions should design modular, industry-aligned curricula that mirror real-time service standards and prepare students for the evolving hospitality landscape.

Embed EdTech Tools: Incorporating AI-enhanced learning, VR simulations, and other digital tools into hospitality programs will ensure that students are equipped with the technical skills needed to excel in a high-tech environment.

Establish Joint Research Chairs: Universities and industry stakeholders should launch joint research initiatives in key areas like sustainable tourism, cultural engagement in entertainment, and smart operations management to foster innovation in the sector.

Structured Field Training Programs: Pairing academic coursework with internships and mentorship programs at Wynn facilities will provide students with invaluable real-world exposure and allow them to hone their skills in a live environment.

Cultural & Community Synergy

The **Wynn Al Marjan Island** resort is designed with a strong focus on cultural and community integration, ensuring that it benefits not just tourists, but also residents:

The resort will not only serve as a gaming destination but will also feature family-friendly offerings such as dining, entertainment, wellness, and event spaces. These amenities are designed to resonate with Ras Al Khaimah's cultural values, ensuring that the resort fits seamlessly into the local community fabric.

The infrastructure improvements that come with the resort development, including upgrades to air, road, and public transport, will benefit both locals and visitors. Enhanced transport connectivity will make Ras Al Khaimah more accessible and increase the overall quality of life for residents. Wynn Al Marjan Island aligns perfectly with Ras Al Khaimah's ambition to expand beyond nature and heritage tourism. The resort will complement existing attractions and broaden the emirate's appeal by offering a more refined and holistic tourism experience, moving into the luxury and entertainment sector.

Conclusion: A New Chapter for Ras Al Khaimah

Wynn Al Marjan Island is more than just a resort; it represents a bold fusion of economic growth, education, and community development. By fostering strategic partnerships and leveraging its educational and technological assets, Ras Al Khaimah can create a legacy that supports the long-term prosperity of the region.

The success of this project will depend on a collaborative approach that brings together government, academia, industry, and the community. If executed effectively, this initiative will drive tourism growth by diversifying RAK's leisure offerings and elevating its status as a luxury destination. It can **enhance educational opportunities** through vocational training and digital integration.

Stimulate the local economy via job creation, increased investment, and infrastructure improvements.

Celebrate cultural engagement, creating a modern yet locally resonant tourism experience.

With the right planning and execution, Ras Al Khaimah can position itself as a global leader in hospitality and tourism, rooted in education, sustainability, and long-term vision.

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UWL RAK Campus

An Invitation from NASA: Representing the United Arab Emirates and UWL on a Global Stage

Firstly, I would like to begin by extending my heartfelt gratitude to the University of West London's leadership, the CEO and Chairman of the University of West London RAK Campus, and the academic & non-academic staff whose support and guidance helped make this experience possible.
On June 4th, I had the extraordinary honour of representing the University of West London and the United Arab Emirates, for the very first time, at the NASA International Space Apps Challenge 2024 Winners Celebration, held at the prestigious NASA Goddard Space Flight Centre in Maryland, USA. I felt very humbled and proud to represent both my university and the UAE on a global stage.

The eventful day began with an inspiring Opening Ceremony, where Dr. Makenzie B. Lystrup, Director of NASA's Goddard Space Flight Centre, welcomed us warmly and expressed deep appreciation for our innovative solutions. Her words set the tone for a day filled with discovery, reminding us that our ideas, no matter where they come from, have the power to shape the future of space and Earth science.

The winners were then taken on immersive tours across several key NASA departments:

Our first stop was the Spacecraft and Integration Test Complex, where we witnessed the Space Environment Simulator—a giant thermal vacuum chamber that simulates the harsh conditions of space to test spacecraft durability. It was inspiring to see actual components being prepared for testing. We also had the unique opportunity to interact with astrophysicists and aerospace engineers, who walked us through the complexities of preparing missions for launch.
Next, at the Heliophysics Department, the Director of the Heliophysics Science Division explained how their team investigates solar activity and the dynamics of space weather. He explained how solar storms and solar winds can affect Earth's magnetic field and even disrupt satellites and power grids. At the Community Coordinated Modelling Centre (CCMC), the winners were shown simulations modelling the trajectory and intensity of solar storms, emphasising the importance of predicting space weather events.

The Goddard Science Presentation was then delivered by the Director of the Earth Sciences and Exploration Directorate, who gave a detailed breakdown of the four major divisions that she oversees. She highlighted NASA's role in developing satellites for global climate monitoring, disaster response, agricultural analysis and many more.

One of the most exciting moments was seeing the Roman Space Telescope, which is scheduled to launch by 2027, in development. A leading scientist explained how this next-generation observatory is engineered to explore the universe in infrared light, enabling large-scale deep-sky surveys. From behind the clean room, we watched scientists and engineers working in controlled conditions.

Later, all participants engaged in talks with NASA subject matter experts, where I had the privilege of explaining our winning project in greater detail to an expert who works on advancing the United Nations Sustainable Development Goals (SDGs). Her insights on the intersection of space science and global development were truly eye-opening. We discussed how it can scale to address real-world needs and scale to create a tangible, real-world impact.

The day concluded with a heartfelt Award Ceremony, where I was honoured to receive our team's official certificate from Dr. Lucas Paganini, Program Director for the Roman Space Telescope—a moment of immense pride and inspiration that I will carry with me always.

This experience has been nothing short of transformative. I am endlessly grateful to everyone who played a part in supporting my journey to NASA. I hope this milestone inspires fellow students across our global University of West London community to dream bigger and build solutions that truly make a difference.



Umamah Ali
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SPACE APP


NASA
National Aeronautics
and Space Administrati
Goddard Space Flight Cent
Main Gate


NASA
Goddard
Space
Flight
Center



Art Gallery









Farhana Fathima Anas
Level 5
BSc (Hons) Cyber Security

Art Gallery





Johanna Susan Mathews
Level 4
BSc (Hons) Cyber Security

Voices of Strength and Awareness

Raising health awareness and empowering women through impactful campaigns and contests.
Raising Awareness for a Cause: On November 6th, 2024, UWL RAK, in partnership with Aster Healthcare, hosted an insightful session focusing on cancer awareness, including prevention and early detection of cancer.











Voices of Change: UWL RAK celebrated Women's Day with an inspiring Elocution Competition, showcasing powerful speeches that advocated for empowerment, equality and social change



Empowering Farmers through Traceability Technology: A Pathway to Sustainable and Ethical Food Systems



Introduction

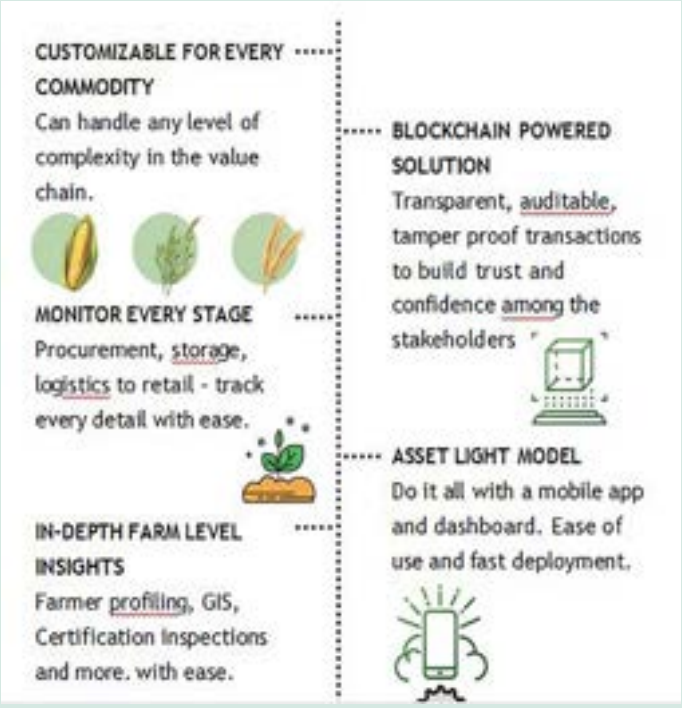
In a rapidly globalising food industry, consumers are increasingly concerned about the origin, safety, and sustainability of their food. Traceability in agriculture has emerged as a powerful technological intervention to meet these demands, offering transparency, accountability, and quality assurance across the food supply chain. This article explores how traceability technology empowers farmers, ensures ethical sourcing, and fosters trust among consumers and stakeholders in the agri-food ecosystem.

What is Traceability in Agriculture?

Traceability refers to the ability to track the movement of food products through various stages of production, processing, and distribution. It answers critical questions:

- Is the food safe and contamination-free?
- Where and how was it produced?
- Is it organic, ethical, and environmentally sustainable?

By recording and sharing this information, traceability systems allow consumers to make informed choices while enabling producers and regulators to identify inefficiencies, ensure compliance, and promote best practices.



Stakeholders in the Traceability Ecosystem

Traceability impacts all players in the agri-food supply chain:

- **Consumers** gain access to accurate product information.
- **Farmers** receive recognition and rewards for superior practices.
- **Startups and food brands** communicate trust and differentiate their products.
- **Corporations** ensure responsible sourcing and meet trade regulations.
- **Governments** use traceability for policy formulation, monitoring, and compliance.

Each stakeholder has distinct requirements and benefits from traceability systems tailored to their needs.



Benefits for Farmers

For smallholder farmers, traceability is a game-changer. It connects their identity and practices to the produce, allowing them to:

- Demand premium prices for high-quality, organic, orethically produced goods.
- Build long-term relationships with buyers who value transparency.
- Improve productivity through feedback and training linked to traceable data.
- Access global markets by complying with trade regulations and certifications.

By digitising records and linking data points (farm location, inputs used, harvesting methods, etc.), farmers become active contributors to a sustainable and inclusive supply chain.

Supporting Food Startups and Brands

In a competitive market, emerging food startups often struggle to build consumer trust. Traceability helps them level the playing field by:

- Communicating brand ethos of safety, ethics, and sustainability.
- Providing verifiable product data to conscious consumers.
- Meeting export standards and regulatory requirements.
- Gaining investor confidence through transparent supply chain practices.

Digital traceability not only validates product claims but also enhances operational efficiency and reduces losses.

Strengthening Corporate Supply Chains

Large corporations manage vast and complex supply chains. Integrating traceability offers:

- **Internal monitoring** with real-time data on product quality and origin.
- **AI-powered insights** into yield patterns, rejection reasons, and supplier performance.
- **Sustainability metrics** such as pesticide use, labor conditions, and ecological footprints.
- **Compliance** with evolving global trade norms and food safety regulations.

Seamless integration across systems and departments is key to the success of such large-scale implementations.

Government Role in Promoting Traceability

Governments have a strategic interest in traceability for food safety, trade promotion, and environmental governance. To support adoption:

- **Policy frameworks** and **financial incentives** can encourage digitization.
- **Stakeholder mapping** ensures coordination among regulatory bodies, farmers, processors, and exporters.
- **Public-private partnerships** can drive innovation and reach.
- **Speed of implementation** is critical to gain early success and scale quickly.

Countries investing in traceability infrastructure build stronger brands for their produce and enhance global competitiveness.



Implementation Roadmap

Implementing a traceability system requires a comprehensive approach across the following domains:

1. Organisational Readiness

- Establish digitisation plans with clear roles and responsibilities.
- Train procurement agents, aggregators, and retailers.
- Ensure alignment between supply chain functions (production, aggregation, sales).

2. Technology Integration

- Use smartphones, IoT devices, and cloud-based interfaces.
- Incorporate AI/ML tools for quality testing and forecasting.
- Integrate traceability software with existing ERP or logistics systems.

3. Financial Planning

- Account for hardware, software subscriptions, and capacity building.
- Explore funding through government schemes, NGOs, or development partners.

4. Selecting the Right Partner

- Choose technology providers with a proven track record.
- Look for partners invested in long-term outcomes and capable of scaling with evolving needs.

Challenges and Future Outlook

Despite the potential, several challenges need to be addressed:

- **Cost and resource constraints** among smallholder farmers.
- **Limited digital literacy** and resistance to change.
- **Interoperability issues** with existing systems.
- **Data privacy and security** concerns, especially with IoT devices and cloud storage.

The future of traceability lies in creating secure, interoperable, and user-friendly systems that work seamlessly across the agri-food value chain. Blockchain, artificial intelligence, and IoT are key enablers of this vision.

As highlighted in current research, integrating blockchain technology improves transparency while ensuring data confidentiality, integrity, and availability, addressing limitations of traditional sensors and manual data handling (Zhang et al., 2023).

Conclusion

Traceability technology is not just a tool; it is a catalyst for transformation in the agriculture sector. It empowers farmers, strengthens food systems, and fosters trust among consumers. As demand for ethical and sustainable food increases, traceability will become a non-negotiable component of modern agriculture.

Stakeholders across the spectrum—governments, corporations, startups, and farmers—must come together to build inclusive, reliable, and scalable traceability systems. With the right vision and collaboration, we can create a food ecosystem that is not only efficient and profitable but also equitable and future-ready.

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Dr. H. Shaheen
Course Leader & Senior Lecturer
Department of Computing and Engineering

Next Chapters

1. What initially drew you to attend this university, and how did that decision shape your future career?
The academic background, hands-on approach to business and other fields, and energetic student life were the reasons I was drawn to UWL. Since I was juggling academics and professional sports, I needed a place that challenged me intellectually but also supported my sporting journey as well. And this university was just that. They have been very supportive and encouraging throughout my student days.

2. Can you describe a memorable moment during your time here that had a lasting impact on you?
There are many moments I look back on fondly, but one that stands out is presenting our business project to the faculty. The late-night discussion and research work, the wild ideas from friends during the presentation/project prep, and the sense of accomplishment when we received our feedback—it all made me realise how much we had grown. That experience instilled in me a sense of confidence in my ability to communicate, collaborate, and build friendships.

3. Could you share your recent achievements in sports, your current role, and how the discipline developed through sports has influenced your professional journey?
Currently, I am representing the United Arab Emirates National Women's team. As an international cricketer, it has been an incredible journey filled with discipline, resilience, sacrifice, and growth. Balancing a sports career with my academic and professional development has been challenging, but it was definitely worth it. The discipline I've inculcated through years of rigorous training has changed my approach to life off the field, whether it's in strategic thinking, time management, or teamwork. These qualities, nurtured through both my sports career and my time at school and university, still continue to shape my journey.

4. Looking back, what advice would you give to current students at the university?
Make the most of every opportunity that comes your way! Whether it's academic, extracurricular, or social, your time spent at university is more than just a wait for a degree. Don't be afraid to step outside your comfort zone, take initiative, and trust & enjoy the process. It may go faster than you think, but the memories and lessons last a lifetime.



Rithika Rajith
BA(Hons) Business Studies
Batch of 2019

PHOTO GALLERY

"And it's all about those little moments"







Fathima Fiza
Level 6
BSc (Hons) Cyber Security

PHOTO GALLERY







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Revolutionising Healthcare with Federated Learning

Healthcare:

The term "healthcare" refers to the structured services and systems that are thought to maintain or enhance people's physical and mental health. It covers a wide variety of activities, including illness prevention, disease diagnosis, promoting a healthy lifestyle and medical condition treatment. Therapists, physicians, nurses, pharmacists, and other medical specialists deliver healthcare at facilities like hospitals, clinics, and community health centres.

Fundamentally, the aim of healthcare is to assist people to live longer, healthier lives. From routine check-ups and vaccinations to complex procedures and long-term care, it covers everything. Besides providing medical care, healthcare plays a key role in managing long-term diseases like heart disease or diabetes, addressing mental health needs, and educating people about health.

Need for Healthcare:

Healthcare is important because it supports with public life longer, healthier, and more productive lives. Many diseases and harms could go untreated, short of access to proper treatment, which could result in serious health issues or even death. Often, medical treatment makes it easier to address illnesses before they become severe by allowing early disease detection.

We also need healthcare to manage chronic conditions like asthma, heart disease and diabetes. To prevent problems, these disorders are regularly required to be monitored and treated on a regular basis. Good healthcare enhances a person's quality of life and helps control this problem.

Furthermore, healthcare plays a vital role in disease prevention through vaccinations, continuous checkups and health education. By reducing the spread of disease, preventive care not only keeps the public safe but also provides community safety.

Supporting mental health is an important reason why we need healthcare. Access to counselling, support services, and therapy can help people cope with stress, depression, anxiety, and other mental health challenges. Psychological well-being and emotional well-being are as equally important as physical health.

Finally, a nation's overall stability and development depend on its healthcare systems. People in good health are more likely to go to school, take care of their families, work, and contribute to society. In this sense, healthcare aids in developing resilient and more robust communities.

Federated Learning:

A sort of machine learning called federated learning permits several systems or computers to work together on training a model without sharing personal information. Each system trains the model on its personal data locally, instead of collecting all the data in one place, and then only shares the results (such as model updates) with a central system. In this way, the actual data stays safe and secure on the original device.

Consider, for example, that several hospitals are required to develop a model that uses patient data to forecast diseases. A central server would normally receive all patient data, which could compromise privacy. Respectively, the hospital uses its individual patient data on-site to train the model with federated learning; only the training results are shared and no actual patient data is transferred or becomes public. The central server aggregates results to enhance the whole model.

This method stores the sensitive data safely. It permits the organisation to use shared knowledge. This plays a vital role in organisations where privacy matters most, like finance, healthcare, and mobile devices.

Role of Federated Learning in Healthcare:

Federated learning is a key technique for improving healthcare and safeguarding patient privacy. It allows clinics, hospitals, and research organisations to train machine learning techniques together while safeguarding sensitive patient data. This is critical in healthcare, where privacy laws and ethical concerns often limit the data usage.

In the traditional technique, collecting medical information often feels tedious. We need to gather information from multiple sources into one central repository. But this technique can open the door to privacy pitfalls and security risks. Use Federated Learning, a smarter way to safeguard sensitive data.

Each organisation now stores its data safely, soundly and close. Only the developments to models make their way to the central server, while local training remains on-site. This strategy allows healthcare organisations to develop robust AI systems, all while protecting patient data privacy.

One major benefit of federated learning is its ability to harness a vast, diverse dataset. By combining data from multiple hospitals and regions, the model improves its precision and reliability. This increase not only provides accurate disease diagnosis and predictions but also enhances treatment recommendations. Moreover, it plays a crucial role in exploring rare diseases, where specific hospitals may struggle to collect enough data for effective modelling.

Federated learning supports fairness in AI for healthcare,





inviting smaller organisations to participate in model training. This reduces the chance of bias that typically supports data from large hospitals.

Therefore, we substitute healthcare solutions that are not just effective, but also balanced and reasonable for a different patient group.

Advantages of Federated Learning in Healthcare:

Federated learning offers healthcare organisations a lot of advantages. In an organisation where privacy, data security, and collaboration are essential. This approach provides advanced techniques for implementing artificial intelligence seamlessly. Best of all, it safeguards legal rules and protects patient-sensitive data.

1. Preserves Patient Privacy

Federated learning has the ability to protect patient data is a key benefit. Each clinic or hospital keeps its data locally. They do not send sensitive patient records to a central server. Rather, only the model's updates are shared. This approach significantly lowers the risk of privacy and security breaches. It also helps the healthcare providers to follow the strict regulations like GDPR and HIPAA.

2. Enables Collaboration Without Data Sharing

Healthcare sectors often function in silos due to privacy risks. Federated learning allows hospitals, clinics, and research centres to collaborate on AI model training. They implement this without sharing the patient data. This approach encourages cooperation and creates stronger, more accurate models that benefit everyone.

3. Access to Diverse and Larger Datasets

Federated learning improves model inclusion and diversity by using data from various sources, like hospitals across different regions or countries. This broadens the AI's understanding of diverse patients, leading to better diagnosis and treatment recommendations.

4. Improved Accuracy in Rare Disease Detection

Certain diseases are rare. Any medical facility may have only a few cases. Federated learning increases the chances of creating an effective model to detect and treat these rare diseases. It does this by allowing limited datasets to be shared across institutions.

5. Faster Innovation and Research

Federated learning speeds up research and the creation of medical tools. It connects multiple data sources. Researchers can build and test AI systems faster. They don't have to wait for legal permission to access or transfer data.

6. Reduces Bias in AI Models

AI can be biased if trained on data from just one source. Federated learning uses data from different groups and

settings. This model reduces the bias and improves fairness in medical decisions.

7. Minimises Infrastructure Requirements for Centralised Storage

Raw data is stored on-site, therefore no need for a large and centralised data storage system. It also reduces the risks of data leaks and unauthorised access, also lowers the infrastructure costs.

Challenges of Federated Learning in Healthcare

Federated learning offers several benefits for healthcare institutions. However, several key challenges must be addressed for its secure and effective deployment.

1. Data Heterogeneity

Data distribution, quality, and formats vary widely among the hospitals and healthcare organisations. This patchwork presents the biggest challenge. For instance, different hospitals use different techniques and standards for storing patients' health records. These discrepancies make it harder to train a reliable and accurate machine learning model.

2. Limited Communication and Network Issues

Federated learning succeeds by sharing the model updates across numerous number of devices and organisations. This collaborative process required secure and stable internet connections. However, in real-world healthcare organisations—especially in rural or under-resourced areas—network delays can interrupt the progress. This brings the learning process to an unexpected stop, causing critical delays.

3. Privacy and Security Risks

Federated learning enhances data privacy by storing all the data locally. Cyber attackers may try to reverse-engineer shared model updates to extract the confidential information. While techniques like safe aggregation and data privacy offer shields, they present their own types of challenges. Implementing these strategies can be harder and far more complex.

4. High Computational Costs

Federated learning consumes a lot of computing power to train models locally at each healthcare organisation, particularly for large or complex techniques. It is possible that smaller clinics or hospitals lack the technical expertise or the infrastructure required to efficiently participate in the federated learning systems.

5. Difficulty in Model Synchronisation

Combining all the updates into a single global model is more complicated. This happens because each participant trains the model with different data. When the data is not balanced over the healthcare organisations, poor synchronisation might similar to reduce the performance of the model or slow down the learning.

6. Legal and Ethical Challenges

In spite of there is no direct data sharing, regulatory and law concerns still exist. According to healthcare organisations, federated learning systems must follow the national and international regulations, like HIPAA and GDPR. In the event that a model trained with federated learning makes a medical error, there can possibly be concerns regarding accountability.

Conclusion

Federated learning holds enormous promise for healthcare organisations, especially for enhancing AI systems while maintaining patients' privacy. However, challenges including legal complexity, high resource demands, inconsistent data and security threats must be managed properly. These issues must be resolved if federated learning is to be a useful and secure tool in healthcare in the future.



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A Year of Celebration and Connection

Student-led events that brought our campus community to life.

Freshers' Day

Fresh faces, fresh energy—Freshers' Day kicked off in style!















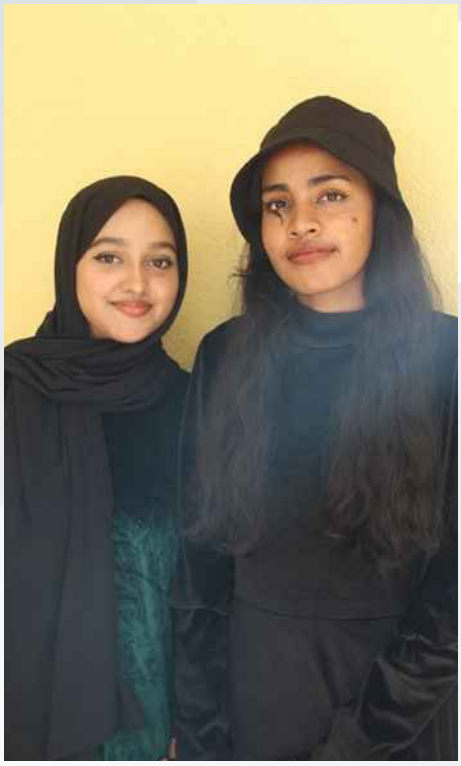




Comic Con

Of capes, masks and memories



















UAE National Day

Celebrating unity, culture and pride on UAE National Day.









Student Iftar

Breaking fast together—an evening of unity and reflection.





Farewell

Adieu. Thank you for the memories and the lasting impact you've made.













Euphoria

The annual Euphoria event brought together students, staff and faculty to celebrate the year's triumphs, friendships and connections.





















Keystroke Dynamics: A New Era in Cybersecurity

Keystroke Dynamics: Unlocking Security Through Typing Patterns

Keystroke dynamics is an emerging field in the world of cybersecurity that focuses on analysing the unique typing patterns of individuals. It might sound futuristic, but it's already used as a biometric authentication method to improve online security. This article explores what keystroke dynamics is, how it works, and its significance in today's digital age.

What is Keystroke Dynamics?

Keystroke dynamics refers to the analysis of how a person types on a keyboard, including factors like typing speed, the duration of key presses, and the time intervals between keystrokes. Just like fingerprints or facial recognition, typing patterns are unique to each individual. These patterns can be used to verify a person's identity, making it a useful tool in enhancing cybersecurity.

How Does Keystroke Dynamics Work?

Keystroke dynamics works by capturing and analyzing data related to typing behavior. For example, when someone types a password, the system records not just the keys they press but also how long they hold each key and the time taken to move from one key to the next. This data is then compared to a pre-recorded profile of the user's typing pattern.
If the typing pattern matches the stored profile, access is granted. If it doesn't match, it raises a flag, indicating potential unauthorised access. The process happens in real time and is seamless for the user.

Applications of Keystroke Dynamics

One of the most important applications of keystroke dynamics is in multi-factor authentication (MFA). Traditional security systems rely on passwords, which can be easily stolen or guessed. By adding keystroke dynamics as an additional layer of security, organisations can make their systems more secure.

Keystroke dynamics are also used in fraud detection. Banks and online payment systems, use it to identify unusual typing behaviour, which could indicate that someone other than the account owner is trying to access the system. Similarly, educational institutions can use it to verify the identity of students taking online exams.

Advantages of Keystroke Dynamics

One of the biggest advantages of keystroke dynamics is its unobtrusiveness. Unlike other biometric systems like fingerprint or facial recognition, it doesn't require any special hardware. All that's needed is a keyboard and a software

system to analyse the typing patterns.

Another advantage is that it's difficult to replicate someone's typing behaviour. Even if a hacker knows the password, their typing pattern will likely differ from the legitimate user's, making it an effective security measure.

Challenges and Limitations

Despite its benefits, keystroke dynamics do have its own challenges. Typing patterns can vary depending on factors like stress, fatigue, or the type of keyboard being used. For instance, a person might type differently on a laptop keyboard compared to a mechanical one. These variations can affect the accuracy of the system.

Additionally, keystroke dynamics might not work well for users who have inconsistent typing habits or for those who type very slowly. Addressing these limitations requires further advancements in the technology.

The Future of Keystroke Dynamics

As cybersecurity threats continue to grow, the need for robust authentication methods becomes more critical. Keystroke dynamics have the potential to play a significant role in this field. Researchers are working on improving its accuracy and integrating it with other biometric systems for even stronger security.

In the future, keystroke dynamics could be widely adopted in areas like online banking, secure messaging, and remote work environments. Its ability to enhance security without compromising user experience makes it a promising technology.

Conclusion

Keystroke dynamics is an innovative approach to cybersecurity that leverages the uniqueness of typing patterns for authentication. While it's not perfect, its potential to enhance security and prevent unauthorized access is undeniable. As technology continues to evolve, keystroke dynamics could become a standard feature in securing digital systems, ensuring a safer online experience for everyone.



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GREEN FINANCE IN THE UNITED ARAB EMIRATES: A ROAD TO SUSTAINABLE DEVELOPMENT

Addressing global environmental challenges and promoting sustainable development are the two aims of Green Finance. Climate change, resource depletion and ecological degradation persuade all countries to consider and discuss Green Finance. The UAE economy is reliant mainly on oil revenues. The nation has embraced Green Finance as a strategic move for economic diversification. Environmental concerns are also behind this shift towards green finance. The UAE's aspiration to become a regional pioneer of the Green Economy is expressed in its initiatives towards advancing green finance and its increasing emphasis on sustainability. The development, current state and future of green finance in the UAE are investigated in this article. There is discussion about the various stakeholders, including the government, financial organisations and the private sector in the UAE, their important initiatives and regulatory frameworks

Need for Green Finance in the UAE.

Environmental issues in the UAE are numerous, including water scarcity, desertification, increased energy demand, and exposure to the effects of climate change. These ecological issues impact or threaten the country's economic and social well-being. It appears the UAE is rather aware of the worldwide energy transition towards renewable and low-carbon energy sources. For the nation's future success and international reputation, sustainable development is vital.

The government fully knows this to be a fact, since it comes through in all the national development blueprints. The UAE Vision 2021 has outlined air quality, water resources, clean energy, and green growth as the main drivers to establish a sustainable environment and infrastructure. This is in line with the UAE's National Climate Change Plan 2017–2050. The plan mentions the requirement for a detailed and extended plan for climate adaptation and emissions reduction. One of the key enablers of sustainability efforts is reportedly green finance (U.A.E. Government, 2017).

Regulatory Framework and Strategic Initiatives.

To foster the growth of green finance, the UAE has laid a solid regulatory foundation. Two of the most important finance hubs of the UAE, the Abu Dhabi Global Market (ADGM) and the Dubai International Financial Centre (DIFC), have implemented guidelines and frameworks for backing sustainable finance and integration of ESG because policymakers acknowledge that policy support is certain for channelling investments into sustainable activities. The DIFC initiated its Sustainable Finance Framework in 2021 to lay down guidance for financial institutions to implement sustainability in their business models. To encourage ESG disclosures as well as ease green bond issuance, the ADGM has joined hands with international partners. These

frameworks are well in tune with the International Capital Market Association's (ICMA) Green Bond Principles. The UAE Central Bank's efforts in this regard are commendable. It encourages the financial sector to adopt sustainable practices. A set of guidelines for environmental and social risk management was introduced by the Central Bank in 2022 to persuade commercial banks to integrate ESG considerations into their credit assessments and investment decisions. As a pillar of the UAE green finance initiative, the Green Bond Market has been developed. In a demonstration of its commitment to sustainable finance, the UAE launched its first sovereign green bond in 2019. The Emirates Water and Electricity Company has issued green bonds to fund its large-scale solar projects, and its contribution in this regard is pivotal. The Noor Abu Dhabi Solar Plant, one of the largest single-site solar installations globally, is one among them. The reduction of carbon emissions and the enhancement of the UAE's energy security and self-reliance are the aims behind the selection of such projects. The UAE demonstrates a clear commitment to aligning its national policies with international sustainability standards. This is evident through active participation in initiatives such as the United Nations Environment Programme Finance Initiative (UNEPFI), the Green Climate Fund (GCF), and similar international programs. (EWEC, 2019)

Stakeholders of Green Finance.

For the development of green finance, the combined efforts of all stakeholders, the Government, financial organisations and the private sector are needed.

Government Leadership.

The government of the UAE is at the forefront of the team of players through the implementation of green policies and the support, via investment, of clean technologies. The Ministry of Climate Change and Environment has been empowered to make national sustainability regulations and create strategies in this regard. The UAE Sustainable Finance Working Group (SFWG) represents a crucial initiative in this respect. The mechanism coordinates the activities of regulators, banks, and other financial institutions to strengthen green finance policies and the sustainable investment currently on the market. The importance of switching to a knowledge-based, diversified, and innovation-driven economy is underscored by the UAE's national plan. The plan declares unequivocally the need for the transformation of the economy to a diversified, knowledge-based, and innovation-led economy that allows low-carbon growth.

The government makes a conscious effort for a green finance-friendly ecosystem through fiscal stimuli, public-private cooperation, and regulatory reforms. 'Green Economy for Sustainable Development' is the aim of the country. The government actively works to create an environment that supports green finance (Dubai International Financial Centre, 2021).

Financial Organisations

Finance is essential for sustainable projects, and the financial organisations in the country play a key role in mobilising capital for such projects. With this aim, the UAE's important banks, such as ADCB, Emirates NBD, FAB, etc., issue specialised green financial products. Abu Dhabi Commercial Bank, for example, offers green loans tailored to energy-efficient buildings and renewable energy installations. Emirates NBD and First Abu Dhabi Bank also issue green bonds with ESG metrics incorporated into their lending frameworks. The commitment of the UAE-based financial entities to aligning banking practices with the UN Sustainable Development Goals (SDGs) and the Paris Agreement is very evident because they are signatories to the UN Principles for Responsible Banking. (Abu Dhabi Commercial Bank,2020).

Role of the private sector

The private sector has also begun to align its operations with sustainability goals. Organisations such as Masdar, the leading renewable energy company, play an active role in the private sector. Both globally and within the UAE, Masdar invests considerably in renewable power projects. To finance these ventures, the company makes use of green finance tools like Sukuk and other sustainable investment funds. Aldar Properties, one of the real estate developers, states that the company is following green building standards like LEED (Leadership in Energy and Environmental Design) in its projects with the support of green financing options.



Challenges in the development of Green Finance.

There are indeed considerable encouraging developments in green finance in the UAE. But still, the country faces several challenges in scaling green finance effectively.

1. Limited knowledge and proficiency. One of the limitations is that investors and businesses do not have a thorough understanding of green finance instruments. The advantages of green finance instruments are not well understood by many. This lack of knowledge could prevent the large-scale implementation of sustainable processes.

2. Non-standardisation: Standardised rules are needed to ensure the comparability and credibility of green finance disclosures. Unfortunately, there has yet to be one unified taxonomy or system for green investments. There is a risk that projects will be inaccurately labelled as sustainable. (International Financial Centre of Dubai, 2021).

3. Emerging Market Ecosystem: The nation needs a market for green financial products like green bonds and loans, but it is still in its infancy. There are some well-known projects, but to secure and maintain investor interest, a larger pipeline of bankable green projects is still desperately needed. (International Financial Centre of Dubai, 2021).

4. Difficulties with Measurement and Verification:

In the UAE, strong data collection and reporting systems are still in the early stages. This makes it harder to track the environmental impact. It is also challenging to make sure that green investments are transparent.

Opportunities and Future Prospects.

Despite the challenge, the UAE is on the cusp of a big green finance revolution. The UAE stands to become a regional power in green finance by building on its financial centres and infrastructure. The UAE can leverage Islamic finance principles to expand its green Sukuk offerings, which appeal to investors who look for both financial and moral returns. With climate technologies booming in the nation, new opportunities have emerged for sustainable finance in the guise of investments in initiatives such as carbon capture, smart grid, and green hydrogen. The nation wants to become a global leader in producing green hydrogen and, with this goal in mind, initiates programs such as the UAE Hydrogen Leadership Roadmap.

By forming more PPPs, the government can persuade the private sector to make green investments, especially in projects like sustainable transportation, water management systems, etc. Other GCC countries are seen as influenced by the green finance ecosystem being developed by the UAE, and they have started adopting similar frameworks in financing and investment. All other GCC countries now consider the UAE as the regional leader in green finance and look at what are all the strategic decisions being taken by the country.

Conclusion

A strong regulatory framework and strategic government initiatives help to attract a growing participation from financial and private sector stakeholders, and these altogether give a significant momentum to the green finance in the UAE. In its national policies, the country's commitment to sustainability is very evident and it plays a very active role on the global stage. Addressing existing gaps and the pressing need for standardisation remains essential. Unless addressed head-on, significant green finance progress will be halted. If the UAE acts positively to address these challenges while embracing upcoming opportunities, the country is well-placed to expedite the development of a sound green finance environment. The international trend to a low-carbon economy is clear and ever more pressing. By overcoming all types of challenges and seizing upcoming opportunities, the UAE can speed up the evolution of a strong green finance system. One can observe how the world is shifting towards a low-carbon economy. The UAE's aggressive push towards green finance puts it in an advantageous position to lead other nations in this period of transformation. The nation acts as a benchmark for other nations in the region and globally.

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Prof. K.M.Krishnakumar
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Next Chapters

1. How did your education at this university prepare you for both your professional career and your volunteering efforts? Are there specific skills you learned that you still apply in your day-to-day work and humanitarian initiatives?

My education at this university was more than just a stepping stone in my professional career; it laid the foundation for both my personal growth and my work in the volunteering space. Professors like Dr. Murali Sir, Dr. K.K. Sir, Salim Gopal Sir, Dr. Fasih Sir, and Sujit Sir were instrumental mentors who guided me not only through academics but also through real-life applications of leadership, emotional intelligence, and strategic thinking. The MBA course wasn't just about business; it helped me understand how to balance personal and professional development. The skills I learned, especially in emotional intelligence, ethics, cultural sensitivity, and effective communication, have been crucial in both my leadership roles and my humanitarian work. These principles guide me daily as I engage with diverse teams, manage relationships, and approach challenges with empathy and purpose.

2. What challenges have you encountered in both your career and volunteer work, and how did your time at university help you develop the skills to tackle them?

Throughout my career and volunteering, I've faced challenges that range from navigating complex operations in fast-paced environments like Dubai Airports to leading teams during high-pressure situations such as COVID-19 screening operations. I've also worked with multicultural groups across volunteering missions, where flexibility, empathy, ethics, and emotional resilience were crucial. My university experience, especially the mentorship of professors, played a key role in preparing me to adapt, lead, and stay grounded through these diverse challenges.

3. What are your plans for the next phase of your academic, professional, and humanitarian journey?

The next phase for me is all about growth, purpose, and global impact. On the academic front, I'm currently exploring opportunities to pursue a PhD. I believe that higher research will not only expand my intellectual depth but also allow me to contribute meaningfully to fields like community development, social impact, and leadership. I'm actively searching for a university that aligns with my values and goals.
From a humanitarian perspective, my dream is to travel and volunteer in over 100 countries, In Sha Allah. I've already had the honour of serving in countries like Singapore and Greece (in Greece, virtually because of a visa issue), and I'm preparing for an upcoming mission in Panama, Central America. Each experience reinforces my belief in the power of human connection, empathy, and ethics.



Sayyed Zuhair Thangal
MBA
Batch of 2018

LIFE SKILLS ARE NOT THE EXTRAS



Life skills are not extras they are the very foundation that shapes how we live, learn, work, and connect with others. These are the emotional, social, and practical abilities we rely on every day: making thoughtful decisions, solving problems, managing emotions, communicating effectively, and adapting to new situations. The World Health Organisation describes life skills as "adaptive and positive behaviours that enable individuals to deal effectively with the demands and challenges of life," emphasising how essential they are for mental well-being, relationship health, and personal growth.
In today's world, knowledge alone isn't enough. We face rapid technological changes, evolving social norms, and a global job market that demands far more than technical know-how. In fact, labour economists have noted that since the 1970s, demand for "deeper learning" skills like critical thinking, teamwork, communication, and problem solving has risen sharply, while demand for routine cognitive and manual tasks has declined. Employers consistently report that entry-level candidates often lack these essential "soft" skills and as advanced technologies and AI become more prevalent, these human capabilities are what set us apart.

A compelling way to grasp the importance of life skills comes from the work of psychologist Howard Gardner, best known for his Theory of Multiple Intelligences. Gardner proposed that intelligence isn't a single, fixed entity measured by IQ tests, but rather a combination of distinct capacities logical, linguistic, spatial, musical, bodily-kinaesthetic, interpersonal, intrapersonal, and naturalistic intelligences. Perhaps his most powerful insight was this definition: "Intelligence is the ability to find and solve problems and create products of value in one's own culture." That definition doesn't just refer to academic pursuits it includes the everyday work of living well, caring deeply, and contributing meaningfully.

Gardner insisted that meaningful engagement when we care deeply and take pleasure in what we do is central to deep learning. Activities like group projects, community service, creative arts, and real-world problem-solving aren't just aides to memory they form the core of authentic, lasting education. When these activities are coupled with interpersonal and intrapersonal learning, they become a powerful vehicle for building emotional resilience, social awareness, and personal responsibility.

And the evidence for life skills education is strong. A U.S. study tracking over 8,000 adults found that those possessing multiple life skills emotional stability, self-control, optimism, determination, and conscientiousness were significantly wealthier, healthier, and more socially connected than those without them, even after adjusting for age, education, and childhood circumstances. In fact, life skills correlated with better mental health, lower loneliness, higher volunteering rates, and even faster walking speed an indicator of longevity. For the next generation, life skills are equally transformative.

A large-scale program in India involving more than 10,000 adolescents showed that structured life-skills training boosted areas like emotional regulation, creative thinking, self-awareness, and interpersonal understanding over 18 months. South India produced similar findings: after six months of focused intervention, students showed statistically significant improvements in critical thinking, creativity, self-awareness, and social skills.

International research backs these results. Social-emotional learning (SEL) programs implemented in schools lead to increases of around 11 percentile points in academic performance, while simultaneously reducing behavioural issues, emotional distress, and conflicts. Explicit life skills instruction also improves student attitudes, attendance, grades, and long-term academic and career readiness.

On a global scale, development and vocational initiatives yield impressive gains: in Nepal, vocational training paired with life skills led to a 10–31 percentage point increase in nonfarm employment and notably higher earnings, especially among women. In Europe, nations have seen life skills boost employment, health, civic engagement, and reduce reliance on government support. In the UK, having strong basic and essential skills literacy, numeracy, communication, teamwork translates to wage premiums of 12–18 %, better health, and higher life satisfaction.

Life skills also carry long-term health benefits. A study on life skills showed strong links to improved physical health, fewer chronic illnesses, better emotional well-being, and increased longevity. Medical students given life-skills training also demonstrated significant increases in emotional intelligence, psychologically equipping them to handle stress, patient relationships, and self-care better.

Even during the COVID-19 pandemic, which led to widespread learning setbacks, research highlighted that life skills instruction helped students recover academically, improve mental health, reduce risky behaviours, and rebuild engagement in school.

So, what do these life skills look like in action? Consider someone preparing for a big job interview: self-awareness helps them recognise nerves, stress-management tools calm them, critical thinking guides their answers, and interpersonal skills help them connect with the interviewer. Or think of two friends having a disagreement empathy helps each side understand the other, active listening opens fruitful dialogue, and negotiation skills prevent hurt feelings.

These everyday moments make all the difference. Without these skills, people often feel overwhelmed, anxious, misunderstood, or stuck. But build these abilities, and life becomes richer: we handle challenges better, form deeper connections, chase goals more effectively, and live with greater confidence and compassion.

In the workplace, these skills pay dividends, too. A factory in Bangalore reported a 250 % return on investment after providing 12 weeks of soft-skills training thanks to increased productivity, better teamwork, and improved employee



morale. This isn't an isolated case: globally, companies value employees who think critically, communicate clearly, solve problems creatively, and collaborate openly.

Education systems are catching on. Some U.S. states now require personal finance classes to close the "adulting gap" — teaching budgeting, taxes, and money responsibility before graduation. Schools are bringing back modern home economics, with cooking, self-care, and stress coping as core parts of life skills education. Even classroom architecture is shifting: more experiential learning and fewer lectures, because studies show that active learning dramatically increases retention and understanding.

Gardner's insight underscores this shift. He warned against treating all students the same—and urged educators to lean into individual strengths: "There are hundreds and hundreds of ways to succeed and many, many different abilities that will help you get there". Life skills and diverse learning paths honour that promise by making education meaningful, inclusive, and deeply human.

This matters now more than ever. As artificial intelligence and automation continue to evolve, the capabilities that make us uniquely human—our empathy, intuition, creativity, flexibility—will become ever more essential. Developing these skills prepares individuals not just to land jobs, but to live purposeful lives.

So, what can be done? Education and training must actively include life skills at every stage: preschool, primary school, vocational training, higher education, and adult environments. Classroom training, experiential learning, mentoring, service projects, arts, problem-based learning and SEL—these all enrich the mind, heart, and relationships of learners.

Parents and families play a crucial role, too. They can model emotional awareness, effective communication, conflict resolution, and resilience in everyday life. Communities and workplaces should also invest in life skills, offering training that builds confidence, empathy, ethics, adaptability, and teamwork.

In a rapidly changing world, life skills are not optional—they are indispensable. They are the glue that holds education, work, health, and community together. They equip us to face uncertainty, navigate complexity, build connection, and live with authenticity.

Gardner reminds us that true intelligence is about applying our abilities in real life: "find and solve problems and create products of value in one's own culture." That is the heartbeat of life skills. These skills power resilience, foster empathy, spark innovation, and allow each of us to contribute in meaningful ways.

If we commit to nurturing life skills—not only in schools, but in all learning environments— we empower people of all ages to flourish. We build stronger families, healthier communities, and more equitable societies. We ensure that individuals aren't just educated—they are humanised: ready to face life with courage, curiosity, and care.

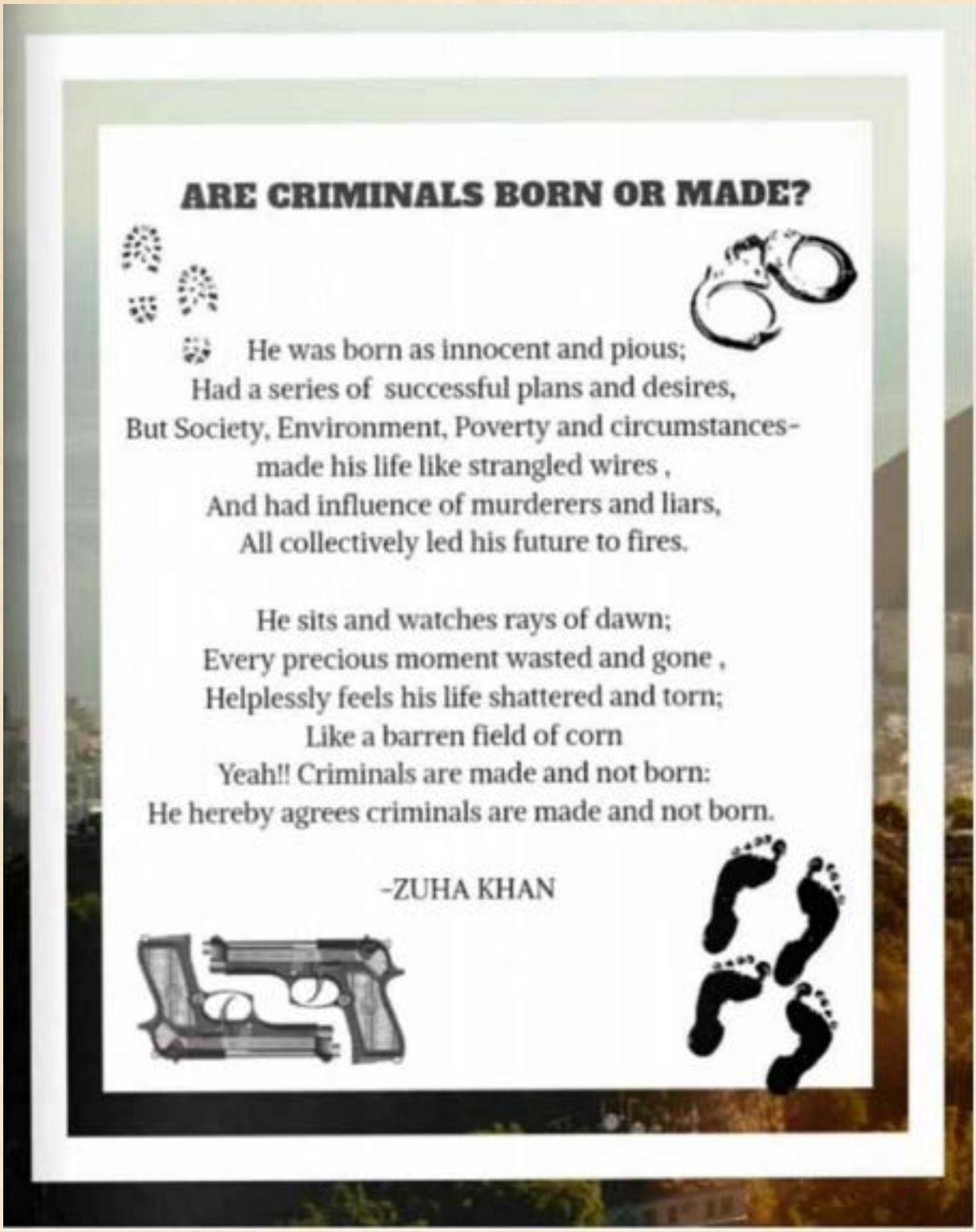
After all, the best measure of our intelligence isn't just what we know—it's how we live, care, connect, and contribute. That's why life skills matter—they are the living work of a life well-lived.

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Seema Rafi
Co-Founder & Managing Director-
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ARE CRIMINALS BORN OR MADE?

He was born as innocent and pious;
Had a series of successful plans and desires,
But Society, Environment, Poverty and circumstances-
made his life like strangled wires ,
And had influence of murderers and liars,
All collectively led his future to fires.

He sits and watches rays of dawn;
Every precious moment wasted and gone ,
Helplessly feels his life shattered and torn;
Like a barren field of corn
Yeah!! Criminals are made and not born:
He hereby agrees criminals are made and not born.

-ZUHA KHAN



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Art Gallery



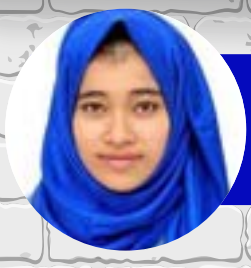


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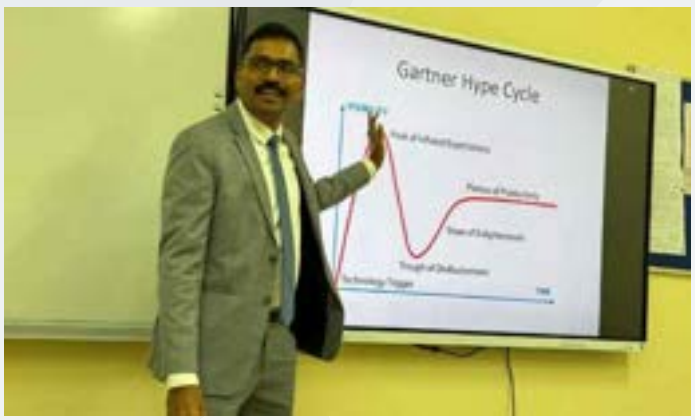
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PHOTO GALLERY





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The Power of Small Wins: How Minor Accomplishments Result in Major Success

It's simple to ignore the little victories that lead to success in a society fixated on lofty objectives. We often think of success as the result of a single event, such as a breakthrough discovery, an innovation, or our ideal job. But in practice, making significant changes is rarely the key to success. These little victories may seem insignificant right now, but they have the power to transform your life in ways you never would have imagined.

Little Victories, Huge Effects

Small victories are the little victories that give you a sense of accomplishment. They could be as trivial as sending a significant email, checking off an item on a to-do list, or stopping/ skipping exercise and exercising for 15 minutes, as opposed to completely skipping it. Although each of these actions may seem minor in itself, they generate momentum and a sense of confidence, and they pave the way for even further success.

Take running a marathon, for example. You do not spontaneously run 26 miles the day you wake up. You start small, running one mile, then two, then five. Each of these milestones is a small victory, and collectively, they get you ready for the final prize.

The Science Behind Small Wins

Psychologists have long been interested in the phenomenon of small wins, and the evidence is striking. As pointed out by research, every objective, small or large, triggers the release of dopamine, a neurotransmitter associated with feelings of well-being, motivation, and happiness. This creates a positive feedback loop that encourages you to keep going and overcome the next obstacle.

Harvard professor Teresa Amabile emphasizes in her book The Progress Principle how making tiny, everyday strides toward fulfilling employment can have a big impact on one's motivation. It's not the size of the progress that matters, it's the fact that you're moving forward.

The Domino Effect

Tipping one over sets off a chain reaction. If you accomplish a small goal, this motivates you to tackle a larger, slightly enhanced one. These modest efforts add up to something significant over time.

Let's look at a reader who wants to make reading a habit. Instead of setting themselves the impossible goal of reading a book every week, they aim to read one page per day. That single page turns into two, then five, then entire chapters. Within a few months, they have already delved into numerous books, a testament to the gradual progress they have made.

Why Small Wins Matter More Than Big Goals

Overambitious goals are exciting but also dooming. When the finish line seems too far away, it's simple to lose motivation and give up. Small wins, on the other hand, provide immediate gratification. They give you something to celebrate today, rather than waiting months or even years for the payoff.

For example, imagine trying to lose 20 pounds. Focusing solely on the end goal might make the journey feel discouraging, especially if progress is slow. However, if you gradually make progress, lose a pound at a time, savour each nutritious meal, or complete easy exercises, it becomes more achievable and rewarding.

Additionally, near misses teach us to focus on the process rather than the outcome. Success is more about developing habits, being more or less consistent, and making more or less progress every day than it is about reaching a single goal.

How to Create and Celebrate Small Wins

Here are some helpful tips to get you started if you're looking to capitalize on small victories.

1. Break big goals into smaller steps

Take a large, daunting goal and break it down into smaller, manageable tasks. For example, if you're writing a book, aim to write 300 words each day.

2. Track your progress

Maintain a journal, a checklist, or use an app to log your achievements. Having visible evidence of your progress can be incredibly encouraging.

3. Celebrate your win

Don't underestimate your accomplishments, no matter how minor they may appear. Treat yourself—a coffee break, a short walk, or simply recognizing your effort with a smile can make a significant difference.

4. Focus on the present

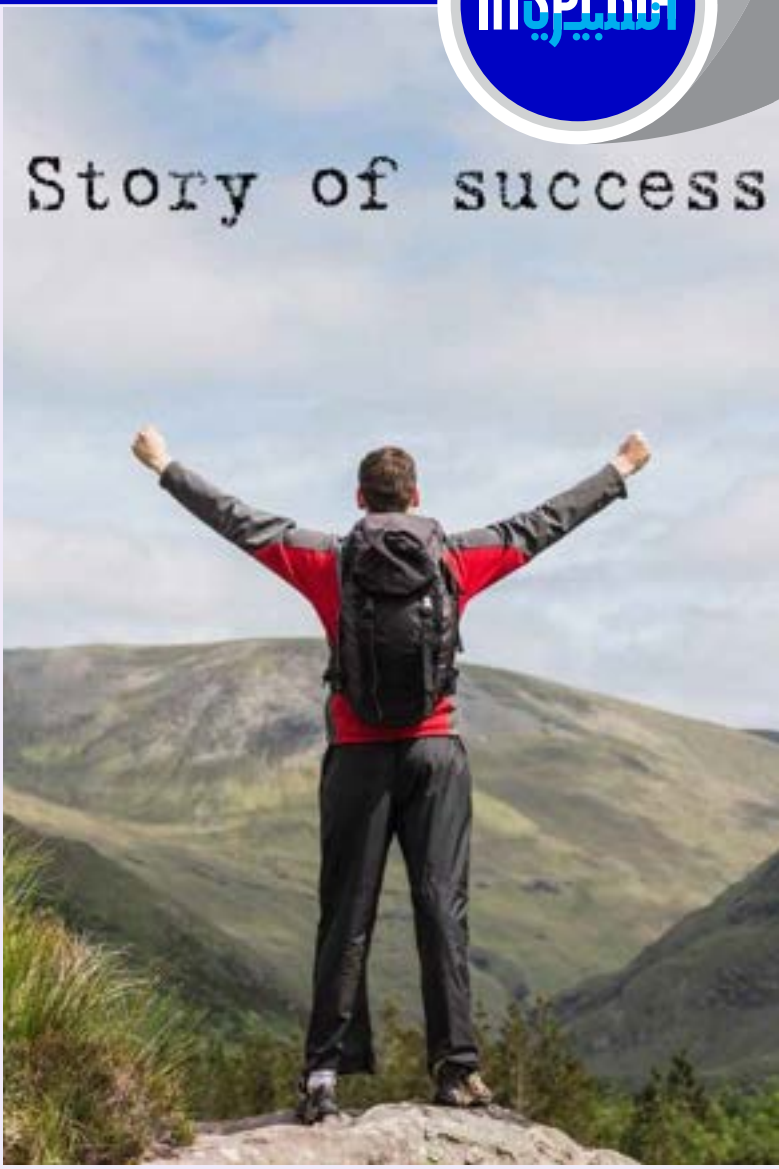
Rather than stressing about how much further you have to go, concentrate on what you can accomplish today. Showing up consistently, even when it's difficult, is the key to small victories.

5. Treat yourself with kindness

It's okay that not every day will seem like a victory. Even if progress appears to be slow, it is crucial to keep moving forward.

Examples of minor victories that lead to success in real life

Many of the most prosperous people in the world credit their success to little but consistent work. Consider Atomic Habits author James Clear. He emphasizes that small routines that are followed every day produce big effects. Athletes, businesspeople, and artists also frequently talk about how little, regular acts, like going to practice, writing a page every day, or trying out new concepts, eventually lead to greatness. This idea is also adopted by businesses. Gmail and Google Maps are two of Google's most notable innovations, which are the result of the company's "20% time" policy, which allows employees to spend a fifth of their time on side projects. These successes began as small experiments rather than large-scale initiatives.



Conclusion

We construct success incrementally. The strength of small wins lies in their simplicity. They're not about grand gestures or instant transformations—they're about the small, consistent actions that lead to progress.

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HOW HAPPY IS YOUR COUNTRY?



The question of whether we are truly happy or not is a dilemma these days. Over time, the focus of enjoyment has moved to new outlets. Happiness, according to different generations, can take many distinct forms. We may have maintained our happiness in many ways during the years we have lived.

The paper discusses the World Happiness Report, 2025, which continues to rank the degree of happiness in the world using a three-year average life assessment. To provide these assessments, people rate their current lives on a ladder scale from 0 to 10, also known as the Cantril Ladder. With 10 being the best possible life and 0 being the worst possible life. Since life assessments are a more reliable indicator of people's quality of life, they serve as the foundation for the happiness rankings. The World Happiness Report is released each year on March 20th, World Happiness Day.

Finland is at the top for the eighth year in a row, followed by Denmark, Iceland, and Sweden. For the fourth year in a row, Afghanistan is listed as the least happy nation, followed by Malawi, Zimbabwe, Sierra Leone, and Lebanon. Of the 136 nations that were part of the data from 2005–2010 and 2022–2024, 67 had gains that were statistically significant and 42 with significant drops in their life evaluations. Those with significant drops include Western industrialised countries with previously, and even currently, high rankings.

The report highlights that people are frequently more generous than they realise and that kindness, both real and perceived, greatly enhances personal happiness and lessens disparities in well-being. One significant and little-researched element promoting happiness and social ties is eating meals with other people. The study also looks at how young adults' happiness is impacted by their social networks.

The World Happiness Report has demonstrated for more than a decade that social ties are significant determinants of happiness across cultures and at the individual and national levels. The varied life experiences in various nations provide a better explanation for life evaluations, which differ more between nations than emotions. While life assessments more accurately represent the circumstances of life overall, emotions from the previous day can be adequately explained

by the events of the day in question. Even in the years following the start of COVID- 19, positive emotions are still more than twice as common as negative ones.

This year's issue focuses on how sharing and caring affect people's happiness. We share and care for one another in a variety of ways. Sharing meals is arguably the most prevalent example. Food and social relationships have long been linked to each other. The prevalence of meal sharing varies greatly across the globe. While people in some nations share nearly all of their meals, People in other nations snack nearly all of their meals by themselves. Disparities in employment, education, and income do not adequately account for these discrepancies.

Using information from the American Time Use Survey, it is observed that unequivocal proof that Americans are spending more and more time eating by themselves. Approximately one in four Americans in 2023 said they had eaten all of their meals by themselves the day before, a 53% increase since 2003. Every age group has seen an increase in eating alone, with young people in particular. Most notably, nations with comparatively higher meal sharing rates typically exhibit higher levels of social support, reduced loneliness and positive reciprocity.

People's perceptions of other people's goodness are far too adverse. For instance, when researchers dropped wallets in the street, the percentage of wallets that were returned was much higher than anticipated. This is very encouraging.

Over the past 20 years, there has been a roughly 25% increase in happiness inequality within nations, but there has been little change in happiness inequality between nations. The fundamental life circumstances that the report takes into account are still GDP per capita, a healthy life expectancy, having someone to rely on, feeling free to make important life decisions, the typical frequency of donations, and opinions regarding corruption in business and government.

Does having money make you happy?

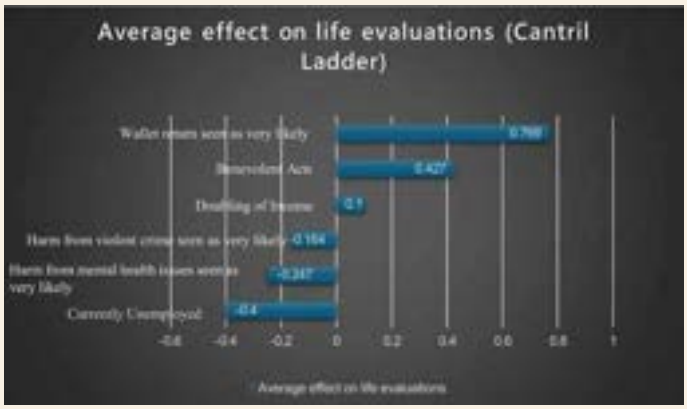
Many sentimental factors go beyond adding value and happiness for the years to live. A range of thoughts and norms exist to create a happy face to gauge a nation's level of happiness. How to show benevolence is a serious question for a lot of people. Where would one donate? To produce as much additional happiness (or less unhappiness) as possible is the rational response. Both expected kindness and activities of kindness have an impact on a person's degree of happiness. Helping strangers is still much higher in 2024 than it was in 2017–19, with an average of 18% worldwide. Happiness is more strongly predicted by expecting kindness from others than by significant actual or anticipated harms.

The results justify that money can buy happiness for other people.

The Benevolence Bump

In every part of the world, benevolence rose during COVID-19. Others responded when people needed more help. This "benevolence bump" has continued ever since. A nation's level of benevolence has a significant influence on its politics as well. The reasons and methods behind people's acts of kindness determine the well-being benefits they provide. The experiences of both recipients and helpers bring greater joy from sharing and caring when done in the context of choices, caring relationships, and obvious benefits.

Figure 1.1: How do benevolent acts and expected wallet return affect life evaluations?



The information about the probability of wallet return and the comparable negative risks of violent crime and poor mental health is taken from the Lloyd's Sign up for the 2019 Foundation World Risk Poll.
Source: World Happiness Report, 2025

The statistics on expected and actual wallet returns demonstrate that people's perceptions of the kindness of others. Benevolent actions deliver greater wellbeing benefits when they involve three Cs: caring connections, choice and a clear positive impact. Giving behaviours frequently take place in social settings, and just seeing someone else give has a positive impact on well-being. Caring communities can be formed and strengthened by such behaviours, which can also spread through people's social networks. Studies on older adults and adolescents have revealed that more balanced social support interactions, with comparable levels of giving and receiving, are linked to better health, fewer symptoms of depression, and even a lower chance of passing away. Personally interacting in a prosocial manner as opposed to expecting others to act generously is connected to well-being.

Deaths Of Despair

Desperation is the antithesis of happiness and can result in substance abuse or suicide. The decrease in deaths from despair is linked to an increase in prosocial behaviour, such as volunteering, giving and assisting strangers around the world.
Men are almost four times more likely than women to die of despair, and those over 60 are more than twice as likely

to do so compared to those between the ages of 15 and 29. Suicide accounts for three-quarters of deaths, with alcohol and drug abuse coming in second and third.

Reducing deaths from despair worldwide is consistently linked to an increase in prosocial behaviour, such as volunteering, generosity, and lending a helping hand to strangers.

Why do some nations have higher rates of deaths from despair while others have lower rates? Social connections give people a sense of belonging, emotional support and meaning, self- worth, and life's purpose, all of which promote mental health and lessen the propensity to engage in undesirable behaviours. By encouraging shared values and a sense of accountability, trust in others and cooperative norms, prosocial behaviour adds to social capital both among various groups and within civic networks.

Conclusion

There is ample evidence that people who lead happier lives are more likely to live longer, be more cooperative and trusting and generally more capable of handling the demands of life. Health, income, generosity, corruption and a sense of freedom will all be improved by this. Finland has low levels of wellbeing inequality, and the data indicates that there is less need for private charity there as well. Donations are the only one of the three benevolent acts to have a statistically significant relation to average life evaluations at the national level. Comparable to income and unemployment, meal sharing is a very powerful predictor of subjective well-being. Higher life satisfaction, positive affect, and lower negative affect are reported by those who eat meals with others more frequently. This holds for people of all ages, genders, nations, cultures, and geographical locations. Strong associations between meal sharing and positive affect were discovered in another experiment, but these effects were lessened with increased use of smartphones while eating. Sharing meals with others was linked to lower rates of depression, according to a different study conducted in China with about 9,000 older adults.

It was anticipated that the biggest increases in dining alone would occur around the time of Facebook's 2004 launch and the iPhone's 2007 release. Rather, there is a fairly steady and consistent increase in the number of young people eating alone between 2003 and 2015, with progressively steeper trends in the years that followed. Social connections greatly improve people's subjective well-being in their early adult years and protect them from the negative effects of stress.

While life evaluations are more sensitive to freedom, social support and GDP per capita, deaths of despair are more sensitive to the population structure. Nonetheless, prosocial behaviour components are linked to both variables. Specifically, an increase in donations raises life assessments in a manner that is comparable to a decrease in deaths of despair. Thus, building happiness is cemented by various factors that contribute to the rich smile on one's face.

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Silence Of Happiness

A soft glow in the corners of ordinary days.

It dances in the shadows of unspoken smiles,

and whispers in the rustle of leaves and in the

hustle of our lives.

Happiness is the warmth of a shared glance, so

take the chance to find the joy in it, search

for the little piece of peace.

Well, happiness blooms where chances are

seized, not displeased because every glance

holds a chance to enhance within it.

Through It, Then Beyond:

It's just about it, you go through it, you win it

or lose, BUT COME BACK.

We often trap ourselves in life hustle storms,

but never unveil our thoughts that dawn still

rises, fierce with light.

You try your hardest, give your best.

You win, you lose, you laugh, you cry, but never

stop, and always try.

Let's make up for these thoughts that mistakes

will teach, the pain will pass, and strength will

come.

No dream too far, no fear too wide, with

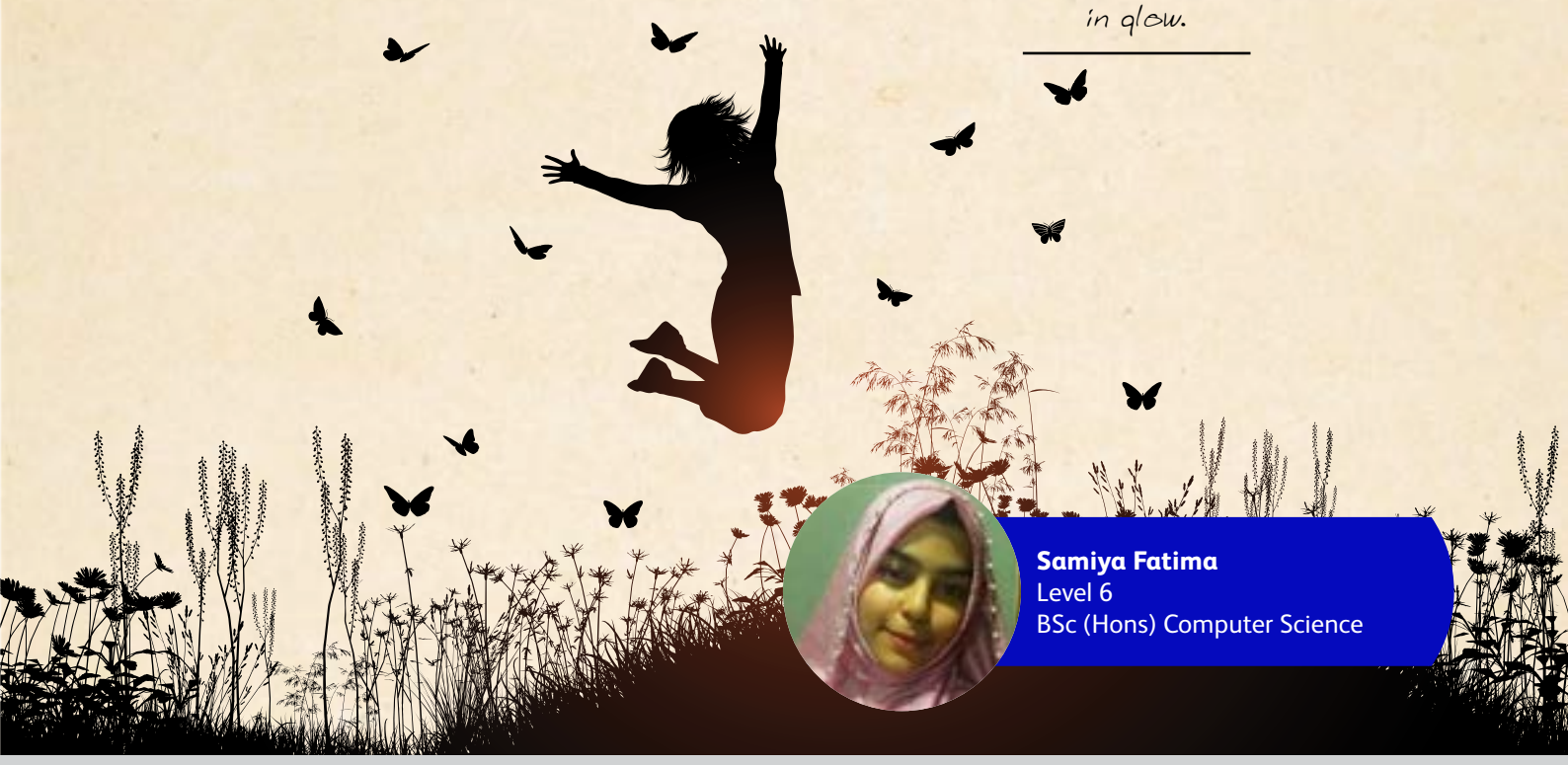
confidence, you turn the tide.

So hold on tight, don't ever quit, it's just about

you going through it and coming back.

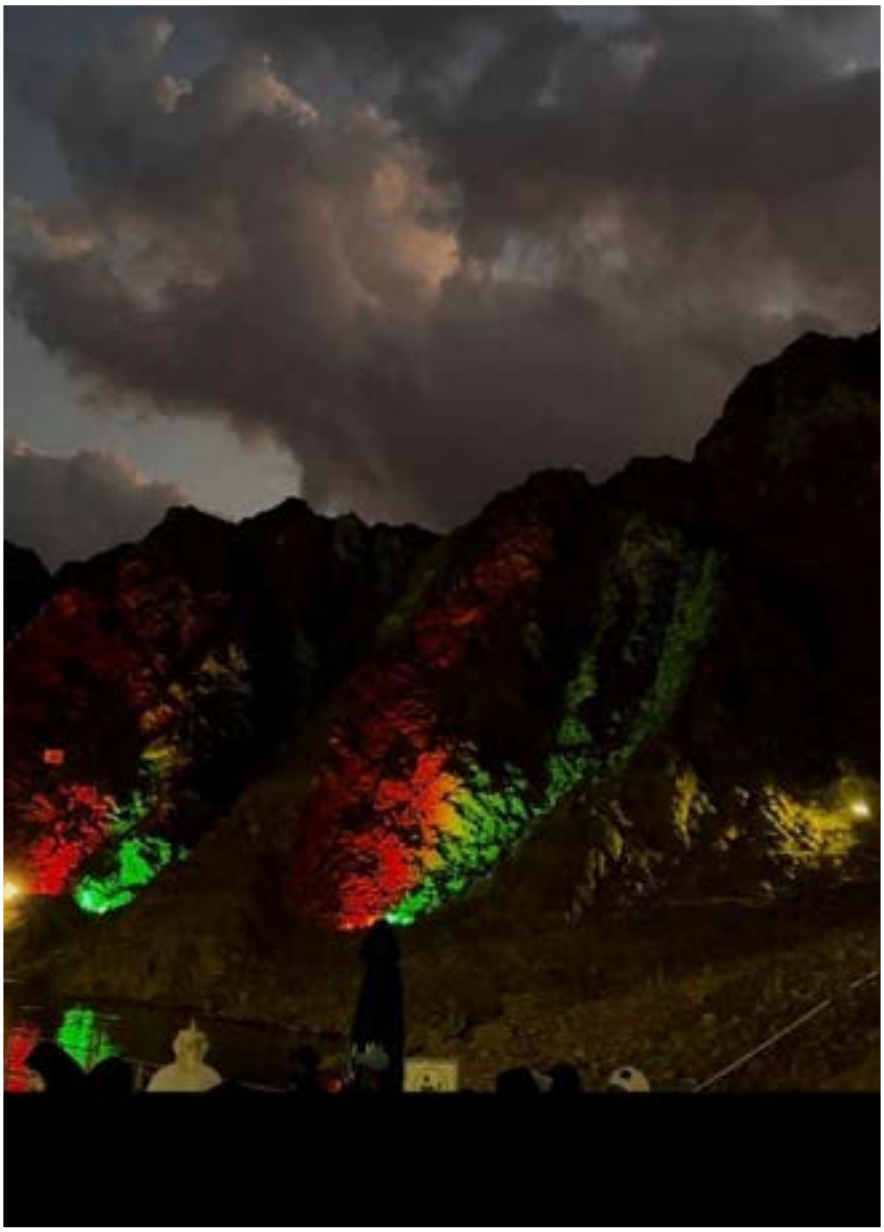
That's how you grow, lose, return, and reborn

in glow.



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Mental Health in the Age of Reels and Scrolls

In today's digital era, the lives of young individuals are intricately woven with the threads of social media. Platforms like Instagram, TikTok and Snapchat have become integral to their daily routines, offering avenues for connection, self-expression and entertainment. However, this digital immersion has also introduced a complex array of challenges, particularly concerning mental health.

Social media platforms are designed to captivate. Features like infinite scrolling, algorithm-driven content, and instant notifications are engineered to keep users engaged. For adolescents, whose brains are still developing, this can lead to compulsive usage patterns. The constant influx of information and stimuli can overwhelm their cognitive capacities, leading to decreased attention spans and increased anxiety.

Comparison Trap

One of the most insidious aspects of social media is the culture of comparison it fosters. Users are often exposed to curated highlights of others' lives, leading to unrealistic standards and expectations. This phenomenon, often referred to as the "compare and despair" effect, can erode self-esteem and foster feelings of inadequacy. Studies have shown that frequent exposure to idealised images and lifestyles on social media correlates with increased rates of depression and anxiety among teens

Body Image and Self-Perception

The proliferation of filters and photo-editing tools has further complicated young adults' relationships with their bodies. Terms like "Snapchat Dysmorphia" have emerged to describe the desire to emulate filtered versions of oneself in real life. This distorted self-perception can lead to body dissatisfaction and, in severe cases, contribute to the development of eating disorders.

Cyberbullying and Online Harassment

The anonymity afforded by the internet has given rise to cyberbullying—a pervasive issue that can have devastating effects on young minds. Victims of online harassment, irrespective of their age, often experience heightened levels

of stress, depression and in extreme cases, suicidal ideation. The 24/7 nature of social media means that there's little respite for those targeted, making it a relentless source of distress.

Sleep Disruption and Cognitive Impacts

Excessive screen time, especially before bedtime, has been linked to disrupted sleep patterns among adolescents. The blue light emitted by screens interferes with melatonin production, delaying sleep onset. Chronic sleep deprivation can impair cognitive functions, reduce academic performance and exacerbate mood disorders.

The Role of Algorithms

Social media algorithms prioritise content that garners high engagement, often sensational or emotionally charged material. This can skew users' perceptions of reality, exposing them to a disproportionate amount of negative or misleading information. For impressionable youth, this can shape worldviews based on distorted narratives, further impacting mental well-being.



Strategies for Mitigation

While the challenges are significant, there are proactive steps that can be taken to mitigate the adverse effects of social media on youth mental health. Here are some

1. Digital Literacy

Integrating digital literacy would mean equipping students with the tools to critically assess online content, understand the mechanics of social media and recognise the potential pitfalls of digital engagement.

2. Familial Involvement

Open dialogues with family members, parental figures or mentors about online experiences can foster trust and awareness. Setting self-monitored boundaries, such as screen-free zones or designated offline times, can help establish healthy digital habits.

3. Promoting Offline Activities

Encouraging participation in extracurricular activities, sports, and face-to-face social interactions can provide balanced alternatives to screen time, promoting overall well-being.

4. Mental Health Resources

Communities should ensure accessible mental health resources, including counselling services and support groups, to address issues stemming from digital stressors.

5. Policy and Regulation

Advocating for policies that hold social media platforms accountable for harmful content and promote user well-being can lead to systemic changes that protect young users.

The digital landscape is an integral part of modern adolescence, offering both opportunities and challenges. By fostering awareness, promoting healthy habits, and providing support, we can help young individuals navigate the complexities of the online world, ensuring that their digital lives contribute positively to their mental health and overall development.



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Applications of Mathematics in Industry 4.0 Technologies

In the fast-paced landscape of the 21st century, we find ourselves at the convergence of innovation and discovery, with science and technology shaping the contours of our future in unprecedented ways. Industry 4.0 refers to the Fourth Industrial Revolution , characterized by the integration of digital technologies into various aspects of industrial processes, manufacturing, and services.



These technologies - Internet of Things, Artificial Intelligence & Machine Learning, Big Data Analytics, Cyber Physical Systems, Cloud Computing, Edge Computing, 3D Printing, Augmented and Virtual Reality, Autonomous Robots, Blockchain, Digital Twin and 5G Technology - are interconnected and work synergistically with the aim to create “smart factories” that enhance the overall efficiency, productivity and flexibility of the industrial ecosystems. The role of mathematics in Industry 4.0 technologies is pivotal, serving as the backbone for the design, optimization, and functionality of various aspects within this transformative era of industrial advancement. Here, I highlight the important applications of several mathematical concepts in Industry 4.0 technologies:

Time Series Analysis and Statistical modelling are used in predictive maintenance to analyse historical data, predict equipment failures, and optimize maintenance schedules. Operations research and optimization algorithms optimize supply chain processes, including inventory management, demand forecasting, and logistics, improving efficiency, and reducing costs. Quality Control and Process Optimization employs statistical models to monitor and control manufacturing processes, ensuring product quality, identifying defects, and optimizing production parameters. Kinematics and control theory are used to design and control robotic systems, ensuring precision and efficiency in automated manufacturing processes. Digital twin models, based on mathematical principles such as differential equations and simulation modelling, simulate and analyse physical systems, facilitating design, testing, and optimization. Linear algebra, calculus, and probability theory are used in data analytics and machine learning models for pattern recognition, predictive analysis, and decision-making in real-time. Number theory and cryptography are applied to ensure the security and integrity of data in blockchain technology, providing a secure and transparent framework for transactions. Signal processing and probability theory help to process and analyse data from IoT devices, facilitating real-time monitoring, control, and communication in interconnected systems. Geometry and computer graphics are integral parts of creating realistic AR and VR environments, enhancing training, maintenance, and visualization in manufacturing processes. Statistical analysis and machine learning algorithms support the processing and analysis of large datasets (Big Data), extracting meaningful insights for informed decision-making.

Industry 4.0 Technologies	Mathematical Concepts Applied
Artificial Intelligence (AI)	Linear Algebra, Calculus, Probability Theory, Statistics
Blockchain Technology (DLT)	Cryptography, Game Theory, Linear Algebra
Internet of Things (IoT)	Signal Processing, Control Theory, Optimization
Big Data Analytics	Data Mining, Machine Learning, Statistical Analysis
Cloud Computing	Graph Theory, Linear Programming, Queuing Theory
Cybersecurity	Cryptography, Number Theory, Information Theory
Robotics	Kinematics, Dynamics, Control Theory

The integration of mathematics into these applications in Industry 4.0 is fundamental for optimizing processes, enhancing efficiency, and enabling intelligent, data-driven decision- making in the modern industrial landscape.



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In-depth Analysis of Key Players in the Airline Industry

1. Emirates Airlines: Flying High on Luxury and Innovation

Emirates Airlines is globally renowned for redefining the meaning of luxury in air travel. From its lavish onboard lounges to private first-class suites with showers at 40,000 feet, Emirates has set the benchmark for premium service. With one of the world's youngest and largest wide-body fleets, dominated by the iconic Airbus A380, Emirates has elevated its brand into the upper atmosphere.

However, the aviation industry is changing rapidly. Climate urgency, digital transformation, and shifting passenger expectations demand more than glamour: deep-rooted innovation.





Key Innovation 1: ICE - From Industry Leader to Legacy System

Emirates' ICE (Information, Communication, Entertainment) system is often cited as a hallmark of its customer experience. Launched in 2003, ICE boasts over 5,000 channels in 40+ languages, live TV and a world-class music and movie library.



Critical View: ICE once set the gold standard for in-flight entertainment. However, in today's world of personalised streaming and 5G mobile access, ICE now feels more like a polished legacy system than a true innovation. Competitors like Qatar Airways are already integrating app-based and Bluetooth-enabled systems. Therefore, Emirates must explore the integration of AI-based content recommendations, syncing with personal devices and providing cloud-based connectivity if it wants ICE to remain relevant.

Key Innovation 2: Fleet Strategy - From Giant Airliner to Sustainable Efficiency

For nearly two decades, Emirates built its image around the Airbus A380 and Boeing 777, operating the world's largest fleet of these double-decker giants. The spacious cabins and luxurious configurations helped the airline stand out.





	Airbus A380	*Boeing 777*
Fleet	102	166
On order	76	173
Destinations	48	107
Cabin Crews	More than 23000	More than 23500
Total passengers	99 million	226.5 million

Critical View: While the A380 strategy delivered exceptional brand equity, it has fallen short in terms of long-term operational and environmental efficiency. Emirates is now pivoting, albeit late, towards the next-generation aircraft, like the Airbus A350 and Boeing 787 Dreamliner - both of which offer up to 25 % better fuel efficiency. This transition is essential for profitability and climate accountability, but the airline must accelerate this shift and communicate a clear path forward to regain sustainability leadership.

Key Innovation 3: Biometric Boarding - High Tech Meets High Risk

Emirates has rolled out biometric check-in and boarding systems at Dubai International Airport. Using facial and iris recognition, travellers can enjoy a "touchless" journey through immigration, boarding, and lounges.



Critical View: While this improves operational efficiency and enhances passenger convenience, especially in a post-COVID world, it comes with ethical and legal challenges. Cross-border data governance, passenger consent and transparency are major concerns.

Key Innovation 4: Sustainability - Signals Without Scale

Emirates has trialled Sustainable Aviation Fuel (SAF), invested in lighter inflight equipment and adjusted flight paths to reduce emissions. In May 2023, it also announced a $200 million R&D fund to support fuel innovation.
Critical View: These are steps in the right direction, but Emirates lacks a clear, measurable path to net-zero emissions. Compared to KLM or Lufthansa, which have robust SAF procurement targets and transparent ESG reporting, Emirates' efforts feel symbolic. The absence of a comprehensive sustainability strategy could alienate climate-conscious travellers and investors alike.



Key Innovation 5: Cabin Experience - Elite Innovation, Narrow Reach

The Emirates cabin experience, particularly in first class, remains unmatched. From zero-gravity seating to on-demand gourmet meals and virtual windows, the airline delivers luxury that few can rival.



Critical View: However, these innovations benefit only a small fraction of travellers. Emirates has been slow to innovate in economy and business class, where the bulk of its customer base lies. Features like improved seat ergonomics, free in-flight Wi-Fi, real-time upgrade options, or modular meal selections could significantly enhance appeal without eroding luxury brand equity.

The Next Innovation!

While Emirates leads in visible innovations, in my opinion, it lags behind in operational technology. Airlines like Lufthansa and Singapore Airlines are investing in AI for predictive maintenance, blockchain for loyalty programs and digital twins for route optimisation. Meanwhile, Emirates appears to be playing catch-up. For example, Delta Airlines uses machine learning to reduce unscheduled aircraft downtime by 30 % .

The following are the key areas, in my opinion, for Innovation :

- AI-based forecasting: For predictive maintenance and crew optimisation.
- Dynamic pricing: Based on customer behaviour and real-time demand.
- Digital twins: To simulate flight paths, fleet performance and fuel usage.
- Smart supply chains: Using IoT sensors and AI for real-time logistics.

Thus, Emirates Airlines has already achieved what many competitors strive for - a world-class reputation grounded in luxury, service and scale. But in the decade ahead, aviation will be defined by green innovation, digital transformation and resilience. To remain a leader, Emirates must move beyond prestige and commit to structural innovation across its ecosystem.
The airline's future won't be secured by more leather seats or glossier screens - it will depend on its ability to balance luxury with sustainability, integrate technology into every process, and adapt boldly to the demands of a carbon-conscious, digitally fluent world. In a sky full of rising stars, only those with vision and execution will truly soar.



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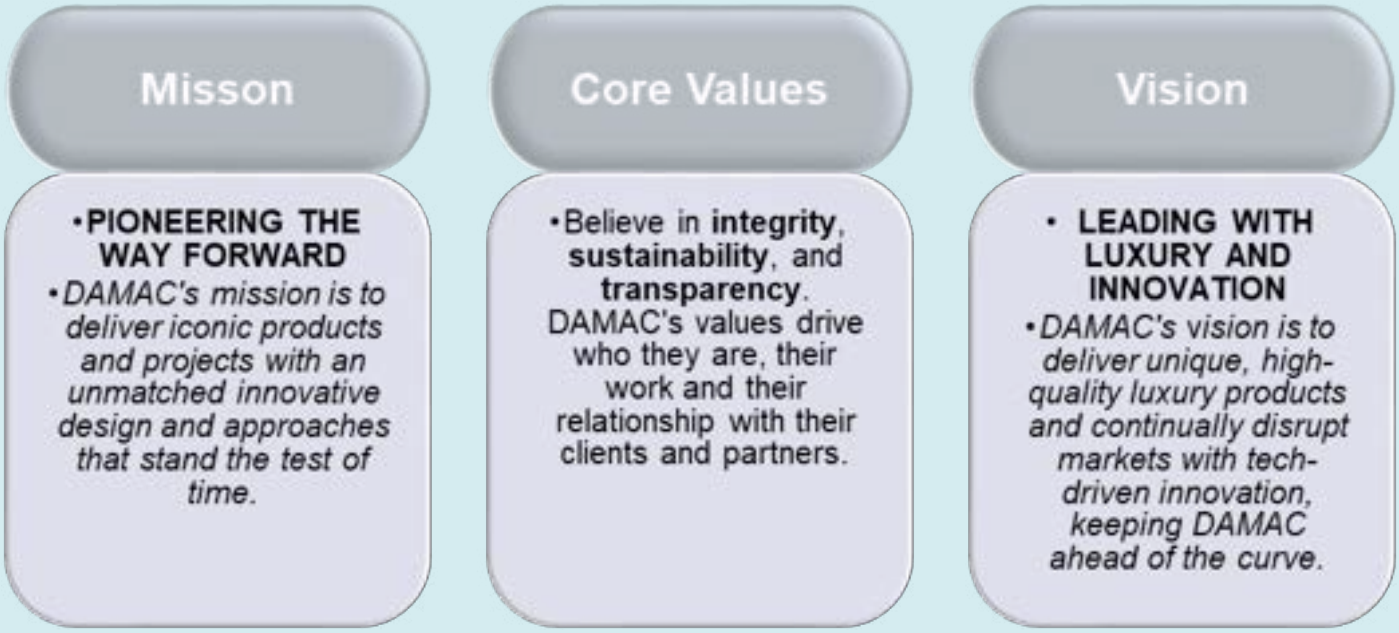
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2. Egregious Core Competence – A case of DAMAC Air

Damac Air is a strategic business unit of the Damac Group, or more popularly known as the Damac Properties: a leading luxury real estate developer headquartered in Dubai, United Arab Emirates. Established in 2002 by Hussain Sajwani, the company is part of the DAMAC Group and has played a significant role in shaping Dubai's high-end property market.



What is their business?

The DAMAC Group of Companies, led by Dubai-based businessman Hussain Sajwani, is a prominent Emirati business conglomerate. Starting in catering and logistics, they have diversified into property development, real estate, data centres, retail, fashion, hospitality and capital markets. DAMAC Group excels across these industries, making a positive impact through its expertise. DAMAC has partnered with prestigious brands like Versace Home, Paramount Hotels and Resorts, Fendi Casa and De Grisogono.

Dubai-based real estate giant DAMAC Properties was in search of newer ways of exploring new opportunities, keeping its core competence in mind. This led to the idea of DAMAC Air.

They have recently made a high-profile foray into the aviation industry with the launch of DAMAC Air. More than just an airline, DAMAC Air aims to redefine the very concept of luxury travel by offering exclusive flights to exotic island destinations such as Bali, the Maldives, Hawaii, the Seychelles, Fiji and Bora Bora. Since its launch on November 11, 2024, DAMAC Air has been positioned not merely as a carrier but as a premium lifestyle brand in the skies.

Industry Outlook and Opportunity

The global airline industry, severely disrupted by the COVID-19 pandemic, is now on a path of steady recovery. In 2023, international airlines operated 28 million flights, serving over 3.1 billion passengers. As global travel demand rebounds and high-net-worth individuals seek tailored, experience-rich journeys, DAMAC Air strategically enters the market with a unique proposition. Its model is built on premium, direct and luxurious travel experiences targeting affluent vacationers.



DAMAC deliberately distances itself from the traditional airline image. Rather than being seen as another carrier, it brands DAMAC Air as a concept of comfort and exclusivity that starts from the moment of boarding. The promise is simple: transform travel from a necessity into a luxurious escape.





External Environment: PESTLE Analysis

DAMAC Air's operational strategy is influenced by various external macro-environmental factors. Through a PESTLE analysis, we gain insight into the potential challenges and opportunities it faces:

- Political: The UAE's Open Skies policy and stable governance offer a favourable framework. However, geopolitical tensions, such as regional sanctions, can disrupt operations.
- Economic: Dubai's economic strength and tourism-centric growth benefit the airline. However, rising fuel prices and global inflationary pressures could impact profitability.

- Social: DAMAC Air targets a niche demographic—affluent travellers with a preference for exclusive experiences. Social trends, especially a growing desire for sustainable and meaningful travel, are both an opportunity and a challenge.
- Technological: Technological advancements such as contactless check-ins, biometric verification, and inflight connectivity are at the heart of DAMAC Air's service model.
- Environmental: Global pressure for sustainable aviation is increasing. DAMAC must invest in greener technology and practices to stay competitive and responsible.
- Legal: Regulatory compliance, especially in data privacy and aviation safety, will be key. DAMAC must adhere to global norms such as GDPR and emissions regulations.

Industry Analysis: Porter's Five Forces

Using Porter's Five Forces framework, we analyse DAMAC Air's competitive landscape:





1. Threat of New Entrants: Low, due to high capital investment, regulatory barriers, and brand loyalty requirements.
2. Bargaining Power of Suppliers: High, especially with limited aircraft suppliers and volatile fuel prices.
3. Bargaining Power of Buyers: Moderate to high, as customers have ample choice and high expectations.
4. Threat of Substitutes: Moderate, with luxury cruise ships and private jets offering alternatives.
5. Industry Rivalry: High, with established carriers and new luxury services competing for elite travellers.

Despite stiff competition, DAMAC Air leverages brand trust and a niche offering to minimise direct threats.

Internal Environment and Capabilities: VRIO Framework

DAMAC Air capitalises on several internal strengths drawn from the DAMAC Group. The VRIO (Value, Rarity, Imitability, Organisation) framework helps identify strategic advantages:





- Valuable: DAMAC's brand, customer service, and luxury experience add immense value.
- Inimitable: Strong brand equity and customer loyalty make it difficult to copy.

- Rare: Its combination of real estate expertise and aviation luxury is unique.
- Organised: DAMAC is structured to deploy its resources effectively.

Resource or capability	Valuable	Rare	Imitable	Organized to exploit	Impact on Competitive Advantage
Efficient performance and large fleet size	Yes	Yes	No	Yes	Permanent competitive advantage
Huge revenue	Yes	No	Yes	Yes	Temporary competitive advantage
Market share	Yes	Yes	Yes	Yes	Short term competitive advantage
Efficient workforce	Yes	Yes	No	Yes	Permanent competitive advantage
Productive leaders	Yes	Yes	No	Yes	Permanent competitive advantage
Business model	Yes	No	Yes	Yes	Temporary competitive advantage
Brand reputation and brand recognition	Yes	No	No	No	Temporary competitive advantage

By aligning these internal strengths, DAMAC Air is positioned to achieve a long-term competitive advantage.

Innovative Experience and Lifestyle Branding

DAMAC Air's unique selling proposition lies in its experiential branding. From plush interiors to personalised services, the airline offers amenities that resemble five-star hotel comfort. It even integrates AR/VR technology to enhance customer engagement and planning.

The airline's philosophy is that the journey should be as enjoyable as the destination. This idea is reflected in curated meals, privacy pods, digital entertainment, and concierge-style assistance, making DAMAC Air more of a floating resort than a conventional airline.

Sustainability Concerns

Environmental accountability is an area DAMAC must take seriously. With increasing global scrutiny on carbon emissions and resource usage, it must commit to using eco-friendly materials, adopt fuel-efficient aircraft, and potentially invest in carbon offset programs.

Moreover, the airline can gain goodwill by publishing sustainability goals and aligning with global benchmarks such as the UN Sustainable Development Goals (SDGs).

Damac Charting a New Course

The question is, is it the appropriate illustration of expanding core competence? From all accounts, it looks like so.
DAMAC Air represents an innovative fusion of real estate luxury and aviation excellence. While it enjoys strong backing, a loyal client base, and a premium niche, ongoing success depends on how well it adapts to dynamic market conditions, regulatory landscapes, and environmental responsibilities. DAMAC Air has all the hallmarks of a market disruptor. It reimagines luxury travel with strategic vision, technological investment, and elite service standards. If executed effectively, this venture has the potential to set new standards in the global aviation and hospitality landscape.

DAMAC Air has indeed shown an egregious demonstration of exploring new business opportunities while keeping core competence intact. Only time will tell now whether it is as commercially profitable as their other businesses are.



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Level 5
BSc (Hons) Cyber Security



No Learner Left Behind: Exploring Collaborative Constructions and Stimulus Cases

The No Child Left Behind (NCLB) is a pedagogical mandate and later a legislative law promulgated by the then-President George W. Bush in 2002. It aimed to improve student achievement and change the culture of America's schools by increasing accountability for schools, school districts and states. Schools had to demonstrate adequate yearly progress (AYP). More importantly, the NCLB Act required that teachers be certified and demonstrate competence in their subject areas and brought national attention to achievement gaps. In 2015, the NCLB was replaced by the Every Student Succeeds Act (ESSA), which offered more flexibility to the US states. However, the central message of learner focus and accountability stayed unhindered.





The Concept of Collaborative Construction

The idea of Collaborative Construction refers to the process where learners create understanding, artefacts, or solutions in a group through interaction, dialogue, and shared tasks of research, articulation, and public expression. It catapults the learners from being passive recipients of information to active co-creators of knowledge, insights, and solutions.

The key steps in the collaborative construction are as follows:

1. Stimulate an interesting mission
2. Design meaningful tasks
3. Assign roles and responsibilities
4. Using collaborative tools such as Google Docs, Padlet, Miro or Trello to let students build ideas together in real-time

5. Encourage dialogue and reflection, think-pair-share, round-table discussions, or peer review
6. Finally, incorporate gamification or challenges.

Teaching Cases as Inclusive Learning

The general case method is a teaching strategy where learners examine, analyse and propose solutions to realistic, complex scenarios (called cases). They are systematically arranged descriptions of problems, issues, decision-making dilemmas, happenings, or something similar reported from life.

It has now been almost three-quarters of a century since this method was first used in the USA, especially at Harvard institutions in business, law, medicine, engineering and many other fields too. In the method, learners become active participants, not just passive listeners. Their focus is on decision-making, critical thinking, and practical application.





Over a period, the case method of learning has exhibited several issues. To begin with, they are time-consuming. Preparing, conducting, and discussing cases often requires more time than traditional lectures. They can limit the number of topics covered.

The biggest demerit of the method of teaching is that it may disadvantage the quieter students. More vocal or assertive students tend to dominate discussions. Introverted learners often seem to struggle to contribute, leading to unequal participation.

The concept of Stimulus Case learning where no learner is left behind.

Stimulus case is a brief story on a real-life business or management situation already in a public domain that stimulates decision-dilemma or an uncertain outcome. The stimulus case method is a teaching approach where students learn by researching the problem stimulus, collecting, and knowing more in a team, analyzing real-world scenarios, presenting their solutions, challenges, recommendations, participating and reflecting. They aim to develop critical thinking, data collection, problem-solving, communication, presenting and negotiation skills by immersing learning in complex situations and fostering active learning through collaborative engagement.

Figure 1 below illustrates the Pavlovian approach to stimulus response, Figure 2 shows a potential site for a stimulus case pedagogy (https://www.antiersolutions.com/blogs/the-tokenization-of-real-estate-in-the-uae-a-new-era-for-property-investment/). Figure 3 states the stimulus case sample data.

Figure 1



Figure 2



Stimulus Case Sample

UK moves forward with plans to regulate buy-now, pay-later schemes
May 19, 2025, Gulf News

The new rules "will protect shoppers from debt traps": UK economic secretary

The UK will introduce a series of stricter rules for buy-now, pay-later lenders from next year, a move that will bring the regulation of their offerings in line with other credit products.

Legislation bringing the BNPL industry under regulation will be laid before Parliament on Monday, according to a Treasury statement. Under the rules, lenders such as Klarna and Clearpay will be required to check shoppers' affordability before offering loans, while borrowers will get faster access to refunds and the right to complain to the Financial Ombudsman.

The new rules "will protect shoppers from debt traps," Emma Reynolds, economic secretary to the Treasury, said in the statement, which said the new rules would come into effect from next year.

A spokesperson for Klarna welcomed the "progress on regulation" and said the firm looks forward to working with the UK's Financial Conduct Authority. A spokesperson for Clearpay said the regulation will "give clarity and consistency to the sector."

The move comes after years of reviews and discussions by the previous Tory government about how fast-growing firms like Klarna, Block Inc.'s Clearpay, PayPal Holdings Inc., and Zilch Technology Ltd. provide consumer credit products.

source https://gulfnews.com/business/retail/uk-moves-forward-with-plans-to-regulate-buy-now-pay-later-firms-1.500132048

Figure 3

Data Sources for Stimulus Cases

Sources of evidence for case studies include interviews, documentation, archival records, direct observations, participant observation, and physical artefacts. One of the most important sources of data in a qualitative case study research is the interview. The instant sources of stimuli cases, however, are Daily News stories, TV News stories, Google Search results, Company/ industry Websites, YouTube, Projects/ assignments, Textbook chapters, and Slice of Life stories. The process includes the following steps. First, learners read and research the case, identifying key issues, potential solutions, and supporting evidence. Second, they participate in small group discussions to share their analysis, debate different perspectives, and refine their understanding of the case. Third, instructors facilitate a class-wide discussion, guiding the conversation and encouraging students to challenge each other's ideas and perspectives. The final step is when learners reflect on the case, the discussion, and their own learning process, considering how they might apply these insights to future situations.

Key benefits of the Collaborative Constructions



The collaborative construction team is a unit that pools its resources and knowledge, shares the same goals, and works together towards achieving that goal. In a successful collaboration, every member coordinates, cooperates and works towards building a good association based on mutual trust and respect.

Collaborative construction learning is positioned on the logic of the "No Child Left Behind" (NCLB) - a powerful idea in education policy aimed at equity and accountability in law and as an educational philosophy. NCLC ensures that every child deserves an equal opportunity to succeed and that Schools and teachers must be held accountable for all students' learning, including those from disadvantaged backgrounds.

Stimulus case learning ensures that no learner in higher education is left behind, irrespective of the culture, caste, family, or national boundary. It promotes deeper understanding through shared reasoning and develops communication and teamwork skills. Finally, it builds ownership of learning and fosters critical and creative thinking.



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Department of Business and Management

Investing in Our People

Staff engagement through development, wellness, and community experiences.

Staff Trip to Sharjah International Book Fair



Global Village

Exploring diverse cultures



Dental Screening

Smiles First: Staff dental screening session.



AI Training Workshop

Empowering educators with AI tools





Staff Iftar

An Evening of Unity, Gratitude and Shared Blessings









Semester-End Luncheon

Celebrating accomplishments with a joyful lunch.





Insperia: The Voice of Our Campus

Launching the 3rd edition of our annual magazine.











Strategic Industry Partnership

UWL RAK CEO & Co- Chair, Mr. Ahamed Rafi Badur Ferry with Mr. K.P. Basheer, Founder and Chairman of Western International Group, during a collaborative meeting aimed at expanding student career opportunities.



During a recent meeting, Mr. K.P. Basheer, Founder and Chairman of Western International Group, a global conglomerate comprising diverse verticals, including brands such as Geepas, Nesto, Mark & Save, Yes Mobile, Royal Ford, Olsenmark, Krypton, Para John, G-Spark, Food Book, VEGME, Gala Supermarkets and many more - graciously agreed to participate in the Job Fair / Campus Recruitment Drive. The group employs over 35,000 multinational staff. This collaboration highlights our university's expanding industry network and continued commitment to enhancing student employability.

Mr. Basheer has been featured on Forbes Middle East's Top 100 Indian Business Leaders in the Arab World, ranking 9th in 2021. Geepas has been recognised as a "Superbrand" in the UAE for four consecutive years, and the Geepas Properties division holds a Guinness World Record title.

UWL Job Fair 2025: Bridging Talent and Opportunity

On 3rd June 2025, the University of West London (UWL) RAK Campus buzzed with excitement as it hosted the highly anticipated UWL Job Fair 2025. With over 250 enthusiastic students and 20+ esteemed companies in attendance, the event turned out to be a remarkable success, serving as a launchpad for many budding careers.

The job fair presented 40+ internship and full-time job opportunities, with stipends and salaries ranging from AED 1000 to AED 5000, offering students a real-world gateway into diverse industries. From tech and education to real estate, consulting, and packaging, the wide spectrum of industries ensured something for everyone.

Participating Companies Included:

- **Tecdeal Digital**
- **Hira Industries RAK**
- **Tally Software Solutions FZCO**
- **Keyspace Realty**
- **Y-Axis Middle East**
- **Jumbo Group**
- **Aiitech IT Education LLC**
- **Medulla Productions & Consulting LLC**
- **IMPERIUM Middle East**
- **RAK Digital Asset Oasis**
- **LAKSHYA Professional & Management Training LLC**
- **+twe**
- **Fourth Command FZE**
- **EDTRIVE Global Learning FZC LLC**
- **AIESEC**
- **AFZAR Consultants LLC**
- **Tractor LLC FZ**
- **Hotpack Packaging Industries LLC**
- **Western International Group**
- **Sintec Machinery, Dubai**
- **RAK Airport**
- **ADS International Auditors LLC**

The day was more than just resumes and interviews. Students and employers exchanged heartfelt testimonies, reflecting the vibrant, optimistic and empowering atmosphere of the event. It was a moment of pride for the institution to witness companies recognising the potential of our students.

Congratulations to all students who successfully secured internships and placements! The event not only opened doors to professional journeys but also reinforced UWL's commitment to empowering future leaders through impactful industry collaborations.

We look forward to our upcoming Job Fair in January 2026 (tentative): "Future Forward: From Campus to Corporate"

What to expect:

- Hands-on workshops
- Career fair and on-the-spot interviews
- Interactive panel talks with HR Leaders, Founders & Career Coaches
- Networking with professionals
- Live CV & LinkedIn Audits
- Professional Headshots

Stay Informed, Engaged, Inspired!


To
RAK JOB FAIR 2025


UWL RAK JOB FAIR 2025
UWL RAK JOB FAIR 2025






Study Abroad
Free Consulting
WHY STUDY ABROA
WHEN YOU CAN
WORK IN GERMA
VISA FEE AED 300


WITH HOTPAC




modulo



JUMBO

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PRICE
EVERY
DAY









The Power of Saying No: How Setting Boundaries Can Fuel Your Success

In a world that celebrates hustle, productivity, and saying "yes" to every opportunity, learning the art of saying "no" might seem counterintuitive. After all, we're often taught that in order to succeed, we must seize every opportunity, meet every demand, and please every person who asks something of us. But what if the key to achieving true success lies not in saying "yes" to everything, but in knowing when to say "no"?

Setting boundaries and saying no isn't just about rejecting requests or opportunities—it's about protecting your time, energy, and well-being so that you can focus on the things that truly matters. In fact, the power of saying no is one of the most essential yet overlooked tools in fuelling long-term success.

It's only by saying NO that you can concentrate on the things that are really important. – Steve Jobs.

Let's start with the Challenges of saying "Yes!"

The Challenges of Saying "Yes" to Everything

As a leader, saying "yes" may seem supportive and accommodating, but constantly agreeing can hinder your effectiveness and well-being. While it's tempting to seize every opportunity, overcommitting often leads to stress, burnout, and lost focus.

"When you say 'yes' to others, make sure you are not saying 'no' to yourself." – Paulo Coelho

Here are six key challenges of saying yes to everything:

1. Overwhelmed Schedule

Taking on too many crowds in your calendar leaves little time for what truly matters. The more you say yes, the harder it is to prioritize.

2. Reduced Quality of Work

Spreading yourself too thin impacts performance. As Steve Jobs said, "Focus is about saying no." Overcommitting dilutes your leadership and decision-making.

3. Burnout and Exhaustion

Without limits, your energy depletes. You can't lead effectively when you're running on empty. "You can't pour from an empty cup."

4. Loss of Goal Focus

Saying yes to everything pulls you away from your mission. As Greg McKeown put it, "If you don't prioritize your life, someone else will."

5. Strained Relationships

Trying to please everyone can backfire, leading to broken commitments and damaged trust. Boundaries foster stronger, more respectful relationships.

6. Disrespected Boundaries

Always saying yes invites unrealistic expectations. Without limits, others may take advantage, weakening your authority

and balance.

Learning to say "no" is not rejection, it's redirection. It protects your time, energy, and priorities, allowing you to lead with clarity and purpose.

Why Saying No Can Fuel Your Success as a Leader

As a leader, you're often faced with numerous decisions, requests, and opportunities every day. It can feel like you're expected to say "yes" to everything, new projects, meetings, tasks, or even favours from your team. However, learning to say "no" is one of the most powerful tools for effective leadership. While it may seem counterintuitive, saying no can actually help you lead more successfully, improve your focus, and create a healthier work environment for everyone involved.

"Boundaries are a part of self-care. They are healthy, normal, and necessary." – Doreen Virtue

1. Protecting Your Time and Energy

Time is a leader's most valuable asset. Saying "yes" to everything drains your energy and distracts from high-impact work. Saying "no" ensures you stay focused on what truly matters.

2. Maintaining Focus on Priorities

Leaders juggle many roles, but not all tasks align with core goals. As Steve Jobs said, "Focus is about saying no." Declining distractions allows you to concentrate on what drives success.

3. Setting Boundaries and Leading by Example

Saying no respectfully sets a healthy precedent for your team. It models balance and shows that prioritizing well-being and focus is not only acceptable, it's essential for sustainable performance.

4. Building Trust and Respect

Saying no to off-mission tasks demonstrates clarity and commitment. Teams respect leaders who make decisions based on shared goals rather than trying to please everyone.

5. Promoting Better Decision-Making

Overcommitment leads to rushed decisions. Saying no gives you space to think strategically, ensuring choices align with long-term goals and values.

Great leaders are not just reactive; they make decisions based on careful consideration and strategic thinking. By saying no to distractions, you can make better choices for the future of your organization.

Tips for Leaders to Master the Art of Saying No

As a leader, learning how to say "no" is crucial for managing your time, staying focused, and leading effectively. Saying "no" might feel uncomfortable at first, but it's an essential skill that helps you prioritize what's truly important. Here are some simple tips to help leaders master the art of saying no:



1. Be Clear and Direct

When you need to say no, be clear and direct about your decision. Avoid vague or weak responses like "I'm not sure" or "I'll try." Instead, say something like, "I can't take this on right now because I have other priorities." This helps people understand your decision without any confusion.

2. Acknowledge the Request

Before you say no, acknowledge the person's request. This shows that you respect their needs. You can say something like, "I appreciate you bringing this up," or "I understand this is important." This helps soften the refusal and makes it feel more respectful.

3. Offer an Alternative

If possible, suggest an alternative. If you can't help with a task, offer a solution or direct the person to someone else who might be able to help. For example, "I can't take this on right now, but maybe [Name] can help with this" or "How about we revisit this in a few weeks?"

4. Set Boundaries Early

Setting clear boundaries from the start can help prevent the need to say no constantly. Let your team or colleagues know when you're available and when you're not. For example, you could say, "I only take on new projects during the first quarter." or "I'm available for meetings only in the afternoons." Setting these expectations helps others respect your time.

5. Be Firm but Kind

It's important to say no confidently but still be polite. Don't apologize too much or seem unsure about your decision. You can simply say, "I'm unable to take this on right now, but I appreciate your understanding." This shows confidence in your decision without sounding dismissive.

6. Use "I" Statements

Using "I" statements makes your decision personal and helps avoid any blame. For example, instead of saying, "This project isn't a priority," say, "I'm unable to commit to this project right now because I'm focusing on other priorities." This makes it clear that it's about your schedule and not about the request itself.

7. Don't Over-Explain

You don't need to justify your decision with a long explanation. Keep your response simple and to the point. Over-explaining can make you seem uncertain and can give others the chance



to convince you to change your mind. For example, "I can't take this on because I'm focused on other key projects right now" is clear enough without over-explaining.

8. Practice Saying No

If saying no doesn't come easily to you, practice it. Start by saying no in small situations where the stakes are lower. For example, practice saying no to a social event or a minor request from a friend. The more you practice, the easier it will be to say no when it really matters at work.

9. Stay Focused on Your Goals

Remember that saying no is a way to protect your time for the things that align with your long-term goals. Each time you say yes to something that doesn't fit with your priorities, you're saying no to something that might be more important. Keep your focus on your bigger goals and use saying no as a tool to stay on track.

10. Lead by Example

As a leader, your behaviour sets the tone for your team. If you say no when needed, your team will feel empowered to do the same. This creates a healthy work environment where boundaries are respected, and everyone can focus on what matters most.

CONCLUSION

Saying "yes" to everything can lead to burnout, stress, lack of focus, and strained relationships. While it may feel rewarding in the short term, constantly saying yes creates an unsustainable, diluted life. Learning to say "no" isn't selfish; it's essential for protecting your time, energy, and mental well-being.

As a leader, saying no is a sign of strength and clarity. It allows you to focus on what truly matters, make better decisions, and create a healthier, more productive work culture. By turning down distractions and non-essential tasks, you create space for intentional leadership and long-term success.

In a culture that glorifies constant availability, saying no can feel radical, but it's one of the most powerful tools for achieving balance, growth, and meaningful results. Saying no sets boundaries, preserves your focus, and helps you lead with purpose. Remember: every no to distraction is a yes to your goals.



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Leadership That Inspires

Vice Chancellor's visit brings insights and encouragement to the campus.











Teaching and Learning in the Times of Generative AI



Empowering education: From the humble calculator to the dynamic world of generative AI
(Image generated using Gemini)

In the era of generative AI, a new challenge is emerging in the teaching–learning process. For many sincere and self-driven students, traditional classroom lectures may begin to feel unnecessary. With tools like ChatGPT, Gemini, and other generative AI platforms, students can independently explore, plan, and understand complex topics—sometimes even more interactively than in a typical lecture. For instance, a student wanting to learn programming can initiate a conversation with ChatGPT, receive step-by-step explanations, clarify doubts instantly, and generate working code examples tailored to their level. At the same time, we teachers often complain that the current generation of students has a very low attention span. On the other hand, students often say that teachers are too slow, and they get bored during lectures. This disconnect is not entirely new—it reflects a deeper and age-old issue in education: the variation in learning pace among students. Some students are fast learners, while others need more time and support. For example, when we teach multiplication in a class, there may be students who still struggle with addition. If we teach multiplication to all students as a single group, those who haven't mastered addition will feel lost. Conversely, if we slow down for the sake of the weaker students, the advanced ones may lose interest. Good teachers try to handle this by using differentiated instruction or personalised support, but it's a constant balancing act. Thus, the teaching community needs to critically examine the teaching–learning process and reflect on how we can make learning more enjoyable and fruitful in the era of generative AI.

The teaching community should view generative AI as an opportunity rather than a threat. This is not the first time that technology has challenged traditional modes of education. In the late 1970s, calculators became widely available. In the 1990s, personal computers entered classrooms and homes. By the 2000s, internet access became more affordable and widespread. Each of these tools changed how we teach and learn.

Just like those earlier technologies, generative AI is a tool, one with immense potential. As educators, we need to adapt and embrace these advancements so that learning becomes more effective, inclusive, and enjoyable. Tools like generative AI can help us solve long-standing problems in education,

such as catering to diverse learning speeds, and also address new challenges emerging in the digital age.

It is now widely observed that students in schools and universities use generative AI to varying degrees when completing assignments or preparing seminars. Some students engage meaningfully with these tools—they ask questions, refine the output, and use it as a starting point to develop their own ideas. Others, however, simply copy and paste whatever the AI tool provides, often without reading or understanding the content. This creates a mixed scenario where the tool has great potential to enhance learning, but also raises concerns about academic integrity and deep understanding.

Banning generative AI tools is neither practical nor advisable—it would be similar to banning calculators. Instead of resisting the technology, educators should focus on guiding students to use these tools wisely and meaningfully. The goal should be to design assignments that require students to think critically and use AI as a learning aid, not just as a copying machine. In some cases, where the objective is for students to deeply understand a concept, in-class assignments or supervised tasks may be more appropriate than take-home work. This ensures that students engage with the material directly, while still allowing room to explore AI tools under guidance.

Another valuable way teachers can use generative AI is in planning classroom activities. For subjects like English, it may be relatively easy for a teacher to design engaging tasks, for example, asking students to enact a scene from a drama. However, for subjects in the area of Computer Science, especially theoretical topics such as Operating Systems, it can be more challenging to come up with interactive or creative activities. In such cases, generative AI can be a helpful partner. A teacher can interact with AI tools to generate ideas for activities, simulations, role plays, or even games that make complex technical topics more accessible and engaging for students.

When teaching any subject—be it English, Computer Science, Business Administration, or Law—formative assessment plays a crucial role in understanding student progress and reinforcing learning. Generative AI tools like ChatGPT can assist teachers in designing engaging multiple-choice questions (MCQs) tailored to specific learning objectives. The process of creating MCQs can even be automated to save time. Moreover, with thoughtful design, teachers can go beyond basic questions and incorporate meaningful feedback for each choice. This turns a simple quiz into a learning experience, helping students understand not only what the correct answer is, but also why it is correct, or why another option is not.

Another creative way to use generative AI in the classroom is to bring in the history of scientists or the background of important discoveries. This can serve as a powerful hook to generate curiosity and interest among students. For example, when teaching a topic like merge sort, a teacher could use an AI tool to simulate a role-play. The student could interact with the AI, asking it to take on the persona of John von Neumann—the mathematician who introduced merge sort—and conduct a conversation to understand how and why the algorithm was developed. This blend of storytelling and technical content can make abstract concepts more relatable and memorable.

In this article, I have discussed several ways in which we, as educators, need to rethink and adapt the teaching–learning process in the era of generative AI. For instance, instead of traditional take-home assignments, we can design creative tasks that encourage students to engage thoughtfully with AI tools rather than simply copy from them. Short assignments may be better conducted as in-class tasks to ensure genuine understanding. We can also use generative AI to design interesting formative assessments and plan engaging activities—even in subjects where creativity is hard to implement. I know that many teachers today are already using generative AI to develop content and plan lessons. However, these efforts often take place in silos, with individual teachers exploring possibilities without a shared framework. What we now need is a more systematic and collaborative approach—a culture of sharing ideas, best practices, and strategies to make the most of these powerful tools. Ultimately, our goal should be to make teaching, learning, and enrichment not just effective but also joyful and meaningful. To achieve this, the teaching community must come together to brainstorm, collaborate, and innovate—because the future of education is not just about using AI, but about reimagining learning with AI as our partner.

Acknowledgement

I would like to place on record my sincere gratitude to Salman Khan, the founder of Khan Academy, for his inspiring and thought-provoking book, Brave New Words: How AI Will Revolutionise Education (and Why That's a Good Thing).
Finally, I would like to thank ChatGPT and Gemini for the numerous interactions I have had and the continuous support it has provided throughout my teaching and learning journey.



Dr. Imthias Ahamed T Parambath
Professor, Department of Computing and Engineering

Reaching for the Stars: NASA Honour

UWL RAK proudly felicitated the brilliant minds behind the NASA Space App Challenge success, celebrating innovation, teamwork and ambition beyond boundaries.

















AI IN OUR POCKETS: DEPENDENCY OF YOUTH ON SMART TOOLS

Take a look around any campus hallway or library, and you'll find a familiar sight: students with phones in hand, headphones in, swiping, typing, and talking to apps that do much more than just send messages or play music. Today's smartphones come with tools that can answer our questions, finish our essays, organize our lives, and even suggest what to eat next. It's no surprise that many young people now rely on these smart tools for almost everything.

From note-taking apps that summarize lectures to digital assistants that schedule meetings and remind us about deadlines, these tools are designed to make our lives easier. For students juggling classes, assignments, part-time jobs, and social lives, they feel like a lifesaver. Why spend hours stuck on a problem when an app can help explain it in seconds?

We've come to expect instant help. Struggling to write a paragraph? There's an app for that. Need to clean up your grammar? One tap and you're good. Trying to revise for exams? A few keywords, and you'll get bite-sized summaries. These tools are convenient, smart, and fast. In the middle of a busy semester, that's exactly what most students are looking for.

But with all this help in our pockets, a bigger question arises: Are we becoming too dependent on them?

The Comfort Trap

The problem isn't that we use smart tools. The problem is when we can't function without them. When every assignment, message, or project becomes a task we turn over to an app, we slowly begin to lose confidence in our own abilities. We start to second-guess ourselves. Can I write this paper without suggestions from an app? Will this idea make sense without a tool checking it first?

There's a quiet shift happening, where personal effort is being replaced by quick fixes, and creativity is often outsourced. We've traded patience and problem-solving for speed and simplicity.

This shift isn't just happening in classrooms. Even casual conversations, emotional well-being, and decision-making are now often influenced by recommendations from digital tools. We consult apps for mental health support, rely on personalized feeds to tell us what matters, and often turn to search engines instead of thinking things through ourselves.

Finding the Right Balance

None of this means that these tools are bad. In many ways, they've made life more accessible. For students with learning differences or those studying in a non-native language, these tools can be game-changing. They help with confidence, clarity, and speed. They allow for a more inclusive and flexible learning experience.

But like any shortcut, they come with trade-offs.

If we use them as a crutch rather than a support, we risk weakening the very skills we're meant to strengthen during our time at university. Skills like critical thinking, independent research, and original expression. These are not just academic skills. They're life skills.

That's why we need to be more mindful about how we use the tech in our pockets. Instead of letting it do the thinking for us, we should be using it to improve the way we think. It can be a great tool for getting started, brainstorming ideas,



or refining drafts. But the heart of the work should still come from us.

Growing With, Not Under, Technology

The digital world isn't going away. In fact, it's only going to grow. As future professionals, leaders, and creators, we need to learn how to work alongside technology, not under it. The goal shouldn't be to stop using smart tools, but to start using them smartly.

Ask yourself simple questions:
Did I try solving this myself first?
Do I understand what I'm submitting?
Am I learning something in the process?

If the answer is no, then it might be time to take a step back.
Conclusion

We live in an age where help is always just a few clicks away, and that's a privilege. But it's also a responsibility. The more we lean on the tools in our pockets, the more we need to stay grounded in our own skills and instincts.

Yes, smart tools can guide us. They can speed things up. But they can't replace the joy of figuring something out on your own, or the growth that comes from struggling through a problem and finally solving it.

So, the next time you reach for your phone to get help, remember this. Real learning doesn't come from just finding the right answers. It comes from asking the right questions.

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Empowering Futures:Placement Cell Highlights

The Placement Cell at the University of West London, RAK Campus, has made remarkable progress in bridging the gap between academic learning and industry expectations. During this period, we successfully onboarded 70 new companies across sectors, including IT, Events, Finance, Manufacturing, Service Industries, Construction, Compliance and Consulting. These collaborations resulted in over 50 internship opportunities and the successful placement of more than 150 students from various academic disciplines.
With a series of thoughtfully curated activities, industry collaborations and student development programs, the Cell has worked tirelessly to enhance employability and prepare students for a competitive job market.

Key initiatives included:

- **CV Writing & Resume Building Workshops**
- **Career Development Sessions with Industry Experts**
- **Interviewing Skills Training & Mock Interviews**
- **Career Talk Shows with Prominent Industry Leaders**
- **Professional Skill Development Sessions**
- **Campus Recruitment Drives**
- **Finance Summit**
- **Startup Pitch Competition**
- **Industrial Visits**
- **Launch of the Global Update Forum to track job market trends**
- **Job Fair for final-year students**

These diverse initiatives underscore the Placement Cell's dedication to ensuring our students are equipped with the tools and mindset to thrive in today's dynamic job market.
Glimpses from the initiatives:

Career Talk Shows: Engaging sessions were conducted featuring top industry professionals who shared insights on Versatile Leadership and career success strategies.

Workshops on Advanced Data Science & AI: Conducted for BSc (Hons) Level 5 & 6 and MSc students, this workshop included live projects and presentations in Robotics, AI, and Data Science



Campus Placement Drives:

Medulla Productions & Consulting LLC: 11 students were selected through an on-campus drive led by the company's founder, Ms. Ursula. Let's Chat (Startup): 8 students secured placement through another successful campus interview initiative.

Workshops and Skill-Building Sessions:

A certified 2-day Career Development Workshop was organised for BA (Hons) and BSc (Hons) students, attended by over 220 students.
Another career workshop saw participation from 100+ students across BSc (Hons) and MSc programs.
Dedicated training on Resume Building, Interview Skills, and Effective Communication was conducted for BA (Hons) students, receiving positive feedback.





Industrial Visit:

A professionally enriching visit to Dabur International, Ras Al Khaimah was organized for 27 final-year BA (Hons) and BSc (Hons) students, offering them practical exposure to industry operations.



Startup Pitch Competition:

20 students were trained and participated in a competitive pitch event hosted by the Sharjah Enterprise Centre, encouraging innovation and entrepreneurial thinking.

Looking Ahead:

As the world of work evolves, the Cell continues to adapt and innovate, ensuring that UWL RAK students are always one step ahead in their career journeys. With a continued focus on expanding corporate engagement, delivering industry-relevant training, and providing personalised mentorship, the Placement Cell remains firmly committed to transforming students into confident, capable, and career-ready professionals.



Suhas Jadhav
Placement Officer
UWL Ras Al Khaimah Campus

The Employability Lab: Connecting Industries and Careers

The Versatile Leader: A successful session on leadership! Mr. Msuega Tese, author of The Versatile Leader, delivered an engaging talk during the Employability Lab Session, sharing powerful insights and practical takeaways on leadership for all attendees.







Real-World Learning: UWL RAK students gained valuable industry insights with a visit to Dabur International, deepening their understanding of the business world and its practical applications.









From Freshers to Final Years: The Evolution of College Friendships



When we first walk through the gates of college, most of us are a bundle of nerves and excitement, clutching tightly to our bags and perhaps even tighter to our comfort zones. We scan unfamiliar faces, wonder who we'll talk to first, and silently hope to find "our people" somewhere in the crowd. That's where the beautiful, messy, and unforgettable journey of college friendships begins. That's why, as the saying goes, "College isn't just about degrees, it's about discovering your tribe."

The Awkward Hellos

In the beginning, it's all about survival. Freshers try to find allies in bench partners, roommates, or the one person who, like them, is just as lost during orientation. These early bonds are often formed over shared confusion navigating campus maps, first-time hostel struggles, or those ice-breaking group activities we all secretly dread. Then there's that one friend who stays up late with you on the eve of your final exam, even if they've finished studying, or the one who helps you with assignments and guides you through confusing modules. Often, they're also the ones who end up doing most of the group project while the credits get evenly split, quietly carrying the weight without complaint. Yet,
in these seemingly small moments, the seeds of connection are sown because, after all, every lifelong friendship starts with a simple hello.

I still remember how I met my first friend in college, it's quite a comedy. We first spoke during the induction ceremony, even before the university officially started. I was waiting for a ride, and so was someone else. We had a short, five-minute conversation before parting ways. I completely forgot about it. Days passed; we had become changum minkum. One day, in the middle of a casual conversation, a sudden question came up: "Do you remember when we first met?" I confidently said it was the first day of college, only to be reminded that we were the two strangers chatting that night, waiting to be picked up. That's when it struck me, "every best friend was once a stranger," and this couldn't be truer in college.

The Growth Phase

As semesters roll on, so do the late-night chats, the 2 a.m. Falafel sandwich from Anood runs, and the heated debates over nothing during group projects. We begin to truly know our friends, not just their hometowns or majors, but their dreams, fears, and quirks. We celebrate each other's victories, big or small, and offer comfort when things fall apart, and this is when friends start to shift from companions to lifelines.

Hostel life especially becomes a crucible for intense bonding. When you're brushing your teeth next to someone every morning or borrowing shampoo for the hundredth time, barriers naturally dissolve. You create your own version of family complete with inside jokes, secret nicknames, and

the occasional silly fight that ends with "Vaa Food kayikaan poyalo." It's in these moments that, as we often realise, "Home is not a place, it's a person."

College fests and events add another layer. From the excitement of Freshers and Ethnic Day to the vibrant colours of Holi celebrations, even after the last bit of gulaal has settled, these moments bring everyone together. Events like Euphoria, Eid celebrations, and inter-university arts and sports festivals like Jashn foster a different kind of closeness, one built on teamwork, shared stress, and triumphant selfies after pulling off the impossible. And it's true that "memories are made when you step outside your routine," and these are the memories that stay with you.

The Inevitable Changes

But like everything in life, friendships evolve. Some become stronger, maturing with time and trust. Others drift apart not out of malice, but because life happens. Different specialisations, internships in new cities, or personal growth spurts, sometimes change dynamics, because "some paths are meant to cross for only a while," and that's part of the journey.

What's surprising, though, is how some of the quietest friendships, ones you never imagined would last, become your biggest support system in your final year. They are the ones who remember your deadlines better than you do, who pull you out of bed when you're too anxious to attend class, and who remind you to enjoy the time that's left. Proof that real friendship doesn't demand daily conversation, it just requires genuine connection.

The Bittersweet Goodbyes

And then, suddenly, it's the last semester. The same campus that once felt overwhelmingly big now feels like home. Every hangout, every late-night walk, every random conversation feels like it might be the last. You find yourself clinging to these moments, trying to capture them in photos, videos, or your memory, desperately holding on to the friendships that have become such a core part of your identity. And it's true what they say in moments like these: "We didn't realize we were making memories; we just knew we were having fun."

Saying goodbye isn't easy. But college friendships, even when stretched by time and distance, have a strange resilience. They are the kind you can return to years later and pick up right where you left off with laughter, nostalgia, and a shared understanding of who you were back when it all began, because "goodbyes are not forever, they simply mean I'll miss you until we meet again."

Final Thoughts

From the tentative hellos of the first day to the tearful see-you-soon of the last, college friendships are a journey in themselves. They teach us vulnerability, loyalty, forgiveness, and joy. They challenge us, comfort us, and most importantly, remind us that we're never alone in figuring out life. These



College friendships are the stories we'll tell when everything else fades.

So, to every fresher wondering where they'll fit in, and every final year student feeling the weight of endings, know this: college friendships may change, but the memories and the impact they leave on your heart are forever. Because, as one quote beautifully puts it, "some friendships are timeless, no matter where life takes you."



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Can We Trust the Internet? Fighting Fake News in the Digital Age

In today's digital age, the internet serves as the primary source of information for billions of people worldwide. Whether it's news, education, or social opinions, online platforms offer instant access to an overwhelming volume of content. However, this convenience comes with a critical downside: the widespread presence of fake news and misinformation. This raises a fundamental question: Can we truly trust the internet?

The internet's open nature allows anyone to create and distribute content, often without editorial oversight or fact-checking. Social media platforms, in particular, have become hotspots for the rapid spread of false information. A misleading headline or doctored image can go viral in minutes, reaching millions before it is challenged or corrected. In many cases, users unknowingly contribute to the problem by sharing unverified content, blurring the line between truth and fiction.

Real-Time Incident:

During the COVID-19 pandemic, a widely shared video falsely claimed that inhaling steam could kill the virus. This misinformation circulated rapidly on WhatsApp and Facebook, leading many to try unproven remedies instead of following scientific guidelines. In another example, fake news regarding election fraud during the 2020 U.S. presidential election led to riots and public unrest, particularly the Capitol riot on January 6, 2021.

Much of this is driven by algorithms that prioritise engagement over accuracy. Online platforms are designed to show users content that triggers strong emotional responses, which often means that sensational or controversial posts are favoured. Unfortunately, misinformation tends to spread faster than factual content because it is crafted to provoke shock, fear, or anger. This dynamic makes it difficult for accurate information to gain the same level of visibility.

Precautionary Steps:

- Always verify the source of the information before sharing.

- Cross-check news with credible sites such as BBC, Reuters, or official government portals.

- Avoid forwarding unverified health or political information on messaging platforms.

- Use fact-checking websites like Snopes, Alt News, or FactCheck.org.

- Encourage media literacy by educating others, especially younger users, about identifying false content.

To tackle this issue, a strong focus on digital literacy is essential. Individuals must be equipped with the skills to critically evaluate online information, verify sources, and question the intent behind the content they consume. Education systems should integrate media awareness and critical thinking as core components of their curricula.

Technology companies must also take greater responsibility for the role they play in the spread of misinformation. By working with independent fact-checkers, implementing warning labels on questionable content, and redesigning algorithms to promote credible sources, they can help curb the influence of fake news. Regulatory frameworks can further support these efforts by encouraging transparency and accountability in how information is shared and moderated, while still protecting freedom of expression.

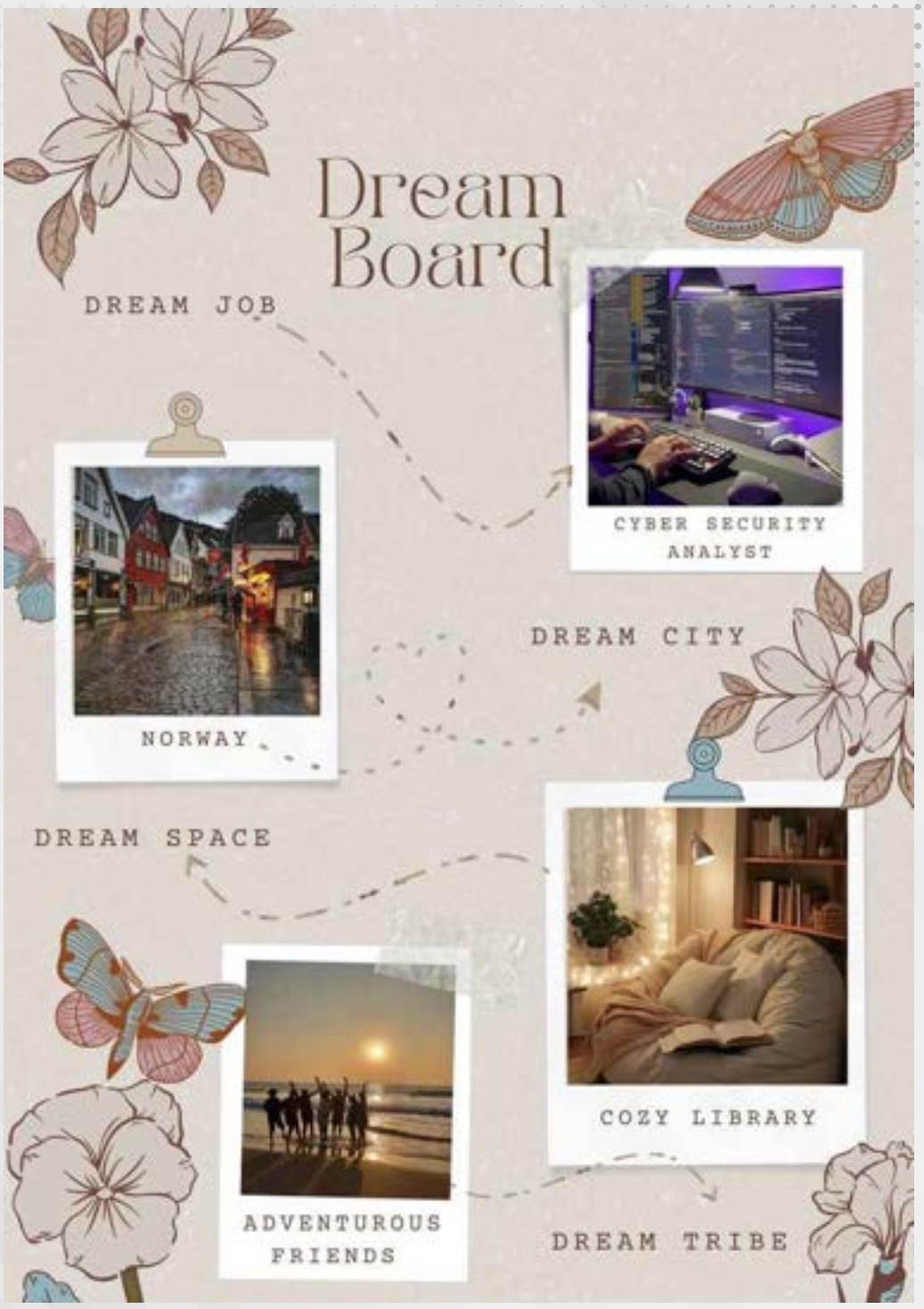
In conclusion, while the internet is a powerful tool for knowledge and connection, it should not be blindly trusted. Navigating the digital landscape responsibly requires vigilance, education, and cooperation across society. Only through a collective effort can we build a more reliable and informed digital world.



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Bridging the Generation Gap: Understanding, Respect, and Mutual Growth



We've all heard the phrase "generation gap," but what does it really mean today? It's not just about how people dress, speak, or the music they enjoy. The gap goes deeper—into how we think, feel, and respond to the world. Whether it's between parents and children, teachers and students, or coworkers of different ages, the disconnect can feel real and frustrating.

Technological advancements, cultural shifts, and differing life experiences shape each generation's unique worldview. While these differences are natural, they can lead to misunderstandings, conflicts, and real tension. But this gap doesn't have to be a wall that separates us. It can become a bridge—if we choose to walk across it together.

The Difference in Mindset Today

The mindset difference between generations today is much deeper and more complex than ever before. Older generations often grew up with limited resources, valuing hard work, patience, and long-term stability. In contrast, today's younger generation has grown up in a fast-paced digital world with instant access to information, quick communication, and the influence of social media. This has led them to prioritise self-expression, mental health, innovation, and flexibility.

This doesn't mean one generation is right and the other is wrong—it just means they're shaped by different times. Problems arise when we begin to believe one generation "knows everything" while the other "knows nothing."



Overcoming the Generation Gap: Building Bridges, Not Walls

I believe the key to bridging this gap lies in mutual respect and genuine willingness to learn from one another. One of the most effective ways to connect across generations is to stop assuming superiority based on age. Just as we didn't appreciate being dismissed by older generations when we were younger, we shouldn't do the same to those who come after us.

Instead of passing judgment, we should approach each other with curiosity and openness. Every age group brings something unique to the table—the younger generation may be more in tune with technology, social issues, and emotional expression, while older generations offer life experience, resilience, and timeless wisdom that can't be Googled.

It's time we move past the idea that being young means being clueless or that being older means being irrelevant. I know things my parents don't, and they know things I might never fully grasp. But when we choose to share and listen rather than argue or compete, we all grow wiser.



Emotional Fragility in Today's Generation: Understanding and Support

There's a growing perception that today's youth are more emotionally and mentally fragile. Some claim they break down easily or can't handle pressure. But we need to take a closer look.

Young people today face immense pressure. They grow up in a hyper-competitive world where social media constantly compares them to others. There's pressure to succeed early, to "be someone" before even knowing who they are. Add to that the noise of global issues—climate change, war, job instability—and it's no surprise that anxiety and depression are on the rise. Meanwhile, traditional support systems like close-knit families and community ties have weakened, leaving many feeling isolated.

To help, we must create safe spaces for open dialogue, show empathy, and avoid labelling them as "weak." Instead of mocking their openness, we should appreciate that they are addressing issues previous generations often ignored. At the same time, it's essential to equip them with tools for resilience: coping strategies, real-world experiences, and mentorship—not just criticism.

Another rising concern is the normalisation—and sometimes romanticisation—of mental health diagnoses among young people. Phrases like "I have anxiety," "I'm depressed," or "I have OCD" are frequently used in everyday conversation, sometimes without a clinical diagnosis. While increased awareness is a positive step, turning mental health into a trend or identity badge can dilute the seriousness of real conditions.

We need better mental health education—what these conditions are, how they're diagnosed, and why professional support matters. Encouraging open conversations is crucial, but it must go hand-in-hand with accurate information and responsible awareness



Conclusion: We're All Just Trying to Understand Each Other

At the heart of the generation gap lies a simple truth: the desire to be seen, heard, and understood. Regardless of age, we all want to feel valued, respected, and accepted for who we are.

This gap doesn't need to be a barrier; it can be a bridge and connect us. With humility, curiosity, and respect, we create opportunities for mutual learning and collective growth. We must recognise that every generation has its strengths and weaknesses. The goal isn't to prove who's better, but to foster a world where knowledge, emotion, and experience flow freely in both directions.

Together, through understanding and collaboration, can we create a world that honours the past, embraces the present, and prepares for the future together.



Ms. Mubeen Ghulam Safdar
Academic Administrator,
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The Pressure to Be Perfect: Why Youth Burnout Is Real

In today's fast-paced, hyper-connected world, the pressure on young people to be perfect is not just intense, it's overwhelming. From the moment they step into school, many students are taught, directly or indirectly, that their worth depends on high grades, packed resumes, athletic achievements, and polished appearances. On top of that, social media creates a constant spotlight, where likes, comments, and followers serve as public measures of success. While these pressures may seem motivating to some, for many youth, they are the foundation of a growing crisis: burnout.

Youth burnout is more than just stress or feeling tired after a long day. It's a state of chronic physical and emotional exhaustion, where students and teens feel drained, unmotivated, and trapped in a cycle of never being "good enough." The symptoms are alarming anxiety, irritability, withdrawal from activities, sleep problems, and even depression. What's worse is that these signs are often brushed aside as laziness or weakness when, in fact, they're cries for help from young minds stretched too thin.

A big contributor to this problem is the culture of perfection. Whether it's the constant comparison with peers or the fear of disappointing parents and teachers, many students feel there's no room for failure. They are told to "do their best," but the unspoken message is often: only the best is acceptable. This leads to a fear-based approach to life, where young people avoid risks, suppress creativity, and live in a state of constant self-criticism.

Social media adds another layer to this pressure. Teenagers scroll through endless images of perfect lives, exotic vacations, dream schools, toned bodies, awards, and smiling faces. It's easy to forget that these snapshots are curated and filtered, not reality. Still, the comparison is hard to avoid, and many teens internalize the belief that they're falling behind, even when they're doing just fine.

So, what can we do about it?



First, we need to change the conversation around success. Instead of only celebrating achievements, we should encourage effort, growth, and resilience. Mistakes and setbacks must be normalized as part of learning, not as signs of failure. Schools and families should place more value on mental health, creativity, and emotional intelligence, rather than just test scores and trophies.

Second, we must help young people unplug. Encouraging digital breaks, real-life connections, and offline hobbies can provide relief from the pressure of constantly performing for an online audience. Teaching mindfulness and stress-management techniques in schools can also help students build emotional resilience.

Finally, let's remind the next generation and ourselves that perfection is a myth. Life is not a race, and success looks different for everyone. Burnout is real, but it is preventable when we choose to create a culture that values well-being over relentless achievement. Youth deserve more than just a chance to succeed; they deserve the freedom to grow, explore, and simply be.



Sana Fathima
Level 4
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Women in Tech: Breaking Stereotypes and Leading Innovation

In an era defined by rapid digital transformation, technology has become one of the most powerful tools shaping our future. Yet, for many years, women were vastly underrepresented in this field, not limited by talent, but by persistent stereotypes and societal expectations. Today, that is changing. Across the globe, women in technology are rewriting the narrative, breaking barriers, leading innovation, and transforming the tech landscape for generations to come.

Rewriting the Narrative

The myth that technology is a male-dominated field has long been challenged, yet it still lingers in many academic and professional spaces. Historically, societal expectations, lack of encouragement, and limited access to opportunities created significant barriers for women in STEM (Science, Technology, Engineering, and Mathematics). But those days are gradually being left behind.

Trailblazers such as Ada Lovelace, regarded as the world's first programmer, set the foundation for what is now a growing movement of women in technology. In recent years, prominent leaders like Dr. Fei-Fei Li in artificial intelligence, Reshma Saujani of Girls Who Code, and Ginni Rometty, former CEO of IBM, have made bold strides in breaking gender stereotypes and paving the way for future generations.

At the university level, more young women are enrolling in computing courses, joining robotics clubs, participating in hackathons, and launching their own tech startups. This growing representation is not only encouraging, it is essential.

Driving Innovation Through Diversity

Diversity fuels innovation. Research consistently shows that diverse teams are more creative, more collaborative, and more effective at solving complex problems. Women bring unique perspectives to the table, emphasizing ethical considerations, inclusive design, and user-focused solutions that serve a broader audience.

Across sectors, women in tech are developing powerful applications, from mobile platforms addressing maternal health to AI models that detect bias, and from sustainable

energy technology to cybersecurity tools that protect critical infrastructure. These contributions are not just enhancing technology; they are shaping society.

Moreover, women are excelling not just as coders and engineers, but also as data scientists, product managers, UI/UX designers, and entrepreneurs. Their success reflects a simple truth: innovation thrives when everyone has a seat at the table.

Challenges and the Path Forward

Despite these achievements, the journey is far from over. Many women in tech still face hurdles, such as gender bias, unequal pay, lack of representation in leadership roles, and limited mentorship opportunities. These challenges highlight the need for continued systemic change and active support from educational institutions, industry leaders, and society as a whole.

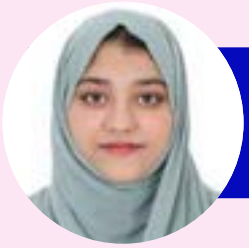
Universities play a critical role in shaping the next generation of women in technology. Initiatives such as women-led coding communities, mentorship programs, inclusive curriculum development, and access to real-world projects are crucial for building both skill and confidence.

At our university, we are witnessing this change in action. Female students are not only excelling in tech-related modules but are also leading projects, presenting at conferences, and becoming role models for their peers. These are the innovators, designers, and leaders of tomorrow.

Conclusion

Women in tech are no longer waiting for a seat. They are building their own tables. They are breaking stereotypes, driving change, and redefining what it means to be a leader in the digital era. As we look toward the future, one thing is clear: the tech industry is stronger, smarter, and more inclusive when women are empowered to lead.

Let us continue to support, celebrate, and champion women in technology, not just because it is fair, but because it is fundamental to innovation itself.



Taranna Faisal Muhammed
Level 6
BSc (Hons) Computer Science





YEARBOOK QUOTES



Injizabul Haque

Wherever you go, try to be your best.



Princy Shaji

"LIFE IS FILLED WITH JOY" "WHAT JOY??""KINDERJOY!!"



Mohammed Azzam

Never trust anybody



Moonees Ahmed

University is where 'fun' means submitting the assignment at 11.59pm



Mohammed Shir Mohammed

Whatever



Mohammed Sahal

I came, I saw, I procrastinated….but somehow I graduated.



Ameena Shirin

Some of my best memories never happened in uni



Safwan Ahmed

Chase dreams not people



Rumaiz N B

If familiarity meant anything, water wouldn't boil a fish!



Mohammed Jafar Ali

I'm the fish



Jyothis Josh

I'm the water



Fathimatul Fahiza

Didn't study much but I studied the vibes!



Shoeb Mohammed Shareef

It is what is it.



Mohammed Saif

I'm 100 % certain that I'm 0 % sure of what I'm doing



Sadekul Alam

Uni didn't kill me but it definitely tried to ruin my sleep schedule



Mohammed Farhan Sameer

I would like to thank google, chat GPT and whoever invented copy and paste.



Al Ameen Aseef

Knowledge will open doors, but character will keep them open. Strive to be both wise and kind in every step you take.



Khadija Patanwala

From being hesitant to step in, to feeling emotional to step out — it's surreal how a place once unknown became a part of me.



Shafeeqa Fathima Jahangir

Built this degree one bug fix at a time.



Samira Rafiq Khan

Spent more time on Stack Overflow than in class



Leo Pathil Varghese

"It always seems impossible until it's done" – Nelson Mandela



Umamah Ali

The tassle was worth the hassle



Rikzah Khattal

This chapter ends, but the pursuit of knowledge writes on.



Asheer Ahmed

Now then.... time to make the next move from the end of the rope



Zuha Khan

Life's just like debugging — takes hours to find the problem, but fixing it? One semicolon.



Sai Pritam

Life Is Roblox. Don't let nothing stop you, Cuz We ain't stopping.



Aleena Mulla

"If you think about it, it'll be over in no time and that's life" - Frank Ocean



Abdul Killedar

In a world of traffic, be the one in the fast lane chasing purpose.



Shanmathi Vijaykumar

Survived university with my small squad, and a bit of chaos.



Devika Sajeev

Turns out all these little steps really did lead somewhere big.



Nithin Gigi

Rock bottom isn't nearly as scary when you get there and realize it's got decent lighting from Dragon Mart, solid Wi-Fi, and the rare joy of no longer needing to smile like a corporate robot.



Samiya Fatima

Confidence is the silent strength that speaks volumes.



Hanin Aslam

Onward and upward!



Mariyam Fathima

Password to success:
BSc_Cy_2025



Ayisha Shamnad

Thought outside the box - Here I am



Hiba Mohamed Iqbal

Took a detour and it led me here



Whinney Thomas

How to focus on your business?
By minding your own business.

Batch Photos 2024-25

Different paths, one unforgettable journey.

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BA(Hons) Accounting and Finance, Level 6 Batch B



BA(Hons) Accounting and Finance, Level 6 Batch C



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BA(Hons) Business Studies, Level 6, Batch B



BSc (Hons) Computer Science, Level 6 Batch 1



BSc (Hons) Computer Science, Level 6 Batch 2



BSc (Hons) Cyber Security, Level 6 Batch 1 & 2



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