

Assignment Title:

Evaluating Business Structures and Environmental Impacts for Strategic Decision-Making

Unit Title:

Unit 1: The Contemporary Business Environment

Qualification:

Pearson BTEC Level 4 International Diploma in Business (RQF)

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PART 1: ORGANISATIONAL TYPES, FUNCTIONS, AND STRUCTURES

1.1 Types and Purpose of Organisations (P1)

public sector

The public sector consists of organisations owned by national, regional or local governments and which are under their control. They essentially serve to deliver essential services to the citizens, instead of making a profit. Public organizations are financed mainly by taxes and are oriented towards maximising the social welfare and equal access to services like health care, education, transportation, and law enforcement. As an example, the Dubai Electricity and Water Authority (DEWA) has been supplying the essential utility services to its customers, exceeding one million customers in Dubai, but with a priority towards reliability and affordability rather than commercial returns. An additional example is that of the National Health Service (NHS) of the UK, which is a whole country providing universal care funded through general taxation.

private sector

The private sector consists of businesses owned and operated by individual persons, partnerships or shareholders of a corporation. They are mainly driven by their intent to generate profiteers. Organisations in the private sector differ greatly in size, ranging from a single trader (e.g., a local cafeteria) through partnerships (e.g., a Dubai law practice) to limited companies such as Emaar Properties PJSC, listed on the Dubai Financial Market (GlobalData 2026).

voluntary (non-profit) sector

The voluntary sector includes those charities, foundations, and community organisations that advance a social, environmental or cultural cause, without being motivated by financial gain. They live on a handout basis, grants and fundraising. An example in real life is the Dubai Cares, which provides children of developing countries with education, and the Emirates Red Crescent, an organization which provides humanitarian support to the developing countries (Dubai Cares 2026).

1.2 Size and Scope of Organisations (P2)

Micro organisations

Micro organisations (1-9 employees) are usually small-scale, belonging to one owner with limited resources. Their goals revolve around having a survival, generating stable incomes, and developing a base of loyal customers. The market share is still insignificant, which is limited to neighbourhood-level operations. The profit share is minimal, yet necessary to run the daily operations, as well as to sustain basic operations and survival. The growth is extremely slow as it relies on the time, abilities and availability of capital of the owner. Case study: a small family bakery in one of the neighbourhoods of the city of Dubai.

Small organisations

Small organisations (10-49 employees) have a little more structure and resources, and the business focuses on survival by the satisfaction of the client base and the control of growth. The market share is extremely small to the extent that it might be limited to a city or region. Profit share is more than in micro organisations, but still a small amount. There is a slow and sluggish growth. Example: a local retail restaurant chain that has a number of outlets spread throughout Dubai.

Medium organisations

A medium organisation (50 to 249 employees) has a formal departmental structure, as it can expand to larger regional markets. Among the goals are expansion and market development. They become average in terms of market share in their line of the industry. Profit share is far higher in comparison to small organisations. There is increased growth, with functional specialisation. Diversification of products and markets is also beneficial to sustainability. Examples: a regional manufacturing company that serves Gulf markets.

Large organisations

Large organisations (250 or more employees) tend to be either nationally or globally based, and have a complex departmental structure. Goals are the market leadership, achievement of the maximum possible profits, and positioning of a company strategically over a long period of time.

There is a high market share in the main segments. Profit share is indicative of big absolute amounts. Failure to grow is ongoing and often transnational.

Emaar Properties PJSC

Emaar Properties PJSC has an employee base of approximately 9,000+ full-time workers (GlobalData 2026). Revenue reached \$9.7 billion in 2024, 32.7% YoY growth (GlobalData 2026). Q3 2025 net profit AED 3.7 billion, up 17% (AGBI 2025). Among them is the Burj Khalifa, Dubai Hills and the AED100 billion project of Dubai Mansions (Khaleej Times 2025).



Figure 1: Total revenue
(GlobalData 2026)

Table 2: Size and Scope Analysis for Emaar Properties

Dimension	Emaar's Position
Employee count	9,000+ permanent staff + contractors
Geographic scope	UAE, Saudi Arabia, Egypt, Turkey, India, Pakistan, UK, USA
Key objectives	Market leadership, profit maximisation, global expansion
Market share	Dominant position in the Dubai premium residential sector
Growth trajectory	Continuous, supported by AED155bn revenue backlog (Dec 2025)
Sustainability focus	CSR initiatives, net zero commitment by 2050

1.3 Organisational Functions and Structure at Emaar Properties (P3)

Emaar Properties is a divisional organisation, which is structured around various business units that operate as semi-autonomous divisions with their own dedicated units and resources, as well as their own membership (Rashid 2023). The company is divided into three main business segments: Real Estate (developing and selling of residential and commercial units), Leasing, Retail and Related Activities (including The Dubai Mall portfolio), and Hospitality (Address Hotels and Resorts brand) (Investing.com, 2026).

Table 3: Key Organisational Functions at Emaar Properties

Function	Role at Emaar	Real-world Example
Marketing	Build brand equity, drive property and retail demand	Global New Year's Eve broadcast from Burj Khalifa reaching billions; digital campaigns targeting international investors
Finance	Corporate budgeting, investor relations, cost control, and financial reporting	Listed on DFM; issues annual integrated reports; manages AED155bn revenue backlog.
Human Resources	Recruitment, talent development, performance management, Emiratisation	Recruits across diverse roles; develops management pipeline for international expansion
Operations	Construction project management, supply chain, quality assurance, and timely delivery	Delivered Burj Khalifa (world's tallest tower) and continues mega-projects, including Dubai Mansions

These organisational functions are so interconnected. Any customer commitment made in marketing concerning the date of handover and community facilities should be in line with the real delivery capacity of Operations. When the over-commitment of Marketing pushes Operations into schedule pressure, with Finance into cost overruns, in addition to having to deal with buyer expectations. Marketing, on the other hand, markets the Burj Khalifa by Emaar as a world icon - a brand asset created by the engineering excellence of Operations that Finance capitalises on

through high costs supported by the recruitment of the best design and construction talent through HR.

1.4 Analysis of Structure, Size, Scope and Business Objectives (M1)

Size effects on decision-making: The large scale of Emaar requires formal decision-making processes such as board-level approvals for huge investments, detailed feasibility processes, and multi-stage governance structures. Indicatively, a new AED100 billion project of the Dubai Mansions must first be rigorously board-approved and externally financed (Khaleej Times 2025). In comparison, the same day, a micro business owner can make a decision to introduce a new line of products, but the owner of the micro business does not have the access to capital that Emaar has. So the fewer, bigger, more strategic decisions made by Emaar and the fact that it can not make a decision instantly because of market shifts, but can mobilise vast resources when it does make a decision.

Size effects on flexibility: Big organisations are limited because of fixed assets, systems and old processes. Emaar cannot leave its vertically integrated operations model (even with in-house subsidiary Rukn Mirage being set up to enable the control of construction activities) (Sayegh and Tyson, 2025). But the divisional structure also offers internal flexibility: The Hospitality division could just decide on real-time room rates without company control.

Size effects on growth opportunities: The large size of Emaar has the advantage of giving access to capital (public listing giving access to raising equity), economies of scale (procurement discounts on building materials, centralised marketing across divisions), and global expansion capabilities (developing The Oasis, Terra Gardens and partnerships such as with Dubai World Trade Centre on Expo Living). In comparison, such growth would be impractical for micro organisations unless there are disproportionate risks involved.

Structure supporting objectives: The divisional structure adopted by Emaar helps towards achieving its goal of becoming a market leader. The special Real Estate department specialises in residential and commercial development. The Leasing, Retail and Related Activities division takes care of the current operations of The Dubai Mall. The Address Hotels brand is under the supervision of the Hospitality division. The functional departments of each division (marketing,

finance, HR, operations) allow focusing on a specific area of specialization, and the operations of the company are centrally supervised and controlled by its corporate headquarters.

Link: Structure → Objectives → Products/Services: The divisional structure would allow Emaar to provide product categories that are distinct, including residential communities (Dubai Hills, Dubai Creek Harbour), retail destinations (Dubai Mall), hospitality (Address Hotels), and most recently, sustainable communities in line with the goals of the Dubai 2040 Urban Master Plan. This harmony is reflected in the new master developments where Emaar is consolidating several divisions in planning up to marketing and handover.

1.5 Interrelationships Between Organisational Functions at Emaar (M2)

Example 1:

The marketing department of Emaar publicly committed to delivering the handover of the Expo Living community by the year 2026 (DWTC 2025). Instead, they now have to be run against those dates. A productive relationship is one where Marketing consults Operations before finalisation of the promotional materials. Nonetheless, a lack of coordination, such as Marketing over-promising the timeline or selling more units than Operations can be able to deliver within the quality standards (Al Balushi, 2026).

Example 2:

The 2024 growth of Emaar demanded more skilled workers. Finance establishes departmental budgets on the basis of forecasts of revenues. HR has to hire under those limitations. In the event Finance does not adequately account for staffing requirements needed in the new Dubai Mansions mega-project, the HR department is unable to provide the necessary resources to hire sufficient project managers to deliver the project on time and negatively affect the budgeted revenue.

Impact of poor coordination on performance

Marketing sells units. Operations cannot deliver on time → delayed handovers → customer complaints (which can be escalated to RERA) → reputational damage → reduced future sales → less revenue to Finance = further delays. This reflects on the passing on of negative effects.

Impact on organisational structure

To achieve the recognition of interdependence, Emaar has adopted cross-functional integration mechanisms such as regular inter-departmental planning meetings, shared KPIs (both Marketing and Operations being measured against customer satisfaction in terms of the handover experience) and elements of the matrix where project managers would coordinate cross-division. Such functional interdependence directly results in these structural adaptations.

1.6 Critical Analysis of Organisational Complexities and Structures (D1)

To complete D1, I critically evaluate three organisations: Emaar Properties (private sector, divisional structure), Dubai Health Authority (DHA) (public sector, functional/bureaucratic structure), and Dubai Cares (non-profit, hybrid/associational structure).

The functional/bureaucratic structure of DHA includes well-defined hierarchical positions (Director-General, heads of strategic sectors). The benefits are lines of authority and standardisation. The disadvantages are slow decision-making and inflexibility. The scope of DHA (4 million residents) requires accountability at a cost to agility.

The divisional structure by Emaar is one that brings activities together based on product/market (Residential, Retail, Hospitality, International). It has advantages such as market focus and divisional accountability, which are disadvantaged by duplication and inter-divisional competition. This is suited but complicated due to the global size (9,000+ employees) of Emaar.

The hybrid/associational structure of Dubai Cares reflects its non-profit mode of operation as a UN-associated civil society organisation and IACAD-registered NGO (Dubai Cares 2026), with 100-250 employees (SignalHire). Advantages include flexibility and low overheads; disadvantages include role ambiguity and potential founder dependence.

Comparison of structural effectiveness. To achieve commercial scale, the divisional model implemented by Emaar is effective, although it is costly in terms of coordination. To enhance accountability to its citizens, a functional structure is suitable but inefficient in DHA, and matrix elements would be better in terms of ensuring that the varied DHA functions work together in the

same direction. In the case of the mission-based non-profits, the flexibility at Dubai Cares works, but would fail at scale.

Conclusion on structural complexities: The structure needs to be adequate in purpose, size, and scope. The divisional structure is appropriate in profit-based international business operations at Emaar, but it is complex. The functional structure of DHA works to its benefit towards public accountability, but it hinders efficiency. The hybrid structure of Dubai Cares has allowed it to be flexible in its missions, but it does not provide formal career paths. There is no universal structure, and the effectiveness of any of them is determined by their compatibility with the context.

PART 2: BUSINESS ENVIRONMENT AND STRATEGIC ANALYSIS

2.1 Macroevironment Impact (P4)

The UAE has highly stabilized political conditions under federal authority, which encourages long-term property investment. This has a positive effect on Emaar since its multi-year model of development requires the continuity of its policy. Dubai Plan 2040 aims to meet the housing demand by doubling its population of 3.3 million (2020) to 5.86 million (Giroux, 2025). Regional geopolitical tensions, however, occasionally have a bad but temporary effect on investor confidence.

Economic factors: The population of Dubai has reached 4 million in 2025, with an annual growth of 6.13% (One Investments 2025), which increases the demand in the property market. The changes in interest rates have a negative effect: the stock of Emaar increased by 2.9 per cent amid the expectations of a reduction in the US interest rates (Edrees, 2025), which proves that increased rates make houses more unaffordable. Construction materials were up to 2.7-3.3% higher in 2025 across the UAE, which inflated the cost of projects (Edrees, 2025). The corporate tax on corporations at 9% on taxes over AED 375,000 (Villanueva, 2025) reduces after-tax profitability.

Social factors: The increase in the population and the flow of expatriates widens the market size, which can be addressed. The preferences of the lifestyles embrace integrated master planned communities, which is the product model of Emaar. Fashionable remote work arrangements pushed the size of houses demanded upwards.

Technological factors: Emaar utilizes for the Emaar One app, BIM, drone surveying, and established subsidiary Rukn Mirage construction subsidiary (Sayegh and Tyson, 2025), enhancing efficiency. Negative aspects are cybersecurity threats and the existence of rapid obsolescence.

Legal factors: Buyer protection and creation of trust via RERA escrow regulations (Law No. 8 of 2007), but at the cost of compliance. Direct costs are charged in 9% at Corporation Tax Law (2023).

Environmental factors: Climate change poses threats of high temperatures and a rise in sea level. Nevertheless, the sustainability commitments of Emaar correspond to the UAE Net Zero 2050 (Emaar.com, 2025), which will help generate a positive brand differentiation.

2.2 Internal Analysis (P5)

Strengths: The iconic brand portfolio (Burj Khalifa, Dubai Mall, Address Hotels) will drive sales (Emaar Properties 2025). Prime land bank in Dubai - strategically, irreplaceable. Geographic diversification in six countries. Vertical integration through Rukn Mirage subsidiary (Sayegh and Tyson, 2025) provides cost control. Strong financial position – Q3 2025 net profit AED 3.7 billion, up 17% (AGBI 2025).

Weaknesses: Geographic concentration is heavy in the UAE - Moody's states that Dubai threatens overcapacity in its real estate market (Boycott UAE, 2025). Premium pricing locks out the middle-income groups (Khan, 2025). Debt levels are high, leading to sensitivity to interest rates. Reliance on off-balance sheet sales brings about counter-party risk.

Opportunities: Dubai 2040 Urban Master Plan has an opportunity in the strategic development structure (Nakheel 2026). Mega-projects in Saudi Arabia have potential expansion opportunities. The need to achieve sustainable buildings is consistent with the UAE Net Zero 2050. There are international buyer interests in residency schemes based on a golden visit and property-based residency schemes.

Threats: The increasing construction materials prices (2.723.3% in 2025, (Edrees, 2025)) compress margins. This is intensified by competition between developers such as Aldar. The effect

of volatility of the interest rate on demand is felt. International capital would decrease in the case of a global economic slowdown. Increased possible supply would lead to a decrease in yields.

2.3 Linking Internal and External Factors (P6)

The level of strengths and weaknesses of Emaar is directly influenced by the macro factors.

Strengths–External links: Brand reputation is based on the political stability in the UAE, which has enabled iconic projects to be carried out without hindrance. Dubai 2040 Urban Master Plan (macro-political/legal) increased the value of the lands owned by Emaar, which guided the growth towards the territories owned by Emaar. The competence in sustainability is supported by the UAE Net Zero 2050 initiative.

Weaknesses–External links: UAE geographic concentration has a problem during global economic crunches that affect the property cycle in Dubai (2008-2010, 2020). The vulnerability of premium pricing is acute with the increase in interest rates (macro-economic), which adds to the cost of mortgages. RERA standards of high rollover (macro-legal) aggravated the reputation risk that slips in schedule generate formal penalties.

Such a two-way impact proves that internal position can never be taken as an independent factor in the external environment.

2.4 Apply the PESTLE framework to analyse the organisation’s macroenvironment in detail.

Table 4: PESTLE Analysis Summary for Emaar Properties

Factor	Key Element	Impact	Rationale
Political	UAE political stability	Strongly Positive	Secure long-term investment environment
Political	Regional tensions	Negative (limited)	Temporary dampening of investor confidence
Economic	Interest rates	Negative	Reduces mortgage affordability

Economic	Dubai population growth	Strongly Positive	Expands housing demand
Social	Lifestyle preferences	Positive	Shift to integrated communities
Technological	PropTech, AI, BIM	Positive	Improves construction efficiency
Legal	RERA escrow regulations	Positive (with compliance cost)	Builds buyer trust
Legal	UAE Corporate Tax (9%)	Negative	Reduces after-tax profitability
Environmental	Climate risks	Negative	Construction delays, coastal exposure
Environmental	Net Zero goals	Positive	Aligns with buyer preferences

2.5 TOWS analysis.

TOWS Matrix (Strategic Actions)

	Opportunities (O)	Threats (T)
Strengths (S)	S-O Strategy: Deploy brand strength to win Saudi projects; leverage land bank for Dubai 2040 plans; use vertical integration to differentiate.	S-T Strategy: Use diversified revenue streams to weather downturns; premium brand supports pricing despite cost inflation; strong finances enable weathering corrections.
Weaknesses (W)	W-O Strategy: Launch mid-tier brand for Dubai 2040 middle-income demand; use international division to reduce UAE concentration; accelerate green projects.	W-T Strategy: Reduce debt before rates rise; geographically diversify; develop value-engineered products for cost-sensitive segments.

TOWS analysis is directly tied to supporting strategic decisions. New communities are supported by the opportunity (Dubai 2040) and strength (Dubai 2040) to align them to the 2040 corridors.

Debt reduction and supplier consolidation are supported by threats (increasing material costs) and weakness (high debt).

2.6 Critically evaluate how: Macro factors (external environment) and Micro factors (internal capabilities) affect business objectives and decision-making.

Emaar's primary objectives: (1) market leadership, (2) profit maximisation, (3) geographic expansion, (4) sustainable operations.

Macro factors influence: Positive macro influence – UAE political stability and Dubai 2040 plan support all four objectives. Negative macro influence- uncertain interest rates and increased costs put profit margins at risk. Micro interaction with micro external threats (increasing material costs) interacts with micro internal weakness (UAE concentration) because Emaar cannot easily switch supply chains.

Micro factors influence: Positive micro influence - brand strength and land bank allow premium pricing in conditions when macro conditions are underperforming. Negative micro influence- geographic concentration implies that Emaar is not entirely out of macro crises.

Interconnection demonstrated: Threat outside (Saudi competition) causes one person to respond (internal response) by providing increased marketing expenditure in Saudi expansion. Internal strength (land bank capture of increased demand) is made possible by external opportunity (Dubai 2040 population growth).

Balanced argument: Positive scenario. When the macro conditions are favourable to the real estate in Dubai and the micro strength is put into place effectively, Emaar will realise outstanding performances (witness 2024-2025 profit growth). Negative scenario: In the event of a worldwide recession to go along with overcapacity in the Dubai supply, the geographic concentration weakness of Emaar would create macro damage in a way not previously observed as a result of a damaged competitor.

Reasoned judgement – most important factors: In the case of Emaar Properties in particular, macro factors (especially political stability in the UAE and economic growth trend) are foundational, without which, the business model of Emaar cannot run at all. The developer that is

dependent on long-term (more than five years) master-planned communities and off-plan sales is dependent on the fact of credible government institutions, secure systems of land title and population growth. Nonetheless, along with that macro stability, micro factors (especially brand equity and land bank) contribute to the capacity of Emaar to perform better than competitors. There are many developers who are subject to the same macro environment. The characteristic that sets Emaar apart is the fact that it has amassed irreplaceable assets: the global icon of Burj Khalifa, the unmatched foot traffic of The Dubai Mall, the brand recognition of Address Hotels, and the location of strategically-located land banks in the prime corridors.

Final judgement: Macro factors make establishment of the ceiling; micro factors dictate the extent to which Emaar can reach the ceiling. The largest issue presently has been the sustained population and economic growth (macro) in Dubai, which has caused the land bank to be less valuable when this growth rate slows down. However, given the prevailing dynamics, the strongest micro advantage of Emaar (brand + land bank) has become the most important competitive moat of the given company.

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