SSM

Swiss School of Management

Student Handbook

1   INTRODUCTION

The Swiss School of Management (SSM) is an accredited private institute of higher education founded in the last century in Switzerland. While the head office is still in Switzerland, in 2002 the school moved operations to the eternal city of Rome, Italy where it continues to successfully operate today. With the move to Italy, SSM students benefited from EU policy which grants students the ability to travel and work without visa in 27 member-countries among the European Union. To facilitate recruitment and allow foreign students to be closely followed by tutors and SSM Staff members, the school has opened more learning centers: Dubai (UAE), Bahrain (GCC), Cairo (Egypt) and Brescia (Italy).

The beauty of being in different countries is to have a closer relation to our international students. Since most of our programs can be offered through online-learning, students appreciate the ability to be followed by local tutors and staff members. Our learning centers are also official examination centers where candidates can defend their final theses, dissertations, and projects. The aim of an international network is to give students a chance to travel the world, get exposed to new cultures & customs, and continue with their studies under the same academic roof.

This Handbook

This student handbook gives an insight into the Swiss School of Management as its stands today. It outlines the current programs, student life, student and academic support services, and the school's policies, protocols, and procedures.

2   SSM VISION & MISSION STATEMENT

Our Vision

The Swiss School of Management strives to nurture talent and by teaching the typical Swiss way of behavior and attitude in a multinational, multicultural learning environment. It is a place of opportunity for those who seek knowledge, strive towards excellence, and seek a better life for themselves and their fellow citizens. The Swiss School of Management seeks to give students the confidence and competence to excel in the business world and in whatever endeavors they pursue.

Our Mission

The Swiss School of Management is an International Institute of Higher Education, headquartered in Bellinzona, Switzerland, that aims to provide students with the highest quality educational experience through one-on-one leadership coaching, personal

development plans, and innovative educational tools to help students develop qualities that will distinguish them as leaders. We create an innovative and intellectual environment with a focus on leadership, management and entrepreneurship which endows our students with the global business competencies required for leadership and success in the global economy. The Swiss School of Management is a Quality Certified Institution of Higher Education.

Our Values

● Creating an intellectually rigorous learning environment and showing uncompromising dedication to those we serve
● Commitment to real knowledge delivered by professors with real life experience
● Ensuring a climate that supports diversity of cultures, ideas, and insights
● The development of students' ethical awareness
● Nurturing students to become inspirational and dynamic leaders
● Creating an atmosphere of collaboration, mutual support and genuine interest in each other's success

Ideal Location

The Swiss School of Management has branches in different parts of the world making our programs accessible all over the world

Facilities

Our facilities allow our students to stay connected to their peers as well as their professors and SSM staff to give students all the tools for success in their programs. Our facilities are equipped with up-to-date technology to ensure that all our online lessons can be delivered in the high standard that defines the Swiss School of Management. Students are also provided with study space and the academic resources required to facilitate a dynamic and enriching program.

3   THE SWISS SCHOOL OF MANAGEMENT COURSE OBJECTIVES

3.1   Academic Programs:

Bachelor of Business Administration (3-year program 180 ECTS)

Introduction

The Bachelor's Degree is designed to give a broad knowledge of the functional areas of a company, and their interconnection, while also allowing for specialization in a particular area. BBA programs expose students to a variety of "core subjects" and allow students to specialize in a specific academic area. The degree also develops the student's practical managerial skills, communication skills and business decision-making capability. Many programs incorporate training and practical experience, in the form of case projects,

presentations, internships, industrial visits, and interaction with experts from the industry.

The Bachelor of Business Administration (BBA) is a full-time, 180 ECTS program that is divided into three years. Classes are lectured by qualified faculty with an international curriculum. Students also participate in internships, company visits and excursions, forums and symposia, guest speaker presentations/webinars, e-conferences and much more.

The program culminates with the submission and defense of a thesis, on a business-related subject of the student's choosing. Students who successfully complete the program are awarded the degree of Bachelor of Business Administration from the Swiss School of Management.

We utilize an innovative approach to team-based online learning, as we strongly believe that this approach reflects today's progressive workplace. The Swiss School of Management's Bachelor of Business Administration is the program that will open the door to international career opportunities by preparing students for the world of global business.

Quality Assurance

The SSM BBA Degree is fully accredited by IACBE and CHEA-Council for Higher Education. Our BBA degree is also accredited by the Department of Veterans Affairs in the USA. SSM is a quality certified school by EduQua, the Swiss Quality Certification label (accredited by the Swiss Federal Government) for Institutions of higher and continuous education. The Swiss School of Management is also accredited by the Ministry of Education & Research in Lazio, Italy, the American Council for Higher Education Accreditation (CHEA).

Specifications:

Each course mentioned in the list below, fulfills the following criteria:

- Minimum of 36 lecture-based class hours, plus homework, and individual and group assignments, and project work
- Final exams consist either of a Case study or a project presentation with a minimum duration of 2-3 hours.
- The final grade for each course depends upon the evaluation of the professor; however, attendance and participation plays an important role in the final grade.
- Each course grants 4 ECTS

Blended Method:

The program is made available in person or online through our blended method of study. Every class session is live streamed online and recorded onto our online platform, allowing our students to have all the tools they need to be successful in their program.

3.1.1   Year 1 in Bachelor of Business Administration (BBA): duration one year (60 ECTS) part of three-year program

Introduction:

The first year of your Bachelor of Business Administration degree explores in depth and in complex contexts how businesses design and operate internal structures and systems

that support a businesses' goals which ensures that they gain and maintain a competitive advantage. This program is equivalent to the Junior (sophomore/freshman) level of the three-year Bachelor of Business Administration Program. The program awards 60 ECTS.

The three-year course begins with the fundamentals in business administration which positions students for the advanced options later in the program. The Swiss School of Management's undergraduate curriculum is designed to give students the maximum degree of choice and flexibility, while also providing insights into all the major fields and functions of management. Students will take business courses from many different disciplines and have the opportunity to concentrate in one or several major fields in the third year of study, the first year allows students to gain experience in these disciplines before they choose their concentrations

This first year is divided into different modules. The program provides an educational environment where students can:

- Build an up-to-date knowledge base and develop skills that will prepare them in the field of Business Administration and in the related markets at all operational level;
- Acquire professional skills and competencies through a balance between practical and lecture-based learning environments;
- A guided learning environment, based on sound acquisition of technical skills and training to guide participants to acquire a work ethic that is typical from Swiss Culture. Furthermore, the practical learning-based approach offers opportunities to acquire lifelong skills such as teamwork, leadership, interpersonal communication skills and time management.

3.1.2 Year 2 Bachelor of Business Administration (BBA): duration one year (60 ECTS) part of three-year program

Introduction:

The second year of the three-year program students expand on the fundamentals that they have learned in the first year of study. Students will take a critical and practical approach to the core concepts of business administration and management. This is when students begin to move past foundational knowledge and dive deep into the concepts. At the end of the academic year, second-year students have the opportunity to apply their knowledge in real life situations through required internships which facilitates students to have a skillset beyond just theory, but real-life practical skills sought after in the job market today.

This program provides more advanced knowledge, understanding and skills that will enable students to:

- Develop an understanding of the professional world through real case studies and field research; and
- Build an up-to-date knowledge base of management skills applicable to Business Administration within a context of understanding the wider industrial and economic interests.

3.1.3 Year 3 Bachelor of Business Administration (BBA): duration one year (60 ECTS) part of three-year program

Introduction:

The objective of the final year of the program leading to the Bachelor of Business Administration degree is to provide the participant with a solid and well-rounded education in Business and Business Administration. A basic core curriculum provides a foundation in accounting, management, marketing, and economics. This core is augmented by specialized courses, to meet individual goals and career objectives. Special emphasis is given to the personality development to become a competent manager or entrepreneur. It concludes with the student submitting a thesis paper presenting the results of research and analysis of a business problem. The basic philosophy of this program is to train the student to become a mature, conscientious, and responsible individual who is sincere in his desire for education. The final year of the program advances participants in Business Administration from a basic understanding to a specialized foundation by providing opportunities to students to:

- Construct and elaborate creative thinking skills - such as reflective thinking, critical thinking and realistic thinking;

- Develop a strong sense of entrepreneurship; business ownership and financial acumen that prepares students to perform in a competitive economic environment;

- Experience a genuine personal development path that is intended to ultimately help situate, plan and set realistic career goals for achieving a fulfilling personal and professional pathway.

3.1.4 The Master of Business Administration (MBA): duration 1 year

Introduction:

The Swiss School of Management 1-year international accredited MBA Degree Program is designed to equip students with the tools and analytical framework required for a successful career. The interactive community of faculty and students in an international setting provides students with globally relevant material in today's ever-changing economy.

The SSM MBA Degree is fully accredited by IACBE and CHEA-Council for Higher Education. The MBA degree is also accredited by the Department of Veterans Affairs in the USA. SSM is a quality certified school by EduQua, the Swiss Quality Certification label

(accredited by the Swiss Federal Government) for Institutions of higher and continuous education. The Swiss School of management is also accredited by the Ministry of Education & Research in Lazio, Italy, the American Council for Higher Education Accreditation (CHEA).

Throughout the MBA program, students will study leadership, business, entrepreneurship, and management philosophies that can be applied to any management role across varied industries. This business school gives students hands-on, applicable experience leading groups and classroom discussions which is essential in providing an interactive, dynamic, and effective program to students.

The program features international lectures, corporate visits, visiting speakers, self-assessment exercises and resume/internship counseling. The goal of the Swiss School of Management is to start growing students' networks from the moment they arrive.

MBA Course Structure

The Master of Business Administration Degree program consists of 15 courses subdivided into 12 core courses and a specialization module comprised of 3 courses. It is mandatory to submit a final project/thesis or business plan in order to graduate, which will be accounted for one additional core course of 4 credits. Most courses are worth 4 credit points and are assessed by either an examination, assignment, or a combination of both. The Master of Business Administration (MBA) school degree is granted to participants who achieve 60 ECTS (European Credit Transfer System).

Course Delivery

Each course must have a minimum of 34 front-class hours and another 30 hours of assignments, course work, individual or group projects and a minimum three-hours final exam as explained above.

Blended Method:

The course is made available in person or online through our blended method of study. Every class session is live streamed through online and recorded onto our online platform, allowing our students to have all the tools they need in order to be successful in their program

3.2   Academic Calendar

The Academic Calendar will be handed out upon arrival. Academic Calendars vary based on method of study, and program.

4 ACADEMIC PROGRAMS

4.1 1 Year – Bachelor of Business Administration (60 ECTS)

4.1 Admission Requirements
Students must have a High School graduation or equivalent or demonstrate the ability to succeed in undergraduate level study.

English Requirements:
Applicants for the Undergraduate program BBA/BBM are exempted from an English exam provided they completed their last schooling year (Baccalaureate or any of its equivalence listed in the entry criteria) at a recognized school where the medium of teaching is English.
In case this condition is unmet, then, the applicant needs to sit for one of the listed English exams (Serena please INSERT a drop-down arrow selection for the below):
- Test of English as a Foreign Language (TOEFL PBT) – minimum score: 57
- Internet Based Test (iBT) – minimum score: 61
- International English Language Test (IELTS) – minimum score: 6.0
- Pearson Test of English Academic Score Report – minimum score: 44
- Duolingo English Test – minimum score: 95
- 4-skill Michigan English Test (MET) – minimum score: 53
- Michigan Examination for the Certificate of Competency in English (ECCE) – minimum score: 650/LP
- Michigan Examination for the Certificate of Proficiency in English (ECPE) – minimum score: 650/LP

Student Verification Policy
Upon applying to join SSM for any program level students, need to submit the following documents:
- Copy of personal identification (ID or passport)
- Scanned Educational Transcripts
- 1 recent photo: passport size
- Prior to any exam or oral presentation, students show the passport page including their personal information and photo close to the cameras for verification.
- Students are supposed to enable and open their cameras during class live lectures, project presentations and exams until the activity ends.

Program Requirements
60 ECTS Points in 15 subjects are required to pass the first year.

Duration of the Programs
The duration of the programs normally extends for one year of study.

COURSE NUMBER	COURSE TITLE	COURSE TYPE	TOTAL COURSE

			CREDIT/CLOC K HOURS
BUS 200	INTRODUCTION TO BUSINESS	Core/Required	4
BEN 201	BUSINESS ENGLISH	Elective	4
FIN 210	INTRODUCTION TO FINANCE	Core/Required	4
MKT 210	INTRODUCTION TO MARKETING	Core/Required	4
STA 210	MANAGERIAL STATISTICS	Core/Required	4
COM 210	COMMUNICATION SKILLS	Core/Required	4
MIS 210	MANAGEMENT INFORMATION SYSTEMS	Core/Required	4
ACC 210	MANAGING ACCOUNTING COSTING AND BUDGETING	Core/Required	4
MGT 210	MANAGEMENT	Core/Required	4
MAT 210	MATHEMATICAL TOOLS FOR BUSINESS	Core/Required	4
COR 210	COMMERCIAL CORRESPONDENCE	Core/Required	4
ECO 210	ECONOMICS	Core/Required	4
TQM 210	TOTAL QUALITY MANAGEMENT	Core/Required	4
SMG 220	SALES MANAGEMENT	Core/Required	4
ITA 210	BASIC ITALIAN	Elective	4
CHE 210	BASIC CHINESE	Elective	4
LAW 220	BUSINESS LAW	Core/Required	4
LEA 220	LEADERSHIP	Core/Required	4
INT 220	INTERNSHIP	Capstone	4

NB. All Courses offered by the Swiss School of Management are delivered in 40 contact hours plus 20 hours of self-directed learning, research, and homework.

The Swiss School of Management reserves the right to change the programs and subjects at any time, to keep up with the current changes in technologies and market needs.

BUS200: Introduction to Business
This course is designed as a survey course that will expose you to business terminology, concepts, and current business issues. The intent is to develop a viable business vocabulary, foster critical and analytical thinking, and refine your business decision-making skills. These skills will be acquired by the reading materials, exercises, and research assignments in this course that simulate the workplace today. By delving into the five units of this course, you will be able to fine tune your direction and choice of career in business.

A major goal of our education is to help students become a citizen who can contribute and compete in an increasingly global environment. Elements of this course will focus on multicultural aspects of markets and business. Additional elements will ask students to look at other countries and evaluate the combination of business models and country characteristics.

BEN201: Business English
This course is designed to improve students' language skills as well as acquainting students with business terminology. It follows a flexible program in order to ensure that once the student joins SSM, they will be practicing various techniques of how to present themselves in a

professional manner. It will include techniques of reading, writing, presenting, and debating, which are 4 key elements of communication

FIN210: Introduction to Finance
This class offers the basic concepts and tools necessary to understand how financial markets work, and how financial instruments are used for sound investment decisions. This knowledge is especially important in the present environment, in the aftermath of the Financial Crisis of 2007-2009, and during the ongoing debt crisis in Europe. Topics covered include the following: models of risk and return; time value of money and net present value; market efficiency, anomalies, and behavioral finance; asset allocation and modern portfolio theory; bonds and interest rates, forwards and futures, options; the structure and performance of the money management industry: pension funds, mutual funds, hedge funds. Effort will be made to relate the course material to current financial issues and problems relevant to practitioners.

MKT210: Introduction to Marketing
The aim of this unit is to enable candidates to understand the purchase decision-making process and how marketing research techniques are used to contribute to the development of marketing plans. This unit explores buyer behavior and how it is influenced by a range of factors and situations. Candidates will explore the marketing research process and assess the importance of different types of information. The approach is practical, and candidates will learn how to prepare and present a research proposal, assess the reliability of market research findings, and use secondary sources of data.

Candidates will then develop the skills needed to assess trends and carry out competitor analysis.

Finally, candidates will consider customer relationship management and how to assess levels of customer satisfaction.
The unit seeks to combine a sound theoretical framework with the development of useful business skills.
Understand buyer behavior and the purchase decision-making process
• Be able to use marketing research techniques
• Be able to assess market size and future demand
• Be able to measure customer satisfaction

STA210: Managerial Statistics
Introduces students to basic concepts in probability and statistics of relevance to managerial decision making. Topics include basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. Numerous examples are chosen from quality-control applications, finance, marketing, and management.

COM210: Communication Skills
Business communication is a term for a wide variety of activities including, but not limited to the following: strategic communications planning, media relations, public relations (which include social media, broadcast, and written communications, and more), brand management, reputation management, speechwriting, customer-client relations, and internal/employee communications.

Companies with limited resources may only choose to engage in a few of these activities while larger organizations may employ a full spectrum of communication techniques. Since it is difficult to develop such a broad range of skills, communication professionals often specialize in one or two of these areas but usually have at least a working knowledge of most of them. The most important qualifications that communication professionals may possess are; excellent writing abilities, good 'people' skills, and the capacity to think critically and strategically.

MIS210: Management Information Systems
This unit explores the relationship between data, information, and knowledge, as well as analyzing the contribution these have towards the success of organizations. Candidates who aspire to positions in information systems management will develop the fundamental knowledge, understanding and skills necessary for such job roles.

By the end of this unit, you will be able to:
•   Understand the need to manage information and knowledge within organizations
•   Understand the role of ICT in information systems management
•   Understand the links between knowledge management strategy and competitive advantage

ACC210: Managing Accounting Costing & Budgeting
This unit provides candidates with the knowledge, understanding and skills to use cost information for budgeting and forecasting purposes in the management of business.
This unit deals with cost information, both current and future, of businesses. It investigates how cost data is collected, compiled, analyzed, and processed into information that is useful for business managers. Learners will have the opportunity to apply these principles in practice. The unit then deals with budgetary planning and control. It looks at how to prepare forecasts and budgets and to compare these to actual business results. Learners will again also be exposed to practical experience. Finally, the unit considers different costing and budgetary systems as well as the causes of resulting variances, together with the possible implications and the corrective actions the business will need to take.
If you aspire to managerial positions in businesses, you will develop the financial knowledge, skills and understanding necessary for such job roles.
By the end of this unit, you will be able to:
•   Analyze cost information within a business
•   Propose methods to reduce costs and enhance value within a business
•   Prepare forecasts and budgets for a business
•   Monitor performance against budgets within a business

MGT210 Management
Management is a process through which the goals of an organization are achieved and change in the workplace is handled. This process involves using human, financial, and informational resources. The goals of any profit or non-profit business are achieved through the four steps of management: planning, organizing, controlling, and leading. In this unit, you will discover that technical, conceptual, and interpersonal skills are essential to the management process.

MAT210: Mathematical Tools for Business
These courses typically do not go into the same depth as standard courses in the mathematics or science fields. The two most common mathematics courses taken in this form are Business

Calculus and Business Statistics. These courses are usually focused on problems from the business world, and the syllabus is adjusted accordingly.

COR210: Commercial Correspondence

Commercial Correspondence is usually a letter/email/fax or any other form of modern communication from one company to another, or between such organizations and their customers, clients, and other external parties. The overall style of letter depends on the relationship between the parties concerned. Business letters can have many types of contents, for example to request direct information or action from another party, to order supplies from a supplier, to point out a mistake by the letter's recipient, to reply directly to a request, to apologize for a wrong, or to convey goodwill. A business letter is sometimes useful because it produces a permanent written record and may be taken more seriously by the recipient compared to other forms of communication.

ECO210: Economics

Economics is concerned with economic issues and problems related to the business' organization, management, and strategy. Issues and problems include an explanation of why corporate firms emerge and exist, why they expand horizontally, vertically and spatially, the role of entrepreneurs and entrepreneurship, the significance of organizational structure, the relationship of firms with the employees, the providers of capital, the customers and the government and finally also the interactions between firms and the business environment.

TQM210: Total Quality Management

Total quality management (TQM) consists of organization-wide efforts to install, and make permanent, a climate in which an organization continuously improves its ability to deliver high-quality products and services to customers. While there is no widely agreed-upon approach, TQM efforts typically draw heavily on the previously developed tools and techniques of quality control. TQM enjoyed widespread attention during the late 1980s and early 1990s before being overshadowed by ISO 9000, Lean Manufacturing, and Six Sigma.

SMG220: Sales Management

Sales management is a business discipline which is focused on the practical application of sales techniques and the management of a firm's sales operations. It is an important business function as net sales, through the sale of products and services, and resulting in profit, drive most commercial business. These are also typically the goals and performance indicators of sales management.

FOL210: Foreign Language

At least two foreign languages are mandatory to pass the first year of study. Studying and living in Italy will push you to gain additional language skills in Italian. The second language offered depends on each year.

LAW220: Business Law

Business law consists of many different areas including the following: Contracts, the law of Corporations and other Business Organizations, Securities Law, Intellectual Property, Antitrust, Secured Transactions, Commercial Paper, Income Tax, Pensions & Benefits, Trusts &

Estates, Immigration Law, Labor Law, Employment Law and Bankruptcy. It is a branch of law that examines topics that impact the operation of a business.

LEA220: Leadership, Motivation, & Group Dynamics
The objective of this unit is to help students acquire and develop skills in relation to effective leadership within organizations. Students will understand and compare different approaches, theories and methodologies about leadership and will practice leadership behaviors through class exercises and assignments.
•	Understand the principal components of a leader's contribution to high performance working
•	Understand the different ways in which leadership has been defined, assessed, and appreciated in the academic and managerial context
•	Practice different behavior indicators related to leadership skills in a working environment
•	Evaluate elements of key leadership and management theories and translate theoretical constructs to practical applications
•	Have a personal development plan which includes the development of key leadership behaviors.

INT220: Internship
You are requested to bring a proof of at least two months of Internship experience in local (or virtual-remote) business. An alternative to an internship would be a Study-Abroad experience which will also be accepted. For the latter option you need to produce a certificate of attendance or an academic transcript from the host-institution.

## 4.2	2 Year -Bachelor of Business Administration (60 ECTS)

### *1.1	Admission Requirements*

Students admitted to year two of the three-year Bachelor of Business Administration must have completed the first year of the program (60 ECTS) or equivalent.

Program Requirements
60 Credit Points or 14 subjects are required for graduation.

COURSE NUMBER	COURSE TITLE	COURSE TYPE	TOTAL COURSE CREDIT/CLOCK HOURS
ACC 310	ADVANCED ACCOUNTING	Core/Required	4
FIN 300	VENTURE CAPITAL AND PRIVATE EQUITY	Core/Required	4
MIS 300	MANAGEMENT INFORMATION SYSTEMS: DECISION SCIENCE I	Core/Required	4
HRM 300	HUMAN RESOURCE MANAGEMENT	Core/Required	4
MKT 300	PRINCIPLES OF MARKETING	Core/Required	4
MBK 300	MONEY AND BANKING BUSINESS	Core/Required	4
MKT 310	CONSUMER BEHAVIOR	Core/Required	4
ECO 300	INTERNATIONAL ECONOMICS	Core/Required	4
MIS 301	MANAGEMENT INFORMATION SYSTEMS: DECISION SCIENCE II	Core/Required	4

FIN 310	PRINCIPLES OF FINANCE	Core/Required	4
MGT 310	INTERCULTURAL MANAGEMENT	Core/Required	4
LEA 310	LEADERSHIP & CHANGE MANAGEMENT	Core/Required	4
FOL 300	FOREIGN LANGUAGE	Core/Required	4
INT 310	INTERNSHIP	Capstone	8

Duration of the Programs
The duration of the programs normally extends for one year (40 academic weeks) of study.

NB. All Courses offered by the Swiss School of Management are delivered in 40 contact hours plus 20 hours of self-directed learning, research, and homework.
The Swiss School of Management reserves the right to change the programs and subjects at any time, to keep up with the current changes in technologies and market needs.

ACC310: Advanced Accounting
Get a comprehensive understanding of consolidated financial statements and how to prepare them. Focus on the accounting principles, methods and techniques that relate to types of business and nonbusiness entities, including corporations, partnerships, government units, estates and trusts, and nonprofits. Limited time is devoted to exploring certain tax aspects of consolidated financial statements.

FIN300: Venture Capital & Private Equity
Venture capital (VC) is money provided to seed early-stage, emerging and growing companies. Venture capital funds invest in companies in exchange for equity in the companies they invest in, which usually have a novel technology or business model in high technology industries, such as biotechnology and IT. The typical venture capital investment may occur from a seed funding round as the first round of institutional capital to fund growth (also referred to as Series A round) in the interest of generating a return through an eventual exit event, such as an IPO or trade sale of the company. Venture capital is a type of private equity.

In finance, private equity is an asset class consisting of equity securities and debt in operating companies that are not publicly traded on a stock exchange.
A private equity investment will generally be made by a private equity firm, a venture capital firm, or an angel investor. Each of these categories of investors has its own set of goals, preferences, and investment strategies; however, all provide working capital to a target company to nurture expansion, new-product development, or restructuring of the company's operations, management, or ownership.

MIS300: Managing Information Systems 1
This course is the second part of Managing Information Systems (MIS) 1. This is not a technology course, although we do explore several core technologies used in modern enterprises; nor is it designed to teach you how to use computers effectively, although we certainly take advantage of a range of software applications in our analysis.
Instead, the focus is on how to leverage information systems to effectively operate and grow an enterprise. Whether the organization is a new entrepreneurial start-up, an established business, a non-profit, or a government enterprise, its ability to deliver its mission and implement its strategy could be significantly impeded without knowledgeable individuals to guide the design,

acquisition, effective use and support of the information systems that provide the foundation for the organization.

Because the role of MIS is critical for many organizations, it has become an exciting career choice that allows you the flexibility to apply the skills you develop through your study of management information systems to a broad range of disciplines. An organization is made up of four key components: technology, data, processes, and people. A career in MIS can offer you many options, such as taking a strategic approach and becoming a systems or enterprise architect who is an expert in integrating across these components, or becoming a specialist in data analytics, process redesign, or technology management. What distinguishes MIS from other types of information technology is the recognition of the role and the importance of people in both enabling and constraining organizations.

The guiding principle behind this course is that for an enterprise to run efficiently, its information systems need to work efficiently. Modern organizations are simply too complex, with too many people and too much data for work to be done manually or inefficiently.

HRM300: Human Resource Management
Human resource management is a function in organizations designed to maximize employee performance in service of an employer's strategic objectives. HR is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments and units in organizations typically undertake a number of activities, including employee benefits, design and recruitment, "training and development", performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR also concerns itself with industrial relations, i.e. the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

MKT300: Principles of Marketing
Marketing is about communicating the value of a product, service or brand to customers or consumers for the purpose of promoting or selling that product, service, or brand. The oldest, and perhaps simplest and most natural form of marketing is 'word of mouth' (WOM) marketing, in which consumers convey their experiences of a product, service or brand in their day-to-day communications with others. These communications can of course be either positive or negative.

MBK300: Money & Banking Business
Banking in its modern sense evolved in the 14th century in the rich cities of Renaissance Italy, but in many ways it was a continuation of ideas and concepts of credit and lending that had their roots in the ancient world. In the history of banking, several banking dynasties — notably, the Medicis, the Fuggers, the Welsers, the Berenbergs and the Rothschilds — have played a central role over many centuries.

The money supply of a country consists of currency (banknotes and coins) and, depending on the definition used, one or more types of bank money (the balances held in checking accounts, savings accounts, and other types of bank accounts). Bank money, which consists only of records (mostly computerized in modern banking), forms by far the largest part of broad money in developed countries.

MKT310: Consumer Behavior

This course introduces the theory of consumer behavior and relates it to the practice of marketing. It will present relevant material drawn from psychology, anthropology, social and behavioral sciences within the framework of the consumer decision process and its main influencing factors.

ECO300: International Economics
International economics is concerned with the effects upon economic activity from international differences in productive resources and consumer preferences, as well as the international institutions that affect them. It seeks to explain the patterns and consequences of transactions and interactions between the inhabitants of different countries, including trade, investment, and migration.

MIS301: Managing Information Systems 2
Any specific information system aims to support operations, management and decision making. An information system is the information and communication technology (ICT) that an organization uses, and the way in which people interact with this technology in support of business processes.

FIN310: Principles of Finance
In Financial Accounting, we learned that firms are required to keep detailed financial records so that organized reports can be distributed to managers, shareholders, and government regulators. Principles of Finance will focus on what these managers, investors, and government agencies do with this information. It is an introductory course to various fields of finance and is comparable in content to courses that other institutions label as "corporate finance" or "financial management."

Finance is a broad term. You will find that both managers that compile the financial reports we discussed in financial accounting and stockbrokers working on Wall Street will claim that they work in finance. So, what exactly is finance? Finance is the science of fund management. It is distinct from accounting in that. As accounting aims at organizing and compiling past information, finance is geared towards deciding what to do with that information.

In this course, you will be exposed to several different subfields within finance. You will learn how to determine which projects have the best potential payoff, to manage investments, and even to value stocks. In the end, you will discover that all finance boils down to one concept: return. In essence, finance asks: "If I give you money today, how much money will I get back in the future?" Though the answer to this question will vary widely from case to case, by the time you finish this course, you will know how to find the answer.

You will learn how to use financial concepts such as the time value of money, pro forma financial statements, financial ratio analysis, capital budgeting analysis, capital structure, and the cost of capital. This course will also introduce bonds and stocks. Upon completion of this course, you will understand financial statements, cash flow, time value of money, stocks and bonds, capital budgeting, ratio analysis, and long-term financing, and apply these concepts and skills in business decisions.

MGT310 Intercultural Management
The globalization of the economy, with increased cross-border alliances, ventures, and global relocations, as well as the advent of e-commerce, has brought about major changes in the field

of international customer relations and intercultural diversity management. This has led to an increased appreciation by companies that managing cultural differences properly can be a key factor in getting things done effectively across borders. With increased contact of personnel and customers from diverse cultural backgrounds, there is a growing demand for businesses to understand and manage the diverse values, perceptions, business worldviews and behavior of corporations, staff, and its customers. Intercultural communication and management are an interdisciplinary human resources field concerned with facilitating communication, management and effective interaction of personnel and customers across borders.

LEA310: Leadership & Change Management
During your first-year studies, you have learned to use Leadership as a way to structure and plan the future. You were designing your roadmap for the future. In the second year, you will use your leadership skills to motivate and lead others to change or to make a change.

FOL300: Foreign Language
In the second year of your Bachelor Studies you will learn another new language and culture.

1.2   3 Year -Bachelor of Business Administration (60 ECTS)

1.3   Admission Requirements
Must have completed years one and two of the Bachelor of Administration program or equivalent (120 ECTS)

Program Requirements
60 ECTS which includes the writing and presenting of a thesis project and internship.

Duration of the Programs
The duration of the programs normally extends for one year (40 academic weeks) of study.

COURSE NUMBER	COURSE TITLE	COURSE TYPE	TOTAL COURSE CREDIT/CLOCK HOURS
FIN 410	INTERNATIONAL FINANCE	Core/Required	4
MKT 430	STRATEGIC MARKETING	Core/Required	4
ICT 410	INFORMATION SYSTEMS	Core/Required	4
ITM 410	MANAGING IT IN THE DIGITAL ECONOMY	Core/Required	4
FOL 400	FOREIGN LANGUAGE	Elective	4
FIN 420	FINANCIAL PLANNING & BUDGETING	Core/Required	4
MGT 410	ORGANIZATIONAL BEHAVIOR	Core/Required	4
LEA 450	STRATEGIC LEADERSHIP AND CHANGE	Core/Required	4
GLB 410	BUSINESS IN A WORLD ECONOMY	Core/Required	4
INT 410	INTERNSHIP	Core/Required	6
GRD 499	THESIS	Capstone	6

NB. All Courses offered by the Swiss School of Management are delivered in 40 contact hours plus 20 hours of self-directed learning, research, and homework.

The Swiss School of Management reserves the right to change the programs and subjects at any time, in order to keep up with the current changes in technologies and market needs.

FIN410: International Finance

This course focuses on international financial management and international trade. Topics in financial management, viewed primarily from the perspective of managers doing business overseas, include the management of foreign exchange exposure, foreign direct investment decisions, and multinational capital budgeting. Other topics covered include trends in international banking, the balance of payments, the determination of exchange rates, the LDC debt crisis, and the Asian meltdown.

MKT430: Strategic Marketing

This course examines the development and implementation of marketing strategies by providing a framework from which to identify and evaluate strategic options and programs. Topics: forecasted and contextual possibilities, product-market definition, relationships with channels of distribution, relationships with customers, competitive analysis, financial models for marketing strategists, portfolio models, strategic assessment of offerings, marketing strategy implementation systems. This course requires that students have a strong foundation of marketing knowledge gained from Introduction to Marketing (in particular a knowledge of market segmentation).

ICT410: Information Systems

This course will give you the following insights:
•   Demonstrate and gain overview of IT Systems relevant for Business Management including ERP systems
•   Overview of Projects and Project Management
•   Methods in the content of IT Systems
•   Display a critical awareness of best practice in relation to information systems development projects.
•   Demonstrate an appreciation of information systems used at different levels, and systems that span different business areas.
•   Demonstrate a deep understanding of the impact of centralized information systems on a variety of business divisions.
•   Conduct appropriate research into the use of information systems; understand the full life cycle of an integrated system.

FOL400: Foreign Language

For the third year in a row, you will be facing a new challenge by getting to approach a new language among the following: German, Italian, Russian, Chinese, Hindi or Spanish.

FIN420: Financial Planning & Budgeting

This course will give you the following insights:

- Understand the strategic planning process
- Translate strategic plans into financial plans and budgets
- Appreciate the significance of the complementary roles of both budget approvers and holders
- Distinguish among various types of budgets, and apply budget variances for controlling costs
- Realize the impact of financial plans and budgets on the business's cash flow management
- Explain the step-by-step preparation of the master budget
- Apply capital budgeting techniques to assess the viability of capital investment projects

MGT410: Organizational Behavior

This case and experience-based course focuses on behavioral aspects of the firm and its employees. It strives to trace a path that is informed by various science-based disciplines (most notably social psychology) and is directly relevant to the practice of management in firms of today and tomorrow.

The course is organized into four modules:
- Leadership and Transformation
- Motivation, Incentives, and Organizational Control Systems
- Team Effectiveness
- Decision Making

The first three are extensive and in-depth, while the last is shorter. The readings and class assignments are serious and challenging. It is not simply a master class on steroids, but a rigorous and demanding graduate level course.

LEA450: Strategic Leadership & Change

The goal of this course is to help you develop a mental map of how to think about businesses and organizations strategically. The emphasis will be on exerting influence through strategy, organizational design, organizational culture, and leading change efforts. F2F leadership influence is addressed in Tactical Leadership. More specifically, this course is intended to help you:

1. Develop a set of mental maps about strategic thought, organizational culture, and leading strategic change.
2. Practice strategic thinking and strategic change planning.
3. Enhance your model of leading and managing change.
4. Develop a charter for an organization.

GLB410: Business in a World Economy

Today, business participates directly or indirectly in the global economy. Purely domestic markets have almost ceased to exist. In your career, you will be interacting with businesses and managers across the world. International Business is a survey of the global business environment and its effects on the operation of service and product organizations. The subject examines the impact of international economic activities and financial institutions on international management, as well as the challenges of the global environment including governments, customs, and cultures.

INT410: Internship

You are requested to bring proof of at least two-months of internship experience in local (or virtual-remote) business. An alternative to an internship would be a Study-Abroad experience which will also be accepted. For the latter option you need to produce a certificate of attendance or academic transcripts from the host-institution.

GRD499: Thesis
By the end of the BBA program, you will be able to apply what you have learnt to your company and elaborate your own business project. You will raise your own questions, decide which methods can be used and, by a comprehensive analysis, conclude your own recommendations. The summary of the business project, or thesis, should present an original argument, business case or business plan that is carefully documented from primary and/or secondary sources.

The thesis must have a substantial research component and a focus that falls within the scope of topics studied during your specialization. It must be written under the guidance of an advisor who is knowledgeable in this area of study. As the final element in the bachelor's degree, the thesis gives you an opportunity to demonstrate expertise in the chosen research area. The thesis should present and investigate a hypothesis or a research question.

Alternatively, you can construct a business plan. A business plan is a formal statement of a set of business goals, the reasons that are believed attainable, and the plan for reaching those goals. It includes a description of a company or small business, its services and/or products and how the business will achieve its goals.
The plan includes the overall budget, current and projected financing, a market analysis and its marketing strategy approach. In a business plan, a business owner projects revenues and expenses for a certain period of time and describes operational activity and costs related to the business.

Specializations:

GLOBAL MANAGEMENT			
MGT 420	NEGOTIATION SKILLS	Emphasis	4
MGT 430	COMPETITIVE STRATEGY	Emphasis	4
MKT 450	CASES IN MARKETING	Emphasis	4
FIN 450	CASES IN FINANCE	Emphasis	4
INTERNATIONAL MARKETING MANAGEMENT			
MKT 310	CONSUMER BEHAVIOR	Emphasis	4
LMG 410	LOGISTICS MANAGEMENT	Emphasis	4
MKT 425	NEW PRODUCT DEVELOPMENT	Emphasis	4
MKT 435	SERVICES MARKETING	Emphasis	4
ENTREPRENEURSHIP			
MGT 435	FAMILY BUSINESS MANAGEMENT	Emphasis	4
MGT 440	CASES IN ENTREPRENEURSHIP	Emphasis	4
MGT 445	ADVANCED CASES IN ENTREPRENEURSHIP	Emphasis	4
FIN 460	MERGERS AND ACQUISITIONS	Emphasis	4
HOSPITALITY MANAGEMENT			
HOM 410	HOTEL AND TOURISM MANAGEMENT	Emphasis	4

HOM 415	FRONT OFFICE OPERATIONS & MANAGEMENT	Emphasis	4
HOM 420	HOSPITALITY SALES & MARKETING	Emphasis	4
HOM 425	FOOD & BEVERAGE SERVICE	Emphasis	4
LOGISTICS MANAGEMENT			
LMG 410	LOGISTICS MANAGEMENT	Emphasis	4
LMG 415	COURIER, LOGISTICS AND TRANSPORTATION MANAGEMENT	Emphasis	4
LMG 420	DISTRIBUTION MANAGEMENT	Emphasis	4
LMG 425	CASES IN LOGISTICS MANAGEMENT	Emphasis	4
ACCOUNTING			
ACC 400	ACCOUNTING FOR CONTROL	Emphasis	6
MGT 415	STRATEGIC MANAGEMENT	Emphasis	4
ECO 400	BUSINESS IN A WORLD ECONOMY	Emphasis	6
FINANCE			
FIN 420	CONTEMPORARY CORPORATE FINANCE	Emphasis	6
MGT 415	STRATEGIC MANAGEMENT	Emphasis	4
FIN 425	COST CONTROLLING & FINANCIAL PLANNING	Emphasis	6
EARLY CHILDHOOD EDUCATION			
ECE 400	EARLY CHILDHOOD EDUCATION	Emphasis	4
ECE 410	LEARNING PSYCHOLOGY	Emphasis	4
ECE 420	HISTORY OF EARLY CHILDHOOD EDUCATION	Emphasis	4
ECE 430	MODERN CONCEPTS IN EARLY EDUCATION	Emphasis	4

The Swiss School of Management reserves the right to change the programs and subjects at any time, in order to keep up with the current changes in technologies and market needs.

BBA in Global Management

MGT420: Negotiation Skills
Students will learn how to navigate national cultures when negotiating deals, resolving disputes, and making decisions in teams. Rather than offering country-specific protocol and customs, Negotiating Globally provides a general framework to help negotiators anticipate and manage cultural differences, incorporating the lessons of the latest research with new emphasis on executing a negotiation strategy and negotiating conflict in multicultural teams. We explain how to develop a negotiation planning document and show how to execute the plan, how the cultural environment affects negotiators' interests, priorities, and strategies, how to distinguish good deals from poor ones and good negotiators from poor ones as well as how resolving disputes is different from making deals, as well as emphasizing on how negotiation strategy can be used in multicultural teams.

MGT430: Competitive Strategy

The course intends to demonstrate that decisions affecting the expansion of the firm are neither obvious nor totally determined by the technological or economic forces generally associated with globalization. The course focuses on the concepts of Porter as well as SWOT analysis. Comparisons are drawn between the differences of the fundamental economic, financial, and political factors affecting the international expansion of the firm from purely domestic factors. The course studies that the internationalization of the firm is a sequential decision-making process operating at the country, industry, corporate, business, and subsidiary levels of analysis. This course introduces students to the subject of strategy and helps them understand more thoroughly the overall impact of internal and external influences on the firm. The basic purpose of the course is to provide the student broad insights into the practice of strategic management, and its real significance in contemporary multi-national corporations

MKT450: Cases in Marketing
This course leads you through different Marketing case studies of real businesses using the Harvard Business School Case method.

FIN450: Cases in Finance
This course leads you through different Finance case studies of real businesses using the Harvard Business School Case method.

BBA in International Marketing Management

MKT310: Consumer Behavior
This course introduces the theory of consumer behavior and relates it to the practice of marketing. It will present relevant material drawn from psychology, anthropology, social and behavioral sciences within the framework of the consumer decision process and its main influencing factors.

MGT425: Small Business Retail Strategy
You will learn from the ground up how a business is run, getting principles you can later apply to your own business projects. Coursework focuses on ownership philosophies, business regulation and structures that can be applied to create well-managed businesses. Special topics include employment hierarchies and management structures.

MKT425: New Product Development
Innovation and new product development are critical to the success of organizations and nations alike. In increasingly dynamic environments, being first to market with innovative goods or services is essential. The interplay between creative, market and technical requirements is an extremely complex process whether the innovation is new to the world or an incremental development of existing products. Specific outcomes of this course are:
• 	develop familiarity with models of innovation and the marketing and technology interface
• 	understand the importance of new product development to firm performance
• 	learn methods of generating, evaluating and testing product ideas
• 	identify relevant components and plan a product launch

- learn methods of evaluating and monitoring the success of a launch.

MKT435: Services Marketing
Theoretical foundations and practical application of marketing of services examined. Topics include the nature of services, marketing framework and the marketing mix for services, service encounter, human factor and service quality. This course focuses on the key elements (culture, communications, strategy, operations, people and technology) that marketers must integrate to establish and sustain service excellence and provide customer value. While the course examines broad issues in managing service businesses and the service component of manufacturing firms, a core theme is how customer value is created. Topics include nature of service products, consumer behavior in service settings, service quality and satisfaction, developing service strategies, managing customer service, services cape strategies, service recovery and service technologies.

BBA in Entrepreneurship

MGT435: Family Business Management
Family-owned enterprises face special challenges. The Family Enterprise Challenge is designed to help you address the universal issues as they apply to your own business and family. It combines rigorous learning with practical workshops.

MGT440: Cases in Entrepreneurship
This course leads you through different Marketing case studies of real businesses using the Harvard Business School Case method.

MGT440: Advanced Cases in Entrepreneurship
This course leads you through different Marketing case studies of real businesses using the Harvard Business School Case method.

MGT445: Mergers & Acquisitions
The primary objective of the course is to develop a comprehensive understanding of mergers and acquisitions (M&A) from the perspective of the corporate executive. This course will cover all major elements of the acquisition process including corporate strategy, valuation, due diligence, financing decisions, transaction structures, restructuring options, takeover defense and integration. It will also use cases and real-world applications to develop skills necessary to prepare and evaluate the rationale for a proposed transaction.

BBA in Hospitality Management Specialization

HOM410: Hotel & Tourism Management
This course welcomes students into the exciting and diverse hospitality and tourism industry. While providing an understanding of the scope and complexity of the industry, the course covers key hospitality issues, management definitions, and career opportunities available in restaurants, hotels, beverages operations, casinos, theme venues, entertainment centers, cruise lines, and countless other hospitality and tourism businesses

HOM415: Front Office Operations & Management

On completion of this module students will be able to:

- Describe the range of front office operations and their functions
- Discuss the importance of communication with other sections within the hotel
- Explain the important role front office plays in selling the hotel and all its facilities
- Demonstrate reception procedures and explain how they contribute to customer satisfaction
- Explain the implications of key legislation for reception operations
- Demonstrate and explain the suitability of reception procedures for different types of hotel outlets

HOM420: Hospitality Marketing & Sales

On successful completion of this module, students should be able to:

- Analyze and understand the role of marketing and its applications in a hospitality and tourism industry
- Develop marketing communications plans for the hospitality and tourism industry
- Understand and define the customer's needs
- Examine the role of sales in the hospitality and tourism industry
- Develop marketing plan for a hospitality and tourism organization

HOM425: Food & Beverage Service

To succeed in this module, students must:

- Describe a range of Food and Beverage production and service methods used in a variety of outlets.
- Explain the organization for a range of Food and Beverage operations.
- Discuss measures to improve food and beverage practice and procedures.
- Explain the purpose and methods of developing food production systems and how this meets customer requirements.

BBA in Logistics Management

LMG410: Logistics Management

Logistics and Supply Chain Management (SCM) are nowadays accepted as one of the key concerns of organizations. Dedicated managers are appointed who are responsible for end-to-end pipelines that link supply to demand. The central theme of this module is to argue why and how organizations can achieve competitive advantages through SCM. Moreover, organizations compete as supply chains, rather than as stand-alone organizations. This module sets the stage for developing logistics and supply chain solutions that are flexible and capable of adapting to the revolutionary changes in the business environment.

The module will zoom in on core concepts of logistics, supply chains and competitive strategies, including delivering customer value (from SCM to demand network management); management of (new) channels of distribution, including e-commerce; performance indicators; lead-time management; the role of information in the supply chain; service logistics; and management of global supply chains.

In addition to the theory, this module, like many modules, will introduce the student to practical models and tools with clear examples that have proven their usefulness to many organizations. In this module, the focus will be on tools in general management; general problem-solving tools; performance management; financial management.

LMG415: Courier, Logistics & Transportation Management
The phenomenon of courier and logistics has become a global imperative in the development realities. This disposition has increased the concern to train and retrain practitioners of courier and logistics on the relevant derivatives for effective and efficient last mile delivery of goods and services. The thematic focus of this module, therefore, is how courier and logistics organizations can achieve high performance levels in the delivery network through human capital development.

Consequently, this module concentrates on concepts of courier and logistics, entrepreneurship, environment, fleet management, warehousing, supply chain management, marketing, ICT, management principles and techniques, communication and branding, business development, challenges and solutions. The focus in this module is on applications of these concepts to the urban and suburban context.

LMG420: Distribution Management
The logistics industry is changing rapidly and radically and growing in importance. The required knowledge and skills of logistics managers and staff levels the increased responsibilities and the scope that working in logistics entails. This module helps (future) logistics managers in their quest to improve service and reduce cost, as well as making them aware of the many different aspects of logistics and the supply chain. The module is aimed at both (future) logistics managers and logistics specialists. The module covers a broad range of key subject areas in logistics:

1. Concepts of logistics and distribution
2. Planning for logistics
3. Procurement and inventory decisions
4. Freight transport
5. Operational management
6. Warehouse management

In addition to the theory, this module will introduce the students to practical models and tools with clear examples that have proven their usefulness to many organizations. In this module, the focus will be on tools in general management; general problem-solving tools; performance management; financial management.

LMG425: Cases on Logistics Management
This course leads you through different Finance case studies of real businesses using the Harvard Business School Case method.

BBA in Accounting

ACC400: Accounting for Control
The objective of this course is to help students to further develop their skills in some important accounting topics. In particular, students will learn the principles of Financial Reporting of Accounting information, how to allocate overheads and how to use Accounting for Control purposes. Finally, students will learn some techniques of measuring the business performances.

MGT415: Strategic Management
This course introduces students to the subject of strategy and helps them better understand the overall impact of internal and external influences on the firm. The basic purpose of the course is to provide the student with broad insights into the practice of strategic management, and its real significance in contemporary multi-national corporations.

ECO400: Advanced Cases in Entrepreneurship
The objective of this course is to help the students to acquire skills in Macroeconomics Theory linked to business management. In particular the students will learn why Macroeconomics is important for Decision Making, the main Macroeconomics variables affecting business decisions and the potential strategies to adopt. Finally, the students will learn some basic methodologies to present their analysis and draw the main conclusions.

BBA in Finance

FIN420: Contemporary Corporate Finance
The objective of this course is to help students by further developing their skills in some important aspects of Corporate Finance. In particular, students will learn about the structure of the Financial Marketplace, how to evaluate Bonds and Common Stocks, the techniques of capital structure and intermediate term financing.

MGT415: Strategic Management
This course introduces students to the subject of strategy and helps them to better understand the overall impact of internal and external influences on the firm. The basic purpose of the course is to provide the student broad insights into the practice of strategic management, and its real significance in contemporary multi-national corporations.

FIN425: Cost Controlling & Financial Planning
The objective of this course is to help students to acquire skills in the correct use of Cost Accounting aimed to support corporate decisions. In particular students will learn how to work with Cost Configurations, allocate Costs, develop Profitability Analysis, calculating process / product costs and the Activity-Based Costing methodology. Finally, students will learn some fundamentals of Planning / Budgeting together with principles of Variance Analysis.

BBA in Early Childhood Education Management

ECE400: Early Childhood Education
At the end of this module, the student can:

- Name and systemize current educational programs and plans in Germany
- Describe the background of reforms in early education in pedagogy, psychology, and neurobiology
- Explain similarities and differences of the educational plans and programs

ECE410: Learning Psychology
This course introduces students to the subject of strategy and helps them to better understand the overall impact of internal and external influences on the firm. The basic purpose of the course is to provide the student broad insights into the practice of strategic management, and its real significance in contemporary multi-national corporations.

ECE420: History of Early Childhood Education
At the end of this module students are able to:
- Name, describe, and systemize three classical concepts of early education
- Describe the underlying ideas behind childhood development and education in classical early childhood pedagogy
- Picture the development of early education through the ages

ECE430:
At the end of this module the students can:

- Explain basal structures of modern concepts in early education
- Connect those theoretical concepts and the conceptions of their institutions
- Add theoretical background to their own conceptions and continue their development according to daily practical necessities

1.4   MBA Master of Business Administration (60 ECTS)

1.5   Admission Requirements

Bachelor's degree or equivalent (180 ECTS)

English Requirements:
Applicants for the Master's program MBA, are exempted from an English exam provided they completed their schooling years and/or bachelor's program at a recognized school where the medium of teaching is English.
In case this condition is unmet, then, the applicant needs to sit for one of the listed English exams (Serena please INSERT a drop-down arrow selection for the below):
- Test of English as a Foreign Language (TOEFL PBT) – minimum score: 60
- Internet Based Test (iBT) – minimum score: 71
- International English Language Test (IELTS) – minimum score: 6.5
- Pearson Test of English Academic Score Report – minimum score: 50
- Duolingo English Test – minimum score: 100
- 4-skill Michigan English Test (MET) – minimum score: 55
- Michigan Examination for the Certificate of Competency in English (ECCE) – minimum score: 650/LP
- Michigan Examination for the Certificate of Proficiency in English (ECPE) – minimum score: 650/LP

Student Verification Policy
Upon applying to join SSM for any program level students, need to submit the following documents:
- Copy of personal identification (ID or passport)
- Scanned Educational Transcripts
- 1 recent photo: passport size
- Prior to any exam or oral presentation, students show the passport page including their personal information and photo close to the cameras for verification.
- Students are supposed to enable and open their cameras during class live lectures, project presentations and exams until the activity ends.

Program Requirements
44 credit points for 12 academic core courses as well as 12 credit points of a chosen specialization. Students must also complete an Independent Research Project/Thesis (4 credit points)

Duration of the Programs
The duration of the programs normally extends for 40 academic weeks or one year (60 ECTS)

COURSE NUMBER	COURSE TITLE	COURSE TYPE	TOTAL COURSE CREDIT/CLOCK HOURS
GLB 555	GLOBALIZATION	Core/Required	4

LSP 555	LEADERSHIP 360 DEGREES	Core/Required	4
AFM 555	ACCOUNTING & FINANCIAL MANAGEMENT	Core/Required	4
LAW 555	INTERNATIONAL LAW & ETHICS	Core/Required	4
GMF 555	GLOBAL MICROECONOMICS & INTERNATIONAL FINANCE	Core/Required	4
MDG 555	MANAGEMENT IN THE DIGITAL ECONOMY	Core/Required	4
THS 555	FINAL THESIS & RESEARCH METHODOLOGIES	Capstone	4
NGS 555	NEGOTIATING GLOBALLY	Core/Required	4
OBM 555	HRM & ORGANIZATIONAL BEHAVIOR	Core/Required	4
CPS 555	COMPETITIVE STRATEGY	Core/Required	4
INM 555	INVESTMENT MANAGEMENT	Core/Required	4
MKT 555	STRATEGIC MARKETING & SOCIAL MEDIA PLANNING	Core/Required	4

NB. All Courses offered by the Swiss School of Management are delivered in 40 contact hours plus 20 hours of self-directed learning, research, and homework. The Independent Research Project/Thesis will ask for more time.

The Swiss School of Management reserves the right to adjust the programs and subjects at any time, to keep up with the current changes in technology and market needs.

Specializations:

GLOBAL MANAGEMENT & LEADERSHIP			
GML 590	MANAGING AND LEADING IN DIFFERENT COUNTRIES	Emphasis	4
GML 591	INDIVIDUAL AND ORGANIZATIONAL LEADERSHIP SKILLS	Emphasis	4
GML 592	MANAGING BUSINESS ETHICS	Emphasis	4
FINANCE			
FIN 590	INVESTING & PRIVATE EQUITY	Emphasis	4
FIN 591	MERGERS & ACQUISITIONS	Emphasis	4
FIN 592	ENTREPRENEURIAL FINANCIAL MANAGEMENT	Emphasis	4
ENTREPRENEURSHIP			
ENT 591	INDIVIDUAL & ORGANIZATIONAL LEADERSHIP SKILLS	Emphasis	4
ENT 592	ENTREPRENEURIAL FINANCIAL MANAGEMENT	Emphasis	4
ENT 593	INNOVATION & ENTREPRENEURSHIP	Emphasis	4
HUMAN RESOURCES			

HRM 590	MANAGING AND LEADING IN DIFFERENT COUNTRIES	Emphasis	4
HRM 591	HUMAN RESOURCES MANAGEMENT	Emphasis	4
HRM 592	MANAGING BUSINESS ETHICS	Emphasis	4
LOGISTICS			
LMG 580	LOGISTICS MANAGEMENT	Emphasis	4
LMG 581	DISTRIBUTION MANAGEMENT	Emphasis	4
LMG 582	COURIER, LOGISTICS AND TRANSPORTATION MANAGEMENT	Emphasis	4
FINANCIAL TECHNOLOGY			
FIT 586	FINANCIAL TRANSFORMATION & ALTERNATIVE FINANCE	Emphasis	4
FIT 587	PAYMENT, CRYPTOCURRENCIES & BLOCKCHAIN	Emphasis	4
FIT 588	REGULATIONS & FINTECH	Emphasis	4
HEALTH, SAFETY & ENVIRONMENT			
HSE 590	HSE MANAGEMENT SYSTEM	Emphasis	4
HSE 591	HSE CULTURE AND LEADERSHIP	Emphasis	4
HSE 592	HSE RISK MANAGEMENT	Emphasis	4
LUXURY MANAGEMENT			
LMG 590	FUNDAMENTALS OF LUXURY BUSINESS MANAGEMENT	Emphasis	4
LMG 592	INTERNATIONAL LUXURY BRANDING	Emphasis	4
LMG 593	RETAIL AND DISTRIBUTION MANAGEMENT	Emphasis	4
MARKETING			
MKT 590	MARKETING RESEARCH	Emphasis	4
MKT 591	NEW MEDIA MARKETING	Emphasis	4
MKT 592	INTERNATIONAL LUXURY BRANDING	Emphasis	4
NON-FOR-PROFIT ORGANIZATIONS			
NPO 590	MANAGING NON-PROFIT ORGANIZATIONS	Emphasis	4
NPO 591	MAINSTREAMING CORPORATE RESPONSIBILITY	Emphasis	4
NPO 592	MANAGING BUSINESS ETHICS	Emphasis	4
PROJECT MANAGEMENT			
PMG 555	PROJECT MANAGEMENT	Emphasis	4
PMG 556	NEW TRENDS & METHODOLOGIES IN PROJECT MANAGEMENT	Emphasis	4
PMG 557	PROJECT RISK MANAGEMENT	Emphasis	4

2   ACADEMIC POLICY

2.1   Grading Policy

The following interpretations and numerical equivalents are associated with each letter grade.

The grade **F** means failing work. A failed course must be repeated in order for the student to receive credit.

The grade of **I** (Incomplete) will be assigned in cases where illness, hospitalization, death in the family or other situations of similar gravity temporarily prevent completion of the required course work. A statement of the reasons for the non-completion, the work remaining to be completed and the expected date of completion, signed by the professor and, when possible, by the student, must be submitted to the Registrar (administration staff) before the grade **I** will be recorded. Incomplete work must be completed by the end of the first regular semester (excluding summer sessions) immediately following the semester in which the **I** was assigned. Otherwise, the grade will be administratively converted to an **F**.

Some courses may be offered by SSM on a pass/not pass basis. In such cases a grade of **P** (Passing) will be assigned for work corresponding in quality to a grade of C or above, and a grade of **NP** (Not Passing) will be awarded for a grade of C- or below.

To determine a participant's grade point average the following procedure is used: the quality points for each course are calculated by multiplying the numerical value of the grade by the number of credit hours of the course. The total of the quality points earned is divided by the total number of credit hours earned. Thus, a participant who has taken 30 hours of work and has earned 90 quality points would have a grade point average of 3.00. In the case of repeated courses, the number of quality points and hours includes only the most recent time the course was taken.

2.2   Courses in which grades of I, P, NP or W are assigned but are not included in the quality point computation, nor is work completed at other institutions. Grades are reported to students at the end of the program. Upon request from the student, SSM will also report to the student's parents or to the person financially responsible for the student's education. SSM may charge an administrative fee for it.

Designation	Interpretation/Recognition	Percentage Range	Grade Point Value
A	Excellent	94.5% - 100%	4.00
A-		89.5% -94.4%	3.67
B+		86.5% - 89.4%	3.33
B	Good	82.5% - 86.4%	3.00
B-		79.5% - 82.4%	2.67
C+		76.5% - 79.4%	2.33
C	Satisfactory	72.5% - 76.4%	2.00
C-		69.5% - 72.4%	1.67
D+		64.5% - 69.4%	1.33
D	Poor but passing	59.5% - 64.4%	1.00
F	Failing	0 % - 59.4%	
P	Passing with Credit		
TC	Transfer Credits		
I	Incomplete		
W	Official Withdrawal		

3   MAINTENANCE OF ACADEMIC STANDING

Students at the Swiss School of Management have the personal responsibility to recognize when they are experiencing academic and professional difficulties and to initiate requests for help from staff.

Through the prescribed system of student assessment, lecturers give regular feedback on academic performance to students. Students who feel that they are not doing as well as they could in any subject are to request additional assistance from the lecturer.

Should a student have below 'C', he/she will be placed on **Academic Probation.** Academic probation means that a student may continue to the next academic term, but has been notified of the need to improve her/his academic performance in the following term

A student whose cumulative letter grade average remains below **C** while on probation, or falls below **D**, will be subject to **Academic Suspension.** ***Suspended students may not begin a subsequent term of the academic program.*** Such students must discuss re-matriculation with the school director who may allow the student to repeat **all subjects** in the appropriate term. Should the student not be allowed to re-enroll, she/he will be dismissed from the course being undertaken.

No student will be permitted to continue with the program if she/he has **THREE** failed subjects ("F" grade) on her/his transcript.

3.1   Resits and Retakes

Students whose academic transcript shows **one** or **two** failed subjects may apply to retake the final examination in one or both failed units. If two subjects have been failed, the student must achieve a grade sufficient for them to pass the subject in order to continue with the course. If a pass mark in a resit final examination cannot give a student sufficient mark to pass the failed subject, then a re-sit examination will not be granted.

Each student should attain a passing mark in the final examination.

An administrative fee of €100 is applicable for the first re-sit and €150 for the second re-sit.

3.2   Attendance Policy

Attendance in class is important to success at the Swiss School of Management and students are expected to have a commitment to their studies and a strong work ethic which is displayed through excellent attendance. For this reason, attendance is required at all classes or must communicate explicitly to the professor if the student will be attending through the recorded sessions. Students who are attending through recorded sessions are expected to keep up with group work and maintain communication with their professors. Students are expected to be in class on time. Students will not be allowed in the classroom if they arrive late unless they have discussed with the professor. This will

be recorded as an absence. Each lecturer will stipulate attendance percentage as part of evaluation.

3.3   Absences

Absences will be recorded by each lecturer for each subject and when a student is absent, the lecturer will report the absence on a weekly daily basis.

In the case of legitimate absences through genuine illness or for internship interviews, the record will be adjusted; **only upon a letter of a doctor or justification**, be handed-in within three days.

When a student has over **three excused absences** in any unit, he/she will be required to retake the subject.

The student will be dismissed from the Swiss School of Management if they accumulate unexcused non-attendance of classes of more than 3 consecutive days of classes in any subject.

In the case of the student having an excess of **32 hrs. periods of absence in more than one semester**, the student may be required to withdraw from the program.

3.4   Plagiarism and Cheating

Plagiarism is the act of presenting another's ideas or words as one's own. Cheating includes, but is not limited to, the intentional falsification or fabrication of any academic activity, unauthorized copying of another person's work, or aiding and abetting any such acts. These acts are forbidden for any graded work assignment such as quiz, test, examination, case study, project or report and such acts will result in a zero grade for that piece of work. Should the student fail a course due to plagiarism or cheating, a zero grade will be given and a re-sit examination will not be permitted.

3.5   Assessment, Tests and Formal Examination Regulations

At examination points, examination dates will be posted at least **one week** before the examination takes place.

A student may be allowed to take an examination at other than the scheduled time only if he/she is incapacitated due to illness or accident, which is certified or due to death in the immediate family or internship interview. An examination which is missed for reasons other than the above will result in a zero grade.

A student who believes that his/her circumstances merit taking the exam at a different time but does not fall into the above categories must present supporting documentation and must request a supplementary examination from the Program Director, whose decision will be final. This will be a different examination and there will be a fee for a supplementary examination.

Travel plans are not an excusable reason for missing an examination or a class

Any student arriving at an examination after **30 minutes** will not be admitted to the examination and the exam grade will be zero. A participant admitted late will only be given the time until the normal conclusion of the examination to complete. General examination regulations will be posted with the examination timetable, and these must be observed by Participants and faculty without exception. Such regulations will relate to:

a)   Items allowed in the examination room.

b)   Items not allowed in the examination room.

c)   Talking during the examination.

d)   Finishing the examination.

e)   Cheating or attempted cheating.

f)   Question Time.

g)   Dress Code.

No more than two fails following re-sit examinations are permitted. The Examination Board is the final arbiter in these matters.

3.6   Incomplete Work

Students prevented by illness or other legitimate reasons acceptable to the lecturer from completing requirements of a course before its completion will have the designation of 1 assignment on the grade report sheet. No grade point will be recorded and the semester average will not be affected. At this point, a completion date will be stated. If, by the time the Examination Board meets, no new grade has been submitted by the lecturer and no" Deferment of Grade" has been granted by the Examination Board, or if the stated completion date has been passed, a grade of F (fail) will be assigned. The semester average will then be recalculated.

3.7   Grade Report Sheet

At the end of each program the student is given a Grade Report Sheet. The report will list those courses which contribute to the current program of study and will show for each the final grade.

3.8   Academic Records

The student's academic record is confidential and will be sent only to the student and the parent or sponsor of the student unless otherwise instructed by the student, parent or sponsor. Any instruction to the contrary must be made in writing to the registrar by the student, parent or sponsor.

3.9   Transfer of Credits

Credits earned at the Swiss School of Management are transferable at the discretion of the receiving school, college or school.

Bachelor's Program

Applicants aiming to join the BBA program and who have already started a bachelor's level program in an authorized institution other than SSM are subject to the below transfer policy:
- An official transcript of record showing courses and grades earned must be scanned.
- The admissions department validates the authenticity/legality of the transcript and its issuing institution.
- Once authenticity is proven, a copy the transcript is sent to the transfer committee comprised of the Academic Dean and Head of Admissions.
- The Academic Dean matches and maps the transcript courses with a passing grade against SSM's list of courses for transfer equivalence decisions. Certain courses, even though passed, might not be transferred in case they substantially differ from SSM's bachelor's courses.
- The committee then approves transfer of credits of courses that are only passed and strictly denies transferring credits of failed courses based on the Academic Dean's transfer equivalence decision.
- The number of credits to be transferred are modified so that they fit a common practice or norm used for conversion into the European Credit Transfer and Accumulation System (ECTS).
- SSM grants up to 40% credits to transferring students of the BBA program requirements at SSM; thus, students need to accomplish at least 60% of their course requirements at SSM so that they earn SSM's Bachelor's degree.

Master's Program
Applicants aiming to join the MBA program and who have already started a master's level program in an authorized institution other than SSM are subject to the below transfer policy:
- An official transcript of record showing courses and grades earned must be scanned.
- The admissions department validates the authenticity/legality of the transcript and its issuing institution.
- Once authenticity is proven, a copy the transcript is sent to the transfer committee comprised of the Academic Dean and Head of Admissions.
- The Academic Dean matches and maps the transcript courses with a passing grade against SSM's list of courses for transfer equivalence decisions. Certain courses, even though passed, might not be transferred in case they substantially differ from SSM's master's courses.
- The committee then approves transfer of credits of courses that are only passed and strictly denies transferring credits of failed courses based on the Academic Dean's transfer equivalence decision.
- The number of credits to be transferred are modified so that they fit a common practice or norm used for conversion into the European Credit Transfer and Accumulation System (ECTS).

3.10   Graduation
The following criteria are established for the award of all the Swiss School of Management Degrees:

a)   Successfully complete each of the requirements of the first, second, and third year of the Bachelor of Business Administration degree (180 ECTS), or MBA Program (60 ECTS) as described in this document.

b)   Obtain a final Grade Point Average of 1.0 in each semester.

d) Discharge all financial obligations to the Swiss School of Management.

4   CHARTER

The Charter presents the student with an integration of the values that underpin the rules of life in the Swiss School of Management community.

Students come to the Swiss School of Management to not only acquire knowledge, techniques, and competence, but also to share the "Swiss School of Management Spirit", manifestation of a philosophy which has proved its value since the inception of the school.

The demands of life in a foreign environment, the obligation to adapt to the local culture linked to the knowledge of the local language, an intensive learning rhythm: all these lead to a student's professional development and personal growth. The Swiss School of Management highlights the performance of competent, open-minded, and adaptable individuals.

Throughout a student's life at the school, he/she will be challenged to reinforce the individual values which are indispensable to her/his professional success:

- rigor, manner, cleanliness;
- punctuality, assiduity;
- motivation, dynamism; and
- Team spirit.

5   LIFE STYLE

This section introduces the human elements of the "Swiss School of Management Spirit", the first visible signs of Swiss Education.

For a visitor to the Swiss School of Management (parents, potential future employers, etc.), the first positive impression comes from two essential elements that we also find in well managed companies.

- **Cleanness & Order**
- **Professional behavior**

5.1   Cleanness & Order

Cleanness & order are the two main experiences people make when they arrive in Switzerland. There is no litter or garbage on the streets. The environment is clean and nice. Everything has its designated place. There are no jackets on the chairs in public

rooms or in the corridor/hall. Cans and coffee-cups are not allowed in classrooms. Smoking is forbidden! Students who attend classes online must have a professional background and must be in a well-lit and clean environment. There is absolutely no smoking on camera

5.2   Professional Behavior

This is appreciated by visitors, just as it is by staff and lecturer bodies. It is therefore natural for participants to train themselves, from the beginning of the stay at the school, to greet visitors, professors, and staff cordially and respectfully. When the person's surname (family name) is known, use it; it is respectful.

The terrace or garden at the Swiss School of Management is a place to relax. A participant may eat and drink there at certain times during the day. However, please keep it clean. When outside, don't shout or make unnecessary noise – our neighbors will appreciate it.

Students who attend classes online must have a professional background and must be in a non-distracting environment to best facilitate the learning of the student and classmates. Distractions in the background must be kept to a minimum and background noise should be kept to a minimum. Students should not attend lectures in a bus, car, or other distracting environments. Students must have their camera's on during the entire course of the lecture.

5.3   Social and Cultural Activities

Individual or group initiatives to organize activities are welcomed. Provision is made for participants to organize and obtain approval from the Program Director for special activities.

5.4   Behaviour outside the School

The reputation of the Swiss School of Management is also communicated by the behavior and attitude of students outside the school. Students are therefore expected to behave well even when off the institution's grounds.

Remarks or complaints about students' behavior, made by persons outside the school, if verified, may lead to an interruption of studies. Please refer to Prohibited Conduct pg () for a complete definition of forbidden behavior.

6   PREMISES, FITTINGS AND EQUIPMENT

The Swiss School of Management spirit is also characterized by the condition of its premises. The positive image of the Swiss School of Management depends on the care and attention everyone brings to the surroundings.

6.1 Movement

Halls, corridors, and staircases are meant for circulating, but are also used as places to meet. In various places, chairs and tables provide social corners. People using them should be careful to allow passageway, to keep their voices down and behave discreetly.

6.2 Classrooms

These premises are, in priority, reserved for scheduled courses. Access to a classroom for a group-work session must be requested. To keep them clean, students are asked not to eat or drink in them.

6.3 Computer Equipment

Students have access to the internet through wireless technologies using access points in every floor and classroom. Respect for the equipment is vital to ensure the access remains available.

Licensing agreements forbid copying the Swiss School of Management's licensed software for which the school holds a license. For the same reason, users are not allowed to install other software on the school equipment. The use of workstations is strongly encouraged, but strictly reserved to the use of software provided. To prevent the spread of computer viruses, the established procedures, which will be described in computer classes, should be strictly followed.

To allow everyone to use this equipment in the best conditions, participants are asked to refrain from modifying the configurations and parameters of the computer. Students are required to install and update virus protections. Students must respect internet etiquette. The Swiss School of Management reserves the right to charge a student for any subsequent repair work resulting from misuse of equipment.

6.4 Paper and Rubbish

Paper or rubbish on the ground should be picked up and discarded in a nearby garbage bin. The Swiss School of Management has a recycling policy and students are asked to co-operate in the drive to recycle.

6.5 Fittings and Equipment

Maintaining operational and safety equipment in good condition is an integral part of efficient management. Everyone must take care to do so and record any malfunction in the maintenance file at the reception desk.

6.6 In-house photocopy machine

The in-house photocopy machine is not for free use. Only management, staff and faculty members are allowed to use it. If students would like to make copies, they must ask permission and will be charged per paper accordingly.

6.7 Damages

Life in a community asks for team spirit and respect for other individuals. The Swiss School of Management is the students' school. Students are therefore called upon to ensure that the school and its surroundings are kept as clean and attractive as possible. The Swiss School of Management students are future professionals in a customer-

oriented-profession. Anyone damaging premises or equipment will be held responsible and disciplined.

Each student should feel personally responsible for the good upkeep of the premises and equipment. It is his/her duty to inform the Faculties Manager, or the Supervisor of any damage done or noticed, in the interests both of the party at fault (possible declaration to the insurance company) and of other students.

6.8 Miscellaneous

Life in a community demands an administrative organization to facilitate its smooth running of the programs. Please take into consideration these recommendations to make the best of your life within the school.

6.9 Bulletin Boards, Emails, and Online Classrooms

Information regarding studies, life within the school, various events organized at the institution etc., will be communicated via the notice boards, email, or through the online classrooms. Students are therefore requested to check them every day.

6.10 Deposit of Personal Belongings

During internship periods some personal belongings may be left at the school. All necessary information will be communicated within the last weeks of each semester.

Personal belongings not recovered by the owner within three months after definitive departure from the Swiss School of Management may be disposed of without notice.

7 SECURITY AND SAFETY

7.1 Fire Prevention

On each floor, there is a notice board describing the appropriate behaviors in case of alarm. In addition, upon arrival, students are informed of fire alarm procedures and of appropriate actions to be taken.

7.2 Visitors

Your guests are welcome during the day. This includes parents, family and friends. For security reasons, it is essential that they are announced beforehand to the reception or duty manager and remain entertained in the reception area.

7.3 Use of private car to come to school

It is not allowed to park your car in front of the school. Parking lots are rented out and the neighborhood doesn't like traffic in that area.

7.4 Illness and Accidents

One of the prerequisites of our demanding profession is sound health. However, should accidents or illness take place when the student is not in School, it is vital that the school is informed without delay. During the days immediately preceding and following vacation periods, public holidays and extended weekends, medical treatment, medical certificates, or absence linked with these will not be accepted.

8   MEASURES AGAINST ADDICTION (drugs, alcohol, medication)

Addiction to products such as drugs, alcohol, and medication is a major problem in our society and a reality to which the Swiss School of Management is very attentive.

Since it is the duty of the Swiss School of Management to protect the health of its students, a firm policy will be applied where drugs are concerned. Drugs forbidden by Italian laws are of course forbidden at the school, but no distinction is made between "soft" and "hard" drugs. The consumption, possession and dealing in any such substances, inside or outside the school, are strictly prohibited. This applies to the internship period and elsewhere as long as the participant is enrolled at the Swiss School of Management. Students guilty of breaking these rules are subject to immediate expulsion from the school and will be subject to legal action.

Medical substances must be taken with care and following a doctor's prescription. Action will be taken in the case of abuse.

Consumption of alcohol in the school is strictly forbidden. Any signs of over-indulgence will lead to action by the school management, which may result in dismissal from the program.

8.1   Smoking on Campus

The Swiss School of Management is a non-smoking environment. Smoking is forbidden in all areas on campus for participants, faculty, and staff. Designated areas are clearly signposted for those adults who consistently choose to ignore the health warnings associated with smoking. There is no smoking on camera.

9   ATTITUDE AND BEHAVIOR ASSESSMENT

Staff and faculty members are particularly charged with observing participants, in order to assess their professional attitude and help them develop in this important area. Together with the Program Directors, they will evaluate students within the categories

- Outstanding
- Satisfactory
- Positive
- Unsatisfactory

And in the domains of:

- Rigor, manners, cleanliness
- Motivation, dynamism
- Punctuality, assiduity
- Team spirit

The elements that make up a positive assessment come from the student's compliance with the spirit of the Charter, but also, for example, from individual dynamism, participation in the school community life and involvement. Repeated lack of punctuality, unkempt appearance, for example, are indications that the participant needs to make constructive progress in attitude and behavior.

A committee of academic and support staff pays attention to the student's attitude and behavior as an ongoing procedure, and eventually they meet to discuss their findings regarding each participant. A decision is made as to the category in which the student may be placed, after which, the student will be informed on his/her assessment and will be given constructive advice and assistance where necessary improvement strategies are required.

9.1 Disciplinary Sanctions and Rules

The management and staff of the Swiss School of Management will give verbal warnings to participants, when necessary, at any time.

Depending on the seriousness of the offense, written warnings will be issued to the students who are in breach of general school policies and procedures.

Should a student receive a Final Warning Letter and subsequently breach the Swiss School of Management Policies and Procedures or commit a serious offense, then she/he can be dismissed from the school immediately. (Check Warning Letter below)

9.2 Misconduct
Examples of Misconduct Offences include:

- Non-excused absence from academic or non-academic duties.
- Possession of alcohol in classrooms.
- Damage to the Swiss School of Management property.
- Any other offense serious enough that under the ensuing conditions the management of the Swiss School of Management classifies as misconduct.

In case of a suspected serious breach of disciplinary rules (**Gross Misconduct**), students may be placed on an interim suspension by the school's Director, while an investigation takes place.

This will involve non-attendance of classes, but the student will retain the right to remain on campus.

A copy of all written warnings will be sent to the student's parents, sponsor, or guardian.

9.3 Gross Misconduct

All cases involving gross misconduct could result in the student being suspended from lectures and dismissed from the school, if found guilty.

9.4   Prohibited Conduct

Academic Misconduct:
• **Cheating:** Cheating includes using unauthorized sources of information and providing or receiving unauthorized assistance on any form of academic work or engaging in any behavior specifically prohibited by the instructor in the course syllabus or class presentation.
• **Plagiarism:** Plagiarism includes the copying of language, structure, images, ideas, or thoughts of another, and representing them as one's own without proper acknowledgment and is related only to work submitted for credit. Disciplinary action will not be taken for academic work in draft form.
• **Unauthorized possession or disposition of Academic Materials:** Unauthorized possession or disposition of academic materials includes the unauthorized selling or purchasing of examinations, class notes, term papers, or other academic work; stealing another student's work; and using information from or possessing exams that an instructor did not authorize for release to students.
• **Falsification:** Falsification encompasses any untruth, either verbal or written, in one's academic work.
• **Facilitation of any act of Academic Misconduct:** Facilitation of any act of academic misconduct includes knowingly assisting another to commit an act of academic misconduct.

Damage:
Any threatened, attempted, or actual damage or destruction of school property or the property of others

Discriminatory Harassment:
Threats, intimidation, coercion, bodily harm, or other unwelcome behavior, through any method of communication directed at an individual or individuals on the basis of sex, gender identity, gender expression, veteran status, genetic information, race, creed, color, national origin or ancestry, sexuality, age, religion, pregnancy, or disability that is so severe, persistent, or pervasive such that it has the purpose or effect of unreasonably interfering with a person's academic or work performance, or a person's ability to participate in or benefit from the school's programs, services, opportunities, or activities, when viewed through both an objective and subjective standard.

Abusive Behavior:
• Threatening or inflicting bodily harm upon any person or animal, or acting in a manner that creates a risk of bodily harm to any person, including oneself, or an animal.
• Threats, intimidation, coercion, or other unwelcome behavior, through any method of communication directed at an individual or individuals that is so severe, persistent, or pervasive such that it has the purpose or effect of unreasonably interfering with a person's academic or work performance, or a person's ability to participate in or benefit from the school's programs, services, opportunities, or activities, when viewed through both an objective and subjective standard.
• Any form of abusive behavior (as listed above) specific to current or

former intimate partners.
• Hazing, which includes any action that endangers the mental, physical, or emotional health or safety of a student, or which destroys or removes

Disruptive Behavior:
• Engaging in behavior that disrupts or interferes with teaching, classroom, or other educational interactions, residential communities, research, administration, governmental functions, or disciplinary proceedings.
• Engaging in behavior that disrupts or obstructs the right of free speech or expression of any person on campus.
• Leading, inciting, or participating in any on-campus or off-campus demonstration, riot, or activity that disrupts the normal operations of the school, freedom of movement or safe passage and/or infringes on the rights of other members of the school community.
• Behavior that is considered lewd by a reasonable person including (but not limited to) voyeurism, public urination/defecation, and public exposure of intimate body parts.

False Information:
• Knowingly furnishing false information to any school official, instructor, office or organization, or on any applications.
• Intentionally initiating or causing to be initiated any false report.
• Use or possession of false identification.
public or private property, for the purpose of initiation, admission into, affiliation with, or as a condition for continued membership in a group or student organization, or participating in, condoning, encouraging, requiring, or allowing an opportunity for hazing. A hazing violation may occur even when the victim expressed or implied consent.

Misuse of Alcohol:
• Use or possession of alcohol as prohibited by law or School policy.
• Manufacturing or distribution of alcohol as prohibited by law or School policy.
• Operating any vehicle while under the influence of alcohol or while impaired by the use of any intoxicating substance.
• Excessive use of alcohol resulting in a state of intoxication that endangers oneself or others.

Misuse of Drugs:
• Use or possession of illegal drugs (under federal or state law) including but not limited to marijuana, methamphetamine, cocaine, opiates, LSD, mushrooms, heroin, designer drugs such as Ecstasy and GHB, or other controlled substances or any substance used for an intoxicating effect.
• Use or possession of prescription drugs other than by the person prescribed or for use other than the prescribed purpose and/or dosage.
• Manufacturing or distribution of illegal or prescription drugs.
• Possession or use of drug paraphernalia including but not limited to equipment, products, and materials used to cultivate, manufacture, distribute, or use marijuana or other illegal drugs.

• Operating any vehicle under the influence of drugs or while impaired by the use of any intoxicating substance.
• Use of drugs results in a state that endangers oneself or others.

Non-Compliance:
• Failure to comply with the verbal or written directions of any School officials acting in the performance of their duties and in the scope of their employment, including failure to identify oneself to these persons when requested to do so.
• Failure to comply with the verbal or written directions of any law enforcement officers acting in the performance of their duties and in the scope of their employment, including resisting or obstructing law enforcement officers or failing to identify oneself when requested to do so.
• Violating the terms of any interim measure, no contact order, or exclusionary order imposed by the school.
Retaliation:
Any form of abuse, threat, intimidation, bullying, coercion, harassment, or attempt to influence or interfere with another individual or group who submits a report, cooperates with any investigation or acts as a witness in relation to an alleged violation of the Student Conduct Code, School policy, or any federal or state law or local ordinances.

Sexual Misconduct:
Any actual or attempted non-consensual behavior of a sexual nature including (but not limited to):
• Intentional and unwelcome touching, kissing or coercing, forcing, or attempting to coerce or force another to touch a person's intimate parts.
• Taking, sharing, or posting of videos or photographs/images of a sexual nature without consent.
• Deliberate observation of others for sexual purposes without their consent.
• Exposing one's genitals in non-consensual circumstances.
• Viewing, placing, or posting pornography in public venues; possessing, distributing or viewing illegal pornography.
• Sexual harassment that creates an intimidating, offensive, or hostile environment for another.
• Any act of sexual misconduct in violation of state or federal law or school policy.

Stalking:
Engaging in a course of conduct directed at a specific person or persons that would cause a reasonable person to fear for their safety or the safety of others, or suffer substantial emotional distress. Course of conduct means two or more acts, including, but not limited to, acts in which the stalker directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or about a person, or interferes with a person's property.

Theft:
Theft, attempted theft, or other unauthorized possession of School property or the property of others.
Unauthorized Use:
• Unauthorized use, entry, or occupation of another person's property or of School facilities, property, or vehicles.
• Any unauthorized possession, duplication, or use of School keys or access devices.
• Unauthorized removal or misuse of any School document, record, data, nonpublic information, identification, educational material, or property (including forgery or alteration).
Violation of Law or School Policy:
Evidence of a violation of any federal or state law, or local ordinance, or School policy.
Violation of School Rules, Contracts, or Agreements:
• Violation of any rules, contracts, or agreements governing residence in or use of School owned or controlled property, or at athletic or other authorized special events.
• Violations of any rules, contracts, or agreements governing recognized student organizations.

Weapons:
Illegal use or possession of firearms or other weapons such as blades larger than pocket knives; ammunition or explosives; dangerous chemicals, substances, or materials; bombs or incendiary devices; or simulated weapons; or any weapon prohibited by law or School policy. Use of any such item, even if legally possessed, in a manner that harms or threatens others is prohibited.

In the case of suspected gross misconduct, the Director or the Dean will convene a Disciplinary Board meeting, and the student will be placed on interim suspension until the meeting has convened. The disciplinary board will be composed of members of SSM management.

The disciplinary board will make a recommendation to be reviewed and implemented by the Centre Director. Should a student be found guilty of gross misconduct, then she/he will be expelled. If, however, the offense is one of misconduct, the student will be issued a warning letter.

The school holds the right to immediately call the police in case of gross misconduct and dangerous behaviors towards SSM staff, management, guests or students.

9.5   14.5. Warning Letters

Misconduct offences lead to the issuing of a warning letter and may (in some extreme cases) result in the student being suspended from lectures and dismissed from the school.

Copies of warning letters will be sent to the student's parents, sponsor, or guardian. In serious disciplinary circumstances, or if a student has already received one warning letter at any point in their time at the Swiss School of Management, a final warning letter will be issued. This will inform the student that any subsequent break of the Swiss School of Management policies will lead to dismissal. No participant may hold an official post in the Swiss School of Management after receiving a warning letter in that term.

10   15. GENERAL RULES AND REGULATIONS

The Swiss School of Management is committed to providing equal access to education to all, regardless of race, color, gender, religion, national and ethnic origin, or age.

SSM reserves the right to impose probation on any participant whose conduct is unsatisfactory. The school further reserves the right, subject to procedures outlined in this document, to require a participant to withdraw at any time.

Admission of a student that is based upon inaccurate or false statements or documents is null and void upon discovery of the fraud, and academic credit previously earned by the participant is voided. Upon suspension or dismissal from the school, there will be no refund of tuition and fees. In the event that fees are not fully paid, the balance will immediately become due.

Admission of a participant to the Swiss School of Management for any academic year does not imply that such participant will be re-enrolled in any succeeding academic year.

The Swiss School of Management makes every effort to assure completeness and accuracy in the marketing process (catalog, ads, homepage, etc.). Inevitably, due to the changing nature of listings and policies, possible errors, misprints or omissions may occur for which the school shall not be held liable.

For any disputes, the applicable laws of Italy, Region of Lazio, Domicile Rome shall apply.

The provision of this handbook should not be considered as an irrevocable contract between the student and SSM. The Swiss School of Management reserves the right to change any provision or requirement, including fees, contained in this handbook at any time with or without notice.

10.1   15.1. Tuition, Fees & Cost Structure

Tuition and fees are set in Euros. They will be periodically adjusted for exchange rate purposes and inflation. SSM reserves the right to adjust tuition and other fees as the need arises. However, no such changes will apply to the semester (six months) or session in progress and every effort will be made to maintain the same fees throughout any given

academic year. SSM will make and announce changes as far in advance of the effective date of change as is feasible.

The respective tuition fees have to be paid by the participants no later than four weeks before the start of each academic year. The tuition fees for all undergraduate and graduate programs include books, handouts and course material. In order to meet the graduation requirements, participants should have no financial obligations to SSM.

<u>Payments through DD Demand-Drafts or Bank Drafts by foreign students, have to be first cashed-in by SSM before arrival.</u> If installments are agreed and confirmed, SSM holds the rights to postpone the handing-out of the stay-permit until all the financial commitments are met.

 Every payment has to be made on time, regardless of school holidays or vacation!

10.2   15.3. Not included in the above amounts

Public transportation, laptops or any other computer, any living expenses, fees for visas and permits, diskettes, extracurricular activities, pocket money, or personal clothing.

This list is not exhaustive and any unused services such as meals, clothes, school supplies and benefits included in the fees are nonrefundable.

Additional Costs:

Degree Attestation:

Country	Modus	Cost
Bahrain	Apostille	€1,500
Qatar	Legalization	€2,500
Saudi Arabia	Legalization	€2,500
Kuwait	Legalization	€2,500
Oman	Apostille	€1,500
Lebanon	Legalization	€2,500
Jordan	Legalization	€2,500
Sudan	Legalization	€2,500
India	Apostille	€1,500
Pakistan	Legalization	€2,500
Syria	Legalization	€2,500
Egypt	Legalization	€2,500
Yemen	Legalization	€2,500
South Africa	Apostille	€1,500

Graduation Participation:

Status	Guests included	Cost

Graduate	2	€100
Enrolled students	0	€60
Professor	0	Free
Partner	0	€50
Extra guests	-	€50

*Non-Graduates can bring up to 2 guests if they pay the €100 graduate price. Caps and gowns are provided for the ceremony and student will receive their official transcript and certificate if graduates have completed the program successfully including their thesis projects and their tuition fees have been paid in full. For those that have not done the above, but would like to participate in the ceremony, they will receive a temporary degree. *

Transcripts and Certificates:

Document Type	
Certificate with hologram stamp (1st copy)	Free
A3 Symbollic Certificate	€30
Official Transcript (1st copy)	Free
Certificate with hologram (reprint)	€100
Electronic Transcripts	Free

WES & Degree Verification

Students who would like to have their degree sent to WES or any other degree verification, there is a flat fee of **€100** for each verification.

Rotaract

To become a member in the Swiss School of Management Rotaract Club, there is a one time fee of **€100** per student.

The Swiss School of Management Rotaract club organizes a variety of projects and activities, depending primarily on the interests of the club members.

However, within the Rotaract program, all clubs undertake three types of activities in varying degrees: professional development, leadership development, and service projects.

Together, these three areas ensure a balanced club program and provide important experience and opportunities for the personal development of each Rotaractor.

Online Library Services

The Swiss School of Management offers an online library service through Ebsco. The library service has an additional cost of €100 per user. This account must be renewed yearly in order to maintain access.

10.3 Advanced Fees and Deposits

The application fee is due before the application can be processed. It is non-refundable.

The tuition deposit or the prepayment of the tuition fees due upon acceptance, is required before the SSM visa letter can be held (in the case of non-European residents) and before your place in the school can be held (in the case of all students). This advance deposit will be credited against the final tuition bill. The tuition deposit is non-refundable in case of cancellation, withdrawal, suspension or dismissal from the school. In case of deferral, it may be applied to the next term's tuition. Any prepayment (except application fee) is fully and immediately refundable in case of not getting the entry visa from the Italian Embassy.

10.4 15.5. Refund Policy

Application and Registration Fees: Non refundable

Course Materials: Students may acquire at their own decision and cost SSM online class materials used throughout the program. These class materials may include: notes, presentations, case studies, and sample assessments exclusive of any external copyrighted textbooks. This is a one-time payment charged to students immediately upon joining their first class. If a student desires to have physical copies of such class materials, they must pay an additional shipping charge which will vary depending on destination point (as quoted by the shipping agent). Once the material has been downloaded by students and/or shipment has been dispatched, then, no refund can be claimed.

Tuition Enrollment Fee: For students who desire to start their classes online from their home country, the following refund policy governs the enrollment fee. This refund structure does not apply to the first, second, or third installment payments. SSM finalizes its contracts with all teaching constituents in the second week of the start of the academic year and accordingly commitments become formal and non-irrevocable.

Week after paying the tuition enrollment fee	Percentage refunded from the tuition enrollment fee
1st week (start of classes)	75%
2nd week	50%
3rd week	25%
4th week	0%

As a sample of above refunds, the below table shows calculations that a BBA student in his/her first can make to identify the amount of refund to be paid in case he/she already paid a net of EUR. 3,050 as a first enrollment fee. In case any other amount is paid, then you should need to replace it instead of EUR. 3,050 and continue the calculation accordingly.

Sample Calculation of Tuition Refund

Week after paying the tuition enrollment fee for the 1st study year	Percentage refunded from the tuition enrollment fee
1st week (start of classes)	75% (EUR 3,050 x 0.75 = EUR 2,287.50)
2nd week	50% (EUR 3,050 x 0.50 = EUR 1,525.00)
3rd week	25% (EUR 3.050 x 0.25 = EUR 762.50)
4th week	0% (EUR 3,050 x 0 = EUR 0.00)

Disclaimer: Students are responsible for all bank charges and transfer fees. For students who choose to leave the country and continue their studies at a different SSM Center location, the above refund policy may not apply unless the student provides evidence that they need to return to their home country due to extenuating circumstances and thus obliged to discontinue classes.

For students who receive a study visa through the Swiss School of Management, in the case of withdrawal from the program, students must report their withdrawal to the local authorities (immigration department, home office, etc.) which will then cancel their student visa.

10.5   15.8. Additional Comments and Regulations:

If a student commences studies at the Swiss School of Management and then withdraws for any reason, discontinues the course, is dismissed for continuous unexcused non-attendance of classes of more than 3 consecutive days of any subject, or is dismissed from the Swiss School of Management for reasons of misconduct or gross misconduct, **ALL** fees if the participant is enrolled in the Bachelor or master's degree programs are forfeited.

11   16. WITHDRAWAL & DISMISSAL POLICY

A student who wishes to withdraw from the Swiss School of Management for any reason must first meet the Academic Director or approach the management and discuss the matter thoroughly. After that, the participant must write a letter clearly outlining the reasons for the request and schedule a meeting with the School's Director. The request will be reviewed as quickly as possible, and granted, if reasonable. Requests written to other parties (agent, parents, other participants, etc.) are not accepted.

The student must produce his/her stay-permit at the time the request is granted. Final permission will not be granted until the stay-permit is received by the administration for forwarding to the police. Having received permission, the participant must then withdraw from the country according to the host countries' official immigration laws and procedures. In the case of rare exception, the administration will clearly specify the amount of time permitted for the student to close out all affairs and depart the country as long as it is done in accordance to the host countries immigration laws and procedures. In case of dismissal for reasons of gross misconduct, the period of time allowed to leave the country may be urgent. This limit may be imposed by local Authorities.

Students are financially responsible for courses for which they are registered after the last day of the drop/add period.

Students who withdraw from the housing program may have limited or no refund of housing charges. See housing refunds above.

12   Good Financial Standing

Students will be considered to be in good financial standing at the end of each term when all accounts are cleared with the Business Manager and the Library and with all other services offered by SSM. Students not in good financial standing will not be issued grades or transcripts and may be refused re-enrollment at the school.

13   Privacy and Data Collection

The collection and processing of the following personal data takes place for the purpose of processing your application, for registration, as well as for your support before, during and after your program. Photos of students in class or in events may be used for promotional purposes. Any material where students can be explicitly identified will not be used without consent of the identifiable. User rights: The undersigned has the right to revoke this consent at any time with effect for the future without stating a reason. Furthermore, the data collected can be corrected, erased or its collection restricted as required. On request, detailed information on the scope of the data collection carried out can be demanded from the address below. A data transfer can also be demanded if the signatory wishes to transfer his or her data to a third party. In the event of data protection breaches, a complaint may also be lodged with the supervisory authority. Voluntariness/consequences of non-signing: Consent to data processing is voluntary. The undersigned has the right not to agree to this declaration of consent. As the collection and processing of data is necessary for the aforementioned purpose, the corresponding services subsequently cannot be used in this case. For full information please see visit the links below:

https://www.iubenda.com/privacy-policy/13761172
https://www.iubenda.com/privacy-policy/13761172/cookie-policy

For the Swiss School of Management

Dr. Massimiliano Bracalé, PhD
President