



# SSM

*Swiss School of Management*



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THE SWISS SCHOOL

OF MANAGEMENT

DBA Handbook



## Table of Contents

Greetings from the President.....	4
School History .....	5
Mission, Vision, and Values.....	6
Commitment to Academic Excellence .....	7
General Information.....	8
In-Residence Programs.....	8
Swiss School of Management Research Center .....	10
Information on Accreditation and Licensure .....	10
Accreditation.....	11
State Licensure and Other Recognition.....	12
Academic Calendar .....	13
<b>Code of Ethics</b> .....	13
<b>Andragogic Principles</b> .....	14
<b>Student Conduct</b> .....	16
<b>Complaint/Grievance Policy</b> .....	28
Programs of Study Doctorate .....	31
DOCTORATE MODULE OFFERINGS.....	35
DOCTORATE LEVEL MODULE DESCRIPTION: .....	36
Viva Voce for DBA.....	39
Academic Policies.....	39
Technology Requirements.....	46
Tuition & Fees.....	52
Additional Fees not included in Tuition Fee:.....	53
Refund Policy.....	56
University Resources .....	59
Diversity, Inclusion, and Equity Initiatives.....	61



## Greetings from the President



Welcome to the Swiss School of Management!

We are honored to have you here with us today. As a distinguished institution, the Swiss School of Management offers the ideal platform to propel you towards a successful career in business and management. Our In-Residence Programs are located in different cities around the world, enabling our students to fully immerse themselves in internationalization, and globalization streams.

At the Swiss School of Management, we are passionate about nurturing new leaders for the globalized world. Our well-rounded and experienced-based business education ensures that our students are well-equipped to significantly impact the global arena. With vast opportunities for learning, travel, and exchange, our students are not only exposed to the latest materials in the classroom but also have ample opportunities for real-world application.

Our faculty comprises dedicated professionals who excel in connecting with students and providing a transformative educational experience. We offer many different significant courses of study that prepare students for success in the real world. Moreover, being part of a worldwide university network means you will have access to international bootcamps,

conferences, and events at other institutions throughout the academic year. Our programs provide you with the necessary international exposure, travel experience, and networking skills that you will need to compete in the job market.

Swiss School of Management also provides other opportunities for experiential learning across the SSM network and beyond. You will have the chance to join the Swiss School of Management Rotaract Club connected to Rotary International and interacted with people worldwide. Additionally, you can represent the Swiss School of Management in international competitions against other universities and join entrepreneurship and leadership boot camps organized in different cities and continents.

We strongly encourage our students to study abroad in other SSM In-Residence sites. Currently, you can choose to study in five different cities: Rome, Brescia, Barcelona, Cairo, Dubai, and Bahrain.

One of the features we are most proud of is our Swiss Coaching service for students. We offer life and business coaching sessions for free, ensuring that every student at the Swiss School of Management has the opportunity to receive expert guidance from experienced Coaches.

At the Swiss School of Management, Education in and out of the classroom is readily available. Our faculty are friendly, welcoming, and supportive. With relatively small class sizes, you will have the opportunity to know the faculty and work with them side by side on business and research projects.

If you are looking to prepare for a career in business and want to receive an excellent education in an ideal environment, the Swiss School of Management is the perfect choice. Welcome on board!

Warmest regards,  
Dr. Massimiliano

## **School History**

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 Rome, Italy. With the move to Italy, the Swiss School of Management students benefited from EU policy which grants students the ability to travel and work without a visa in 27 member countries of the European Union. The success of the Swiss School of Management, Rome In-Residence program demonstrated the benefits of bringing the Swiss School of Management programs to locations that better suit students and was the first of its six locations around the globe. To facilitate recruitment and allow Swiss School of Management tutors and staff to follow our international student body closely, the school has opened more program sites: Dubai (UAE), Bahrain (GCC), Cairo (Egypt), Brescia (Italy), and Barcelona (Spain). All programs and workshops offered through the Swiss School of Management are offered to be taken 100% online. Barcelona, Brescia, and Rome sites also offer a hybrid model.

The beauty of being in different countries is having a closer relationship with our international student body and providing our students with a global community that will prepare them for the

globalized business world. Our programs are offered online with some sites offering the programs in a hybrid model allowing students to participate in person. Students can participate in our programs administered by the Swiss School of Management and are followed by local tutors and staff members. Our In-Residence Program sites are official examination centers where candidates can defend their final thesis, dissertations, and projects. They are also the locations of networking events, community-building initiatives, and academic events. An international network aims to give students a chance to travel the world, get exposed to new cultures & customs, and continue their studies under the same academic roof with more learning opportunities and exposure.

## **Mission, Vision, and Values**

### **Mission**

The Swiss School of Management aims to equip students with quality education by offering innovative tools within a participative and inclusive learning environment. We provide leadership, mentorship, and coaching programs that cultivate professional and personal growth. The Swiss School of Management, with its Swiss heritage and international reach, is uniquely positioned to provide a diverse and inclusive education, embracing both physical and distance learning modalities. We prepare students to become highly skilled and competent leaders in the global economy.

### **Vision**

The Swiss School of Management is committed to providing excellence in international education. Our teaching methods are founded on the values of Swiss culture and promote professionalism, critical thinking, and a business-oriented mindset. We strive to be distinguished by our innovative teaching approach, quality academic programs, and specialized courses that foster transformative learning experiences. The Swiss School of Management is a place for those eager to pursue knowledge, strive for excellence, and create positive impacts on themselves and their fellow citizens.

### **Values**

At the Swiss School of Management, we hold ourselves to the highest standards of excellence, driven by a deep commitment to our students and their success. Our core values are:

- **Intellectual Excellence:** True learning requires rigor and dedication. Our professors bring real-life experiences to the classroom and challenge students to think critically and creatively, showing an uncompromising commitment to those we serve.
- **Knowledge for Impact:** We are committed to providing our students with practical, applicable knowledge that prepares them to make a real difference.
- **Diversity and Inclusion:** We embrace the richness of diverse cultures, ideas, and perspectives, creating a learning environment that is welcoming, respectful, and inclusive.

- **Ethics and Integrity:** We recognize the importance of ethical awareness and conduct and strive to instill these values in our students as they prepare to become leaders in their fields.
- **Leadership and Development:** True leadership is not just about achieving success but also about inspiring others to do the same. We are dedicated to nurturing our students to become inspirational, dynamic leaders who can positively impact the world.
- **Collaboration and Support:** We foster a culture of cooperation, mutual support, and genuine interest in each other's success. We believe that working together can achieve more than we ever could alone.

## Commitment to Academic Excellence



As a higher learning institution, we are committed to upholding and implementing the ideals of excellence in everything we do. All the men and women behind the Swiss School of

Management believes education to be a transformative force that changes lives, inspires innovation, and creates better communities. As the Dean of this esteemed institution, I am committed to ensuring our students get the highest quality education possible, rooted in scholarship, research, and academic rigor.

To continue our commitment to academic excellence, we strive to foster a culture of inquiry and intellectual curiosity, encouraging students and faculty alike to explore new ideas and pursue knowledge. We create a challenging and supportive environment to empower our students to be the best version of themselves. We foster a diverse and inclusive environment that values and respects different perspectives and experiences and provides a safe dialogue and debate space.

These values are embedded in our mission and vision, which we strive to live up to. By embodying, practicing, and upholding these values, we are making a positive contribution to the world in meaningful ways.

*Dr. Elizabeth Soliday-Nau*  
*Dean*  
*Swiss School of Management*

## **General Information**

Swiss School of Management was established in 1981 in Switzerland where our head office is located at the following address:

Via Pellandni 4, 6500 Bellinzona, Switzerland  
Office Hours: 9:00 to 17:00 CET (via Appointment Only)  
Contact Number: +41 041 520 68 26

To facilitate recruitment and allow foreign students to be closely monitored by tutors and Swiss School of Management Staff Members and to benefit students from EU policy granting them the ability to travel and work without visa in the 27 member-countries among the European Union, it has moved its main campus to Rome, Italy. Furthermore, the institution has opened more learning sites around the world; Dubai (UAE), Bahrain (GCC), Cairo (Egypt), Brescia (Italy) and Barcelona (Spain).

## **In-Residence Programs**

The Swiss School of Management's In-Residence Programs offer a unique opportunity for individuals to immerse themselves in a focused and intensive learning environment in different places worldwide. In-Residence programs allow students to study in the location that best suits each student and gives access to the resources and expertise of the Swiss School of Management. The Swiss School of Management In-Residence programs offer a supportive international community of peers and mentors that will spark interest and growth in students' academic and professional pursuits. All of our programs are available



fully online; however, our In-Residence programs in Brescia, Barcelona, and Rome, also offer hybrid studies (51% online and 49% in person).

### **SWISS SCHOOL OF MANAGEMENT ROME**

% University of Washington Rome Center  
Piazza del Biscione 95  
00186 Rome, Italy  
Tel. No. +39 0640049320  
info@ssm.swiss  
<https://rome.ssm.swiss/>

### **SWISS SCHOOL OF MANAGEMENT BARCELONA**

Talent Garden Spain  
Carrer Ramon Turro 169  
08005 Barcelona, Spain  
Tel. No. +34661856106  
info@barcelona.ssm.swiss  
<https://ssm.barcelona/>

### **SWISS SCHOOL OF MANAGEMENT DUBAI**

Administration and Marketing Office  
Office 214, Al Nasr Plaza, Oppo  
Oud Metha Bus Station, Dubai  
Hotline: 600 527 221  
+971564031122  
[info@learnersuae.com](mailto:info@learnersuae.com)  
<https://dubai.ssm.swiss/>

Registered Office  
B01, Ground Floor, North Entrance  
Sharjah Book Authority  
Al Zahiya, Sharjah, UAE  
P.O. Box 73111

### **SWISS SCHOOL OF MANAGEMENT CAIRO**

5 El-Fadl, Bab Al Louq, Abdeen  
Cairo, Governorate 11513, Cairo, Egypt  
Tel.No. 01005550501 - 01280000880  
info@cairo.ssm.swiss  
<https://cairo.ssm.swiss/>

### **SWISS SCHOOL OF MANAGEMENT BRESCIA**

Headquarters & Rectorate  
Via dei Musei, 46  
25121 Brescia, Italy

Campus  
Via Orzinuovi, 10-25125  
Brescia, Italy  
Tel. No. +390303762798  
Mobile No. +393440911774  
infobrescia@ssm.swiss  
<https://www.brescia.ssm.swiss/>

### **SWISS SCHOOL OF MANAGEMENT GCC & SUDAN**

% American Global Consulting  
Office No. 2303, Floor 23  
Almoayyed Tower, Al Seef  
Kingdom of Bahrain  
Tel.No. +97313654666  
Mobile No. +97338380077  
gcc@ssm.swiss  
<https://gcc.ssm.swiss/>

### **Swiss School of Management Research Center**

The Swiss School of Management Research Center is a leading institution dedicated to research education in business and management. Its mission is to support social development through innovative research and accessible doctoral programs.

At the SSM Research Center, we focus on fundamental and applied research in the broad scientific fields of business, management and economics. We are driven by the mission to support social and economic development by doing research and deliver doctoral programs via blended and distance learning principles, making the highest academic degree accessible for people from all regions and cultures of the world.

### **Information on Accreditation and Licensure**

The Swiss School of Management programs are fully accredited by International Accreditation Council for Business Education (IACBE). IACBE is accredited by the Council for Higher Education Accreditation (CHEA). The Department of Veterans Affairs in the United States of America has also given recognition to all the Swiss School of Management programs. The Swiss Quality Certification label EduQua (recognized by the Swiss Federal Government) for Institutions of higher and continuous education has also awarded their Quality Certification to the Swiss School of Management. And because of the outstanding programs offered by the institution, the Swiss School of Management has been acknowledged from the Italian Ministry of Education & Research in Lazio, Italy. Swiss School of Management is also a proud and active member of the International Association of Universities, a membership-led non-governmental organization.

## **Accreditation**

### **International Accreditation Council for Business Education (IACBE)**

The Swiss School of Management programs are fully accredited by the IACBE. The official memo issued by IACBE shown below attests to this accreditation:

**Lenexa, Kansas, USA (March 2020)** – The Board of Commissioners of the International Accreditation Council for Business Education (IACBE) is pleased to announce that, at its virtual meeting on March 30-31, 2020, the **Swiss School of Management** was granted Reaffirmation of Accreditation of their Business and Management programs.

The Swiss School of Management has undertaken a rigorous self-evaluation, has undergone a comprehensive, independent peer review, and has demonstrated compliance with the following Accreditation Principles of the IACBE:

1. Outcome Assessment
2. Strategic Planning
3. Curriculum
4. Faculty
5. Scholarly and Professional Activities
6. Resources
7. Internal and External Relationships
8. International Business Education
9. Educational Innovation

In addition, the Swiss School of Management has demonstrated a commitment to continuous improvement, excellence in Business Education, and advancing academic quality in its Business Programs and Operations.

**About the IACBE** – The International Accreditation Council for Business Education (IACBE) was founded in 1997. IACBE is accredited by the Council for Higher Education Accreditation (CHEA). The IACBE is the leader in mission-driven and outcome-based programmatic business and management education accreditation for student-centered colleges, universities, and other higher education institutions worldwide. The IACBE has hundreds of member institutions and campuses worldwide and has accredited over 1,500 business and business-related programs in the United States, Europe, Asia, the Middle East, Central America, and South America. The world headquarters of the IACBE is located at 11374 Strang Line Road in Lenexa, Kansas, 66215, USA. For more information, please visit the IACBE's website at <https://iacbe.org>.

## **EDUQUA**

Since the first day of operations over two decades ago, the **Swiss School of Management** has been certified by EduQua, a Swiss quality label for further education institutions. The first Swiss quality label geared towards adult continuing education, EduQua comprises over 1000 schools, institutions, and academies in all of Switzerland. EduQua is an accreditation body recognized and supported by the Swiss Confederation Government; it's the first quality certification for public and private educational institutions in Switzerland. EduQua is the premier quality assurance accreditation scheme for continuing education (general education, further education, or professional education).

Control group and publishers:

- SBBK Swiss Conference of VETO Offices
- SECO State Secretariat for Economic Affairs
- SVEB Swiss Federation for Adult Learning
- VSAA Association of the Swiss Employment Centers

The Swiss Conference of Cantonal Ministers of Education (EDK) endorses EduQua as an officially recognized quality assurance scheme. EDK highly recommends the institution of higher education accredited by EduQua. In more and more cantons, the certification is a requirement for public funding. The State Secretariat for Economic Affairs (SECO) also endorses EduQua.

<https://ssm.swiss/wp-content/uploads/2020/01/EduQua-Certificate-2022.pdf>

## **State Licensure and Other Recognition**

### **Council for Higher Education Accreditation (CHEA)**

The Council for Higher Education Accreditation (CHEA), located in the United States of America, is an organization of degree-granting colleges and universities. It identifies its purpose as providing national advocacy for self-regulation of academic quality through accreditation to certify the quality of higher education accrediting organizations, including regional, faith-based, private, career, and programmatic accrediting organizations. CHEA is based in Washington, DC, and is a member of the International Network for Quality Assurance Agencies (INQAAHE). Swiss School of Management programs are accredited by the IACBE. IACBE is accredited by the Council for Higher Education Accreditation.

### **Approved by the Ministry of Education**

The Swiss School of Management is an approved, hence recognized institution by the Ministry of Education in Italy through a Memorandum of Understanding duly signed by both entities initiating a fruitful collaboration between the institutions. Among many other points, both agree on the following principles for an academic program:

- A program must enhance young people's chances of entering the job market and promote the development of soft skills throughout their educational paths.
- Programs are designed and supported to create educational integrated academic pathways.
- Academic institutions of Higher Education must foster close collaboration with students on their way to completing their secondary school studies.
- Academic institutions must develop training courses to enhance soft skills in the students' orientation and promote the spread of good practices throughout the chosen educational path.
- The institutions will activate educational internships by mutual consent, based on the demands of the academic institutions of the Region Lazio, which are interested in a highly professional qualification of teachers in terms of didactics and European identity.
- The institutions will meet the educational needs of the staff of the academic institutions of Region Lazio by mutual consent through the organization of training and advanced training courses, giving value to skills acquired through work experiences that should fulfill the demands for updating and deepening knowledge of disciplinary, didactic, and professional requirements.
- The institutions will promote and endorse the active participation of School Heads and Teachers of the Region Lazio in highly qualifying training courses with the common aim of providing adequate competencies and specializations to professionals working in the Adult Learning Sector.

<https://www.usrlazio.it/index.php?cerca=Swiss+School+of+Management&s=1063>

## **Academic Calendar**

The Academic Year runs from the 1<sup>st</sup> week of September to July 31<sup>st</sup> each year, with final thesis and dissertation presentations in July and August. Before the start of each program, students will receive an Academic Calendar outlining the beginning of each module and all official holidays and academic breaks. The Swiss School of Management follows the Swiss holiday outline.

The Swiss School of Management has monthly intakes for each program. With this open enrollment, students may start their programs at the beginning of any month within the academic year (1<sup>st</sup> of September to 31<sup>st</sup> of July).

## **Code of Ethics**

Swiss School of Management is committed to maintaining the highest ethical standards and to upholding the public's trust. We recognize that our behavior affects not only our own individual reputation but also that of our school. Accordingly, this Code of Ethics forms the ethical principles that will guide all members of the school community in all decisions and activities. These principles are:

### **Respect**

We will nurture a climate of care, concern, fairness, and civility toward others while recognizing and embracing each individual's dignity, freedom, and diversity even in the face of disagreement.

### **Honesty and Integrity**

We will act and communicate truthfully and candidly. We will uphold the school's values and make decisions based on the greater good, conducting ourselves free of personal conflicts or appearances of impropriety and self-dealing.

### **Communication**

We will openly share information with stakeholders regarding the processes used in developing policies and making decisions for the school.

#### **Stewardship**

We will use school resources in a wise and prudent manner in order to achieve our educational mission and strategic objectives. We will not use school resources for personal benefit or gain.

### **Excellence**

We will conduct all school affairs diligently, exercising due professional care and striving to meet the high expectations we have set for ourselves as well as the expectations of those we serve.

### **Responsibility and Accountability**

We will be trustworthy and answerable for our conduct, decisions and obligations and will comply with all applicable laws, regulations, policies and procedures. We recognize our obligation to report unethical conduct to appropriate authorities.

### **Andragogic Principles**

In 1980, Malcolm Shepherd Knowles (1913 – 1997) made four assumptions about the characteristics of adult learners (andragogy) that are different from the assumptions about child learners (pedagogy). In 1984, Knowles added the 5th assumption.

The Swiss School of Management's motto, "We Create Leaders," has inspired us to introduce a sixth principle that applies to our educational programs for students. Each of these principles plays a vital role in shaping the educational experience at SSM:

### **Self-Concept:**

1. SSM students possess a mature and secure self-concept, empowering them to actively participate in directing their own learning. Recognizing their status as self-directed adults, we believe it is essential to involve students in shaping the content and processes of their education. To ensure continuous improvement, we highly value student feedback. As such, we request students to provide their input through questionnaires during and at the conclusion of each course, covering various aspects such as course quality, learning content, instructors, and course organization.

### **Past Learning Experience:**

2. SSM students bring valuable professional experiences to their learning journey. Acknowledging the wealth of knowledge they already possess, our focus at SSM is to build upon their existing foundations.

### **Readiness to Learn:**

3. SSM students have reached a point where they recognize the value of education and are committed to approaching learning with seriousness and focus. To facilitate readiness to learn, we employ innovative tools and approaches. For example, our flexible learning options allow students to complete their educational programs either online, offline, or through a blended approach that combines both.

### **Practical Reasons to Learn:**

4. SSM students are motivated by practical, problem-centered approaches to learning, which aligns with our educational philosophy. Many students choose to continue their education at SSM for practical reasons and to explore new fields. Consequently, our learning contents are centered around issues relevant to students' professional work or personal expectations. Rather than emphasizing rote memorization, our focus is on developing problem-solving skills.

### **Driven by Internal Motivation:**

5. At SSM, students are not solely influenced by external factors but are driven by internal motivations as well. In recognition of the diverse interests and aspirations of our student body, we provide opportunities for specialization across various fields, enabling students to pursue their individual passions.

### **The Application of Leadership Skills:**

6. Upon completion of their studies, SSM students possess a range of essential leadership skills. These skills include effective communication, team motivation, delegation of responsibilities, attentive listening, and adaptability to navigate the dynamic nature of the workplace. Employers actively seek these attributes when considering candidates for leadership roles.

7. By adhering to these principles, we strive to create a transformative educational experience that prepares our students to become exceptional leaders in their respective fields.

## **Student Conduct**

### Student Conduct of Code

Students come to the Swiss School of Management not only to acquire knowledge, techniques, and competence but also to share the "Swiss School of Management Spirit," a manifestation of a philosophy that has demonstrated its inherent value since its establishment. The demands of an international context, which you will find as a student of the Swiss School of Management, require students to be tolerant and adaptable to different cultures. This international exposure leads to a student's professional development and personal growth. The Swiss School of Management highlights the performance of competent, open-minded, and adaptable individuals.

The Swiss School of Management will challenge students to reinforce individual values indispensable to their professional success. These values include:

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

### LIFESTYLE

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 sites (including parents and potential future employers), the initial favorable impression derives from two fundamental elements, which are also inherent in proficiently operated organizations:

1. Immaculateness and Systematization
2. Exemplary Conduct

### Site Expectations:

When arriving in Switzerland, cleanliness and orderliness are the primary encounters. The absence of litter or refuse on the streets contributes to a pristine and pleasant environment. The Swiss School of Management has the same principles and expectations for office and classroom space. Everything finds its designated place, with no jackets, chairs, or coffee cups prohibited in classrooms. Swiss School of Management sites must be treated with respect and maintained to the Swiss School of Management standards by all staff members, faculty, and students. Do not shout or make unnecessary noise outside – our neighbors will appreciate it. Students must not sit on the ledge or do any other activity that can be perceived as dangerous or disrespectful of the space.



## Online Classroom Space

The same standards of cleanliness and professionalism should be seen when attending classes online. Cameras must remain on for the entirety of the lesson. Smoking while in an online session is strictly forbidden. Maintaining a professional backdrop in a well-lit and clean environment is imperative and a strict school requirement. 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 at the Swiss School of Management. Distractions in the background must be kept to a minimum. Students should not attend lectures in a bus, car, or other distracting environment. Students must have their cameras on during the entire course of the lecture. Students who do not hold this standard will be removed from the session and marked absent.

### Professional Behavior

Visitors, the esteemed staff, and faculty members hold professional conduct in high regard. Consequently, it is incumbent upon all participants to diligently cultivate a demeanor characterized by warm and respectful interactions with visitors, professors, and staff members.

Professional behavior among Swiss School of Management students encompasses a set of conduct standards that reflect the values and expectations of a scholarly and professional environment. It entails demonstrating a high level of maturity, responsibility, and integrity in various aspects of academic life. The following components can define student professional standards:

1. **Respectful and Courteous Communication:** Students are expected to communicate with professors, staff, and fellow students respectfully and politely. This includes using appropriate language, listening attentively, and expressing opinions constructively and conservatively.
2. **Punctuality and Attendance:** Adhering to class schedules, arriving on time, and attending all classes and academic activities are crucial aspects of professional behavior. Students should prioritize their commitments and demonstrate reliability by being present and engaged in their academic pursuits.
3. **Responsibility and Accountability:** Responsibility for one's actions, assignments, and commitments is vital to professional behavior. Students should meet deadlines, fulfill their obligations, and be accountable for their academic performance.
4. **Collaboration and Teamwork:** Engaging in collaborative projects and group work is expected in school settings. Students should actively participate, contribute ideas, listen to others, and work collaboratively towards shared goals, demonstrating teamwork skills and mutual respect.
5. **Professional Appearance:** Students are expected to present themselves in a neat, appropriate, and professional manner is generally expected. This includes adhering to any specified guidelines regarding attire for presentations, meetings, or professional events.
6. **Open-mindedness and Inclusivity:** Professional behavior involves embracing diversity, being open to different perspectives, and treating others with inclusivity and fairness. Students should foster an environment of respect, recognizing and valuing the contributions of

individuals from various backgrounds and cultures. This is especially important in the international context the Swiss School of Management provides.

By embodying these principles of professional behavior, university students can cultivate a positive academic environment, build strong relationships, and develop the necessary skills and attributes for their future careers.

#### Social and Cultural Activities

Individual or group initiatives to organize activities are welcome. Provisions are made for participants to organize and obtain approval from the In-Residence Program Site director for special activities.

Students are also encouraged to join the Swiss School of Management Rotaract Club.

#### Behavior 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 expected to behave well outside of the institution's grounds. Remarks or complaints about students' behavior may interrupt studies. Refer to Prohibited Conduct in the section below for a complete definition of forbidden behavior.

#### Classrooms

On-site premises are, in priority, reserved for scheduled courses. Access to a classroom space must be requested by students ahead of time. Students are asked to refrain from eating or drinking in the classrooms.

To ensure the optimal conditions for everyone to use school equipment, 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.

Key principles of Internet etiquette include:

1. **Respect and courtesy:** Treat others online with the same respect and courtesy you expect in face-to-face interactions. Use polite language, avoid offensive or discriminatory remarks, and be considerate of others' feelings and opinions.
2. **Clear and concise communication:** Be mindful of the tone and clarity of your messages. Use proper grammar and punctuation, avoid excessive capital letters (which can be interpreted as shouting), and aim for concise and understandable communication.

3. **Privacy and confidentiality:** Respect the privacy and confidentiality of others by not sharing personal information without permission. Be cautious with sensitive or private information about yourself as well.
4. **Mindful sharing:** Before sharing content or information, consider its accuracy, relevance, and potential impact. Give credit to the original source and respect copyright laws when sharing content created by others.
5. **Constructive criticism:** When providing feedback or engaging in discussions, be productive and avoid personal attacks. Focus on the ideas rather than attacking the individual expressing them.
6. **Mindful posting:** Think before you post or comment. Avoid posting inflammatory, offensive, or disrespectful content. Be aware that what you post can have long-lasting consequences and can be seen by a wide audience.
7. **Handling conflicts:** If disagreements arise, remain calm and try to resolve conflicts respectfully and diplomatically. Avoid engaging in heated arguments or resorting to insults or offensive language.
8. **Online safety and security:** Protect your personal information, use strong passwords, and be cautious when interacting with strangers online. Be vigilant against scams, phishing attempts, and malware.

**The Swiss School of Management reserves the right to charge a student for any subsequent repair work resulting from the misuse of equipment.**

### **Paper and Rubbish**

Paper or rubbish on the ground at learning sites 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 cooperate in the drive to recycle.

### **Damages**

In the event of damage caused by the student, parent/guardian, or any individual associated with the student's enrollment at the Swiss School of Management the following provisions will apply:

1. **Liability:** The student, parent/guardian, or responsible party shall be liable for any intentional or negligent damage caused to school property, including but not limited to buildings, equipment, materials, and facilities.
2. **Reporting of Damage:** Any damage must be promptly reported to the school administration, providing detailed information about the nature and extent of the damage.

3. **Repair or Replacement Costs:** The responsible party shall be responsible for covering all costs associated with repairing or replacing damaged property. The school administration will provide an itemized assessment of the expenses incurred.
4. **Damage Assessment:** The school administration reserves the right to assess and determine the extent of the damage and the appropriate repair or replacement measures. The responsible party shall cooperate fully with the school administration in the assessment process.
5. **Payment of Damages:** The responsible party shall reimburse the school within a reasonable timeframe for the costs incurred. Failure to make payment within the specified timeframe may result in additional charges or legal action as deemed necessary by the school administration.
6. **Withholding of Records:** In the case of outstanding payments for damage caused, the school administration reserves the right to withhold access to student records, transcripts, diplomas, or any other official documentation until the payment obligation is fulfilled.

By enrolling with the Swiss School of Management student is consenting to the damage policy above.

## SECURITY AND SAFETY

### **General Statement:**

Our hybrid school is committed to providing a safe and secure environment for all students, staff, and visitors. This security and safety policy outlines the measures, guidelines, and procedures in place to ensure the well-being of everyone involved in our school community.

### **Physical Security Measures:**

- a. **Access Control:** Access to the school premises is monitored and restricted to authorized individuals through the use of secure entry points and controlled entry systems.
- b. **Surveillance:** Video surveillance systems may be deployed in strategic areas to enhance security and monitor critical areas of the school.
- b. **Security Personnel:** Trained security personnel may be present on-site to ensure the safety and well-being of the school community.

### **Online Safety:**

- a. Students, staff, and faculty must follow internet etiquette to keep themselves and their colleagues safe.

### **Reporting and Communication:**

a. Reporting Incidents: Students, staff, and parents/guardians are encouraged to report any security concerns, safety hazards, or suspicious activities to designated school authorities promptly.

### **Policy Review and Updates:**

1. This security and safety policy will be periodically reviewed in each learning site and updated as needed to align with changing circumstances, emerging risks, and relevant regulations.

By implementing this security and safety policy, we aim to maintain a secure and conducive learning environment that prioritizes the well-being and safety of our school community.

### Illness and Accidents

Maintaining good health is crucial for students pursuing our programs. However, in the unfortunate event of accidents or illness occurring outside of school, it is essential to inform the school administration promptly. We value open communication and appreciate being informed about any health-related issues.

Please note that if medical treatment, medical certificates, or absences are related to the days just before or after vacation periods, public holidays, or extended weekends, we kindly request that you inform us in advance. This helps us effectively plan and address any potential scheduling challenges.

If you cannot attend school in person due to health reasons, we have good news! You can attend classes online, ensuring that you can continue your education and stay connected with your studies while prioritizing your well-being. By working together and following these guidelines, we can effectively support your health needs while ensuring that your education remains uninterrupted.

### MEASURES AGAINST ADDICTION (drugs, alcohol, medication abuse)

To fulfill the duty of the Swiss School of Management to safeguard the well-being of its students, a stringent policy shall be implemented concerning the use of drugs. It is strictly prohibited for students, during their enrollment at the Swiss School of Management, to consume, possess, or engage in the distribution of any such substances, whether within the school premises or elsewhere, including during the internship period.

Students found to be in violation of these rules will face immediate expulsion from the school and may be subjected to legal consequences. This policy is in place to maintain a safe and conducive learning environment for all participants.

Regarding medical substances, students are required to exercise caution and adhere to a doctor's prescription when taking medications prescribed by a medical professional. Any misuse or abuse of prescribed medications will be dealt with accordingly.

Additionally, the consumption of alcohol within the school is strictly forbidden. The school management closely monitors any indications of excessive alcohol consumption. Should such signs

be observed, appropriate action will be taken by the school management, which may include dismissal from the program.

By implementing these measures, the Swiss School of Management aims to prioritize the health and well-being of its students and ensure a focused and productive learning environment.

### 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.

### Attitude And Behavior Assessment at The Swiss School Of Management

Staff and faculty members observe participation throughout the academic career of students to assess their professional attitude and help them develop in this critical area. Together with the Program Directors, they will evaluate students within the categories:

- Outstanding
- Satisfactory
- Positive
- Unsatisfactory in the domains of:
  - Rigor, manners, cleanliness
  - Motivation, dynamism
  - Punctuality, assiduity
  - Team spirit

The elements that make up a positive assessment at the Swiss School of Management come from the student's compliance with the spirit of the Charter, as well as from individual dynamism, participation in the school community life, and involvement. Repeated lack of punctuality and in-class phone use indicate 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 of their assessment at the Swiss School of Management and will be given constructive advice and assistance where necessary improvement strategies are required.

### Disciplinary Sanctions and Rules

The Management and staff of the Swiss School of Management will verbally warn participants, when necessary, at any time. Depending on the seriousness of the offense, written warnings will be issued to the students who breach general school policies and procedures. If a student receives a Final Warning Letter and subsequently breaches the Swiss School of Management Policies and Procedures or commits a serious offense, then they can be dismissed immediately. (Check Warning Letter below)

### Warning Letters

Misconduct offenses lead to issuing 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 disciplinary severe circumstances, a final warning letter will be issued if a student has already received one warning letter at any point in their time at the Swiss School of Management. 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.

### 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 it as misconduct

In case of a suspected severe breach of disciplinary rules (the Swiss School of Management misconduct), students may be placed on an interim suspension by the school's Director while an investigation occurs. This will involve non-attendance of classes. A copy of all written warnings will be sent to the student's parents, sponsor, or guardian.

## Gross Misconduct

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

### 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 expressly 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 nature 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 verbal or written untruth 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. *The use of a ghostwriter is absolutely prohibited.*

## 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's 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

#### 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.

## 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 at the Swiss School of Management 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 and 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 The Swiss School of Management.

The disciplinary board will make a recommendation to be reviewed and implemented by the In-Residence Program 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 The Swiss School of Management staff, management, guests or students.

#### GENERAL RULES AND REGULATIONS (Non-Discrimination Policy)

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.

The Swiss School of Management 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.

The provision of this handbook should not be considered as an irrevocable contract between the student and the Swiss School of Management. 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.

### **Complaint/Grievance Policy**

The Swiss School of Management is aware that there may be times when students, staff, or faculty members need to file an official complaint about unjust treatment, harassment at the Swiss School of Management, and/or health and safety concerns in the workplace. This grievance procedure policy was created to clearly outline the process for these instances to ensure that all of our students, staff members, faculty members, shareholders, or board members are heard and treated equally.

## **Purpose**

The purpose of this grievance procedure policy is to (a) explain the scope and definition of grievances, (b) outline the process for reporting and closing a grievance, (c) define the institutions' confidentiality measures, and (d) describe the disciplinary action steps for policy violations.

## **Scope**

This policy is applicable to all Swiss School of Management students, staff, faculty. A grievance can be filed against any Swiss School of Management student, staff member, faculty member, shareholder, or board member. The Swiss School of Management defines a "grievance" as a formal work or study related complaint, issue, and/or objection made by any Swiss School of Management Affiliate.

## Grievance Procedure

Before filing an official grievance complaint, the Swiss School of Management asks that all employees review the policy that directly impacts their complaint. This can be found in the student/faculty handbook. The code of conduct is applicable to all Swiss School affiliates.

The Swiss School of Management encourages all staff, faculty, and students to resolve minor disputes with the help of the center director or student affairs officer. If the informal complaint is not fairly and constructively resolved within 30 days, students, staff members, or students, or any other Swiss School of Management affiliates may file a formal grievance.

Formal Grievances must be sent directly to Vice President Ms Serena Magnanti at the following email address: [serena.magnanti@ssm.swiss](mailto:serena.magnanti@ssm.swiss)

The email must include the following subject line: COMPLAINT/GRIEVANCE

Swiss School of Management Affiliates can file grievances when:

- they have been victims of harassment within the Swiss School of Management

- their health and safety have been compromised
- they have witnessed poor supervisor and/or management behavior
- guidelines outlined in the Student/Faculty handbook are violated
- there is a dispute between co-workers, students, faculty and/or management

The Swiss School of Management also recognizes that every case is different and this list is subject to change, depending on the definition filed in the Grievance Complaint.

#### Filing a Grievance

Formal Grievances must be sent directly to Vice President Ms Serena Magnanti at the following email address: serena.magnanti@ssm.swiss

The email must include the following subject line: COMPLAINT/GRIEVANCE

Once the complaint has been submitted students, staff members, or students, or any other Swiss School of Management affiliates have the right to attend meetings regarding decisions, and depending on the severity of the complaint, may refuse to attend classes or work.

When a grievance is filed against another student, staff members, or students, or any other Swiss School of Management affiliates , the accused also reserves the right to:

- view and request a copy of the official grievance complaint
- formally respond to the complaint after consultation
- attend all formal meetings with a union representative or witness
- appeal the final decision

#### **Institution Responsibilities**

It is The Swiss School of Management's responsibility to:

- Accept and thoroughly investigate all Grievance Complaint Forms
- Ensure that the grievance is resolved within 90 days, depending on the severity of each case
- Treat all parties fairly throughout the grievance process
- Adhere to the no-retaliation policy when students, staff members, or students, or any other Swiss School of Management affiliates file a complaint against management
- Organize mediation meetings with the appropriate parties
- Practice a high level of confidentiality throughout the grievance process

- Accept and investigate all appeals
- Ensure that the final decision is implemented
- Maintain accurate and comprehensive records of each grievance

### **Confidentiality**

The Swiss School of Management students, staff members, or students, or any other Swiss School of Management affiliates, including senior management are required to sign a Confidentiality Agreement that limits them from discussing the grievance before and after it has been resolved. All parties are prohibited from discussing the matter with any other Swiss School of Management students, staff members, or students, or any other Swiss School of Management affiliates.

### **Filing a Complaint with the IACBE:**

Third-party constituents, being students or any other stakeholders who need to reach a higher appeal for filing an IACBE standard grievance can do that following the IACBE procedure for Third-Party Complaints. The process is as follows:

Third-party complaints must be written, and must be sent to the IACBE either through email ([iacbe@iacbe.org](mailto:iacbe@iacbe.org)) or by regular mail.

### **Third-party complaints must:**

1. Identify the specific accreditation principle or policy with which it is alleged that the academic business unit or an accredited program is not in compliance.
2. Specify the relationship of the complainant to the institution against which the complaint has been filed.
3. Fully identify and describe the situation surrounding the instance of alleged noncompliance.
4. Provide complete and appropriate documentation pertaining to the instance of alleged noncompliance.

## **Programs of Study Doctorate**

### **The Doctor of Business Administration (DBA): 2 years**

GRADUATE LEVEL REQUIREMENTS:

Master's degree or equivalent (60 ECTS POSTGRADUATE STUDIES)

## English Requirements:

Applicants for the Doctor of Business Administration program DBA are exempted from an English Exam provided they completed their schooling years and/or bachelor's or master 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

- 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 the Swiss School of Management 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.

## Official Academic Transcripts

After the student has been enrolled, it is required that the student have their official academic transcripts sent from their previous school directly to the Swiss School of Management In Residence Program center of their convenience:

### **BARCELONA:**

Talent Garden, Carrer de Ramon Turro,  
169, A, 08005 Barcelona, Spain



**BRESCIA:**

Via dei Musei, 46 - 25121 Brescia, Italia

**CAIRO:**

Consoleya, 5 El-Fadl, Bab Al Louq, Abdeen, Cairo Governorate 11513, Egypt

**GCC:**

Suite 2303, Floor 23, Almoayyed Tower,  
Al Seef District, Kingdom of Bahrain.

**ROME:**

Swiss School of Management c/o University of Washington Piazza del Biscione, 95 00186,  
Roma, RM  
Italia

**UAE:**

Office 214  
Al Nasr Plaza, Oppo Oud Metha Bus Station

**Documents presented in any language except English, Italian, German, Spanish, and French require translation from a legal sworn translator.**

**Introduction**

DBA Studies are among the most challenging and rewarding levels of Higher Education. The Swiss School of Management has developed outstanding Doctor Programs. These programs have unique features which add significant value to Graduates beyond the rewarding Doctor Degree.

Multiple academic collaborations contribute to the exceptional program quality, starting with the involvement of highly renowned and recognized academics as Directors of Studies. Our Doctor candidates are supported on an individual basis by both SSM Professors and visiting Professors from a wide variety of international Universities.

Today, academia has no more borders. Therefore, the knowledge and expertise of experienced academics influence the structure and content of our Doctor Programs, from which candidates can select the option that accommodates their necessity.

The Doctor of Business Administration will be awarded by the internationally recognized Swiss School of Management. The result is based on delivering studies of the highest quality

and multiple benefits to SSM's Doctor candidates. Swiss School of Management is committed to impress and to express: impress through the value of the studies resulting in Degrees, which express the outstanding skills of those being awarded. This allows them to develop a top career in industries, administration, and academia.

The Swiss School of Management offers a Doctor of Business Administration (DBA) program based on blended and online learning principles. The program is highly structured and accredited by IACBE. Due to the integrated learning aspects, there are no admissions deadlines. Individuals have flexibility in how they complete their courses.

Each DBA candidate receives much support from a dedicated supervisor and a mentor and access to digital libraries and live (digital) events. Joining the DBA program at SSM gets you access to our International Expert Group. The following paragraphs explain these reasons to start your DBA with SSM in detail.

Universities around the globe have extended doctoral studies to these professional doctorates for many good reasons. Industries are very interested in such graduates, and the results of their job applications demonstrate this, as DBA Degree skills and capabilities go beyond any Master's graduate. At the same time, these doctoral graduates are practice-oriented. Consequentially, they are the first-choice candidates for top-management positions. On the other hand, and without any doubt, Ph.D. studies have not lost their reason and attractiveness.

The Doctor of Business Administration addresses business, economy, and management research. The dissertation can be oriented by the student's personal interest and based on their personal work environment. At the end of these studies, students are awarded the title of "Doctor of Business Administration (DBA)."

Before the Degree awarding, the DBA dissertation has to be written and defended in a live defense known as the 'viva voce.' The dissertation argument is about applied sciences. It consists of 50,000 words, which fulfills independent research criteria on a superior level and consequentially demonstrates the internationally acknowledged standards of doctoral studies. The type and style of this research are source-oriented on applied sciences, in which a solid theoretical understanding must be evident.

The variety of topics is extensive, and candidates can make their own choice upon approval of the Academic Board. The only request is that the selected research relates to management, business, and/or economy. Theory and empirically consistent research, which the dissertation delivers, are expected on a superior level. An individual Director of Studies will support each student during the development and writing of the dissertation. Students will find personal support, but they are expected to work individually, accordingly to the individual nature of such studies on this high level. Therefore, strict limitations on the extent and length of such support are applied.

Intended Student Learning Outcomes (ISLO's)

**ISLO 1:** Students must contribute to the body of knowledge in a specific discipline.

**ISLO2:** Students must show their capacity to analyze existing theories and draw data-supported conclusions.

**ISLO 3:** Students must be able to integrate divergent or contradictory perspectives or ideas fully.

**ISLO 4:** Students must be able to present and defend a thesis in applied research to be evaluated by a jury.

**ISLO 5:** Students must demonstrate advanced knowledge and competence in a field of study of practical relevance.

## **DOCTORATE MODULE OFFERINGS**

<b>COURSE NUMBER</b>	<b>COURSE TITLE</b>	<b>COURSE TYPE</b>	<b>TOTAL COURSE CREDIT/ CLOCK HOURS</b>
REM 710	INTRODUCTION TO ACADEMIC RESEARCH	Core/Required	10
RQT 725	QUANTITATIVE METHODS & TECHNIQUES	Core/Required	10
RQL 725	QUALITATIVE METHODS & TECHNIQUES	Core/Required	10
RTL 730	GUIDE TO DOCTORAL DISSERTATION WRITING	Core/Required	10
RPR 750	AVANCED EXPERIMNETAL RESEARCH DESIGN	Core/Required	10
RSM 770	SEMINAR- THE FUNDAMENTALS OF APA CITATION	Core/Required	3
RSM 780	SEMINAR- HOW TO PUBLISH SCHOLARLY WORK	Core/Required	3
RSM 790	SEMINAR - COLLABORATION: THE FUTURE OF RESEARCH	Core/Required	3

RTH 800	RESEARCH PROPOSAL: PART I: SUBMISSION 1-3	Core/Required	10
RSM 740	DOCTORATE DEGREE HOLDERS: A CLOSER LOOK AT THEIR ACADEMIC JOURNEY	Core/Required	3
RTH 810	DISSERTATION WRITING PART II: SUBMISSION CHAPTER 4-6	Core/Required	20
RTH 820	VIVA VOCE DEFENSE	Core/Required	10
RIC 820	INTERNATIONAL CONFERENCE PARTICIPATION	Core/Required	4
RIC 830	INTERNATIONAL CONFERENCE PARTICIPATION	Core/Required	4
RIC 860	INTERNATIONAL CONFERENCE: ACADEMIC COLLOQUIUM	Core/Required	10

## **DOCTORATE LEVEL MODULE DESCRIPTION:**

### **MODULE 1: INTRODUCTION TO ACADEMIC RESEARCH**

Professional and academic research are vital necessities for modern leaders to forge ahead. Research is the process of asking the right and relevant questions and of gathering and analyzing the necessary data in a systematic and methodologically sound manner. An important aspect of sound professional and academic research is to embed the research within the body of existing knowledge (applied research) and to add to it (generating new knowledge).

This module will guide you to the research process. From the formulation of the topic to critically directing and reviewing relevant literature, designing the research project and choosing appropriate methodologies, collecting and analyzing the data and writing the actual research.

### **Learning Objectives**

- Identify and differentiate various types of academic research

- Be able to use tools to structure the literature review via article search, review, and APA referencing
- Understand key methodologies used in modern research and their challenges
- Have a good knowledge of various methods of sampling, data collection, and hypothesis testing
- Be familiar with the ethical considerations in research including the concept of plagiarism

## **MODULE 2 - QUANTITATIVE METHODS & TECHNIQUES**

Numbers play an important role in research. Statistical skills are critical to understanding a lot of what goes on in society. Many of us find statistics hard.

One reason is that understanding statistics requires mathematical skills. The mathematical skills needed seldom go beyond operations that all students are familiar with adding, subtracting, multiplication and division. This module will introduce basic and advanced statistics in an intuitive way. Concepts are introduced using examples that students will easily recognize from daily life. Although we refrain from discussing advanced topics in statistics, the workshop paves the way to exploring more advanced statistics.

A second reason why some students have a fear of statistics is the gap that exists between understanding the statistical concepts on the one hand and applying the concepts to reality. This workshop introduces the student to descriptive and inferential statistics. All techniques will be illustrated with easy-to-understand examples.

In the process, this workshop will zoom in on important topics in survey design: sampling techniques; validity and reliability; and data cleaning.

### **Learning Objectives**

- Ability to design a survey (sample; questionnaire)
- Understand basic descriptive statistics
- Understand the concepts used in inferential statistics
- Understand which statistical tests and techniques can be used in a variety of settings
- Be able to perform, interpret and report statistical tests.

## **MODULE 3: - QUALITATIVE METHODS & TECHNIQUES:**

The core part of this module is on different qualitative research methods such as action research, ethnographic research, case study, grounded theory, interviews (Focus), participant observation, document analysis, focus group discussion etc. All these

techniques will be examined to discuss various approaches to come up with the best technique to gather data and choose the tool to best evaluate research results. All techniques will discuss the various approaches of that technique, along with strengths and weaknesses, and examples.

### **Learning Objectives**

- Master the fundamentals of qualitative research
- Identify the differences between qualitative & quantitative research
- Compare and contrast the various methods and techniques of qualitative research
- Apply the various methods and techniques of qualitative research
- Develop the various skills needed for carrying out qualitative research, formulating questions, listening, summarizing, analyzing qualitative data and effectively writing academic work

### **MODULE 4: GUIDE TO DISSERTATION WRITING**

The challenge of transforming professional experience into academic writing has always been a concern for doctoral students. The academic community is faced with how to make academic writing more appealing to the general public. This module will be delivered as a seminar/workshop, where students will be trained to write academically utilising story telling techniques. While still strictly adhering to the universally accepted dissertation writing and following the standards of the Swiss School of Management, students will upgrade their writing skills.

### **Learning Objectives**

At the end of this module, candidates should be able to:

- Formulate research topic, problem definition and objectives in clear statements.
- Carry out a critical review of literature with sound APA referencing and citations.
- Select the appropriate research methodology(ies) and make a scientific justification for the selected methods
- Discuss the nature of fieldwork work to be conducted to guarantee a reliable and valid data collection.
- Identify the type of data analysis to be used in light of the chosen methodology(ies) and empirical evidence to be collected.

### **MODULE 5: ADVANCED EXPERIMENTAL RESEARCH DESIGN**

One of the major advances in academic research are the emergence of different research techniques and tools. To academically determine the cause-and-effect relationship and investigate the interaction between dependent and independent variables, students need to fully understand how to choose their research area, determine their respondents/population, prepare research questions, and most importantly decide on

what tools to use to ensure the validity of their research results. The objective of this module is to expose the students to experimental research, quasi experimental, correlation and other experimental advance research approaches. On top of this, students will be introduced to STATA, R, SPSS and other tools to measure research results in the social sciences

## **Learning Objectives**

At the end of the module, the student will achieve the following:

1. Master the principles of experimental research design
2. Apply the fundamentals of experimentation.
3. Conduct statistical and econometric tests using the different tools for academic research
4. Run the process of collecting and analyzing data gathered using experimental research

## **Viva Voce for DBA**

When the research director (DBA dissertation supervisor) approves candidate's final study, the research director needs to send to Research Center Dean's Office the dissertation for review, quality and academic integrity check to confirm that all the minimum quality standards of the DBA are met, with the use of specific rubrics and checklists. After the Research Center's initial approval, Research Center's Dean Office will schedule the Viva Voce (oral defense). The Viva Voce panel, three (3) faculty in total; the Head and two (2) Members, will be appointed by the Research Center. If the panelists recommend revisions, modifications or other changes to be done in the DBA document, the students will have a reasonable amount of time to complete these (approximately one month after the Viva Voce); the revised document will be sent to the research director to check that the revisions were made, and then the revised dissertation will be sent to the Research Center for final approval. After this, the Research Center will send all the needed documents (panelists' evaluations included) to the Registrar for degree conferral.

## **Academic Policies**

Credit Clock Hours:

- SSM adopts the European Credit Transfer and accumulation system (ECTS).
- An ECTS =1 means that this almost represent about 7.5 hours of class or academic engagement time for the whole term/module.
- Thus, a-4-ECTS course is equivalent to 30 hours of class time (equivalent to 2 US semester credit hour).
- Accordingly, a divisor of two is used to convert ECTS into a semester credit hour.

- The ECTS system captures as well the time students need to prepare for their work assignments, projects, and exams.
- Thus, students are approximately expected to spend a double amount relative to class attendance doing their independent studies (preparation time).

The ECTS system is quite similar to US credit hour system as the number of credits apportioned for the all in-class and independent student work studies for a particular course.

Student work includes direct or indirect faculty instruction.

**Academic engagement** may include, but is not limited to, submitting an academic assignment, listening to class lectures or webinars (synchronous or asynchronous), taking an exam, completing an interactive tutorial or computer-assisted instruction, attending a study group that is assigned by the institution, contributing to an academic online discussion, initiating contact with a faculty member to ask a question about the academic subject studied in the course, conducting laboratory work, and completing an externship or internship.

**Preparation** is typically homework, such as reading and study time, and completing assignments and projects.

Instructors are required to document the student work in the curriculum materials and syllabi, including a reasonable approximation of the time required for the student to complete the assignments. Evaluation of a student's work must be identified as a grading criterion and weighted appropriately in the determination of a final grade for a course.

Student Integrity & Honesty

#### 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 'P', 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 P while on probation, or falls below P 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-enrolled, 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 ("NP" grade) on her/his transcript.

### Resist and Retakes

Students whose academic transcript shows **one** or **two** failed subjects may modify their assignments to earn a passing grade for their assignments to 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.

### 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 the evaluation. At the doctorate level of study attendance.

Specifically, the students must not miss more than 25% of the total class hours. Any absence more than this must be justified through a formal letter.

## 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.

The student must not miss more than 25% of the total class hours.

Any absence beyond the permissible 25% of the total class hours must be justified by a formal letter (or any verifiable proof). Only then will the student be allowed to continue attending the subject.

When a student has over 35% class hour absence, s/he 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 sessions of classes in any subject.**

## Extension of studies and Leave of Absence

Doctoral students can apply with the Dean of the Research Center to extend their studies due to unforeseen circumstances. This extension cannot be more than one (1) year and if the doctoral student is still in dissertation process, they need to pay for the additional research director fee (case by case review and decision by the office of the research center).

Doctoral students can with the Dean of the Research Center for a leave of absence due to unforeseen circumstances to temporarily suspend their doctoral studies. This suspension cannot be more than one (1) year and doctoral student cannot exceed the maximum extension period of one (1) year. There is a €400 administrative fee to reactivate the program.

Students may contact the Dean of the Research through the following email address:

vasileios.margaritis@ssm.swiss

Students applying for an Extension or Leave of absence must include EXTENSION or LEAVE OF ABSENCE in the subject line.

### **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.

### 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:

- Items allowed in the examination room.

- Items not allowed in the examination room.
- Talking during the examination.
- Finishing the examination.
- Cheating or attempted cheating.
- Question Time.
- Dress Code.

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

#### 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.

#### 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.

#### 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.

#### TRANSFER POLICY

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

#### 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 modules, seminars and conferences
- b) Obtain a grade of P in each core requirement
- d) Discharge all financial obligations to the Swiss School of Management.

#### Grading Policies:

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

#### **High Pass**

Above-average graduate-level performance. Deals with new or complex material when periodic consultation is given. Demonstrates conceptual and accurate understanding and application of theoretical knowledge and skills. Uses information from relevant disciplines and evidence-based sources when developing a database or making decisions but does not always achieve synthesis and true integration. Follows suggestions about opportunities that will enhance learning.

#### **Pass**

Meets requirements as derived from course objectives. Demonstrates adequate understanding and application of theoretical knowledge and skill.

#### **Low Pass**

A marginal performance in the required exercises demonstrating a minimal passing level of attainment

#### **Fail**

Does not meet requirements as derived from course objectives. No credit is given for the course.

Grading System HP=High Pass; P=Pass; LP=Low Pass; F= Fail

#### Academic Progress Policy

Recipients of merit-based discount must maintain satisfactory academic progress towards

the completion of a degree program.

The progress standards within are determined in accordance with a student's current primary curriculum in a degree program.

Satisfactory academic progress for financial aid recipients in degree programs is determined using a student's cumulative academic history at the school, by means of Cumulative Grade Point Average (qualitative) and Cumulative Pace (quantitative) components. **The academic progress is measured on monthly matching the module cycle.**

A student must successfully complete the designated pace percentage (earned credits/attempted credits) according to their program of study. For discount purposes, all attempted credits resulting in either an academic grade or administrative transcript notation will be included in the quantitative calculation. Incomplete courses, course withdrawals, course repetitions and non-credit remedial courses (with appropriate credit equivalency evaluation) are also included in this assessment.

Transfer credits are counted as both attempted and earned credits in the calculation for determining satisfactory academic progress.

For students who change specializations or change between degree programs, a cumulative academic history is still considered and assessments will be performed based on the primary program of study.

A student's cumulative academic history will be evaluated at the end of each payment period and prior to the subsequent term's financial aid disbursement. This policy will be used to evaluate all students uniformly, regardless of their enrolment level. In order to graduate, a minimum cumulative grade point average of P is required in all courses that are applicable to the program of study.

After the modules are completed, students are expected to meet monthly with their research director.

## **Technology Requirements**

- Ability to use email to correspond.
- Ability to access, create, and save documents in MS

- Word or standard.rtf (rich text format)
- Ability to browse the Web
  - A reliable broadband Internet connection, either cable or DSL of at least **3 Mbps download speed (constant)** for adequate audio-video quality
  - An email address that will accept all emails, including attachments, from the domain name **ssm.swiss**
  - **CPU Processor:** 1.86Ghz Intel Core 2 Duo or faster processor (or equivalent)
  - **RAM:** 4GB or the highest recommended for the operating system
  - **Hard drive:** 1GB of available space or the highest recommended for the operating system
  - **Operating System:**
    - Windows 10 (64-bit)
    - Only genuine, U.S.-English versions of Windows Operating Systems are supported
    - Alternate versions of Windows 10, such as Windows 10 (32-bit), Windows RT, and Windows 10 S, are NOT supported.
  - **Browser:**
    - Google Chrome (v70.0 & above), Mozilla Firefox (v65.0 & above) and Edge (Chromium) (v79.0 & above)
    - *The Swiss School of Management Recommends using Google Chrome*
  - **Screen resolution:** Must be 1024×768 or higher
  - **Media:** Web camera, microphone and speakers
  - **Account Permission:** Administrator-level account permissions are required
  - **Software:**
    - A word processor that can create files with any of the following extensions:  
.doc (MS Word 2003), .docx (MS Word 2007 or higher), or a standard .rtf (rich text format)
    - Adobe Reader version 9, 11, or DC (free download is available on the Internet)
    - **The Swiss School of Management does not support Mobile Phone or Tablet**

**devices other than Surface Pro as detailed below.**

### **Surface Pro Requirements**

- **Surface Pro, Surface Books, and Surface Laptops are supported** (Non-Pro Surface devices are NOT supported).
- **Must be running a supported Operating System** (See Windows Requirements).
- **Input Device:**
  - External Keyboard (USB or Bluetooth) required. Bluetooth keyboards must be paired before launching the exam.
- **Hard Drive:** Minimum of 1GB available space.
- **Browser:**
  - Google Chrome (v70.0 & above), Mozilla Firefox (v65.0 & above) and Edge (Chromium) (v79.0 & above)
  - *The Swiss School of Management Recommends using Google Chrome*
- **Screen resolution:** Must be 1920×1080 or higher
- **Media:** Web camera, microphone, and speakers
- **Account Permission:** Administrator level account permissions is required
- **Software:**
  - A word processor that can create files with any of the following extensions: .doc (MS Word 2003), .docx (MS Word 2007 or higher), or a standard .rtf (rich text format)
  - Adobe Reader version 9, 11, or DC (free download is available on the Internet)

### **MAC OS Requirements**

- **CPU Processor:** 1.83 GHz Intel Core Duo or faster processor
- **RAM:** 4GB or highest recommended for the operating system
- **Operating System:**
  - macOS 10.13 High Sierra
  - macOS 10.14 Mojave
  - macOS 10.15 Catalina



- o The server version of Mac OS X is not supported
- **Hard drive:** 1GB of available space or highest recommended for the operating system
- **Browser:**
  - o Google Chrome (v70.0 & above), Apple Safari (v12.0 & above), Mozilla Firefox (v65.0 & above), and Microsoft Edge (Chromium) (v79.0 & above)
  - o *The Swiss School of Managements Recommends using Google Chrome*
- **Screen resolution:** Must be 1024×768 or higher
- **Media:** Web camera, microphone, and speakers
- **Account Permission:** Administrator-level account permissions are required
- **Software:**
  - o A word processor that can create files with any of the following extensions: .doc (MSWord 2003), .docx (MS Word 2007 or higher), or a standard .rtf (rich text format)
  - o Adobe Reader version 9, 11, or DC (free download is available on the Internet)
- **The Swiss School of Management does not support iPad or iPhone devices**

## Privacy & Confidentiality

The Swiss School of Management will only use your personal data on a lawful basis to fulfill a legitimate interest of the Swiss School of Management. The Swiss School of Management may use information collected from your visit to this website to:

- Manage and improve the user experience and preferences associated with this website and Swiss School of Management communications;
- Track how often people gain access to or read the Swiss School of Management e-library content and publications;
- Foster further communications and manage your subscription(s) to Swiss School of Management publications;
- Invite and/or register you (upon request) to events that may be of interest to you;
- Optimize and personalize your online interactions with the Swiss School of

Management;

- Fulfill your online requests for goods or services;
- Conduct online research, education, training, or surveys;
- Identify anomalies in web traffic in order to help protect personal and Swiss School of Management institutional information; and
- Exercise the Swiss School of Management's legal rights, defend against legal claims, or respond to subpoenas, court orders, or other legal processes.

The collection and use of personal information for any other purpose than described herein requires supplemental and more specific notification or consent. Please see Swiss School of Management website for specific examples.

The collection and processing of the following personal data takes place for the purpose of processing applications, for registration, as well as to provide support before, during and after the 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 student 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 student has the right not to agree to this declaration of consent. As the collection and processing of data is necessary for the aforementioned purposes, 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

## **Disclosure or Sharing of Information**

The Swiss School of Management may use third party service providers and suppliers to facilitate this website or the services the Swiss School of Management provides. Those providers and suppliers may have access to the information the Swiss School of Management collects in order to fulfill their obligations to the Swiss School of Management. For full details please see our websites below:

<https://www.iubenda.com/privacy-policy/13761172>

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

## **Collection Methods**

The Swiss School of Management may use various technologies such as cookies, applets, scripts, server logs, custom URL parameters, tracking images, information and correspondence, or web analytics to collect information. Depending on your browser you may be able to disable certain collection methods. This may limit your ability to use some features of the Swiss School of Management webpage (ssm.swiss)

## **Non- Swiss School of Management Websites**

The Swiss School of Management may provide links on the Swiss School of Management website (ssm.swiss) to other non- Swiss School of Management websites. The Swiss School of Management may also partner with third parties to place Swiss School of Management related ads on non- Swiss School of Management websites. The use of non- Swiss School of Management websites is subject to the terms and conditions or privacy statements of the providers of those websites.

## Data Protection

The Swiss School of Management strives to protect information through measures described in the websites below:

<https://www.iubenda.com/privacy-policy/13761172>

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

## Additional Rights You May Have Regarding Your Data

Applicable laws may give you additional rights to request access to, or to request the erasure, correction or transfer of, your data. For example, the European Union's General Data Protection Regulation (EU GDPR) provides certain rights to persons who were/are residing in the European Union when data were/are collected. If the EU GDPR applies to your data then you may ask to see your data or request, to the extent allowed by law, to have your data corrected. You may also object to or request restrictions on how your data will be processed. You may ask that your data be forwarded or transferred to another organization. Finally, to the extent allowed by law, you may withdraw consent you have given to certain data processing, without penalty. If you do decide to withdraw consent at a later date, your withdrawal will not affect the legality of the processing of your data up to that point.

## Tuition & Fees

### Doctorate in Business Administration:

<b>Application fee</b>	<b>€ 200 – due immediately, non refundable</b>
<b>Enrollment fee</b>	<b>€ 10,000 – before starting the program</b>

<b>First Installment</b>	<b>€ 10,000 – at the beginning of the second academic year</b>
<b>Second Installment</b>	<b>€ 9,800 – on the second-half of the second year</b>
<b>Total Tuition Fees:</b>	<b>€ 30,000</b>

**Additional Fees not included in Tuition Fee:**

**Degree Attestation:**

<b>Country</b>	<b>Modus</b>	<b>Cost</b>
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:**

The graduation ceremony, which is an optional event for all graduating students in September has an additional ticket cost. The cost of the ticket may vary based on the year.

<b>Status</b>	<b>Guests included</b>	<b>Cost</b>
Graduate	0	€250
Enrolled students	0	€100
Extra guests	-	€100

**\*Prices above are based on the 2023 graduation ceremony. Students will receive a temporary degree at the ceremony. Official degrees will be distributed by the appropriate In-Residence Program Director. \***

### **Transcripts and Certificates:**

<b>Document Type</b>	
Certificate with QR (1st copy)	Free
A3 Symbolic Certificate	€30
Official Transcript (1st copy)	Free
Certificate with QR code (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.

## **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 Swiss School of Management visa letter can be distributed (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 rejection of the entry visa from the Embassy (case for hybrid students).

## Refund Policy

**Application and Registration Fees:** Non refundable

**Course Materials:** Students may acquire at their own decision and cost purchase 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. 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 or on-campus, the following refund policy governs the enrollment fee:

<b>Week after paying the tuition enrollment fee</b>	<b>Percentage refunded from the tuition enrollment fee</b>
<sup>st</sup> 1 week (start of classes)	80%
<sup>nd</sup> 2 week	60%
<sup>rd</sup> 3 week	40%



4 <sup>th</sup> week	20%
5 <sup>th</sup> week	0%

**Example of Refund:**

Week after paying the tuition enrollment fee	Percentage refunded from the tuition enrollment fee	Spot PMT €10,000 REFUND AMOUNT	2nd PMT €10000 REFUND AMOUNT	3rd PMT €10000 REFUND AMOUNT
<b>1st week</b>	<b>80%</b>	<b>€8000.00</b>	<b>€8000.00</b>	<b>€8000.00</b>
<b>2nd week</b>	<b>60%</b>	<b>€6000.00</b>	<b>€6000.00</b>	<b>€6000.00</b>
<b>3rd week</b>	<b>40%</b>	<b>€4000.00</b>	<b>€4000.00</b>	<b>€4000.00</b>
<b>4th week</b>	<b>20%</b>	<b>€2000.00</b>	<b>€2000.00</b>	<b>€2000.00</b>
<b>5th week</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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 Swiss School of Management In-Residence program 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.

**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.**

**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 In-Residence Program 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 exceptions, 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 with the host country's immigration laws and procedures. In case of dismissal for reasons of gross misconduct, the period 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.

## **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 In-Residence Program Director and the Library and with all other services offered by the Swiss School of Management. Students not in good financial standing will not be issued grades or transcripts and may be refused re-enrollment at the school.

## **University Resources**

### **EBSCO- Library**

Upon enrollment at the Swiss School of Management, students are granted access to an EBSCO account, providing them with a valuable resource for their academic pursuits. EBSCO Information Services, a renowned provider of digital databases and information resources, offers a diverse collection of content spanning various disciplines.

With their EBSCO account, students gain access to a comprehensive range of research databases, e-journals, e-books, and other scholarly materials. These resources cover a wide array of subject areas, including scientific, technical, medical, social sciences, humanities, and more. By utilizing EBSCO's online platforms, such as the user-friendly interface of EBSCOhost, students can search for and retrieve full-text articles, abstracts, and citations from a vast selection of academic publications.

The availability of EBSCO's specialized databases further enhances the learning experience for students at the Swiss School of Management. These databases cater to specific industries and professions, such as business, healthcare, engineering, and education. Students can benefit from features like market research reports, industry profiles, case studies, and trade publications, tailored to their respective fields of study.

Moreover, EBSCO's resources extend beyond academic content. Their integrated library systems (ILS) and discovery services assist libraries in managing collections, streamlining workflows, and ensuring a seamless search experience.

These services support the Swiss School of Management's library in cataloging, circulation, acquisitions, and other essential library management functions.

By providing students with access to EBSCO, the Swiss School of Management enables them to explore a wealth of reliable and up-to-date information, empowering their research and academic endeavors. EBSCO's databases and platforms serve as valuable tools for students to stay informed, broaden their knowledge, and enhance their learning experience throughout their studies at the Swiss School of Management.

### Swiss Coaching

Swiss Coaching is a dedicated life coaching service exclusively available to all students enrolled with the Swiss School of Management. Swiss School of Management students are entitled to one 50-minute session per month. It serves as a valuable resource, providing personalized support and guidance to enhance students' personal development, well-being, and overall success.

Swiss Coaching offers a team of experienced and qualified life coaches who are trained to help students navigate various aspects of their lives. These coaches provide a safe and confidential space for students to explore their goals, aspirations, challenges, and personal growth opportunities.

The coaching process begins with an initial assessment, during which the student and coach establish a collaborative partnership. The coach actively listens to the student's concerns, aspirations, and areas of focus, tailoring the coaching sessions to address their specific needs.

Through a series of one-on-one coaching sessions, students engage in thought-provoking conversations that facilitate self-reflection, goal setting, and action planning. The coach employs effective questioning techniques, active listening, and supportive feedback to help students gain clarity, identify strengths and areas for improvement, and develop strategies for personal growth.

Swiss Coaching covers a wide range of areas relevant to students' lives, including academic performance, time management, stress management, personal relationships, career exploration, goal setting, and self-confidence. The coaches provide guidance, tools, and resources to empower students in making informed decisions, overcoming obstacles, and achieving their full potential.

As a service integrated within the Swiss School of Management, Swiss Coaching ensures that students have access to valuable support throughout their academic journey. It complements the educational experience by promoting holistic development and fostering a positive mindset, thereby contributing to students' overall well-being and success.

Whether students are seeking assistance in clarifying their career path, managing personal challenges, or improving their study habits, Swiss Coaching is committed to providing a supportive and empowering environment. By offering personalized life coaching services, the Swiss School of Management demonstrates its commitment to the holistic development and success of its students, equipping them with invaluable skills and tools for lifelong personal and professional growth.

## **Diversity, Inclusion, and Equity Initiatives**

The Swiss School of Management is committed to fostering diversity, promoting inclusion, and advancing equity within its educational community. The institution recognizes the value of diverse perspectives, experiences, and backgrounds in enriching the learning environment and preparing students for a globalized world. To ensure an inclusive and equitable educational experience, the Swiss School of Management has implemented various initiatives:

**Inclusive Curriculum:** The Swiss School of Management

promotes an inclusive curriculum that incorporates diverse voices, experiences, and perspectives. The institution strives to ensure that course materials, readings, and case studies reflect a wide range of cultural, ethnic, and gender perspectives, encouraging students to engage with diverse viewpoints.

**Training and Workshops:** The Swiss School of Management provides training and workshops for faculty, staff, and students to enhance their understanding of diversity, inclusion, and equity in an international professional environment. These sessions cover topics such as unconscious bias, cultural competency, microaggressions, and creating inclusive learning environments.

**Recruitment and Retention:** The Swiss School of Management actively seeks to attract and retain a diverse student body and faculty. Efforts are made to recruit students and faculty from different backgrounds, cultures, and identities. Scholarships, mentorship programs, and support services are provided to facilitate the success and retention of underrepresented students.

**Safe and Inclusive Campus Environment:** The school promotes a safe and inclusive campus environment through policies and initiatives that prohibit discrimination, harassment, and bias-based incidents. It fosters a culture of respect, acceptance, and open dialogue, encouraging students and staff to report any concerns and providing support for conflict resolution.

**Collaboration with External Organizations:** The Swiss School of Management collaborates with external organizations and partners to further its diversity, inclusion, and equity initiatives. This may involve partnerships with community groups, NGOs, or businesses that focus on promoting diversity and equality.

These initiatives from the Swiss School of Management reflect its commitment to creating an inclusive and equitable educational environment. By embracing diversity and fostering a culture of inclusivity, the institution aims to prepare students to thrive in a

global society, appreciate different perspectives, and contribute positively to the diverse communities they will engage with throughout their lives.

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