



SSM

Swiss School of Management



THE SWISS SCHOOL

OF MANAGEMENT

CATALOG



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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).

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.

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).

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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 Confederate 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 1st week of September to July 31st 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 (1st of September to 31st of July).

Senior Management



Dr. Al Khalafalla - Chairman of the School Board, Senior Advisor, Head & Dean of GCC Operations

The School Board Chair presides over all the board meetings, including setting the agenda, calling the meeting to order, and maintaining order and decorum during the session. The School Board Chair works with the other board members to set priorities and establish goals and objectives that align with the institution's mission and vision. It is also the task of the School Board Chair that the board's decisions and actions are communicated effectively to the rest of the members and any other relevant body within the institution. Part of the School Board Chair's duty is fostering collaboration and positive relationships among board members and ensuring that the development and implementation of policies governing the institution are enforced.



Dr. Premkumar Rajagopal - Academic Senate Chair

The Academic Chairs are responsible for developing and implementing strategic plans for the institution's academic department. This involves setting goals and objectives, establishing priorities, and creating a roadmap for success. The Academic Chair is responsible for the development and maintenance of the curriculum for the institution. This may involve working with faculty members to design courses and programs that meet students' needs and align with the institution's mission goals.



Dr. Massimiliano Bracalé - Founding President, Swiss School of Management

The President occupies the Chief Executive, Administrative, and Education Officer of the Swiss School of Management. The President's primary responsibility is to provide vision for the institution and ensure continued leadership and direction or the planning and operation of all aspects of the school's programs and services to conform to the Board of Accreditors policies and the Swiss School of Management rules and regulations. Furthermore, it is also the role of the President to develop, maintain and evaluate the school's academic programs and student services, creating a climate that enhances student learning, stimulating creative approaches to teaching and learning, and motivating staff, faculty, and students to optimum achievement.

Developing and maintaining an appropriate administrative organization to ensure effective and efficient management of the Swiss School of Management and its resources is another role of the President. Part of the President's obligation is to maintain and make efficient use of institutional resources, create new resources, and manage the operational affairs of all boards, including being its professional advisor by analyzing implications of proposed actions and making recommendations, handling agendas, minutes, policies, and other relevant records.

The President also delegates to appropriate staff, faculty, and committees' powers and duties listed above as the President deems necessary for the school's administration. Last but not least, the President can exercise his discretionary authority to ensure the continued efficient operations of the school and decide all other administrative matters not outlined above and for which no specific provision has been made in the law or by any board.



**Dr. Serena Magnanti - Vice-President,
Swiss School of Management**

The Vice President reports directly to the President and is responsible for providing college-wide leadership, supervision, guidance, and direction for all educational programs, faculty and staff, instructional policies and procedures, and the management and supervision of university programs. The Vice President is also responsible for strategic planning and outreach. Part of the Vice President's role is managing all web and media platforms of the Swiss School of Management, ensuring that quality and standards are followed throughout the SSM network.



Logan Pacey, MBA - Director of International Affairs and Registrar

The Director of International Affairs and Registrar position assists students, faculty, staff, and alumni with a variety of academic services such as managing academic policies and procedures, maintaining student records, student registration, transcripts, enrollment verifications, course scheduling, commencement services, conducts degree audits, provides assessments and reporting, and ensures institutional compliance. This position also serves as a point of contact for all students for any additional support or guidance.

Other roles of the Director of International Affairs are to review, analyze and evaluate procedures across global teams and centers and implement policies and procedures that will improve day-to-day operations. Part of this position's duties is to ensure that there is fluid communication between corporate and international teams to ensure a common identity

and standardized experience for students and stakeholders. Furthermore, overseeing and acting as a liaison for new and future collaborations and international groups are part of her roles. As the Director of International Affairs and Registrar, she works directly with the provost to implement academic standards and procedures. She ensures and facilitates collaboration and cooperation between international teams, facilitating each and reaching individualized goals set by the departmental, regional, and company leadership.



Dr. Robert T. Gharios - Director of Quality Assurance and Accreditation

The Director of Quality Assurance and Accreditation oversees the development and implementation of policies, procedures, and practices that ensure the quality of an organization's products and services. Part of the task is to develop and implement policies and procedures that ensure the institution's programs meet or exceed quality standards. Regularly monitoring the quality performance of the organization's products or services to identify areas that require improvement and to ensure that established quality standards are being met is also part of this position's role.

Conducting audits to ensure compliance with quality standards, identifying areas needing improvement, and implementing corrective action plans when issues are identified is also crucial in this job. Most importantly, the duties of the Director of Quality Assurance and Accreditation are to make sure that the institution complies with all the accreditation standards and requirements, liaise with external organizations such as regulatory agencies and accreditation bodies to ensure that the organization's quality standards are met to maintain accreditations.

This position is also responsible for continuously looking for ways to improve the quality of the organization's programs and services, including identifying new technologies, processes, and procedures that can improve quality and better the institution.



Dr. Elizabeth Soliday-Nau – Dean

The Dean is the Chief Academic post in the Swiss School of Management. This position directly reports to the institution's Presidents and maintains the academic standards and the quality of the curricula and instruction. The Dean also directly coordinates with all the In-Residence Site Directors and/or Academic leads (whichever is applicable) concerning the academic side of their operations.

Tasks include:

- A.1 Guidance on Teaching Methodologies (Pedagogy and Andragogy)
- A.2 Monitoring the online platform
- A.3 Monitoring Faculty Evaluation Results
- A.4 Creation of Academic Procedures and Protocols
- A.5 Availability for Consultation for both academic staff and students
- A.6 Guiding selected students in their academic journey
- B. Constant Review and checking of curriculum and updating of syllabi
- C. Hiring faculty members and growing the academic talent pool
- D. Providing professional and academic counsel to the academic staff and students
- E. Constantly evaluate students' interests, skills, and abilities to help them in career planning
- F. Maintaining the Academic rigor of the institution



Dr. Paolo Bongarzoni - Vice-Dean In-Residence Program Directors

The Vice Dean of the In-Residence Program Directors should work closely with the institution's senior leadership to develop strategic plans and goals for the sites under purview. Part of the role is to help align the center's activities with the overall vision and mission of the institution. Additionally, they provide guidance and supervision to site directors, ensuring each site operates effectively and efficiently. They also foster collaboration and networking opportunities among center directors and may contribute to developing policies and guidelines related to the site operations. They ensure compliance with institutional policies and regulations while supporting site directors in their decision-making processes.

In-Residence Site Directors

Job roles:

Human Resources:

- Recruit faculty and core staff members for the institution
- Provide performance reviews and feedback to ensure that faculty/staff members are performing up to standard
- Create and provide development plans for staff members
- Manage and resolve internal disputes
- Create engagement plans to ensure that faculty and staff members maintain moral and SSM vision

Student Support:

- Orientation for new students to the Rome Campus
- Continuous support for students throughout the duration of their program

Program Coordination:

- Schedule creation for all programs within their Center
- Continuous monitoring and review to ensure that programs are running smoothly
- Organization of the Specialization courses and Viva Voce defense
- Organization of International Weeks for students

Extra-Curricular development:

- Develop relationships with local businesses to offer company visits, international weeks, and internship opportunities
- Develop relationships with professors in specialty fields to offer engaging guest lecture events and potential employment opportunities
- Develop relationships with agents to support students with housing and legal issues
- Develop relationships with other educational institutions to offer exchange programs and summer boot camps for students

Student Recruitment and Marketing:

- Create recruitment & marketing plan for each academic year
- Develop relationships with local schools to increase the Swiss School of Management brand
- Keep up with local trends within student recruitment

Finance:

- Set and control the financial budget for each academic year
- Ensure all payments are processed and accounted for

Site Directors:

**Gabrielle Robinson
Swiss School of Management Rome**

Gabrielle began her career in Human Resources in her hometown of Southampton, England, before moving to London to further advance her opportunities. While in London, she continued to develop in Human Resources and Talent Acquisition, working for media company Endemol Shine and luxury E-Commerce brand Yoox Net-A-Porter to help to develop their processes, integrate systems and scale their internal talent. She then went on to work for a financial, actuarial firm as a graduate and intern recruiter, where she increased collaborations with universities and worked on brand awareness and attraction strategies for graduates and interns. After a visit to Rome, she fell in love with the eternal city and relocated, working as a contract Talent Acquisition Consultant for Telecom and Consultancy firms. She came on board with the Swiss School of Management in February of 2023 as the Head of International Recruitment and, from April 2023, took on the position of Rome In-Residence Program Director.



Lisa Marchese
Swiss School of Management Brescia

Lisa has extensive experience teaching undergraduates, law students, and business professionals. Her focus is teaching business law, international corporate and commercial practices, and communication and litigation skills to undergraduates, law students, attorneys, and business professionals. She's adept at preparing versatile lesson plans highlighting fundamental concepts and principles of law and commercial business practices. She establishes productive relationships with students and faculty, promoting practical, interactive, and engaging environments. She has consistently received high student ratings for her innovative and interactive teaching methods. Lisa also had a long and successful career as a commercial litigator, representing many international clients in commercial disputes in the US and international tribunals worldwide. She was named one of America's Leading Business Lawyers by Chambers USA, Best Lawyers in America for Commercial Litigation and Construction Law by Best Lawyers, and consistently maintained a top spot in the "Top 50 Washington Super Lawyers" and "Top 100 Super Lawyers," among countless other awards. Lisa started her journey with the Swiss School of Management as a Business Law and Macroeconomics Professor at the Brescia learning center. After experiencing the innovative nature of the Swiss School of Management teaching model, which brings theory and practice together to offer students an invaluable and unique learning experience, Lisa enthusiastically became part of the academic coordination team. She was later promoted to the In-Residence Program Site Director for the Swiss School of Management Brescia



Rejin Rajan
Swiss School of Management UAE

As the In-Residence Program Director for the United Arab Emirates, Rejin Rajan has been pivotal in steering the Swiss School of Management (SSM) toward becoming the leading Business School for

professionals in the UAE. His leadership and vision have contributed significantly to the success and reputation of the Swiss School of Management .

Rejin is a highly accomplished and certified professional in Supply Chain Management, Trade and Logistics . He has over 15 years of experience including influential roles at globally esteemed corporations like Pepsi, Triburg, Aviva, and Aditya Birla Group, across the Middle East and North Africa region. His passion for a career in Supply Chain led him to an MBA , which he graduated specializing in Operations and Logistics from the Middlesex University in U.K. Additionally he also holds prestigious designations of Certified Trade and Logistics Professional (CTLP) from the Chartered Institute of Logistics and Transport , Certified Supply Chain Professional (CSCP) from Massachusetts Institute of Technology (MIT) and Certified Customs Professional (CCP).

With a track record of delivering exceptional results Rejin is committed to furthering the Swiss School of Management's vision of excellence in international education



Nagwa Sabry, MBA
Swiss School of Management Cairo

Nagwa joined the Swiss School of Management in November 2020 as a Finance and Administration Manager, and she was promoted to Cairo In-Residence Program Director in April 2021. Nagwa holds an MBA from the Swiss School of Management 2023, holds Human Resources Managers Diploma from Ain Shams University, and B.Sc. in finance from the Faculty of Commerce, Alexandria University, and a B.Sc. from the Faculty of social work from Alexandria University. Nagwa has more than 15 years of experience in human resources, management, and financial fields.



Maria Racoma, MBA
Swiss School of Management GCC

Maria Racoma finished her Bachelor of Arts Majors in English and Mass Communication. After completing her degree, she immediately pursued her Master's Degree in Teaching (MAT). Both degrees are from a premier university in the northern Philippines. Coming from a family of educators, Maria believes that education and perseverance are just a few possibilities to make life the most enjoyable. Before joining American Global Consulting, Maria assumed a wide array of experiences in campus media, teaching, and administrative functions in the Philippines and Bahrain. She is the Executive Director for American Global Consulting and, simultaneously, the In Residence Program Site Director of the Swiss School of Management- GCC site. Maria is based in Bahrain with her husband and two children.

Academic Senate

Duties of the Senate

As mandated by the school's governing body, the Academic Senate is empowered to: determine academic policies; set conditions for admission and the granting of degrees; authorize and supervise courses and curricula; and advise the administration on faculty appointments and promotions. This delegated authority makes the SSM Academic Senate unique among faculty governments.

The Academic Senate provides the organizational framework that enables the faculty to exercise its right to participate in the School's governance.

TERMS: The founder is elected for a lifetime. All other members are elected for seven years, with a maximum of 2 times possible.

MEETINGS: The Academic Senate meets twice a year, once before the yearly graduation and a second time in mid-April.

Senate Members



Dr. Premkumar Rajagopal
Chair of the Academic Senate
Member of the School Board, Academic Director – SSM Asia

Dr. Premkumar Rajagopal is a detail-oriented University President with 13 years of experience in the Education Industry. He has a proven ability to build relationships and maintain partnerships with academic partners internationally to increase overall productivity and grow profit channels. Dr. Premkumar Rajagopal expands network connections by effectively determining and meeting stakeholder needs, implementing price models, and optimizing resource control procedures. Results-oriented CEO with a demonstrated record of streamlining operations, increasing profits, and maximizing market penetration. He is a decisive leader promoting operational improvements, market expansion, and positive corporate culture as keys to success. Experienced Logistics and Supply Chain Manager with over 12 years of experience in the electronic industry. Experienced Vice-chancellor with over 13 years of experience in the education industry. Since 2019, Ph.D. and DBA supervisor at the Swiss School of Management Asia Region. In 2021, Dr. Premkumar Rajagopal was voted into the School Board and elected Chair of the Swiss School of Management.



Dr. Elizabeth Soliday-Nau
Dean, Member of the School Board,
Member of the Academic Senate,
Professor of International Management and Research

Dr. Elizabeth Soliday – Naui earned her Doctorate (Magna cum Laude) from University de Nice in France under the European Erasmus Scholarship program. She developed her career in the academy as an educator, leading international educational management ventures. She started several educational initiatives in Barcelona, Spain, where she is now based. Today, she serves as the President of the International School of Applied Social Sciences (ISASS) and the social enterprise- Barcelona Center for Applied Sciences (BCAS). On March 26th, 2022, Dr. Soliday-Nau was appointed “Provost” of the Swiss School of Management. In this crucial role, Dr. Elizabeth Soliday-Nau will act as the school's chief academic officer and is responsible for the school’s academic affairs. The Provost collaborates with the President in setting overall educational priorities for the school and allocates all necessary resources to carry these priorities forward.



**Dr. Vasileios Margaritis | Dean of Research Center
Member of the School Board and the Academic Senate**

Dr. Vasileios Margaritis is an accomplished academic and research methodology expert with a strong background in quantitative and qualitative research methods. With an impressive career that spans across various academic institutions, he has been recognized for his contributions to the field of research and education. Prior to joining SSM, Dr. Margaritis held academic positions at prestigious institutions such as Walden University in the United States and the National and Kapodistrian University of Athens in Greece. His role as the Vice Chair of Walden University's Research Curriculum and Academic Policy Committee highlights his expertise in research methodology and academic leadership. At SSM, Dr. Margaritis plays a pivotal role in teaching research courses and providing guidance to doctoral students. His passion for research is not limited to the classroom; he has also collaborated with national and international organizations, including UNICEF and KMOP, as a research methodology consultant.



**Dr. Massimiliano Bracalé,
President and Founder, Swiss School of Management**

Massimiliano Bracalè is the founder of the Swiss School of Management and currently serves as President. He received his Bachelor of Business Economics from the Zurich Business School in Switzerland. He also holds an MBA specializing in Marketing from Swiss Business School and earned a second MBA from the University of South Australia with a specialization in International Business. He earned his Doctorate in Business Administration (DBA) from the International American University in LA, USA. He is also Life & Business Coach and an International Coaching Federation member.

Before founding the Swiss School of Management, he gained experience in various business sectors and industries. His first job was at the Zurcher Kantonal bank in Switzerland, working as a VISA accountant and then changing to the Capital Markets and Securities Trading Department (Zurich Stock Exchange). He led Customer Service at Ascom Telematic AG and later became Head of Customer Service in Europe at Bally Management in Switzerland. Dr. Bracalè also worked in the Debtor Department at the University Hospital of Zurich. He was also a consultant for of Direct Marketing Consultant at the Swiss Post. He worked as a Marketing Director of the Mobile Solutions AG in Dubendorf, Zurich, before finally founding the Swiss School of Management.

Dr. Bracalè is a member of the Scientific Committee of the Institute of Higher Studies on Women and a Professor of Leadership and Female Entrepreneurship at the Pontifical Athenaeum Regina Apostolorum in Rome. Further, he has been appointed a Member of the Advisory Board of the Chandigarh Business School in Mohali, India. Today Dr. Bracalè travels the world throughout the year by participating in conferences and seminars, presenting the new trends in Women Leadership, Entrepreneurship, and Strategic Management in the 21st century. At the Swiss School of Management, he teaches the MBA subjects of International Negotiation Skills, New Venture Creation, Leadership, and Global Management. He has recently introduced “Swiss Coaching” – a life coaching service for all SSM students around the globe and founded the International SSM Rotaract Club. He is also a founding member of the Rotary International Club Rome Cristoforo Colombo member. Dr. Bracalè enjoys playing tennis, diving, and playing music as a drummer.



Dr. Paolo Bongarzoni
Vice-Dean In-Residence Program Directors, Member of the Academic Senate,

Professor of Managerial Statistics, Finance, and Economics

Paolo Bongarzoni is an international professional with several years of corporate and teaching experience across Europe and Australia. Before starting his academic career in Australia, he worked for Deloitte Consulting (as Strategy Senior Consultant), Daikin Europe (as Corporate Finance & Strategic Planning Executive), and he was the M&A Manager of Bombardier Transportation. He holds a Doctor of Philosophy Degree in Management from the Swiss School of Management, a Master's in Finance and Management from Efesco University in Bologna, a Post Graduate Specialization in Education from the Australian Catholic University, and a Bachelor's in Business (with First Class Honors) from La Sapienza in Rome. Paolo further is an Associate CPA in Australia. He holds dual Australian/Italian Citizenship and speaks English, Italian, French, and Spanish fluently. Paolo has taught Accounting, Finance, Strategic Management, Economics, and Managerial Statistics at the Swiss School of Management since Fall 2016. Paolo Bongarzoni has been Vice Dean at the Swiss School of Management since 2018.



Dr. Robert T. Gharios **Quality & Accreditations Director**

Robert T. Gharios is an associate professor and member of the Academic Senate, occupying the position of Quality and Accreditation Director at the Swiss School of Management. Dr. Gharios has occupied prominent academic positions for several years, such as Dean of the Faculty of Business & Economics at the American University of Science & Technology (AUST). He holds a Ph.D. in Economics from the “Université de Bourgogne” in Dijon, France. He is a Board member of the International Accreditation Council of Business Education (IACBE) and is highly active in rendering peer review site visits. R. Gharios has several academic and research publications and is the author of real business cases and book reviews of well-known global publishers such as Pearson and Palgrave Macmillan. In addition, he is highly active in the Business community in consulting and professional training. Dr. Gharios is certified by the Global Association of Risk Professionals (GARP) as a Financial Risk Manager (FRM) as well as a Certified Management Accountant (CMA) by the Institute of Management Accountants and last but not least, a Professionally Certified Marketer (PCM) by the American Marketing Association.

School Board

Duties of the School Board

The School Board supports the Founding President and adopts strategic policies, priorities and plans to direct the operations of the Institution. It handles specific complaints or grievances supporting the President's final decision.

The School Board develops the institution's basic priorities. Long-term goals and priorities are stated in the Board's Policy, and the School Board reviews and approves the plans to achieve them in the annual budget, as well as the annual review and adjustments of the Strategic Plan. In addition to the "what to do" priorities, the School Board's policy also specifies a set of "what not to do" priorities in areas such as purchasing and employee relations.

TERMS: The founder is elected for a lifetime. All other members are elected for 7 years.

MEETINGS: The School Board meets twice a year, once before the yearly graduation and a second time in mid-April.

School Board Members



Dr. Al Khalafalla

Chairman of the School Board,

Professor of Middle Eastern Affairs, Member of the Academic Senate,

Head of GCC Operations

Dr. Al Khalafalla is a public policy expert with special expertise in the Middle East and Africa. He is the President of American Global Consulting and Chairman of the Board of Directors of the Humpty Dumpty Institute (HDI), an American non-profit organization with close ties to the U.S. Congress. While serving as President of American Global Consulting, Dr. Khalafalla

has developed extensive ties with business and political leaders across the Middle East and Africa to advance economic development through education and training programs. Prior to leading HDI, Dr. Khalafalla led training and development programs at Virginia Commonwealth University for 10 years. In addition, he held numerous other leadership positions including President of the American Global Institute (AGI), President of the Bahrain American Council and IBN Cultural Center, and Vice Chair of A More Perfect Union at the University of Richmond.

Dr. Khalafalla has been recognized as a strong and passionate advocate for international peace. He received a Humanitarian Award from the Governor of Virginia in 2009 for his international humanitarian endeavors. In 2012, Dr. Khalafalla was honored by the U.S. Congress for organizing a series of Congressional Delegations to the Middle East which increased dialogue and engagement. In 2016, Ahfad University awarded an honorary doctorate to Dr. Khalafalla for his contribution to higher education, and in 2018, he received the Order of the Nile First Class. Dr. Khalafalla's international initiatives have also been recognized by the University of Louisiana, the Virginia Commonwealth University, the University of Bahrain, and the University of Richmond.

He regularly appears in the media and has delivered keynote addresses at Bahrain's International Symposium, the International Law and Religion Symposium, and to diverse audiences across Asia, Africa, and the Middle East. Dr. Khalafalla's opinion pieces have been published in the Daily Caller, Washington Times, Fox News, the Tribune, and Alayam, among others. He is also frequently called on to comment on Africa and the Middle East on broadcast media, including Alhurra, NBC, and al-Jazeera. He earned a Bachelor of Science degree from the University of Louisiana, an MBA from the University of Maryland System, and a Ph.D. in Public Policy and Administration from Virginia Commonwealth University.

Dr. Khalafalla is the author or co-author of a number of articles on immigration, the Middle East, international relations, interfaith dialogue, and religious tolerance. He is married and has two children.

At the Swiss School of Management, Dr. Khalafalla holds the important position of Chairman of the School Board, Senior Advisor, Member of the Academic Senate, and Head & Dean of GCC Operations.



Dr. Massimiliano Bracalé
Founding President

Massimiliano Bracalè is the founder of the Swiss School of Management and currently serves as President. He received his Bachelor of Business Economics from the Zurich Business School in Switzerland. He also holds an MBA specializing in Marketing from Swiss Business School and earned a second MBA from the University of South Australia with a specialization in International Business. He earned his Doctorate in Business Administration (DBA) from the International American University in LA, USA. He is also Life & Business Coach and an International Coaching Federation member.

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**Dr. Elizabeth Soliday-Nau
Dean, Member of the School Board, Member of the Academic Senate, Professor of
International Management and Research**

Dr. Elizabeth Soliday – Naui earned her Doctorate (Magna cum Laude) from University de Nice in France under the European Erasmus Scholarship program. She developed her career in the academy as an educator, leading international educational management ventures. She started several educational initiatives in Barcelona, Spain, where she is now based. Today, she serves as the President of the International School of Applied Social Sciences (ISASS) and the social enterprise- Barcelona Center for Applied Sciences (BCAS). On March 26th, 2022,

Dr. Soliday-Nauai was appointed “Provost” of the Swiss School of Management. In this crucial role, Dr. Elizabeth Soliday-Nauai will act as the school's chief academic officer and is responsible for the school’s academic affairs. The Provost collaborates with the President in setting overall educational priorities for the school and allocates all necessary resources to carry these priorities forward.



Dr. Premkumar Rajagopal
Chair of the Academic Senate
Member of the School Board, Academic Director – SSM Asia

Dr. Premkumar Rajagopal is a detail-oriented University President with 13 years of experience in the Education Industry. He has a proven ability to build relationships and maintain partnerships with academic partners internationally to increase overall productivity and grow profit channels. Dr. Premkumar Rajagopal expands network connections by effectively determining and meeting stakeholder needs, implementing price models, and optimizing resource control procedures. Results-oriented CEO with a demonstrated record of streamlining operations, increasing profits, and maximizing market penetration. He is a decisive leader promoting operational improvements, market expansion, and positive corporate culture as keys to success. Experienced Logistics and Supply Chain Manager with over 12 years of experience in the electronic industry. Experienced Vice-chancellor with over 13 years of experience in the education industry. Since 2019, Ph.D. and DBA supervisor at the Swiss School of Management Asia Region. In 2021, Dr. Premkumar Rajagopal was voted into the School Board and elected Chair of the Academic Senate.

Advisory Board

The Advisory Board advises and supports the Swiss School of Management on existing and proposed educational and academic programs and other activities. Specifically, the Advisory Board further has a crucial role in influencing the direction of the school by offering their experience and expertise to strengthen the decision-making process to support the school's strategic development and ensure it is meeting the needs of the students.

Advisory Board Members



Rajesh M Nair is an accomplished product designer and entrepreneur with 30 years of industry experience, having conceptualized and developed over a hundred innovative products. He has made significant contributions in both for-profit and non-profit sectors, founding four startups and a non-profit organization. Rajesh is a prominent advocate for system thinking, design thinking, and entrepreneurship coaching, and he has mentored over 50 student startups. His academic journey includes degrees from MIT, University of Massachusetts, and Indian Institute of Science.

Rajesh has held influential positions and played instrumental roles in various organizations, including EnCube Labs and Asia School of Business. He has conducted extensive research and initiated programs to address real-world challenges. As an entrepreneur, he founded successful companies like Degree Controls, Inc. and Cambridge AccuSense Inc.

His commitment to education is evident in conducting workshops and teaching engagements worldwide, educating thousands of students on design, fabrication, product development, and entrepreneurship. Rajesh also engages in social outreach initiatives, empowering underserved communities and bridging educational gaps.

Overall, Rajesh M Nair is an inspiring figure, contributing significantly to the fields of innovation, entrepreneurship, and design, and continues to make a meaningful impact on society and future generations.



Morgan DeNicola

Vice Chair, The Humpty Dumpty Institute

Morgan is the Executive Director of the DeNicola Family Foundation. Global Humanitarian for the Cosmo Cares charitable foundation, on the board of The Elmwood Zoo, and Vice Chair for The Humpty Dumpty Institute.

A Philadelphia native, Morgan DeNicola currently works as the Humanitarian Program Manager for Cosmo DeNicola Companies based in Fort Washington, Pennsylvania. Cosmo DeNicola Companies is a portfolio of businesses ranging from technology, healthcare, publishing, professional football, and Hollywood talent management. Morgan's role within Cosmo Cares incorporates her four passions World Health, Humanitarian Recognition, Cultural Diplomacy, and Conservation. She feels it is essential to do good while recognizing equally committed people.



Joseph Merante Executive Director, The Humpty Dumpty Institute

Joseph Merante manages HDI's strategic relations with the U.S. Government, including the U.S. Congress, the United Nations, and its affiliated agencies. Before joining Humpty Dumpty, Mr. Merante was a career Foreign Service Officer with the U.S. Department of State. He served in Europe, Africa, Asia, and the United Nations. His domestic assignments included both European Affairs and Public Diplomacy. Mr. Merante's last overseas post was as Deputy Chief of Mission at the U.S. Embassy to the Vatican.

Mr. Merante holds a B.A. in Political Science from Fordham University.



Johann Kral
Partner at SDPALT

Johann Kral has over 25 years of C-Level leadership experience, consistently boosting the profitability and performance of diverse companies in challenging business environments. Possesses proven skills and frontline expertise, developing and implementing dynamic and visionary strategic plans to drive revenue growth, supported by a seasoned ability to identify roadblocks and rapidly implement best-in-class solutions.

Johan Kral's past roles consist primarily of CEO and Chairman of BoD in Italy for the following companies:

- . Arti Group S.p.A. (leading printing group in Europe, ex Bertelsmann AG)
- . Wagons-Lits Italia (ACCOR Hotels S.A.)
- . D-Logistics AG (one of the most successful IPO in Germany)
- . Deutsche Bahn Cargo AG
- . Lufthansa Service GmbH
- . Thyssen-Krupp AG
- . Fresenius AG
- . Degussa AG



John Chisholm
CEO, John Chisholm Ventures John Chisholm is the CEO of John Chisholm Ventures. His company advises and invests in entrepreneurs who are passionate about making the world a better place, and helps create market environments conducive to entrepreneurship

worldwide. They are technology entrepreneurs who have experienced first-hand the challenge, personal growth, and liberation of entrepreneurship; and witnessed the economic growth and advances in quality of life that entrepreneurship drives worldwide. He serves other entrepreneurs through consulting, angel investing, and mentoring

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

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) 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 BBA

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

Bachelor Degree Program:

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

English Requirements:

Applicants for the Undergraduate program BBA are exempted from an English exam provided they completed their last schooling year (Baccalaureate or any of its equivalence listed in the entry criteria) at a recognized school where the medium of teaching is English. In case this condition is unmet, then, the applicant needs to sit for one of the listed English exams

- Test of English as a Foreign Language (TOEFL PBT) – minimum score: 57
- Internet Based Test (iBT) – minimum score: 61
- International English Language Test (IELTS) – minimum score: 6.0
- Pearson Test of English Academic Score Report – minimum score: 44
- Duolingo English Test – minimum score: 95
- 4-skill Michigan English Test (MET) – minimum score: 53
- Michigan Examination for the Certificate of Competency in English (ECCE) – minimum score: 650/LP
- Michigan Examination for the Certificate of Proficiency in English (ECPE) – minimum score: 650/LP

Student Verification Policy

Upon applying to join 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 site of their convenience:

BARCELONA:

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

BRESCIA:

Via dei Musei, 46 - 25121 Brescia, Italia

CAIRO:

Consuleya, 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

NOTE: Students that require a foundational year of study must enroll in the following courses through study.com to be eligible for the 3-year Bachelor program:

COURSE NUMBER	COURSE TITLE
FRESHMEN YEAR (via study.com) for freshmen-level students	
Quantitative Principles - 6 credits (via study.com)	
BUSINESS 110 - OBLIGATORY	BUSINESS MATH
MATH 107 - OBLIGATORY	QUANTITATIVE LITERACY
Natural & Physical Science - 6 credits (via study.com)	
MATH 101- OBLIGATORY	COLLEGE ALGEBRA
BIOLOGY 101	INTRODUCTION TO BIOLOGY
NUTRITION 101	SCIENCE OF NUTRITION
Health 101	PRINCIPLES OF HEALTH
Social and Behavioral Sciences - 6 credits (via study.com)	
HOSPITALITY 101 - OBLIGATORY	INTRODUCTION TO HOSPITALITY
HOSPITALITY 105	INTRODUCTION TO TOURISM AND TRAVEL INDUSTRY
POLITICAL SCIENCE 101	INTRODUCTION TO POLITICAL SCIENCE
PSYCHOLOGY 101	INTRODUCTION TO PSYCHOLOGY
SOCIOLOGY 101	INTRODUCTION TO SOCIOLOGY
Humanities & Fine Arts - 6 credits (via study.com) -	
PHILOSOPHY 103 - OBLIGATORY	ETHICS - THEORY & PRACTICE
GEOGRAPHY 101	HUMAN AND CULTURAL GEOGRAPHY
HISTORY 101	WESTERN CIVILIZATION I
Oral & Written Communication - 6 credits (via study.com)	
ENGLISH 101 - OBLIGATORY	ENGLISH LITERATURE
SPANISH 101 - OBLIGATORY	BEGINNING SPANISH

Students who require a foundation year will be informed by their program director before enrollment. For more information on students require a foundation year, please consult to the office of the registrar by emailing logan.pacey@ssm.swiss

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

Introduction

The Bachelor of Business Administration (BBA) is designed to give a broad knowledge of the functional areas of a company and their interconnection while also allowing specialization in a specific field. BBA programs expose students to various subjects and allow students to specialize in particular academic areas. The degree also develops the student's practical managerial communication skills. The program incorporates training and practical experience through case studies, presentations, internships, industrial visits, and interaction with experts.

The Bachelor of Business Administration (BBA) is a full-time, 180 ECTS program divided into three years; Sophomore, Junior, and Senior. Students who did not complete their Freshman year in their Secondary studies may be required to complete a Freshman level course before they continue to this program. The Swiss School of Management offers the Freshman year through our collaboration with [study.com](https://www.study.com). Classes are lectured by qualified faculty with an International Curriculum. Students also participate in internships, company visits, excursions, forums, symposia, guest speaker presentations/webinars, e-conferences, and much more.

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

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

Intended Student Learning Outcomes (ISLO's)

ISLO 1: Model analytical decision making and problem-solving skills in management business contexts

ISLO 2: Employ financially sustainable capital budgeting strategies

ISLO 3: Manage production and delivery of goods and services

ISLO 4: Identify emerging trends in management and leadership practice

ISLO 5: Practice data-informed decision-making in business contexts

ISLO 6: Project positive teamwork traits while interacting with others in business situations.

Quality Assurance

The Swiss School of Management's Bachelor of Business Administration Degree is fully accredited by the IACBE. IACBE is accredited by the Council for Higher Education Accreditation (CHEA). The Department of Veterans Affairs also recognizes our BBA Degree in the USA. The Swiss School of Management is a quality-certified school by EduQua, the Swiss Quality Certification label (recognized by the Swiss Federal Government) for institutions of higher and continuous education. The Swiss School of Management is also recognized by the Ministry of Education & Research in Lazio, Italy.

Specifications:

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

- Minimum of 30 lecture-based class hours, homework and individual and group assignments, and project work
- Final exams consist either of a case study or a project presentation with a minimum duration of 2-3 hours in preparation and presentation.
- The final grade for each course depends upon the professor's evaluation; however, attendance and participation play an important role in the final grade as outlined in the syllabus, which is made available to students before the start of class on Google Classroom.
- Each course grants 4 ECTS or 2 US Credits.

Blended Method:

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

Year 1 in Bachelor of Business Administration (BBA): One year (60 ECTS or 30 US Credits) part of a three-year program

Introduction:

The first year of the Bachelor of Business Administration degree explores in-depth and complex contexts of how businesses' goals ensure they gain and maintain a competitive advantage. This is equivalent to the Sophomore year of the three-year Bachelor Administration Program level. The Program awards 60 ECTS or 30 US Credits.

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

The first year allows students to gain experience in these disciplines before they choose their concentrations. Within this period, different modules provide the program with an educational environment where students can:

- Build an up-to-date knowledge base and develop skills that will prepare them in the field of Business Administration and the related markets at all operational levels;
- Acquire professional skills and competencies through a balance between practical and lecture-based learning environments;
- A guided learning environment, based on a sound acquisition of technical skills and training to guide participants to acquire a work ethic that is typical of the Swiss culture

Furthermore, the practical learning-based approach offers opportunities to acquire lifelong skills such as teamwork, leadership, interpersonal communication, and time management.

Year 2 Bachelor of Business Administration (BBA): One year (60 ECTS or 30 US Credits) Part of a three-year program

Introduction

In the second year of the three-year program, students expand on the fundamentals they learned during the first year of study. Students will take a critical and practical approach to the core concepts of business administration and management. This is when students

begin to move past foundational knowledge and dive deep into the concepts covered in the first year. At the end of the academic year, second-year students will have the opportunity to apply their knowledge in real-life situations through the required internships, which facilitates students to have a skillset beyond just theory but sought-after real-life practical skills in the job market today. This is equivalent to the Junior year of the three-year Bachelor Administration Program level. The Program awards 60 ECTS or 30 US Credits.

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

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

Year 3 Bachelor of Business Administration (BBA): One year (60 ECTS or 30 US Credits) Part of a three-year program

Introduction

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

- Construct and elaborate creative thinking skills such as reflective, critical, and realistic thinking.
- Develop a strong sense of entrepreneurship, business ownership, and financial acumen that prepares students to perform in a competitive economic environment.
- Experience a proper personal development path intended ultimately to help situate, plan, and set realistic career goals for achieving a fulfilling personal and professional pathway.
- Students have the prerogative of choosing their specialization (major) in their third year of study.

PROGRAM LISTINGS

UNDERGRADUATE OFFERINGS

First Year – Bachelor of Business Administration (60 ECTS or 30 US Credits)

Prerequisites

Must be a confirmed and actively enrolled student in the Swiss School of Management through the Bachelor of Business Administration and must have paid the enrollment fee or the first installment of the tuition fee.

COURSE NUMBER	MODULE TITLE	MODULE TYPE	TOTAL COURSE CREDIT/ CLOCK HOURS
BUS 200	INTRODUCTION TO BUSINESS	Core/Required	2 US Credits/ 4 ECTS
BEN 201	BUSINESS ENGLISH	Elective	2 US Credits/ 4 ECTS
FIN 210	INTRODUCTION TO FINANCE	Core/Required	2 US Credits/ 4 ECTS
MKT 210	INTRODUCTION TO MARKETING	Core/Required	2 US Credits/ 4 ECTS
STA 210	MANAGERIAL STATISTICS	Core/Required	2 US Credits/ 4 ECTS
COM 210	COMMUNICATION SKILLS	Core/Required	2 US Credits 4 ECTS
MIS 210	MANAGEMENT INFORMATION SYSTEMS	Core/Required	2 US Credits/ 4 ECTS
ACC 210	MANAGING ACCOUNTING COSTING AND BUDGETING	Core/Required	2 US Credits/ 4 ECTS

MGT 210	MANAGEMENT	Core/Required	2 US Credits/ 4 ECTS
MAT 210	MATHEMATICAL TOOLS FOR BUSINESS	Core/Required	2 US Credits/ 4 ECTS
ECO 210	ECONOMICS	Core/Required	2 US Credits/ 4 ECTS
COR 210	COMMERCIAL CORRESPONDECE	Core/Required	1 US Credits / 2 ECTS
TQM 210	TOTAL QUALITY MANAGEMENT	Core/Required	2 US Credits/ 4 ECTS
SMG 220	SALES MANAGEMENT	Core/Required	2 US Credits/ 4 ECTS
FOL 211	FOREIGN LANGUAGE	Elective	2 US Credits/ 4 ECTS
FOL 212	FOREIGN LANGUAGE	Elective	2 US Credits/ 4 ECTS
LAW 220	BUSINESS LAW	Core/Required	2 US Credits/ 4 ECTS
LEA 220	LEADERSHIP MOTIVATION & GROUP DYNAMICS	Core/Required	2 US Credits/ 4 ECTS
INT 220	INTERNSHIP	Capstone	1 US Credit/ 2 ECTS

NB All courses offered by the Swiss School of Management are delivered in 30 contact hours plus 60 hours of self-directed learning, research, and homework.

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

**Second Year – Bachelor of Business Administration (60 ECTS)
Prerequisites**

Students must have completed the first year of the Bachelor of Business Administration program (60 ECTS) or equivalent.

COURSE NUMBER	COURSE TITLE	COURSE TYPE	TOTAL COURSE CREDIT/ CLOCK HOURS
ACC 310	ADVANCED ACCOUNTING	Core/Required	2 US Credits 4 ECTS
FIN 300	VENTURE CAPITAL AND PRIVATE EQUITY	Core/Required	2 US Credits 4 ECTS
MIS 300	MANAGEMENT INFORMATION SYSTEMS: DECISION SCIENCE I	Core/Required	2 US Credits 4 ECTS
HRM 300	HUMAN RESOURCE MANAGEMENT	Core/Required	2 US Credits 4 ECTS
MKT 300	PRINCIPLES OF MARKETING	Core/Required	2 US Credits 4 ECTS
MBK 300	MONEY AND BANKING BUSINESS	Core/Required	2 US Credits 4 ECTS
MKT 310	CONSUMER BEHAVIOR	Core/Required	2 US Credits 4 ECTS
ECO 300	INTERNATIONAL ECONOMICS	Core/Required	2 US Credits 4 ECTS
MIS301	MANAGEMENT INFORMATION SYSTEMS: DECISION SCIENCE II	Core/Required	2 US Credits 4 ECTS
FIN 310	PRINCIPLES OF FINANCE	Core/Required	2 US Credits 4 ECTS
MGT 310	INTERCULTURAL MANAGEMENT	Core/Required	2 US Credits 4 ECTS

LEA 310	LEADERSHIP AND CHANGE MANAGEMENT	Core/Required	2 US Credits 4 ECTS
FOL 300	FOREIGN LANGUAGE 3	Core/Required	2 US Credits 4 ECTS
INT 310	INTERNSHIP	Capstone	4 US Credits 8 ECTS

Duration of the Programs

The programs' duration typically extends for one year (40 Academic Weeks) of study.

NB. All courses offered by the Swiss School of Management are delivered in 30 contact hours plus 60 hours of self-directed learning, research, and homework.

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

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Third Year – Bachelor of Business Administration (60 ECTS or 30 US Credits)

Prerequisites

Students must have completed the first and second year of the Bachelor of Business Administration program (120 ECTS or 60 US Credits) or equivalent.

Program Requirements

60 ECTS includes writing and presenting a thesis project and internship.

Duration of the Programs

The programs' duration typically extends for one year (40 Academic weeks) of study.

COURSE NUMBER	COURSE TITLE	COURSE TYPE	TOTAL COURSE CREDIT/ CLOCK HOURS
FIN 410	INTERNATIONAL FINANCE	Core/Required	2 US Credits 4 ECTS

MKT 430	STRATEGIC MARKETING	Core/Required	2 US Credits 4 ECTS
ICT 410	INFORMATION SYSTEMS	Core/Required	2 US Credits 4 ECTS
FOL 400	FOREIGN LANGUAGE	Elective	2 US Credits 4 ECTS
FIN 420	FINANCIAL PLANNING & BUDGETING	Core/Required	2 US Credits 4 ECTS
MGT 410	ORGANIZATIONAL BEHAVIOR	Core/Required	2 US Credits 4 ECTS
LEA 450	STRATEGIC LEADERSHIP AND CHANGE	Core/Required	2 US Credits 4 ECTS
GLB 410	BUSINESS IN A WORLD ECONOMY	Core/Required	2 US Credits 4 ECTS
ICT 410	INFORMATION SYSTEMS	Core/Required	2 US Credits 4 ECTS
INT 410	INTERNSHIP	Core/Required	3 US Credits 6 ECTS
GRD 499	THESIS	Capstone	3 US Credits 6 ECTS
	International Week		

CORE COURSES NOT MENTIONED

Business English offered in all the Bachelor years

Leadership 360 is also mandatory in all year levels

Business Law is only offered during the First year

Moot Court is integrated in the First year and can be shifted to the Second year

Research Methodologies are required, but P or NP (see grading scale under academic policies)

NB. All courses offered by the Swiss School of Management are delivered in 30 contact hours plus 60 hours of self-directed learning, research, and homework.

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

Specializations (Majors)

GLOBAL MANAGEMENT			
MGT 420	NEGOTIATION SKILLS	Specialization	2 US Credits 4 ECTS
MGT 430	COMPETITIVE STRATEGY	Specialization	2 US Credits 4 ECTS
MKT 450	CASES IN MARKETING	Specialization	2 US Credits 4 ECTS
FIN 450	CASES IN FINANCE	Specialization	2 US Credits 4 ECTS
INTERNATIONAL MARKETING MANAGEMENT			
MKT 310	CONSUMER BEHAVIOR	Specialization	2 US Credits 4 ECTS
LMG 410	LOGISTICS MANAGEMENT	Specialization	2 US Credits 4 ECTS
MKT 425	NEW PRODUCT DEVELOPMENT	Specialization	2 US Credits 4 ECTS
MKT 435	SERVICES MARKETING	Specialization	2 US Credits 4 ECTS
ENTREPRENEURSHIP			
MGT 435	FAMILY BUSINESS MANAGEMENT	Specialization	2 US Credits 4 ECTS
MGT 440	CASES IN ENTREPRENEURSHIP	Specialization	2 US Credits 4 ECTS

MGT 445	ADVANCED CASES IN ENTREPRENEURSHIP	Specialization	2 US Credits 4 ECTS
FIN 460	MERGERS AND ACQUISITIONS	Specialization	2 US Credits 4 ECTS
FINANCE			
FIN 420	CONTEMPORARY CORPORATE FINANCE	Specialization	3 US Credits 6 ECTS
MGT 415	STRATEGIC MANAGEMENT	Specialization	2 US Credits 4 ECTS
FIN 425	COST CONTROLLING & FINANCIAL PLANNING	Specialization	3 US Credits 6 ECTS

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

NB. All courses offered by the Swiss School of Management are delivered in 30 contact hours plus 60 hours of self-directed learning, research, and homework. The Independent Research project/Thesis will be given more preparation time.

MODULE DESCRIPTIONS

UNDERGRADUATE

BUS200: Introduction to Business

This course is designed as a survey course that will expose you to business terminology, concepts, and current business issues. The intent is to develop a viable business vocabulary, foster critical and analytical thinking, and refine your business decision-making skills.

BEN201: Business English

This program is designed for non-native English speakers. It aims to improve their oral, written, and listening comprehension language skills while making them more effective

communicators in a business environment. In addition, the individual and group activities focus on continuously increasing their use of appropriate vocabulary and grammatical structures while learning how to negotiate and make effective presentations.

FIN210: Introduction to Finance

This course aims to help students acquire skills in the main principles of Finance and its application to the Business world. In particular, students will learn the impact of Finance in Business, the basic Capital Investment Decisions, and the Management of Working Capital. Finally, students will learn some techniques for Financing a Business.

MKT220: Introduction to Marketing

This course introduces students to the concepts and skills needed to create and critique effective marketing. Marketers in all organizations require an understanding of the many facets of marketing, beyond simply advertising or communications.

STA210: Managerial Statistics

This course aims to help students acquire skills in the elaboration, representation, and interpretation of business data with the support of statistical and mathematical tools. In particular, students will learn how to process and present in MS Excel some essential data. Finally, students will learn how to apply descriptive statistical measures to businesses.

COM210: Communication Skills

The course will be divided into 16 Chapters, Assignments, and Final Written Exam. It will take students through oral and written business communication skills, critical thinking and analytical reasoning, ethical decision-making, teamwork, and professionalism.

Student participation in class, including homework, Assignment, and Final exam, represent the tools for evaluating the students (see Table 1). These practices will comprise critical thinking, theory, case study, and actuality.

Students will be motivated to perform interactive activities and participate actively by brainstorming, presenting, attending, and asking questions. Enhancing presentation and writing skills will be an integrated task.

MIS210: Management Information Systems

Computers are everywhere. Software is eating the world. The introduction of the iPhone started the Digital Era, a period of explosive digital diffusion. During the Covid19 pandemic, digital has been helping us not only to survive, but to maintain and even foster personal relations as well as to work and manage businesses remotely.

ACC210: Managing Accounting Costing & Budgeting

The objective of this course is to help students to acquire skills in the main principles of Accounting and its application to the Business world. In particular students will learn the

principal Financial Statements, the main Accounting Principles and Concepts, the Financial Reporting and Budgeting processes. Finally, students will learn some fundamentals of Cost Accounting and Performances Measurement.

MGT210 Management

Management is the process of achieving organizational goals by engaging in the four functions of planning, organizing, leading, and controlling. Management entails reaching important goals and involves knowing how to perform the major functions of management. The course aims at introducing the major functions of management and providing an overview on activities within organizations.

MAT210: Mathematical Tools for Business

This course aims to prepare the students to meet the demands of today's business world with the proven, practical dual approach to using MS Excel. In particular, students will learn the traditional methods of calculating. Finally, the students will learn the essential functions of MS Excel in applying the Math concepts.

COR210: Commercial Correspondence

The course will be divided into 16 Chapters, an Assignment, and a Final Written Exam. It will take students through oral and written business communication skills, critical thinking and analytical reasoning, ethical decision-making, teamwork, and professionalism. Student participation in class, including homework, Assignment, and Final, Exam represents the tools for evaluating the students (see Table 1). These practices will comprise critical thinking, theory, case study, and actuality. Students will be motivated to perform interactive activities and participate actively by brainstorming, presenting, attending, and asking questions. Enhancing presentation and writing skills will be an integrated task.

ECO210: Economics

This course will introduce you to the economic principles and policies affecting the economy while also introducing you to ethical principles, how they relate to economic principles, and how they may affect policies and the economy. Concerning economic principles, we will examine both microeconomics (the study of individual decision-making by consumers and businesses) and macroeconomics (the study of social-level problems that most often are reported in the evening news, e.g., economic growth, inflation, unemployment, government spending, and taxes, money and interest rates and international exchange and trade). Concerning ethical principles, we will briefly examine ethical principles in general but focus on the applications of ethical principles in economic contexts. This course aims to introduce you to the terms and concepts of economics and ethics that will allow you to understand and critically analyze the economy's condition, the various economic policies proposed to help the economy, and the role ethics play in shaping financial performance and policies.

TQM210: Total Quality Management

The course will take students through focus, statistical methods, controlling, and measuring quality to obtain a holistic view of total quality management. The scope is to understand quality assessment and how to monitor quality clearly. A final examination will complement presentations in creating the final grade. Students will be motivated to participate actively by presenting, attending, and asking questions.

SMG220: Sales Management

The course will be divided into ten Chapters, an Assignment and a Final Written Exam. It will take students through personal selling, objectives and strategies of personal selling, including communication skills, building trust, planning, customer service, adding value etc. The scope is to obtain a clear and direct understanding of sales process and how to optimize sales by meeting the client's needs.

FOL211: Foreign Language 1

Why Study a Foreign Language?

Over the past decades, our world has become more interdependent, and new technologies have allowed us to work in close contact with people worldwide. As relationships with countries grow, so does the need to speak a foreign language. We have an enhanced need for enlightened citizenship that is both culturally and linguistically prepared to function in today's world. Studying foreign languages teaches and encourages respect for other people, fostering an understanding of the interrelation of language and human nature. Foreign languages expand one's view of the world, liberalize one's experiences, and make one more flexible and tolerant.

Ten Reasons to Study Foreign Languages:

1. Foreign language study creates more positive attitudes and less prejudice toward different people.
2. Studying a foreign language will improve your chances of getting a job.
3. Studying a new culture helps you meet new and exciting people.
4. Dealing with another culture enables people to gain a more profound understanding of their own culture.
5. The study of foreign languages boosts confidence.
6. Graduates often cite foreign language courses as some of the most valuable courses in college because of the communication skills developed.
7. Knowing a foreign language makes International travel easier and more pleasant.
8. Skills like problem-solving and dealing with abstract concepts increase when studying a foreign language.
9. Foreign language study enhances one's opportunities in government, business, medicine, law, technology, military, industry, marketing, etc.

10. A second language improves your skills and grades in math and English and on the SAT and GRE.

At the beginning of the academic year, you will be informed which foreign language the school has chosen for the year. Choosing one language or another depends upon the current trend in the Global Business Environment.

FOL212: Foreign Language 2

Your journey into foreign languages continues...

Let's look at 10 more reasons to Study Foreign Languages:

1. Analytical skills improve when students study a foreign language.
2. Foreign languages provide a competitive edge in career choices: one can communicate in a second language.
3. Foreign language study enhances listening skills and memory.
4. One participates more effectively and responsibly in a multicultural world if one knows another language.
5. Your marketable skills in the global economy are improved if you master another language.
6. Foreign language study offers a sense of the past: culturally and linguistically.
7. Studying a foreign tongue improves the knowledge of one's language: English vocabulary skills increase.
8. Studying foreign languages teaches and encourages respect for other peoples: it fosters an understanding of the interrelation of language and human nature.
9. Foreign languages expand one's view of the world, liberalize one's experiences, and make one more flexible and tolerant.
10. Foreign languages expand one's worldview and limit the barriers between people: barriers cause distrust and fear.

At the beginning of the academic year, you will be informed which foreign language the school has chosen for the year. Choosing one language or another depends upon the current trend in the Global Business Environment.

LAW220: Business Law

Business Law, Commercial Law, and European Law are legal fields that have gained in importance in recent decades and have increased due to the globalization of economies and the related development of international commerce. We can affirm that Business laws establish the rules that all businesses should follow. This course will introduce students to business law's basic concepts and problems of Business Law and the International legal system. The course will cover the main topics in this field. Such as the basic principles and sources of EU Law, International Law, and the legal order; the Four Freedoms; the settlement of disputes. Competition Law, Unlawful agreements and concerted practices, Abuse of a

dominant position and price policy, Torts, contracts, and Negotiable instruments, the Lifecycle of a Business agreement, and the new EU GDPR principles.

LEA220: Leadership, Motivation, & Group Dynamics

"This course is designed to provide a basic introduction to leadership by focusing on what it means to be a good leader. Emphasis in the course is on the practice of leadership. The course will examine topics such as: understanding leadership; recognizing leadership traits; engaging people's strengths; understanding philosophy and styles; attending to tasks and relationships; developing leadership skills; creating a vision; establishing a constructive climate; listening to out-group members; handling conflict; addressing ethics in leadership and overcoming obstacles. Students will assess their leadership traits and skills to improve their own leadership performance"

INT220: Internship

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

ACC310: Advanced Accounting

This course aims to help students further develop their skills in some important Accounting topics. In particular, students will learn the principles of Financial Reporting of Accounting information, how to allocate overheads, and how to use Accounting for Control purposes. Finally, students will learn some techniques for measuring business performance.

FIN300: Venture Capital & Private Equity

In this course students learn how investment banks, VC, and private equity firms operate. Venture capital, private equity, debt and equity financing, financial derivatives, capital structure, investment research, and investing, among other financial topics, are studied and discussed. We cover the functioning of financial markets, analysis of risk and return, analytic tools, valuation of financial assets: stocks, bonds, options; investigative and research techniques, such as reading 10K's, and other public filings for opportunity; valuation methodologies; and qualitative investigative techniques such as talking to company managements.

MIS300: Managing Information Systems: Decision Science I

"Good management implies good business decisions. Good business decisions are paramount to excel running business processes. In any situation exists an optimal path to follow in order to achieve the strategic goals and the disciplines of Artificial Intelligence and Operations Research can help finding this optimal path among an infinite number of options. Those disciplines when applied to business decisions are typically known as Decision Science and the tools used in this field are called Business analytics (BA). Business analytics (BA) are the practice of iterative, methodical exploration of an organization's data via the processing and storage power of modern Information Systems. BA are used by

companies committed to data-driven, bottom-up decision-making. BA enables organizations to gain insights that inform business decisions and can be used to automate and optimize business processes. Data-driven companies treat their data as a corporate asset and leverage it for a competitive advantage. Successful business analytics depends on data quality, skilled analysts who understand the technologies and the business, and an organizational commitment to data-driven decision-making.

The course will cover both an overview of the mathematical basics that are behind BA and their possible application limitations as well as the BA major applications in different Vertical Markets, with a special focus on Retail. A critical implication of BA application is Change Management, and a part of the course will be dedicated to this topic."

HRM300: Human Resource Management

This course explores the management of human resources from an overview perspective. Topics covered are payroll, compensation and benefits, staffing, training and development, performance appraisals, organizational management, policy, and maintaining effective employee relationships. Students will be exposed to the dynamics of how the human resource department and the company strategically work together to balance employee morale and return on investment. Thought-provoking questions will initiate a well-rounded learning experience of HRM and its business operations.

MKT300: Principles of Marketing

Students acquire the knowledge and skills required to develop, implement, and control successful marketing strategies. Topics include the art of case analysis; consumer behavior; marketing research and competitive analysis; marketing segmentation and position; market entry and pricing; retail selling, private labels, and channels of distribution; marketing communications; Internet marketing; corporate social responsibility and nonprofit marketing; sales management; and international marketing.

MBK300: Money & Banking, Business

"This course explores the functions, operations and efficacy of the global financial system, highlighting the significant changes that have occurred in recent decades. Globalisation and innovation have transformed the challenges facing both private institutions and public regulators. Moreover, the Great Financial Crisis forced a wide-ranging debate on the value of financial intermediation in the modern world and the need to overhaul the global system of public oversight. We translate the jargon of money and banking into plain language; explain the basic principles behind key financial instruments such as repos, futures, swaps, CLOs and other alphabet-soup derivatives; shine a light on "shadow" banking; outline the thinking behind the current financial reform programme (Basel III); reveal how central banks operate monetary policy and why they sometimes pursue different approaches in tackling 21st century challenges."

MKT310: Consumer Behavior

Analyzes consumer motivation, buying behavior, market adjustment, product innovation, and adaptation; consumer market measurement, including a survey of economic and

behavioral science theories of consumer market behavior, producer and intermediary reactions. Consumer decision-making is evaluated as to psychological drives, and sociological concepts used by producers, channel intermediaries, and consumers; it considers methods and techniques for measuring consumer behavior and analyzing consumer markets.

ECO300: International Economics,

This course aims to help the students acquire skills in macroeconomics theory linked to business management across all fields. In particular, the students will learn the practical use of macroeconomics and how it affects the decision-making process—the main macroeconomic variables affecting business decisions and the potential strategies to adopt. Finally, the students will learn basic methodologies to present their analysis and draw their main conclusions.

MIS301: Managing Information Systems: Decision Science II

Good management implies good business decisions. Good business decisions are paramount to excel in running business processes. In any situation exists an optimal path to follow to achieve the strategic goals, and the disciplines of Artificial Intelligence and Operations Research can help find this optimal path among infinite number of options. When applied to business decisions, those disciplines are typically known as Decision Science, and the tools used in this field are called Business analytics (BA). Business analytics (BA) is the practice of iterative, methodical exploration of an organization's data via the processing and storage power of modern Information Systems. BA is used by companies committed to data-driven, bottom-up decision-making.

BA enables organizations to gain insights that inform business decisions and can be used to automate and optimize business processes. Data-driven companies treat their data as a corporate asset and leverage it for a competitive advantage. Successful business analytics depends on data quality, skilled analysts understanding the technologies and the business, and an organizational commitment to data-driven decision-making. The course will cover both an overview of the mathematical basics that are behind BA and their possible application limitations, as well as the BA's significant applications in different Vertical Markets, with a particular focus on Retail. A critical implication of the BA application is Change Management, and a part of the course will be dedicated to this topic.

FIN310: Principles of Finance

The course aims to develop in students an understanding of the basic principles of finance. It builds on the introduction to finance provided in Foundations of Business. The course has a quantitative slant, and is designed to give a theoretical introduction to financial markets and company finance policies. It is a prerequisite for finance Honours courses. The course looks at the way assets are valued in financial markets. It considers interest rates and the pricing of fixed-income bonds; stock market prices and returns; stock market risk and the

influence of risk on the pricing of shares; and the characteristics and pricing of financial futures and options. The course also covers some aspects of company finance theory. These include business investment decisions, sources of finance, the cost of capital, the financial structure decision and the dividend decision.

MGT310 Intercultural Management

The course will also support the development of students' skills in the areas of cultural sensitivity and ability to create more sophisticated conceptions of cross-cultural encounters. It will move the students from the traditional dualistic 'black or white' way of thinking further towards a more relativist one 'with all shades of grey in between'. The course focuses on the impact of cultural background on individuals, organizations and management; on the dimensions which discriminate national cultures, and on cross-cultural interactions. The objective of the course is to help students to construct their own coherent, individual perspective of the substance and increase their cultural awareness.

LEA310: Leadership & Change Management

This course is aimed at unveiling the rationales of bringing change in the organizational settings and examines the role of strategic leadership in the management of organizations. It delves into the details of nature and processes of the organizational change with a focus on technological, administrative, and process innovation. This course helps students to explore contemporary techniques and procedures used to understand, initiate, plan, implement and communicate change. Lectures, case studies, class exercises and projects will provide students a way forward to critically evaluate the process of change management and strategic leadership in organizations.

FOL300: Foreign Language 3

In the second year of your Bachelor's Studies, you will learn another new language and culture.

Congratulations, you should have attended at least one of the foreseen Foreign Languages of the Swiss School of Management Bachelor Program by now.

Here are another 5 good reasons to learn a foreign language:

1. Foreign language study will completely improve your traveling experience.
2. As immigration increases, we must prepare for American society's changes.
3. One is at a distinct advantage in the global market if one is as bilingual as possible.
4. Foreign languages open the door to art, music, dance, fashion, cuisine, film, philosophy, and science...
5. Foreign language study is simply part of an elementary liberal education: to "educate" is to lead out, out of confinement, narrowness, and darkness.

The School will communicate before starting the new academic year which foreign language will be chosen for this course.

FIN410: International Finance

This course mainly focuses on international financial management, viewed primarily from the perspective of managers doing business overseas, including managing foreign exchange exposure, foreign direct investment decisions, and multinational capital budgeting. Other topics covered include trends in international banking, the balance of payments, the determination of exchange rates, and the LDC debt crisis. Such issues as financing international trade and country risk analysis for investment decisions will also be covered.

MKT430: Strategic Marketing

The philosophy underlying this course is that marketing-oriented companies put customers first, are geared for long-term success, and that this orientation must be championed by top management and infused throughout the organization. In addition to this overall culture, strategic marketing requires knowledge, skills, and competencies in various techniques, such as strategic analysis and planning, implementation via several integrated and synergistic marketing functions and activities, and marketing control aided by multiple marketing metrics and digital developments. This course aims to provide students with a firm grasp of the strategic elements of establishing a long-term customer orientation and the operational techniques required of marketing managers to implement a strategic marketing orientation successfully.

ICT410: Information Systems

Permanent innovation, disruptive technological, social, and economic changes are critical characteristics of the “New” Economy, drastically impacting on any part of our business and personal life. Information Technology (IT) is at the center of the Digital Transformation of companies for the optimization, redesign, or reinvention of their business in response or, better, in anticipation of the disruptive impact of emerging technologies and new business models. All managers are directly or indirectly concerned with IT. Either because they work in the IT department or are involved in defining, purchasing, deploying, and using IT infrastructures, software, and applications.

FOL400: Foreign Language

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

FIN420: Financial Planning & Budgeting

This course explores how current economic conditions impact household finances before showing you how to manage yours more effectively. You will find out whether you have bad financial habits and how to address them; discover a simple four-stage model for making sound financial decisions; examine the two components of household budgeting – income and expenditure – and how to manage them; and look at a key area of household spending – insurance.

MGT410: Organizational Behavior

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

LEA450: Strategic Leadership & Change

This course aims to unveil the rationales for bringing change in organizational settings and examines the role of strategic leadership in managing organizations. It delves into the details of the nature and processes of organizational change, focusing on technological, administrative, and process innovation. This course helps students to explore contemporary techniques and procedures used to understand, initiate, plan, implement, and communicate change. Lectures, case studies, class exercises, and projects will provide students with a way to critically evaluate change management and strategic leadership in organizations.

GLB410: Business in a World Economy

This course offers an overview of various aspects of the global economy within the field of economic geography and its linkages to related issues of resources, development, international business, and trade. It investigates the phenomenon of globalization and seeks to provide an understanding of today's increasingly interdependent world. Geographers are interested in examining the difference location makes to how economic activity is organized as globalization makes small differences among places increasingly important. This course recognizes that the economy cannot be treated separately from other social studies domains, so topics such as political, economic theories and models, historical context, consumption trends, the role of telecommunications, and others will be discussed.

INT410: Internship

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

GRD499: Thesis:

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 analysing 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 course will introduce the students to the basics of academic research, a pre-requisite before they start writing their thesis. The students will be trained to identify excellent research ideas, write and analyse data that leads to a relevant and timely contribution

Specializations:

BBA in Global Management

MGT420: Negotiation Skills

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

MGT430: Competitive Strategy

The course intends to demonstrate that decisions affecting the firm's expansion are neither obvious nor entirely determined by the technological or economic forces generally associated with globalization. The course focuses on the concepts of Porter as well as SWOT analysis. Comparisons are drawn between the differences in the fundamental economic, financial, and political factors affecting the firm's international expansion from purely domestic factors.

The course studies that the internationalization of the firm is a sequential decision-making process operating at the country, industry, corporate, business, and subsidiary levels of analysis. This course introduces students to the subject of strategy and helps them understand more thoroughly the overall impact of internal and external influences on the firm. The primary purpose of the course is to provide the student with broad insights into the practice of strategic management and its real significance in contemporary multinational corporations

MKT450: Cases in Marketing

This course guides you through various Marketing case studies of real businesses using the Harvard Business School Case method.

FIN450: Cases in Finance

This course guides you through various Finance case studies of real businesses using the Harvard Business School Case method.

BBA in International Marketing Management

MKT410: Consumer Behavior

This course introduces the theory of consumer behavior and relates it to the practice of marketing. It will present relevant material drawn from psychology, anthropology, and

social and behavioral sciences within the framework of the consumer decision process and its main influencing factors.

LMG410: Logistic Management

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

MKT425: New Product Development

Innovation and new product development are critical to the success of organizations and nations alike. Being first to market with innovative goods or services is essential in increasingly dynamic environments. The interplay between creative, market, and technical requirements is a highly complex process, whether the innovation is new to the world or an incremental development of existing products. Specific outcomes of this course are:

- develop familiarity with models of innovation and the marketing and technology interface
- understand the importance of new product development to firm performance
- learn methods of generating, evaluating, and testing product ideas
- identify relevant components and plan a product launch
- learn methods of evaluating and monitoring the success of a launch

MKT435: Services Marketing

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

BBA in Entrepreneurship

MGT435: Family Business Management

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

MGT440: Cases in Entrepreneurship

This course leads you through different Marketing case studies of real companies using the Harvard Business School Case method.

MGT440: Advanced Cases in Entrepreneurship

This course guides you through various Marketing case studies of real businesses using the Harvard Business School Case method.

MGT445: Mergers & Acquisitions

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

BBA in Finance

FIN420: Contemporary Corporate Finance

This course aims to help students develop their skills in some important aspects of Corporate Finance. In particular, students will learn about the structure of the Financial Marketplace, how to evaluate Bonds and Common Stocks, and the techniques of capital structure and intermediate-term financing.

MGT415: Strategic Management

This course introduces students to the subject of strategy and helps them better understand the overall impact of internal and external influences on the firm. The essential purpose of the course is to provide the student with broad insights into the practice of strategic management and its real significance in contemporary multinational corporations.

FIN425: Cost Controlling & Financial Planning

This course aims to help students acquire skills in correctly using Cost Accounting to support corporate decisions. In particular, students will learn how to work with Cost Configurations, allocate Costs, develop Profitability Analysis, calculate process/ product costs, and the Activity-Based Costing methodology. Finally, students will learn some fundamentals of Planning / Budgeting together with principles of Variance Analysis.

Programs of Study MBA

The Master of Business Administration (MBA): 1 year

GRADUATE LEVEL REQUIREMENTS:

Bachelor's degree or equivalent (180 ECTS)

English Requirements:

Applicants for the Master's program MBA, are exempted from an English Exam provided they completed their schooling years and/or bachelor's program at a recognized school where the medium of teaching is English.

In case this condition is unmet, then, the applicant needs to sit for one of the listed English Exams

- 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

The Swiss School of Management's one-year, fully accredited Master of Business Administration Degree Program is designed to equip students with the tools and analytical framework required for a successful career. The interactive community of faculty and students in an international setting provides students with globally relevant materials on today's ever-changing economy.

The Swiss School of Management's Master of Business Administration Degree is fully accredited by the IACBE. IACBE is accredited by the Council for Higher Education Accreditation (CHEA). The Department of Veteran Affairs also recognizes the Master of Business Administration degree in the USA. The Swiss School of Management is a quality-certified school by EduQua, the Swiss Quality Certification label recognized by the Swiss Federal Government for Institutions of higher and continuous education. The Ministry of Education & Research in Lazio, Italy, also recognizes the Swiss School of Management.

Throughout the MBA program, students will be immersed in the modules of Leadership, Business, Entrepreneurship, and Management Philosophies modules that can be applied to any management role across varied industries. This business school gives students hands-on, applicable experience leading groups and classroom discussions which is essential in providing an interactive, dynamic, and effective program to students.

The program features international lectures, optional corporate visits, visiting speakers, seminars, webinars, and workshops to help boost and enhance student learning. One of the Swiss School of Management's goals is to start growing students' networks immediately when their program starts.

Intended Learning Outcomes ISLO's:

ISLO 1: Students will have to demonstrate their ability to integrate theoretical knowledge of the functions and system of business administration.

ISLO 2: Students must show ability to analyze complex data with multiple implications, make decisions in a comprehensive case study, and to synthesize and present their findings and implementation process using highly developed communication skills.

ISLO 3: Students will demonstrate they have knowledge of business concepts and functions

ISLO 4: Students will demonstrate their ability to contribute effectively in attaining organizational goals in a team environment

ISLO 5: Students will have the capacity to conduct a SWOT/PESTEL analysis in their dissertation

ISLO 6: Students will analyze leadership and strategic management skills in a global business environment.

GRADUATE OFFERINGS

COURSE NUMBER	COURSE TITLE	COURSE TYPE	TOTAL COURSE CREDIT/ CLOCK HOURS
GLB 555	GLOBALIZATION	Core/Required	4
LSP 555	LEADERSHIP 360 DEGREES	Core/Required	4
AFM 555	ACCOUNTING & FINANCIAL MANAGEMENT	Core/Required	4
LAW 555	INTERNATIONAL LAW & ETHICS	Core/Required	4
GMF 555	GLOBAL MICROECONOMICS & INTERNATIONAL FINANCE	Core/Required	4
MDG 555	MANAGEMENT IN THE DIGITAL ECONOMY	Core/Required	4

THIS 555	FINAL THESIS & RESEARCH METHODOLOGIES	Capstone	4
NGS 555	NEGOTIATING GLOBALLY	Core/Required	4
OBM 555	HRM & ORGANIZATIONAL BEHAVIOR	Core/Required	4
CPS 555	COMPETITIVE STRATEGY	Core/Required	4
INM 555	INVESTMENT MANAGEMENT	Core/Required	4
MKT 555	STRATEGIC MARKETING & SOCIAL MEDIA PLANNING	Core/Required	4

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

Specialization

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

LUXURY MANAGEMET			
LMG 590	FUNDAMENTALS OF LUXURY BUSINESS MANAGEMENT	Emphasis	4
LMG 592	INTERNATIONAL LUXURY BRANDING	Emphasis	4
LMG 593	RETAIL AND DISTRIBUTION MANAGEMENT	Emphasis	4
MARKETING			
MKT 590	MARKETING RESEARCH	Emphasis	4
MKT 591	NEW MEDIA MARKETING	Emphasis	4
MKT 592	INTERNATIONAL LUXURY BRANDING	Emphasis	4

Graduate Level Module Descriptions:

GLB555: Globalization

This course focuses on and facilitates further discussion of the implications of globalization for businesses and investigations of the primary economic dimension connected with the proliferation of globalization. The main objective of this class is to familiarize students with ideas, concepts, and ways of analyzing globalization and encourage thinking about the future agenda for global leaders in such a changing environment.

LSP555 Leadership 360 Degrees

The objective of this course is to help students acquire and develop skills in relation to effective leadership within organizations. Students will understand and compare different approaches, theories and methodologies about leadership and will practice leadership behaviors through class exercises and assignments. Furthermore, students will go through the process of the “PersonalSuccess Profile” process, which is a personal goal-setting process featuring Leadership Day at the Adventure Camp in Ostia.

AFM555 Accounting & Financial Management Accounting:

Students are taught the fundamental topics in accounting and financial management.

Accounting:

Topics include accrual accounting, financial statement analysis, tax accounting, backup schedules, ratio analysis, public filing (10-K) review, and other select accounting topics. The principal focus is on those aspects of accounting most used by decision-makers and most useful to students.

Financial management:

Topics include the function of financial markets, analysis of risk and return, time value of money, valuation of financial assets (stocks, bonds, derivatives), capital structure capital budgeting, and other select corporate finance topics. The principal focus is on those aspects of analysis most used by decision-makers and most useful to students.

Additionally, the following is also covered: investigative techniques, such as reading 10K's, and other public filings to ascertain opportunity, risk, and return; valuation methodologies, such as comparable company analysis and discounted cash flow; qualitative investigative techniques, such as talking to company managements and financial research. The means to effectively communicate written and verbal analytic results are demonstrated.

LAW555 International Law & Ethics

This course is designed to equip students with International Business Law concepts. It covers the main topics in this field, such as the settlement of disputes, Multinational Organizations, Foreign investments Laws and Codes, and legal issues arising among businesses in the cross-border context. Therefore, the class will examine international contract law, conflict of laws, ie in case of insolvency, international private dispute resolution, choice of foreign law (the Governing Law), and the essential elements of IP rights. The course will help international affairs and other non-law students have a general understanding of international business law better to understand the underlying legal environment in global economic affairs. In addition, this course will briefly review and discuss several chapter questions and cases, as well as certain Court decisions, treaties, resolutions, and other international legal instruments of importance.

GMF555 Global Macroeconomics & International Finance

In this course students assess theories of 1) international monetary relations (often termed by economists as global macroeconomics) and 2) international finance concepts.

International Economics:

Topics covered include international trade, monetary theory, international finance, foreign exchange markets, balance of payments (and trade deficits), capital mobility, government

fiscal and monetary policies, international macroeconomic cooperation, economic crises, and the role of international institutions.

International Finance:

Students learn international finance concepts and develop skills to analyze business potential in emerging markets. We study various global finance tools, including hedging, forward and futures markets, and exchange rates. Political, economic, social, and legal frameworks, among others, are studied and discussed. Emphasis is on the impact of the financial sector on economic development, performance, and crises. Additional topics include financial intermediation, privatization, portfolio management, and globalization of labor markets. Lectures, reading, and case study probe geopolitical, macroeconomic, and market trends, so that students learn to forecast the effect and understand the global impact of large-scale forces.

MDG555 Management in the Digital Economy

Permanent innovation, disruptive technological, social, and economic changes. We are in the Technological Cambrian, a unique period of digital diffusion, comparable in terms of typology and importance to the Geological Cambrian, where life has exploded in today's variety and diversity. Recognizing the uniqueness of this period is the first step in not succumbing to it. Riding it is the next one. Opportunities are immense for people, organizations, and businesses. The course will help to understand the digital economy dynamics and acquire the tools to excel in such an environment.

NGS555 Negotiating Globally

Students will learn how to navigate notional culture when negotiating deals, resolving disputes, and making decisions in teams. Rather than offering country-specific protocol and customs, Negotiating Globally provides a general framework to help negotiators anticipate and manage cultural differences, incorporating the lessons of the latest research with a new emphasis on executing a negotiation-planning document. It also shows how to execute the plan, and how the cultural environment affects negotiators' interests, priorities, and strategies. The course also explains how to distinguish good deals from poor ones and good negotiators from poor ones, as well as how resolving disputes is different from making deals, and how negotiation strategy can be used in multicultural teams. After every chapter presentation, the course does also emphasize on role-plays. The role-plays include individual ones as well as group work.

OBM555 HRM & Organizational Behavior

This course covers the various aspects and approaches to attract, motivate and retain human resources in organizations. The course will comprise of readings and class assignments and the focus will be on participation in class, in scenario simulations where you would act as a

Human Resources Partner for a company looking to recruit the best talents or help managers improve team performance but also as a candidate going through an interview process. This will help you better understand both sides of the human resources dynamic.

CPS555 Competitive Strategy

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

IM555 Investment & Wealth Management

The course is designed to teach investing techniques, principally for publicly traded securities (although similar principles apply to private markets). Topics include; the function of financial markets, analysis of risk and return, analytic tools, valuation of financial assets: stocks, bonds, options; investigative and research techniques, such as reading 10K's, and other public filings for opportunity; valuation methodologies; qualitative investigative techniques such as talking to company managements. Long-term financial planning, wealth management, and personal finance are also taught.

SMP555 Strategic Marketing & Social Media Planning

Sessions will consider the nature and scope of marketing and its role in society; the importance of a customer orientation and co-creation of brands; the contribution of marketing research; approaches to STP; and the role of marketing activities such as product, price, promotion, distribution, physical evidence, process and people. There will be a particular focus on innovation, the role of marketing in creating value and competitive advantage, and the challenges of marketing innovative products and services.

THS555 Final Thesis & Research Methodologies

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 analysing 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 course will introduce the students to the basics of academic research, a pre-requisite before they start writing their thesis. The students will be trained to identify excellent research ideas, write and analyse data that leads to a relevant and timely contribution

SPECIALIZATIONS

MBA in Global Management & Leadership

GML590/HRM 590 Managing and Leading in Different Countries

Capturing the rising influence of culture and the seismic changes throughout many regions of the world, this course, over the years, is now covering more than 60 countries and every major region in the world. It continues to break new ground. The 21st century will be crunch time for Western managers in terms of meeting fierce and unrelenting competition (especially from Asia) and in attempting to gain a share of the mammoth markets that rapidly changing demographics will create in India, China, Pakistan, Indonesia, Bangladesh, Nigeria and Brazil (in 2050 their total population will be four and a half billion). One of the goals of this course is to keep pace with these emerging and changing markets.

GML 591/Individual & Organizational Leadership Skills

In today's globalized business world, successful leaders need a global mindset. This course takes the complexity out of leadership and is based on one of the most respected leadership books written which illustrates, through inspiring stories, what research continues to reveal and how leaders understand that leadership is a relationship. Discussions range from the toughest organizational challenges leaders face today to changes in how people work and what people want from their work. Our goal is to create distinctive managers with a unique leadership-oriented career opportunity.

GML 592/NPM 592 Managing Business Ethics

This course is designed to equip students with a pragmatic approach. They need to identify and solve ethical dilemmas, understand their own and others' ethical behavior, and promote ethical behavior in their organization. We prepare students for a range of roles in the business world across business functions. We assess how a business is doing, and how it should affect our individual and social lives, and ask what role business and its values (could) play in our society as a whole. This course presents the concept of Corporate Social Responsibility, and explores its relevance to ethical business activity, as well as considering the moral obligations of businesses to the environment and to people in other countries.

MBA in Luxury Management

LM 590 Fundamentals of Luxury Business Management

This course is designed to provide students with a deep understanding of luxury culture in a global and dynamic perspective and to give them all the necessary skills and know-hows to successfully manage luxury companies. A solid strategic approach coupled with a creative out-of-the-box attitude are key for business leaders and luxury experts. Main topics will include not only the study of the customer and of the key players of the industry, but also the fundamentals in operating in this very special sector.

LM 592/MKT 592 International Luxury Branding

This course will specifically analyze brand power as the main challenge for the luxury industry. Through case histories, best practices and business models, we will focus on the marketing issues related to branding in an industry where this has a very strong impact on the strategic and business decisions. Consumer attitudes, product knowledge, brand image and many other relevant topics will be faced in order to develop a superior knowledge of the world of international luxury.

LM 593 Retail and Distribution Management

This program will focus on issues related to International Distribution defining all the tools that are necessary to enter, expand, understand, and succeed in the glamorous world of luxury retail. Retail experience and management will be examined in all the different aspects of quality and service support, including Customer Relationship Management, key to a successful customer experience and sales optimization. A special attention will be dedicated to digital business as in the last years, also the internet has become an important channel of distribution in the luxury arena.

MBA in Finance

FIN 590 Investing & Private Equity

This course offers an introduction to understanding and managing investment portfolios. It examines investment valuation, investment objectives, risk and return, sources of information, security analysis, and portfolio theory with a focus on Equity investments. This course will also expose the student to the difference between public investing and Private Equity.

Specifically, students should understand the essentials of portfolio theory, differentiate between the major types of equity investments, understand how the stock market works and know how to purchase securities, understand the determinants of risk and return, and understand the difference between different sectors of Private Equity and raising equity by the end of the course.

FIN 591 Mergers and Acquisitions

This course focuses on the primary valuation methodologies currently used on Wall Street: comparable companies analysis, precedent transactions analysis, discounted cash flow analysis, and leveraged buy out analysis. The goal of the course is to cover key aspects of the M&A business process including corporate strategy, target selection/screening, deal negotiation/valuation, and due diligence. We will focus our study on current M&A best practices including the key tools, techniques and trends embraced by the modern dealmaker. The course will seek to apply basic finance principles and analytical techniques to actual problems likely to be encountered by senior management of major corporations or those who are the advisors to such management in the context of an M&A transaction. At the end

of the course, the student will have gained an appreciation for the role M&A plays on today's corporate landscape, as well as forming an opinion as to whether or not an M&A transaction "makes sense" for the firm.

FIN 592/ENT 592 Entrepreneurial Financial Management

In this course, students are taught the financial aspects of entrepreneurship. These include drafting of the business plan and its essential sections – financial, operational, markets. Additionally, students learn methods to build and manage entrepreneurial ventures. Specific topics include new venture creation, business development, finance for startups, and Marketing, Management and HR specific to new ventures. Other financial-related areas are also studied, including the operating agreement, forms of organization, venture capital, other financing sources and valuation. Students form and develop a new business idea, a business plan and operating agreement.

MBA in Marketing

MKT 590 Marketing Research

In this course, students explore the role of marketing research in the overall marketing effort, the research process and the most common approaches & techniques used. Marketing research is critical to helping marketers make decisions. Students explore the information needs of marketers, develop the research process, and discuss sampling techniques and data collection methods of primary data. Particular emphasis is placed on explorative research: the first key step into marketing research. Students will analyze company cases to evaluate if, when and how to use marketing research tools and they will work to complete a marketing research project. The course is aimed at allowing students to grasp the relevance and contribution of marketing research within the overall marketing and management decision making processes.

MKT 591 New Media Marketing

This course discusses and analyzes how digital media technology has changed the way people and organizations communicate, and offers perspectives on how these new technologies can be used to communicate an idea or to "sell" a product. During the course, we will analyze some of the most important and common new media, describing their nature, the reason why they exist and the kinds of messages they communicate. We will critically evaluate various forms of new media and determine their uses, benefits and drawbacks to understand the importance of clear and "perfect" knowledge about the idea or product, including its identity. We will also analyze different types of public and learn how to communicate with them depending on the message or product, distinguishing between new media rules, conventions, ethics and "best practices", as well as planning a new media strategy to communicate with the target public.

MKT 592/LM 592 International Luxury Branding

This course will specifically analyze brand power as the main challenge for the luxury industry. Through case histories, best practices and business models, we will focus on the marketing issues related to branding in an industry where this has a very strong impact on the strategic and business decisions. Consumer attitudes, product knowledge, brand image and many other relevant topics will be faced in order to develop a superior knowledge of the world of international luxury.

Executive Master of Business Administration

The SSM Executive MBA University Degree Program is designed to equip students with the capabilities required for a successful career management level and beyond.

The Executive Master of Business Administration Program is designed for students who have already established their careers and are looking to expand their skills to further their careers or to develop their management competencies to become a better leader in their professions. The EMBA program differs from our MBA in the thesis requirement. The thesis for the EMBA must be focused on the application which means the topic of the research must be based on applied research. Students enrolled in the MBA program may write their thesis projects based on either applied or theoretical topics and research. Both EMBA and MBA graduates may be eligible to apply for doctoral studies with the Swiss School of Management.

The course offerings of the Master of Business Administration (MBA) and the Executive Master of Business Administration (EMBA) programs are identical.

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)
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- 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.
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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:

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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

ISLO 2 = 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

COURSE NUMBER	COURSE TITLE	COURSE TYPE	TOTAL COURSE CREDIT/ CLOCK HOURS
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	ADVANCED EXPERIMENTAL 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 COURSE 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 exiting 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.

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. The students will be exposed to the different statistical programs used in academic research. The students will be introduced to statistics to be used in more intuitive ways. Students will be familiar with statistical concepts which they can easily recognise leading to the exploration of more advanced statistical use. In the end, the lectures will cover important topics in survey design, sampling techniques, validity and reliability and statistical data treatment.

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.

MODULE 4: GUIDE TO DISSERTATION WRITING

Guide to Doctoral Research 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.

MODULE 5: ADVANCE 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

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 also captures 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).
- This means that a 4-ECTS course is a total of 30 hours of class attendance and another 60 hours for student independent studies; thus, 90 hours in total.
- 4 ECTS per course have been proven to be reasonable in terms of accomplishing the course-level outcomes at SSM, and they are usually used by students as per the below details:

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. When it comes to the conversion ratio, every 2 ECTS are equivalent to 1 US credit hour per semester.

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.

Therefore, a 4-ECTS credit-hour course at SSM, which is equivalent to 2 US credit hours, would require 90 hours of work per module (30 hours of academic engagement and 60 hours of preparation).

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.

Academic Progress Policy:

Students Progress is submitted monthly through the monthly submission of module grades from professors to the In-Residence Program Director. Professors submit both comments of the students overall quality of their work and progress. Bachelor Students are required to maintain at least a 2.0

to be considered to be in good academic standing, Master students are required to maintain a 3.0 to be considered to be in good academic standard. DBA students must be passing all modules as well keeping regular consultations with their research director. Official grades are posted through the Registrar.

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 2.0 is required in all courses that are applicable to the program of study for a BBA, 3.0 for an MBA, and P for DBA.

Student Integrity & Honesty

MAINTENANCE OF ACADEMIC STANDING

Maintenance of Academic Standing

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

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

Should a student have below 'C', he/she will be placed on **Academic Probation**. Academic probation means that a student may continue to the next academic term, but has been notified of the need to improve her/his academic performance in the following term. A student whose cumulative letter grade average remains below **C** while on probation, or falls below **D**, will be subject to **Academic Suspension**. ***Suspended students may not begin a subsequent term of the academic program.*** Such students must discuss re-matriculation with the school director who may allow the student to repeat **all subjects** in the appropriate term. Should the student not be allowed to re-enrolled, she/he will be dismissed from the course being undertaken.

Academic Suspension Appeal Procedure:

1. Grounds for Appeal:

Before beginning the appeal process, students must ensure they have valid grounds for the appeal. Valid grounds may include medical or personal emergencies, documented extenuating circumstances, or evidence of procedural irregularities during the evaluation process.

2. Contact the In-Residence Program Director

Students must initiate the appeal process by contacting the In-Residence Program Director within five business days of receiving the suspension notice. This contact must be done by email and must include the grounds for the appeal.

3. Submission of Documentation:

When submitting an appeal, students must include the following documentation:

- A written statement outlining the grounds for the appeal, including any supporting evidence or documentation.
- Any relevant medical or legal documentation that supports the student's claims.
- Academic records, if necessary, to demonstrate previous satisfactory progress.

4. Appeal Review Process:

The In-Residence Program Director will review the appeal within ten business days of the acknowledgment. The In-Residence Director will assess the documentation provided and may request additional information if needed.

5. Final Resolution and Notification:

The student will be informed of the director's decision within five business days of the review process. The notification will be sent via email and will include a detailed explanation of the decision, outlining whether the appeal was accepted or denied.

6. Escalation Process:

If the student is dissatisfied with the decision, they may appeal further to the Office of the Dean within five business days of receiving the decision. The Dean's decision will be final and communicated to the student.

Note:

It is crucial for students to adhere to all deadlines during the appeal process. Failure to comply with the outlined timelines may result in the dismissal of the appeal. Appeals based on frivolous grounds will not be entertained.

Please note that the information provided in this guide is subject to the specific policies and procedures of your educational institution. It is advisable to consult the official catalog before filing for an appeal.

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.

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

Resits and Retakes

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

pass the failed subject, then a re-sit examination will not be granted. Each student should attain a passing mark in the final examination. An administrative fee of €100 is applicable for the first re-sit and €150 for the second re-sit.

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.

Misc Academic Policies

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 cumulative 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 cumulative 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.

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.

Absences

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

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

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

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

In the case of the student having an excess of **32 hrs. in an academic year**, the student may be required to withdraw from the program.

Transfer Policy

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

Bachelor's Program

Applicants aiming to join the BBA program and who have already started a bachelor's level program in an authorized institution other than SSM are subject to the below transfer policy:

- An official transcript of record showing courses and grades earned must be scanned.
- The admissions department validates the authenticity/legality of the transcript and its issuing institution.

- Once authenticity is proven, a copy the transcript is sent to the transfer committee comprised of the Academic Dean and Head of Admissions.
- The Academic Dean matches and maps the transcript courses with a passing grade against SSM's list of courses for transfer equivalence decisions. Certain courses, even though passed, might not be transferred in case they substantially differ from SSM's bachelor's courses.
- The committee then approves transfer of credits of courses that are only passed and strictly denies transferring credits of failed courses based on the Academic Dean's transfer equivalence decision.
- The number of credits to be transferred are modified so that they fit a common practice or norm used for conversion into the European Credit Transfer and Accumulation System (ECTS).
- SSM grants up to 40% credits to transferring students of the BBA program requirements at SSM; thus, students need to accomplish at least 60% of their course requirements at SSM so that they earn SSM's Bachelor's degree.

Master's Program

Applicants aiming to join the MBA program and who have already started a master's level program in an authorized institution other than SSM are subject to the below transfer policy:

- An official transcript of record showing courses and grades earned must be scanned.
- The admissions department validates the authenticity/legality of the transcript and its issuing institution.
- Once authenticity is proven, a copy the transcript is sent to the transfer committee comprised of the Academic Dean and Head of Admissions.
- The Academic Dean matches and maps the transcript courses with a passing grade against SSM's list of courses for transfer equivalence decisions. Certain courses, even though passed, might not be transferred in case they substantially differ from SSM's master's courses.
- The committee then approves transfer of credits of courses that are only passed and strictly denies transferring credits of failed courses based on the Academic Dean's transfer equivalence decision.
- The number of credits to be transferred are modified so that they fit a common practice or norm used for conversion into the European Credit Transfer and Accumulation System (ECTS).
- SSM grants up to 50% credits to transferring students of the MBA program requirements at SSM; thus, students need to accomplish at least 50% of their course requirements at SSM so that they earn SSM's Master's degree.

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Graduation

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

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

b) Obtain a final Grade Point Average:

BBA: 2.00 Cumulative

MBA: 3.00 Cumulative

DBA: P

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.

Designation	Interpretation/Recognition	Percentage Range	Grade Point Value
A	Excellent	94.5% - 100%	4.00
A-		89.5% - 94.4%	3.67
B+		86.5% - 89.4%	3.33
B	Good	82.5% - 86.4%	3.00
B-		79.5% - 82.4%	2.67
C+		76.5% - 79.4%	2.33
C	Satisfactory	72.5% - 76.4%	2.00
C-		69.5% - 72.4%	1.67
D+		64.5% - 69.4%	1.33
D	Poor but passing	59.5% - 64.4%	1.00
F	Failing	0 % - 59.4%	0.00
P	Pass with Credit		

NP	No Pass No Credit
TC	Transfer Credits
I	Incomplete
W	Official Withdrawal

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

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

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

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

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

Doctorate Grading Policy

High Pass (90-100)

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 (80-89)

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

Low Pass (70-79)

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

Fail (Less than 70)

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

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:**
 - o macOS 10.13 HighSierra
 - o macOS 10.14 Mojave
 - o 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

Bachelor of Business Administration:

Year 1

Application fee	€ 200 – due immediately
Enrollment fee	€ 3,050 – due immediately after acceptance
First Installment	€ 2,400 – due after two months
Second Installment	€ 2,400 – due after four months
Total Tuition Fees	€ 8,050

Year 2

Administration fee	€ 200 – due immediately
Enrollment fee	€ 3,450 – due immediately after acceptance
First Installment	€ 2,800 – due after two months
Second Installment	€ 2,800 – due after four months
Total Tuition Fees	€ 9,050

Year 3

Administration fee	€ 200 – due immediately
Enrollment fee	€ 4,200 – due immediately after acceptance
First Installment	€ 3,000 – due after two months
Second Installment	€ 3,000 – due after four months

Total Tuition Fees	€ 10,200
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Master of Business Administration:

Application fee	€ 200 – due immediately, non refundable
Enrollment fee	€ 4,800 – due after Provisional Acceptance
First Installment	€ 3,500 – due after three months
Second Installment	€ 3,500 – due after six months
Third Installment	€ 3,500 – due after nine months
Total Tuition Fees:	€ 15,300

Doctor of Business Administration:

Application fee	€ 200 – due immediately, non refundable
Enrollment fee	€ 10,000 – before starting the program
First Installment	€ 10,000 – at the beginning of the second academic year
Second Installment	€ 9,800 – on the second-half of the second year
Total Tuition Fees:	€ 30,000

Additional Fees not included in Tuition Fee:

Degree Attestation:

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

Graduation Participation:

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.

Status	Guests included	Cost
Graduate	0	€250
Enrolled	0	€100

students		
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:

Document Type	
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

The Swiss School of Management models its refund policy after the common trend in the countries Italy Spain and Switzerland and is compliant in EU consumer protection regulations (Directive on Consumer Rights (2011/83/EU))

All tuition fees are fully refundable in case of cancellation up to 5 days as of the signature date of this letter and prior to the start of classes. In case cancellation is made after 5 days from the date of this letter and before the start of classes, then all fees are refundable less the application fee of €200. **If a student uses a student visa to enter the country of study all fees are forfeited**

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:

Week after paying the tuition enrollment fee	Percentage refunded from the tuition enrollment fee
1 st week (start of classes)	80%
2 nd week	60%
3 rd week	40%
4 th week	20%
5 th week	0%

Refund Examples:

BBA

Week after paying the tuition enrollment fee	Percentage refunded from the tuition enrollment fee	Spot PMT €3050 REFUND AMOUNT	2nd PMT €2400 REFUND AMOUNT	3rd PMT €2400 REFUND AMOUNT
1st week	80%	€2440.00	€1920.00	€1920.00
2nd week	60%	€1830.00	€1440.00	€1440.00
3rd week	40%	€1220.00	€960.00	€960.00
4th week	20%	€610.00	€480.00	€480.00
5th week	0	0	0	0

MBA

Week after paying the tuition enrollment fee	Percentage refunded from the tuition enrollment fee	Spot PMT €4600 REFUND AMOUNT	2nd PMT €3500 REFUND AMOUNT	3rd PMT €3500 REFUND AMOUNT
1st week	80%	€3680.00	€2800.00	€2800.00
2nd week	60%	€2760.00	€2100.00	€2100.00
3rd week	40%	€1840.00	€1400.00	€1400.00
4th week	20%	€920.00	€700.00	€700.00
5th week	0	0	0	0

DBA

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
1st week	80%	€8000.00	€8000.00	€8000.00
2nd week	60%	€6000.00	€6000.00	€6000.00
3rd week	40%	€4000.00	€4000.00	€4000.00
4th week	20%	€2000.00	€2000.00	€2000.00
5th week	0	0	0	0

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.

NOTE: Enrollment fees are 100% refundable if requested no later than 5 days before the start of class.

DISCLAIMER: If students use their student status to apply for a student visa, all fees paid to the institution are forfeited once the student uses the visa to enter to immigrate to said country.

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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