



SSM[®]
Swiss School of Management

Swiss School of Management E/MBA Student Handbook
Catalog 2024/2025

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Greetings from the President

Welcome to the Swiss School of Management, where the voyage to a brighter and more prosperous future awaits you. This catalog transcends a mere list of programs and modules; it serves as your gateway to a myriad of opportunities. Opting for SSM means embarking on an educational odyssey that furnishes you with the skills and insights essential to navigating the complexities of the globalized business world with confidence.

At the Swiss School of Management, we take pride in seamlessly integrating educational excellence, professional acumen, and contemporary standards, all while fostering an environment of personalized attention and inclusivity. Our unwavering commitment to delivering quality education is matched only by our resolve to ensure its practical relevance in today's ever-evolving professional sphere.

Since our establishment in 1991, the Swiss School of Management has stood out by prioritizing tailored education over a one-size-fits-all approach. With our esteemed faculty providing personalized guidance from enrollment to graduation, we consistently produce tangible success stories that underscore the effectiveness of our approach.

With a diverse student body and faculty, the Swiss School of Management epitomizes a truly global educational institution. Nestled in the heart of Europe, amidst the picturesque and affluent city of Zurich, we offer a unique setting for learning within an international melting pot. Our In-Residence Programs in Rome, Brescia/Milano, Barcelona, Dubai, Cairo, and Bahrain provide unparalleled opportunities for travel, exchange, and study abroad—all under the same academic roof.

In an era where global perspectives are paramount, SSM empowers its students with the insights and skills necessary to thrive in an interconnected world. Our hybrid delivery approach allows you to attend classes in person, in real-time via our online platform, or through podcasts—ensuring that you never miss a class, even while traveling for leisure or business.

I warmly invite you to experience the distinctive essence of the Swiss School of Management firsthand. Our rigorous curriculum, renowned faculty, and cutting-edge facilities converge to chart the course for your journey to a triumphant future. Join us as we embark together on the path to success.

Dr. Massimiliano Bracalé
Founding President



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 modules 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. We are 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
SSM Barcelona In-Residence Program Site Director
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 (BBA, MBA, and EMBA) 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 our programs are available fully online; however, our In-Residence programs in Brescia, Barcelona, and Rome, 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 Confederation Government; it is 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, 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. IACEB 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 modules 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 modules, 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 modules 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).

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 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: 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 module, covering various aspects such as module quality, learning content, instructors, and module organization.

Past Learning Experience: 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: 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: 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: 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: 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. 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 Code of Conduct

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 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, Immaculateness, and Systematization

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 module 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 are 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 modules. 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 in-residence locations are 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

- **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.
- **Surveillance:** Video surveillance systems may be deployed in strategic areas to enhance security and monitor critical areas of the school.
- **Security Personnel:** Trained security personnel may be present on-site to ensure the safety and well-being of the school community.

Online Safety: Students, staff, and faculty must follow internet etiquette to keep themselves and their colleagues safe.

Reporting and Communication: 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:

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. Please be aware that this is a formal statement, and it is advisable to review and tailor it according to your institution's specific policies and legal requirements. Consulting with legal professionals is recommended to ensure compliance with local laws and regulations compliance.

Smoking on Campus

The Swiss School of Management is a non-smoking environment. Smoking is forbidden in all in-residence locations 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 SSM

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 module 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.
- 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.
- 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 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 pocketknives; 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 the Vice President (Dr. 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

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

Master of Business Administration (MBA/EMBA)

Graduate Level Requirements:

Bachelor's degree or equivalent (180 ECTS)

English Requirements:

Applicants for the master's degree program, are exempted from an English Exam provided they completed their schooling years and/or bachelor's degree 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 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:

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 to 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 Module Offerings

MODULE NUMBER	MODULE TITLE	MODULE TYPE	MODULE CREDIT
GLB 555	GLOBALIZATION	Core/Required	4 ECTS (2 Semester Credit Hours)
LSP 555	LEADERSHIP 360 DEGREES	Core/Required	4 ECTS (2 Semester Credit Hours)
AFM 555	ACCOUNTING & FINANCIAL MANAGEMENT	Core/Required	4 ECTS (2 Semester Credit Hours)
LAW 555	INTERNATIONAL LAW & ETHICS	Core/Required	4 ECTS (2 Semester Credit Hours)
GMF 555	GLOBAL MACROECONOMICS & INTERNATIONAL FINANCE	Core/Required	4 ECTS (2 Semester Credit Hours)
MDG 555	MANAGEMENT IN THE DIGITAL ECONOMY	Core/Required	4 ECTS (2 Semester Credit Hours)
THIS 555	FINAL THESIS & RESEARCH METHODOLOGIES	Capstone	4 ECTS (2 Semester Credit Hours)
NGS 555	NEGOTIATING GLOBALLY	Core/Required	4 ECTS (2 Semester Credit Hours)
OBM 555	HRM & ORGANIZATIONAL BEHAVIOR	Core/Required	4 ECTS (2 Semester Credit Hours)
CPS 555	COMPETITIVE STRATEGY	Core/Required	4 ECTS (2 Semester Credit Hours)
INM 555	INVESTMENT MANAGEMENT	Core/Required	4 ECTS (2 Semester Credit Hours)
SMP 555	STRATEGIC MARKETING & SOCIAL MEDIA PLANNING	Core/Required	4 ECTS (2 Semester Credit Hours)

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

Specializations

GLOBAL MANAGEMENT & LEADERSHIP			
GML 590	MANAGING AND LEADING IN DIFFERENT COUNTRIES	Emphasis	4 ECTS (2 Semester Credit Hours)
GML 591	INDIVIDUAL AND ORGANIZATIONAL LEADERSHIP SKILLS	Emphasis	4 ECTS (2 Semester Credit Hours)
GML 592	MANAGING BUSINESS ETHICS	Emphasis	4 ECTS (2 Semester Credit Hours)
FINANCE			
FIN 590	INVESTING & PRIVATE EQUITY	Emphasis	4 ECTS (2 Semester Credit Hours)
FIN 591	MERGERS & ACQUISITIONS	Emphasis	4 ECTS (2 Semester Credit Hours)
FIN 592	ENTREPRENEURIAL FINANCIAL MANAGEMENT	Emphasis	4 ECTS (2 Semester Credit Hours)
LUXURY MANAGEMENT			
LMG 590	FUNDAMENTALS OF LUXURY BUSINESS MANAGEMENT	Emphasis	4 ECTS (2 Semester Credit Hours)
LMG 592	INTERNATIONAL LUXURY BRANDING	Emphasis	4 ECTS (2 Semester Credit Hours)
LMG 593	RETAIL AND DISTRIBUTION MANAGEMENT	Emphasis	4 ECTS (2 Semester Credit Hours)
MARKETING			
MKT 590	MARKETING RESEARCH	Emphasis	4 ECTS (2 Semester Credit Hours)
MKT 591	NEW MEDIA MARKETING	Emphasis	4 ECTS (2 Semester Credit Hours)
MKT 592	INTERNATIONAL LUXURY BRANDING	Emphasis	4 ECTS (2 Semester Credit Hours)

Graduate Level Module Descriptions

GLB555: Globalization

This module 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.

Module Learning Objectives:

- Identify and discuss the major economic, political and social ties that comprise contemporary global interdependency.
- Develop an understanding of the vast impact globalization has on varied industries such as; the rise of transnational corporations and global commodity chains, to global health challenges and policies, to issues of worker solidarity and global labor markets, through to emerging forms of global mobility by both business elites and their critics.
- Discuss the trajectory globalization has taken, and begin to consider new directions for globalization and society.
- Enter the global dialogue that is a product of globalization.

LSP555 Leadership 360 Degrees

The objective of this module 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 “Personal Success Profile” process, which is a personal goal-setting process featuring Leadership Day at the Adventure Camp in Ostia.

Module Learning Objectives:

- Understand the principal components of a leader’s contribution to high performance working.
- Understand the different ways leadership has been defined, assessed and appreciated in the academic and managerial context.
- Practice different behavior indicators related to leadership skills in a working environment.
- Evaluate elements of key leadership and management theories and translate theoretical constructs to practical applications.
- Have a personal development.

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.

Module Learning Objectives:

- Utilize financial and cost accounting data to make more informed analyses.
- Develop keener understanding of financial market operations and make more informed risk/reward decisions.
- Manage basic corporate finance transactions.
- Invest more profitably: increase risk-adjusted investment returns, minimize investment losses, and operate more effectively financially overall.

LAW555 International Law & Ethics

This module 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, i.e., in case of insolvency, international private dispute resolution, choice of foreign law (the Governing Law), and the essential elements of IP rights. The module 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 module 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.

Module Learning Objectives:

- At the end of this module, you should understand general concepts of international business law.
- Identify and locate main sources and authorities of international business law.
- Read and interpret basic international business law provisions.
- Apply international business law provisions to fact patterns and real-life scenarios.

GMF555 Global Macroeconomics & International Finance

In this module 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.

Module Learning Objectives:

- Develop global macroeconomic and international finance tools and skills for application in work.
- Accurately assess international finance trading tools.
- Learn tools to draft memoranda, insightfully read reports, and present findings attractively.
- Trade effectively (evaluate opportunity and execute transactions) in intentional securities markets.

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 module will help to understand the digital economy dynamics and acquire the tools to excel in such an environment.

Module Learning Objectives:

- Generate awareness of the uniqueness of the “Technological Cambrian” and help to develop the mindset and tools necessary to pursue a path for excellence in such a dynamic environment.
- In particular Students will acquire a basic understanding of the digital economy: Old and New, Creative Destruction.
- In particular Students will acquire a basic understanding the major Trending Technologies: Blockchain, Cryptocurrencies and DeFi; IoT, Next Gen fixed and Mobile Networks.
- In particular Students will acquire a basic understanding of Artificial Intelligence: History and Future of AI; Brute Force; Machine Learning; Issues, concerns and ethical considerations.
- In particular Students will acquire a basic understanding of the Innovation Dynamics Analysis: Gartner Cycle; Innovator’s Dilemma; Sweet Spots.

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 module 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 module does also emphasize on role-plays. The role-plays include individual ones as well as group work.

Module Learning Objectives:

- Understand the fundamentals of negotiation and how to avoid bargaining mistakes.

- Leverage the basic tactics of negotiations and use proper strategies in everyday situations.
- Develop a negotiation style that fits their comfort level and leverage that technique in a positive way.
- Learn how to establish trust and build relationships how to negotiate as part of a team and how to deal with difficult and deceptive negotiators.
- How to resolve disputes and Make decisions.

OBM555 HRM & Organizational Behavior

This module covers the various aspects and approaches to attract, motivate and retain human resources in organizations. The module 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.

Module Learning Objectives:

- Have a well-grounded understanding of human resources management.
- Have a clear understanding of the expectations within the recruitment process, both from the side of the interviewer and that of the interviewee.
- Have a solid comprehension of the ways to assist company managers in making teams effective, including challenges and opportunities.
- Be able to assist managers in dealing with highly sensitive issues related to human resources within an organization or company

CPS555 Competitive Strategy

This module 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 module is to provide the student broad insights into the practice of strategic management, and its real significance in contemporary multi-national corporations.

Module Learning Objectives:

- Understand how industry structure and environmental trends help determine competitive advantage for firms.
- Explain the different forms of strategy.
- Identify the nature of and triggers of strategic change.
- Assess the resources and capabilities of a firm.
- Analyze the external environment of a firm.

IM555 Investment & Wealth Management

The module 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.

Module Learning Objectives:

- After completing the module, students will be able to understand the essentials of retirement planning.
- After completing the module, students will be able to understand the essentials of portfolio theory.
- After completing the module, students will be able to differentiate between the major types of investments available to achieve retirement goals.
- After completing the module, students will be able to understand to analyze a stocks, mutual funds and ETFs to decide whether or not to purchase.
- After completing the module, students will be able to understand to locate and interpret sources of information available to investors.

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.

Module Learning Objectives:

- Understand and critically discuss the marketing activities that impinge on our daily lives as business managers and citizens.
- Critically evaluate key marketing theory, concepts, research and current practice.
- Discuss critically decision-making processes and frameworks for selecting marketing objectives, target markets and marketing mixes.
- Discuss critically how marketing practice is influenced by contemporary challenges in the operating environment.
- Apply theoretical frameworks to real-world marketing innovation challenges: identifying their key features and implications, setting appropriate marketing objectives and evaluating alternative marketing strategies.

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 analyzing the necessary data in a systematic and methodologically sound manner. An important aspect of sound professional and academic research is to embed the research within the body of existing knowledge (applied research) and to add to it (generating new knowledge). This module will 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 analyze data that leads to a relevant and timely contribution.

Module Learning Objectives:

- Identify different ways to frame a research problem.
- Learn how to identify relevant and reliable sources.
- Explain different research methodologies.
- Define tools to write a scholarly work.
- Distinguish the difference between qualitative and quantitative research.

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 module, 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 module 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 module 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 module 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 module 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 module 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 module 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 module offers an introduction to understanding and managing investment portfolios. It examines investment valuation, invest or objectives, risk and return, sources of information, security analysis, and portfolio theory with a focus on Equity investments. This module 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 module.

FIN 591 Mergers and Acquisitions

This module focuses on the primary valuation methodologies currently used on Wall Street: comparable companies' analysis, precedent transactions analysis, discounted cash flow analysis, and leveraged buyout analysis. The goal of the module 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 module 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 module, 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 an M&A transaction "makes sense" for the firm.

FIN 592/ENT 592 Entrepreneurial Financial Management

In this module, 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 module, 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

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

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 module 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 module 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 module have been proven to be reasonable in terms of accomplishing the module-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 apportions for the all in-class and independent student work studies for a particular module. 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 module, 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 module 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 must 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 module.

Satisfactory Academic Progress Policy

Students' progress is submitted monthly through the monthly submission of module grades from faculty to the In-Residence Program Director. Faculty submit comments of the students' overall quality of their work and progress. Bachelor's degree students must maintain at least a 2.0 CGPA to be considered to be in good academic standing and master's degree students must maintain a 3.0 CGPA to be in good academic standing. Doctoral degree students must maintain a 3.0 CGPA ("P") for all modules and remain in regular consultations with their research director.

At the culmination of each module, faculty submit their final grades and evaluations to the In-Residence Director. Official grades are posted by the Registrar.

Recipients of merit-based scholarships and partial scholarships must maintain satisfactory academic progress towards the completion of their degree program. Satisfactory academic progress for scholarship recipients in degree programs is determined using students' academic history (grades earned) at the school, by means of Cumulative Grade Point Average (qualitative), program length (quantitative), and pace (quantitative) components. **SSM evaluates academic progress at the end of each module (5 weeks).**

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

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.

This policy will be used to evaluate all students uniformly, regardless of their degree level. To graduate, a minimum cumulative grade point average is required in all modules that are applicable to the degree program 2.0 for a BBA, 3.0 for an MBA, and 3.0 (P) for DBA.

Students at the Swiss School of Management have a personal responsibility to recognize when they are experiencing academic and professional challenges that may impact their studies or progress and request assistance from tutors or staff. Lecturers provide regular feedback to students on their academic performance; however, if any student feels that they need additional support or guidance, he/she should contact their lecturer to request further assistance.

Academic Probation: students receive this warning if they are unable to maintain the established minimum cumulative grade point average (CGPA) for their program or are at risk of not completing the minimum ECTS for the academic year. Students remain on Academic Probation until they return to good standing within three successive terms.

Academic Suspension: students are suspended from their program when they fail to return to good standing with a maximum of three successive terms after being placed on Academic Probation. Students on Academic Suspension must meet with an In-Residence Program Site Director of Executive Dean to discuss whether they can be re-admitted to their program.

Academic Withdrawal: students who are not permitted to re-enroll in their program are withdrawn from the Swiss School of Management. Students may appeal this dismissal.

Academic Term: Monthly

The Swiss School of Management requires students to maintain Satisfactory Academic Progress as follows:

- **Undergraduate Students:** Maintain a 2.0 CGPA ('C' average) on a 4.0 scale at the end of each academic term. Students must successfully complete the BBA degree program within a maximum of 5-6 years (3-4 years minimum). Students must complete their degree program within the maximum program length. Students must progress through their program at a pace that ensures they will complete their degree within the

maximum timeframe allowed. This typically means completing a minimum of 40 ECTS per academic year. Students who fail to meet these requirements are placed on Academic Probation, which allows them to continue to the next academic term, but they must return to good standing within a maximum of three successive terms (3 months).

- **Master's Degree Students:** Maintain a 3.0 CGPA ('B' average) on a 4.0 scale at the end of each academic term. Students must successfully complete the MBA/EMBA degree program within a maximum of 2 years (1 year minimum). Students must complete their degree program within the maximum program length. Students must progress through their program at a pace that ensures they will complete their degree within the maximum timeframe allowed. This typically means completing a minimum of 32 ECTS per academic year. Students who fail to meet these requirements are placed on Academic Probation, which allows them to continue to the next academic term, but they must return to good standing within a maximum of three successive terms (3 months).
- **Doctoral Degree Students:** Maintain a 3.0 CGPA ('P' average) on a 4.0 scale at the end of each academic term. Students must successfully complete the DBA degree program within a maximum of 3 years (2 years minimum). Students must complete their degree program within the maximum program length. Students must progress through their program at a pace that ensures they will complete their degree within the maximum timeframe allowed. This typically means completing a minimum of 40 ECTS per academic year. Students who fail to meet these requirements are placed on Academic Probation, which allows them to continue to the next academic term, but they must return to good standing within a maximum of three successive terms (3 months).

Review Process

The Swiss School of Management reviews satisfactory academic progress at the end of every monthly term. The Registrar notifies students that they were placed on Academic Probation for failing to meet the above requirements. Students who are unable to return to good standing within three successive terms will be placed on Academic Suspension. Suspended students may not begin a subsequent term in their academic program. These students must meet with the In-Residence Program Site Director or Executive Dean who determines whether students can retake their modules in a subsequent academic term. Should students not be allowed to re-enroll into their program, they are dismissed from the program and can appeal their academic withdrawal.

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.

1. 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 made by email and must include the grounds for the appeal.

2. 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.

3. 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.

4. 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.

5. 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 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. After two failing subjects, the student must achieve a grade sufficient for them to pass the subject in order to continue with the module. 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.

Student Integrity & Honesty

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 module 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 module 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 modules 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 it 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 or 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 Credit Policy

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

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 modules 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 Executive Dean and Director of International Affairs and Registrar.
- The Executive Dean maps the transcript modules with a passing grade against SSM's list of modules for transfer equivalence decisions. Certain modules, even though passed, might not be transferred in case they substantially differ from SSM's master's modules.
- The committee then approves transfer of credits of modules that are only passed and strictly denies transferring credits of failed modules based on the Executive 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 module requirements at SSM so that they earn SSM's master's degree.

Graduation Requirements

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

- a) Successfully complete each of the requirements of the first, second, and third year of the BBA program (180 ECTS), or MBA program (60 ECTS), or DBA (120 ECTS) program as described in this catalog.
- b) Obtain a final Grade Point Average:
 - BBA: 2.00 CGPA
 - MBA: 3.00 CGPA
 - DBA: 3.00 (P) CGPA
- c) 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
A-		89.5% - 94.4%	3.67
B+		86.5% - 89.4%	3.33
B	Good	82.5% - 86.4%	3
B-		79.5% - 82.4%	2.67
C+		76.5% - 79.4%	2.33
C	Satisfactory	72.5% - 76.4%	2
C-		69.5% - 72.4%	1.67
D+		64.5% - 69.4%	1.33

D	Poor but passing	59.5% - 64.4%	1
F	Failing	0 % - 59.4%	0
P	Pass with Credit		
NP	No Pass No Credit		
TC	Transfer Credits		
I	Incomplete		
W	Official Withdrawal		

Grade F means failing work. A failed module must be repeated in order for the student to receive credit.

The grade of I (Incomplete) will be assigned in cases where illness, hospitalization, death in the family or other situations of similar gravity temporarily prevent completion of the required module 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 modules may be offered by SSM on a pass/not pass basis. In such cases a grade of P (Passing) will be assigned for work corresponding in quality to a grade of C or above, and a grade of NP (Not Passing) will be awarded for a grade of C- or below.

To determine a student's grade point average the following procedure is used: the quality points for each module are calculated by multiplying the numerical value of the grade by the number of credit hours of the module. 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 modules, the number of quality points and hours includes only the most recent time the module was taken.

Modules 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.

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

- **SurfacePro, SurfaceBooks, and Surface Laptops** are supported (Non-ProSurface 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 1GB available space.
- Browser:
 - Google Chrome (v70.0 & above), Mozilla Firefox (v65.0 & above) and Edge (Chromium) (v79.0 & above)
 - *The Swiss School of Management Recommends using Google Chrome*
- Screen resolution: Must be 1920×1080 or higher
- Media: Web camera, microphone, and speakers
- Account Permission: Administrator level account permissions is required
- Software:
 - A word processor that can create files with any of the following extensions:
 - .doc (MS Word 2003), .docx (MS Word 2007 or higher), or a standard
 - .rtf (rich text format)
 - Adobe Reader version 9, 11, or DC (free download is available on the Internet)

MAC OS Requirements

- CPU Processor: 1.83 GHz Intel Core Duo or faster processor
- RAM: 4GB or highest recommended for the operating system
- Operating System:
 - macOS 10.13 High Sierra
 - macOS 10.14 Mojave
 - macOS 10.15 Catalina
 - The server version of Mac OS X is not supported
- **Hard drive:** 1GB of available space or highest recommended for the operating system
- **Browser:**
 - Google Chrome (v70.0 & above), Apple Safari (v12.0 & above), Mozilla Firefox (v65.0 & above), and Microsoft Edge (Chromium) (v79.0 & above)
 - *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:**
 - 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)
 - 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**

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- 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;
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- Exercise the Swiss School of Management's legal rights, defend against legal claims, or respond to subpoenas, court orders, or other legal processes.

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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.

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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

Master of Business Administration and Executive Master of Business Administration

Application Fee	€ 60 – due immediately, non-refundable
First Installment	€ 4,740 – due after Provisional Acceptance
Second Installment	€ 3,500 – due after three months
Third Installment	€ 3,500 – due after six months
Fourth Installment	€ 3,500 – due after nine months
Total Tuition and Fees:	€ 15,300

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 students	0	€100
Extra guests	-	€100

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

Transcripts and Certificates:

Document Type	Cost
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 installment payment (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 tuition deposit or the prepayment of the tuition fees due upon acceptance, is required before the SSM visa letter can be held (in the case of non-residents) and before your place in the school can be held (in the case of all students). This advance deposit will be credited against the final tuition bill. The tuition deposit is non-refundable in case of cancellation, withdrawal, suspension, or dismissal from the school. In case of deferral, it may be applied to the next term's tuition.

Any prepayment (except application fee) is fully and immediately refundable in case of not getting the entry visa from embassy of the country of study Embassy.

All tuition fees are fully refundable up to 5 days from the start of studies. **If a student uses a student visa to enter the country of study all fees are forfeited.**

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

Application Fee: €60 is non-refundable

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

Tuition Installments: For students who desire to start their classes online from their home country, the following refund policy governs the tuition installments. This refund structure applies to any payment throughout the academic year as per the below sample calculation for year 1. The same policy of refunds is applicable to the payments of years 2 and 3 of the applicable program. Please see examples of our refund policy below:

Refund Examples

Master of Business Administration/Executive Master of Business Administration

Week after paying the tuition enrollment fee	Percentage refunded from the tuition enrollment fee	1st Installment €4740 REFUND AMOUNT	2nd Installment €3500 REFUND AMOUNT	3rd Installment €3500 REFUND AMOUNT
1st week	80%	€3792	€2800	€2800
2nd week	60%	€2844	€2100	€2100
3rd week	40%	€1896	€1400	€1400
4th week	20%	€948	€700	€700

5th week	0	0	0	0
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Disclaimer: Disclaimer: Students are responsible for all bank charges and transfer fees. For students who choose to leave the country and continue their studies online, 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 consequently decides to withdraw or are dismissed from the program, they must report their withdrawal to the local authorities (immigration department, home office, etc.) which will then cancel their student visa. If a student 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 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 modules 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.

Institutional 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 module 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.