



SSM
SWISS SCHOOL OF MANAGEMENT

2026 - 2027

SSM DALLAS

Official Academic
Catalog

9535 Forest Lane,
Suite 125D
Dallas, TX 75243, USA

+ 1 (496) 677-9131

Table of Contents

<u>GREETINGS FROM THE FOUNDING PRESIDENT</u>	<u>4</u>
<u>SCHOOL HISTORY</u>	<u>5</u>
<u>MISSION, VISION, AND VALUES</u>	<u>6</u>
<u>GENERAL INFORMATION</u>	<u>8</u>
<u>INFORMATION ON ACCREDITATION AND LICENSURE</u>	<u>8</u>
<u>ACADEMIC CALENDAR</u>	<u>11</u>
<u>MANAGEMENT</u>	<u>12</u>
<u>ACADEMIC SENATE</u>	<u>14</u>
<u>SCHOOL BOARD</u>	<u>17</u>
<u>ADVISORY BOARD</u>	<u>19</u>
<u>CODE OF ETHICS</u>	<u>22</u>
<u>ANDRAGOGIC PRINCIPLES</u>	<u>23</u>
<u>STUDENT CODE OF CONDUCT</u>	<u>24</u>
<u>GENERAL RULES AND REGULATIONS (NON-DISCRIMINATION POLICY)</u>	<u>30</u>
<u>COMPLAINT/GRIEVANCE POLICY</u>	<u>31</u>
<u>PROGRAMS OF STUDY</u>	<u>33</u>
BACHELOR OF BUSINESS ADMINISTRATION (3-4 YEARS, 180 ECTS OR 90 US CREDITS)	33
MASTER OF BUSINESS ADMINISTRATION (MBA/EMBA)	60
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION	68
DOCTOR OF BUSINESS ADMINISTRATION	69
<u>ACADEMIC POLICIES</u>	<u>75</u>
<u>GRADING POLICIES:</u>	<u>81</u>
<u>TECHNOLOGY REQUIREMENTS</u>	<u>83</u>

<u>PRIVACY & CONFIDENTIALITY</u>	<u>84</u>
<u>TUITION & FEES</u>	<u>87</u>
BACHELOR OF BUSINESS ADMINISTRATION	87
MASTER OF BUSINESS ADMINISTRATION AND EXECUTIVE MASTER OF BUSINESS ADMINISTRATION	87
DOCTOR OF BUSINESS ADMINISTRATION	88
ADDITIONAL FEES NOT INCLUDED IN TUITION FEE	88
<u>REFUND POLICY</u>	<u>90</u>
REFUND EXAMPLES	90
<u>WITHDRAWAL & DISMISSAL POLICY</u>	<u>91</u>
<u>GOOD FINANCIAL STANDING</u>	<u>92</u>
<u>INSTITUTIONAL RESOURCES</u>	<u>92</u>
EBSCO- LIBRARY	92
SWISS COACHING	93
DIVERSITY, INCLUSION, AND EQUITY INITIATIVES	93
<u>APPENDIX A – FACULTY QUALIFICATIONS</u>	<u>95</u>

Greetings from the Founding 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.



We are also proud to announce a major milestone in the continued global expansion of the Swiss School of Management: the opening of SSM Dallas in Texas. In March 2026, the Texas Higher Education Coordinating Board granted the Swiss School of Management a Certificate of Authorization to operate in the State of Texas and to grant Bachelor, Master, and Doctoral degrees, recognizing that the institution meets the academic standards established by the State of Texas while maintaining its accreditation with the Distance Education Accrediting Commission (DEAC). This new campus serves as our main site in the United States, strengthening our presence in North America and further connecting our international academic community. Located in one of the most dynamic economic regions in the world, SSM Dallas provides students with direct access to a thriving business ecosystem while maintaining the Swiss standards of excellence and global perspective that define SSM.

With a diverse student body and faculty, the Swiss School of Management epitomizes a truly global educational institution. Originally rooted in Switzerland and inspired by the values of Swiss academic tradition, SSM today operates as an international business school serving students from around the world. Our In-Residence Programs in Rome, Geneva, Brescia, Barcelona, Dubai, Cairo, Ulaanbaatar, La Valletta, 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 recorded sessions, 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 is an accredited private institute of higher education founded in the last century in Switzerland. While the head office remains in Switzerland, in 2002 the school moved its primary academic operations to Rome, Italy. With the move to Italy, 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 Swiss School of Management is also state accredited in Malta by the Malta Further and Higher Education Authority (MFHEA), ensuring that our programs comply with recognized European standards and quality assurance frameworks. This accreditation further strengthens the institution's commitment to academic excellence, transparency, and internationally recognized qualifications.

Today, the Swiss School of Management continues to expand its international footprint and is proud to establish SSM Dallas, Texas, as its main site in the United States, strengthening the institution's presence in North America and connecting students to one of the world's most dynamic economic regions.

The success of the Swiss School of Management Rome In-Residence program demonstrated the benefits of bringing SSM programs to locations that better suit students and was the first of its global program sites. To facilitate recruitment and allow Swiss School of Management tutors and staff to follow our international student body closely, the school has opened additional program sites around the world: Dallas (USA – Main U.S. Site), Geneva (Switzerland), Dubai (UAE), Bahrain (GCC), Cairo (Egypt), Brescia (Italy), Barcelona (Spain), La Valletta (Malta) and Ulaanbaatar (Mongolia). All programs and workshops offered through the Swiss School of Management are also available 100% online, while the Barcelona, Brescia, and Rome sites offer a hybrid model combining in-person and online learning.

The beauty of being present in multiple countries is the ability to maintain a close relationship with our international student body while providing our students with a truly global community that prepares them for the modern globalized business environment. Our programs are offered online, with some sites offering hybrid participation that allows students to attend classes in person. Students enrolled in Swiss School of Management programs are supported by local tutors and staff members who accompany them throughout their academic journey.

Our In-Residence Program sites serve as official examination centers where candidates can defend their final theses, dissertations, and projects. They are also hubs for networking events, community-building initiatives, and academic gatherings. This international network offers students the opportunity to travel, experience new cultures and customs, and continue their studies under the same academic roof while benefiting from expanded learning opportunities and global 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 believe 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. Serena Magnanti
Vice President & Senior Partner

General Information

General Information

The Swiss School of Management was established in 1991 in Switzerland, where its original head office was located at:

Via Pellandini 4, 6500 Bellinzona, Switzerland

To better serve international students and expand its global reach, the main campus has been relocated to the United States, with its primary U.S. operation based in Texas:

Swiss School of Management

9535 Forest Lane, Suite 125D

Dallas, TX 75243, USA

Phone: (496) 677-9131

Office Hours: Monday–Friday, 9:00 AM – 5:00 PM (CST) — *Online and by appointment only*

Swiss School of Management Research Center

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

Information on Accreditation and Licensure

The Swiss School of Management is institutionally accredited by Distance Education Accrediting Commission (DEAC), a recognized accrediting agency by the U.S. Department of Education and the Council for Higher Education Accreditation (CHEA). SSM has also achieved state recognition and accreditation in Malta (UE) through the Malta Further & Higher Education Authority. SSM 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.

Accreditations

Distance Education Accrediting Commission (DEAC)

The Swiss School of Management is institutionally accredited by the Distance Education Accrediting Commission (DEAC), a nationally recognized accrediting agency in the United States.

On June 21, 2024, the DEAC granted initial accreditation to the Swiss School of Management following a comprehensive evaluation process. The accreditation reflects the institution's commitment to high-quality distance education and adherence to rigorous academic and operational standards.

For more information, visit the DEAC website: www.deac.org

Malta Further & Higher Education Authority

MFHEA is the national regulatory authority responsible for licensing, accrediting, quality assurance, and recognition of further and higher education institutions in Malta. The ensures that education providers in Malta meet national and international quality standards and that the qualifications they issue are valid and recognized. Through this accreditation, SSM's degrees, are fully recognized in 27 countries within the European Union.

International Accreditation Council for Business Education (IACBE)

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

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

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

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

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

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

EDUQUA

Since the first day of operations over two decades ago, the **Swiss School of Management** has been certified by EduQua, a Swiss quality label for further education institutions. The first Swiss quality label geared towards adult continuing education, EduQua comprises over 1000 schools, institutions, and academies in all of Switzerland. EduQua is an accreditation body recognized and supported by the Swiss Confederate Government; it 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>

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 and DEAC. IACBE and DEAC are accredited by the Council for Higher Education Accreditation.

State Licensure and Other Recognition

Texas Regulatory Status

Swiss School of Management is authorized to operate in the State of Texas by the Texas Higher Education Coordinating Board (THECB), 1801 Congress Avenue, Suite 12.200, Austin, Texas 78701; P.O. Box 12788, Austin, Texas 78711-2788; (512) 427-6101.

Swiss School of Management is exempt from regulation by the Texas Workforce Commission (TWC), Career Schools and Colleges Department, 101 East 15th Street, Austin, Texas 78778, (512) 936-3100.

Swiss School of Management has received a **Certificate of Authorization** by the **Texas Higher Education Coordinating Board (THECB)**, officially authorizing the institution to grant Bachelor's, Master's, and Doctoral degrees at its Dallas, Texas campus located at 9535 Forest Lane, Suite 125D, Dallas, Texas 75243.

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, and the U.S. campus observes U.S. Federal Holidays as listed below.

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).

U.S. Federal Holidays Observed

Holiday	2025 Date
New Year's Day	January 1
Martin Luther King Jr. Day	January 20
Presidents' Day	February 17
Memorial Day	May 26
Juneteenth National Independence Day	June 19
Independence Day	July 4
Labor Day	September 1
Columbus Day	October 13
Veterans Day	November 11
Thanksgiving Day	November 27
Christmas Day	December 25

Note: If a holiday falls on a weekend, the observed date may be adjusted accordingly.

Management

Dr. Massimiliano Bracalé | Founding President,

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



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

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

Dr. Amer Qatanani| Chancellor

The Chancellor of the Swiss School of Management's U.S. Campus is responsible for overseeing all academic, administrative, and operational functions within the United States. The Chancellor ensures that the U.S. campus aligns with the institution's mission, strategic goals, and the standards established by the Board of Accreditors and the Swiss School of Management's governing policies.

The Chancellor provides leadership in developing and maintaining high-quality academic programs, advancing online and blended learning, supporting faculty development, and ensuring excellence in student services. This role includes fostering a culture of academic integrity, innovation, and continuous improvement, while enhancing student learning and institutional effectiveness.

Additionally, the Chancellor manages campus-level administrative structures, oversees curriculum implementation, and maintains compliance with regulatory and accreditation requirements in the United States. The Chancellor acts as the senior liaison between the U.S. campus and the global SSM leadership, and represents the institution in academic and professional forums across the region.

The Chancellor may delegate responsibilities to appropriate faculty, staff, and administrative units as necessary, and exercises discretion to make decisions that ensure the smooth and effective operation of the campus, within the scope of institutional policies and applicable regulations.



Dr. Serena Magnanti | Vice-President

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

**Lisa Marchese | Head of Legal Affairs and Compliance**

Lisa Marchese serves on the Management Committee of the Swiss School of Management as General Counsel and Chief Compliance Officer. A former partner in leading international law firms, she is a highly accomplished commercial litigator who routinely represented clients in cross-border commercial disputes in US courts and before international tribunals. She was consistently ranked among America's top business litigators by Chambers USA, Best Lawyers in America, and Super Lawyers. She has combined her practice with a distinguished teaching career, having served as an adjunct professor and lecturer at the University of Washington School of Law, Seattle University School of Law, and Gonzaga University School of Law. At SSM, Lisa has dedicated herself full-time to teaching and academic leadership. She has served as the Program Director for the SSM Brescia-Milan learning center. Lisa also teaches in both the BBA and MBA programs across the SSM global platform. She holds a B.A. summa cum laude from the Catholic University of America and a Juris Doctor from Georgetown University Law Center.

**Dr. Robert T. Gharios | Executive Dean**

The Dean is the Chief Academic post in the Swiss School of Management. This position directly reports to the institution's Presidents and maintains the academic standards and the quality of the curricula and instruction. The Dean also directly coordinates with all the In-Residence Site Directors and/or Academic leads (whichever is applicable) concerning the academic side of their operations. The Executive Dean also serves as the director of quality assurance and accreditation and oversees the development and implementation of policies, procedures, and practices that ensure the quality of an organization's products and services. Part of the task is to develop and implement policies and procedures that ensure the institution's programs meet or exceed quality standards. Regularly monitoring the quality performance of the organization's products or services to identify areas that require improvement and to ensure that established quality standards are being met is also part of this position's role.



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

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

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

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



Academic Senate

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

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

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

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

Dr. Premkumar Rajagopal | Chair

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



2019, Ph.D. and DBA supervisor at the Swiss School of Management Asia Region. In 2021, Dr. Premkumar Rajagopal was voted into the School Board and elected Chair of the Swiss School of Management.

Dr. Bincy B. Kaluvilla | Co – Chair

Dr. Bincy B. Kaluvilla is an accomplished academic leader and researcher specializing in sustainable finance, real estate investment, and hospitality management, holding a PhD in Accounting and Finance from the University of Leicester and an M.Res in Accounting and Finance from the University of Glasgow. Currently serving as Head of Academics and Partnerships at Learners University College, she brings extensive experience in curriculum design, quality assurance, student success, and international academic collaboration, built over a career spanning the UAE, UK, Australia, and Asia. Her research contributions include peer-reviewed publications, book chapters with leading global publishers, and presentations at major international conferences, reflecting her impact in sustainability, AI applications, hospitality finance, and tourism. A Fellow of the Higher Education Academy (UK) and a CPA Australia member, she also delivers high-impact corporate training and national upskilling initiatives, supporting talent development in the hospitality and finance sectors.



**Dr. Vasileios Margaritis | Member
Dean of Research Center**

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



Dr. Massimiliano Bracalé, | Founder President

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



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

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

Dr. Paolo Bongarzoni | Member**Professor of Managerial Statistics, Finance, and Economics**

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

**Dr. Robert T. Gharios | Member Executive Dean**

Robert T. Gharios is an associate professor and member of the Academic Senate, occupying the position of Quality and Accreditation Director at the Swiss School of Management. Dr. Gharios has occupied prominent academic positions for several years, such as Dean of the Faculty of Business & Economics at the American University of Science & Technology (AUST). He holds a Ph.D. in Economics from the “Université de Bourgogne” in Dijon, France. He is a Board member of the International Accreditation Council of Business Education (IACBE) and is highly active in rendering peer review site visits. R. Gharios has several academic and research publications and is the author of real business cases and book reviews of well-known global publishers such as Pearson and Palgrave Macmillan. In addition, he is highly active in the Business community in consulting and professional training. Dr. Gharios is certified by the Global Association of Risk Professionals (GARP) as a Financial Risk Manager (FRM) as well as a Certified Management Accountant (CMA) by the Institute of Management Accountants and, a Professionally Certified Marketer (PCM) by the American Marketing Association.



School Board

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

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

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

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

Dr. Al Khalafalla | Board Chairman Professor of Middle Eastern Affairs, Head of GCC Operations

Dr. Al Khalafalla is a public policy expert with special expertise in the Middle East and Africa. He is the President of American Global Consulting and Chairman of the Board of Directors of the Humpty Dumpty Institute (HDI), an American non-profit organization with close ties to the U.S. Congress. While serving as President of American Global Consulting, he developed extensive ties with business and political leaders across the Middle East and Africa to advance economic development through education and training programs. Prior to leading HDI, he led training and development programs at Virginia Commonwealth University for 10 years. In addition, he held numerous other leadership positions including President of the American Global Institute (AGI), President of the Bahrain American Council and IBN Cultural Center, and Vice Chair of A More Perfect Union at the University of Richmond.



He was recognized as a strong and passionate advocate for international peace. He received a Humanitarian Award from the Governor of Virginia in 2009 for his international humanitarian endeavors. In 2012, he was honored by the U.S. Congress for organizing a series of Congressional Delegations to the Middle East which increased dialogue and engagement. In 2016, Auhfad University awarded him an honorary doctorate for his contribution to higher education, and in

Pg. 17 | Version 1 SSM Dallas | March 2026

2018, he received the Order of the Nile First Class. Dr. Khalafalla's international initiatives have also been recognized by the University of Louisiana, the Virginia Commonwealth University, the University of Bahrain, and the University of Richmond.

He regularly appears in the media and has delivered keynote addresses at Bahrain's International Symposium, the International Law and Religion Symposium, and to diverse audiences across Asia, Africa, and the Middle East. Dr. Khalafalla's opinion pieces have been published in the Daily Caller, Washington Times, Fox News, the Tribune, and Alayam, among others. He is also frequently called on to comment on Africa and the Middle East on broadcast media, including Alhurra, NBC, and al-Jazeera. He earned a Bachelor of Science degree from the University of Louisiana, an MBA from the University of Maryland System, and a Ph.D. in Public Policy and Administration from Virginia Commonwealth University. Dr. Khalafalla authored or co-authored several articles on immigration, the Middle East, international relations, interfaith dialogue, and religious tolerance. He is married and has two children. At the Swiss School of Management, he holds the important position of Chairman of the School Board, Senior Advisor, and Head & Dean of GCC Operations.

Dr. Massimiliano Bracalé | Founding President

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



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

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

Dr. Vasileios Margaritis | Dean of Research Center

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



Dr. Serena Magnanti | Vice-President

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



Dr. Trefor Murphy | Board Member CEO and Founder, Cooper Fitch

Trefor Murphy is the Founder and Chief Executive Officer of one of the Gulf's most successful executive search and HR advisory firms. He started his recruitment career in 2002 in Ireland, after graduating with an engineering degree and spending two decades working with some of the most admired technology companies in the world. In 2016 after a management buy-out of a firm that was established in 1997, Trefor founded Cooper Fitch, with the vision to "redefine recruitment expectations". The firm has a reputation for delivering world-class people solutions to its clients, through our talent acquisition and retention initiatives along with developing insightful market data on compensation trends in the region, and regular updates on the job market data. He is a regular contributor to The Business Breakfast Show on Dubai Eye, CNBC, Bloomberg, Forbes, and Dubai TV. His mission is to become a trusted advisor on the talent and employment market in the GCC. Trefor completed his Doctorate in Business Administration from the Swiss School of Management in 2022, his thesis was based on Cultural Intelligence and Corporate Culture, a study in the Gulf. He moved to Dubai in 2012 where he has been a permanent resident ever since. He sits as an advisor to several tech start-ups as well as human capital advisory board.



Advisory Board

The Advisory Board advises and supports the Swiss School of Management on existing and proposed educational and academic programs and other activities. Specifically, the Advisory

Board further has a crucial role in influencing the direction of the school by offering their experience and expertise to strengthen the decision-making process to support the school's strategic development and ensure it is meeting the needs of the students.

Morgan DeNicola | Vice – Chair, The Humpty Dumpty Institute

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

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



Joseph Merante | Director, The Humpty Dumpty Institute

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



Johann Kral | Partner at SDPALT

Johann Kral is a Partner at SDPALT. He has over 25 years of C-Level leadership experience, consistently boosting the profitability and performance of diverse companies in challenging business environments. Possesses proven skills and frontline expertise, developing and implementing dynamic and visionary strategic plans to drive revenue growth, supported by a seasoned ability to identify roadblocks and rapidly implement best-in-class solutions. Johan Kral's past roles consist primarily of CEO and Chairman of BoD in Italy for the following companies: Arti Group S.p.A. (leading printing group in Europe, ex Bertelsmann AG), Wagons-Lits Italia (ACCOR Hotels S.A.), D-Logistics AG (one of the most successful IPO in Germany), Deutsche Bahn Cargo AG, Lufthansa Service GmbH, Thyssen-Krupp AG, Fresenius AG, and Degussa AG.



H. E. Nancy Dinah Elly Khedouri | Member of the Shura Council

H.E. Nancy Khedouri brings to SSM a remarkable legacy of public service, leadership, and international engagement. She has served with distinction as a Member of the Shura Council of the Kingdom of Bahrain, and as Deputy Chairperson of the Foreign Affairs, Defence and National Security Committee. Her extensive service further includes active roles in the Youth Affairs Committee and the Human Rights Committee, as well as representing the Kingdom of Bahrain in numerous international forums.



John Chisholm | CEO, John Chisholm Ventures

John Chisholm is the CEO of John Chisholm Ventures. His company advises and invests in entrepreneurs who are passionate about making the world a better place and helps create market environments conducive to entrepreneurship worldwide. They are technology entrepreneurs who have experienced first-hand the challenge, personal growth, and liberation of entrepreneurship; and witnessed the economic growth and advances in quality of life that entrepreneurship drives worldwide. He serves other entrepreneurs through consulting, angel investing, and mentoring.



Code of Ethics

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

Respect

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

Honesty and Integrity

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

Communication

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

Stewardship

We will use school resources in a wise and prudent manner 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

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.

Security and Safety

General Statement:

Swiss School of Management (SSM) is committed to providing a safe, respectful, and secure virtual environment for all students, faculty, and staff. This policy outlines the measures in place to support wellness, digital safety, and appropriate conduct across our online programs.

Online Safety and Digital Security

- **Access Control:** Access to learning platforms, portals, and academic records is restricted to authorized users via secure login credentials.
- **Surveillance:** While there is no physical surveillance, live classes and official sessions conducted via video conferencing tools may be recorded for quality assurance and academic integrity.
- **Security Oversight:** Our administrative team monitors platform security, student identity verification protocols, and academic honesty.
- **Online Behavior and Etiquette:** Students, faculty, and staff must maintain appropriate conduct in all virtual classrooms and communication tools. Professional behavior, respectful dialogue, and secure use of systems are mandatory to foster a healthy online

community.

Reporting and Communication

Incident Reporting:

All members of the SSM community are encouraged to report concerns—academic misconduct, cyberbullying, or digital safety issues—promptly to the Dean’s Office or designated school administrators.

Policy Review and Updates

This security and wellness policy is reviewed periodically to align with new technologies, compliance standards, and the evolving needs of the online learning environment.

Illness and Accidents

SSM recognizes the importance of health in academic success. Students who experience illness are encouraged to notify the administration. Because instruction is delivered online, students may continue participating from home unless medically unable.

If illness occurs near scheduled holidays or breaks, please notify faculty in advance to ensure appropriate academic accommodations.

Substance Abuse and Addiction Policy

To uphold academic integrity and student wellness, the following policies apply:

- **Prohibited Substances:** The use, possession, or distribution of illegal drugs or alcohol during any online school-affiliated activities is strictly forbidden.
- **Medication Misuse:** Students must follow all prescriptions as directed by a licensed medical provider.
- **Violations:** Breaches of this policy may result in disciplinary action, including dismissal from the program.

Smoking Policy

SSM is a non-smoking institution. Smoking, vaping, or any visible use of tobacco products during video-based classes or meetings is prohibited.

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.

If a student is unable to resolve a complaint through Swiss School of Management's internal grievance procedures, the student may also file a complaint with:

Distance Education Accrediting Commission (DEAC)

<https://www.deac.org/student-center/complaint-process/>

Distance Education Accrediting Commission
1101 17th Street NW, Suite 808
Washington, DC 20036
Phone: (202) 234-5100

Texas Higher Education Coordinating Board (THECB)

Students may file a complaint online or by mail:

Texas Higher Education Coordinating Board
Office of General Counsel
P.O. Box 12788
Austin, Texas 78711-2788

Website: <https://www.highered.texas.gov/>

SARA Student Complaint Process

[NC-SARA provides information on filing a student complaint](#) under SARA policies. Students are encouraged to review this information prior to filing a complaint against a SARA institution. Complaints against a SARA participating institution must first go through the institution's own grievance procedures. All complaints regarding student grades or conduct violations are governed by the institution and the laws of the institution's home state.

If a student is not satisfied with the outcome of the institutional grievance process, the student may appeal, within two years of the incident, to the [SARA portal agency of the institution's home state](#).

For all complaints regarding Texas degree-granting postsecondary institutions participating in SARA, complete the [Student Complaint Form](#) and email the form to Complaints@highered.texas.gov. Please include the following information within the student complaint form when describing the complaint:

- Did the complaint result from distance education courses, activities, and operations provided by a Texas SARA-participating institution?
- Was the student a resident of a state other than Texas at the time of the complaint?

IACBE:

Student 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

Bachelor of Business Administration (3-4 years, 180 ECTS or 90 US Credits)

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

English Language Requirements:

Applicants for the bachelor's degree program are exempted from an English exam provided they completed their last schooling year (Baccalaureate or any of its equivalence listed in the entry criteria) at a recognized school where the medium of teaching is English.

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

- Test of English as a Foreign Language (TOEFL PBT) – minimum score: 57
- Internet Based Test (iBT) – minimum score: 61
- International English Language Test (IELTS) – minimum score: 6.0
- Pearson Test of English Academic Score Report – minimum score: 44
- Duolingo English Test – minimum score: 95

- 4-skill Michigan English Test (MET) – minimum score: 53
- Michigan Examination for the Certificate of Competency in English (ECCE) – minimum score: 650/LP
- Michigan Examination for the Certificate of Proficiency in English (ECPE) – minimum score: 650/LP

Student Verification Policy

Upon applying to join The Swiss School of Management for any program level students, need to submit the following documents:

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

Official Academic Transcripts

After a student has been enrolled, it is required that the student have their official academic transcripts sent directly to the Swiss School of Management at the following address:

Swiss School of Management, LLC
9535 Forest Lane, Suite 125D
Dallas, TX 75243
United States

BBA Program NOTE: Students who must complete a foundational year of study must enroll in general education modules through study.com to be eligible for enrollment into the 3-year BBA program.

Module Number	Module Title
Quantitative Principles – 6 credits (via study.com)	
BUSINESS 110 (Obligatory)	Business Math
MATH 107 (Obligatory)	Quantitative Literacy
Natural & Physical Science – 6 credits (via study.com)	
MATH 101 (Obligatory)	College Algebra
BIOLOGY 101	Introduction to Biology
NUTRITION 101	Science of Nutrition
HEALTH 101	Principles of Health
Social and Behavioral Sciences – 6 credits (via study.com)	
HOSPITALITY 101 (Obligatory)	Introduction to Hospitality
HOSPITALITY 105	Introduction to Tourism & Travel Industry
POLITICAL SCIENCE 101	Introduction to Political Science
PSYCHOLOGY 101	Introduction to Psychology
SOCIOLOGY 101	Introduction to Sociology
Humanities & Fine Arts – 6 credits (via study.com)	
PHILOSOPHY 103 (Obligatory)	Ethics - Theory & Practice
GEOGRAPHY 101	Human and Cultural Geography
HISTORY 101	Western Civilization I
Oral & Written Communication – 6 credits (via study.com)	
ENGLISH 101 (Obligatory)	English Literature
SPANISH 101 (Obligatory)	Beginning Spanish

<

Students who must complete a foundation year will be informed by their Site Director before enrollment. For more information on students require a foundation year, please consult the Registrar by emailing jdettling@ssm.swiss

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

Introduction

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

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

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

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

Intended Student Learning Outcomes (ISLO's)

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

ISLO 2: Employ financially sustainable capital budgeting strategies

ISLO 3: Manage production and delivery of goods and services

ISLO 4: Identify emerging trends in management and leadership practice

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

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

Quality Assurance

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

Specifications:

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

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

Online Modality

The program is delivered entirely online.

Year 1 in Bachelor of Business Administration (BBA):

One year (60 ECTS or 30 US Credits) part of a three-year program

Introduction

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

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

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

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

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

Year 2 Bachelor of Business Administration (BBA):

One year (60 ECTS or 30 US Credits) Part of a three-year program

Introduction

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

Program awards 60 ECTS or 30 US Credits.

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

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

Year 3 Bachelor of Business Administration (BBA):

One year (60 ECTS or 30 US Credits) Part of a three-year program

Introduction

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

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

Undergraduate Offerings

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

Prerequisites

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

MODULE NUMBER	MODULE TITLE	MODULE TYPE	CREDIT HOURS
BUS 200	INTRODUCTION TO BUSINESS	Core/Required	4 ECTS (2 Semester Credit Hours)
BEN 201	BUSINESS ENGLISH	Elective	4 ECTS (2 Semester Credit Hours)
FIN 210	INTRODUCTION TO FINANCE	Core/Required	4 ECTS (2 Semester Credit Hours)
MKT 210	INTRODUCTION TO MARKETING	Core/Required	4 ECTS (2 Semester Credit Hours)
STA 210	MANAGERIAL STATISTICS	Core/Required	4 ECTS (2 Semester Credit Hours)
COM 210	COMMUNICATION SKILLS	Core/Required	4 ECTS (2 Semester Credit Hours)
MIS 210	MANAGEMENT INFORMATION SYSTEMS	Core/Required	4 ECTS (2 Semester Credit Hours)
ACC 210	MANAGING ACCOUNTING COSTING AND BUDGETING	Core/Required	4 ECTS (2 Semester Credit Hours)
MGT 210	MANAGEMENT	Core/Required	4 ECTS (2 Semester Credit Hours)
MAT 210	MATHEMATICAL TOOLS FOR BUSINESS	Core/Required	4 ECTS (2 Semester Credit Hours)
ECO 210	ECONOMICS	Core/Required	4 ECTS (2 Semester Credit Hours)
COR 210	COMMERCIAL CORRESPONDECE	Core/Required	2 ECTS (1 Semester Credit Hours)
TQM 210	TOTAL QUALITY MANAGEMENT	Core/Required	4 ECTS (2 Semester Credit Hours)

SMG 220	SALES MANAGEMENT	Core/Required	4 ECTS (2 Semester Credit Hours)
ITEA 210	ITALIAN LANGUAGE & CULTURE	Elective	4 ECTS (2 Semester Credit Hours)
CHE 210	CHINESE LANGUAGE & CULTURE	Elective	4 ECTS (2 Semester Credit Hours)
LAW 220	BUSINESS LAW	Core/Required	4 ECTS (2 Semester Credit Hours)
LEA 220	LEADERSHIP MOTIVATION & GROUP DYNAMICS	Core/Required	4 ECTS (2 Semester Credit Hours)
INT 220	INTERNSHIP	Capstone	4 ECTS (2 Semester Credit Hours)

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

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

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

Prerequisites

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

MODULE NUMBER	MODULE TITLE	MODULE TYPE	CREDIT HOURS
ACC 310	ADVANCED ACCOUNTING	Core/Required	4 ECTS (2 Semester Credit Hours)
FIN 300	VENTURE CAPITAL AND PRIVATE EQUITY	Core/Required	4 ECTS (2 Semester Credit Hours)
MIS 300	MANAGEMENT INFORMATION SYSTEMS: DECISION SCIENCE I	Core/Required	4 ECTS (2 Semester Credit Hours)
HRM 300	HUMAN RESOURCE MANAGEMENT	Core/Required	4 ECTS (2 Semester Credit Hours)
MKT 300	PRINCIPLES OF MARKETING	Core/Required	4 ECTS (2 Semester Credit Hours)
MBK 300	MONEY AND BANKING BUSINESS	Core/Required	4 ECTS (2 Semester Credit Hours)

			Credit Hours)
MKT 310	CONSUMER BEHAVIOR	Core/Required	4 ECTS (2 Semester Credit Hours)
ECO 300	INTERNATIONAL ECONOMICS	Core/Required	4 ECTS (2 Semester Credit Hours)
MIS301	MANAGEMENT INFORMATION SYSTEMS: DECISION SCIENCE II	Core/Required	4 ECTS (2 Semester Credit Hours)
FIN 310	PRINCIPLES OF FINANCE	Core/Required	4 ECTS (2 Semester Credit Hours)
MGT 310	INTERCULTURAL MANAGEMENT	Core/Required	4 ECTS (2 Semester Credit Hours)
LEA 310	LEADERSHIP AND CHANGE MANAGEMENT	Core/Required	4 ECTS (2 Semester Credit Hours)
FOL 300	FOREIGN LANGUAGE 3	Core/Required	4 ECTS (2 Semester Credit Hours)
INT 310	INTERNSHIP	Capstone	4 ECTS (2 Semester Credit Hours)

Duration of the Programs

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

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

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

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

Prerequisites

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

Program Requirements

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

Duration of the Programs

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

MODULE NUMBER	MODULE TITLE	MODULE TYPE	CREDIT HOURS
FIN 410	INTERNATIONAL FINANCE	Core/Required	4 ECTS (2 Semester Credit Hours)
MKT 430	STRATEGIC MARKETING	Core/Required	4 ECTS (2 Semester Credit Hours)
ICT 410	INFORMATION SYSTEMS	Core/Required	4 ECTS (2 Semester Credit Hours)
FOL 400	FOREIGN LANGUAGE	Elective	4 ECTS (2 Semester Credit Hours)
FIN 420	FINANCIAL PLANNING & BUDGETING	Core/Required	4 ECTS (2 Semester Credit Hours)
MGT 410	ORGANIZATIONAL BEHAVIOR	Core/Required	4 ECTS (2 Semester Credit Hours)
LEA 450	STRATEGIC LEADERSHIP AND CHANGE	Core/Required	4 ECTS (2 Semester Credit Hours)
GLB 410	BUSINESS IN A WORLD ECONOMY	Core/Required	4 ECTS (2 Semester Credit Hours)
ICT 410	INFORMATION SYSTEMS	Core/Required	4 ECTS (2 Semester Credit Hours)
INT 410	INTERNSHIP	Core/Required	4 ECTS (2 Semester Credit Hours)
GRD 499	THESIS	Capstone	4 ECTS (2 Semester Credit Hours)
	International Week		

Core Modules Not Mentioned

- Business English offered in all bachelor's degree years.
- Leadership 360 is also mandatory in all bachelor's degree years.
- Business Law is only offered during the first bachelor's year.
- Moot Court is integrated in the first bachelor's year but can be taken in the second bachelor's year.
- Research Methodologies are required, but P or NP (see grading scale under academic policies).

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

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

Specializations (Majors)

GLOBAL MANAGEMENT (3 out 4)			
MGT 420	NEGOTIATION SKILLS	Specialization	4 ECTS (2 Semester Credit Hours)
MGT 430	COMPETITIVE STRATEGY	Specialization	4 ECTS (2 Semester Credit Hours)
MKT 450	CASES IN MARKETING	Specialization	4 ECTS (2 Semester Credit Hours)
FIN 450	CASES IN FINANCE	Specialization	4 ECTS (2 Semester Credit Hours)
INTERNATIONAL MARKETING MANAGEMENT (3 out 4)			
MKT 310	CONSUMER BEHAVIOR	Specialization	4 ECTS (2 Semester Credit Hours)
LMG 410	LOGISTICS MANAGEMENT	Specialization	4 ECTS (2 Semester Credit Hours)
MKT 425	NEW PRODUCT DEVELOPMENT	Specialization	4 ECTS (2 Semester Credit Hours)
MKT 435	SERVICES MARKETING	Specialization	4 ECTS (2 Semester Credit Hours)
ENTREPRENEURSHIP (3 out 4)			
MGT 435	FAMILY BUSINESS MANAGEMENT	Specialization	4 ECTS (2 Semester Credit Hours)
MGT 440	CASES IN ENTREPRENEURSHIP	Specialization	4 ECTS (2 Semester Credit Hours)
MGT 445	ADVANCED CASES IN ENTREPRENEURSHIP	Specialization	4 ECTS (2 Semester Credit Hours)
FIN 460	MERGERS AND ACQUISITIONS	Specialization	4 ECTS (2 Semester Credit Hours)
FINANCE			
FIN 420	CONTEMPORARY CORPORATE FINANCE	Specialization	6 ECTS (3 Semester Credit Hours)
MGT 415	STRATEGIC MANAGEMENT	Specialization	4 ECTS (2 Semester Credit Hours)
FIN 425	COST CONTROLLING & FINANCIAL PLANNING	Specialization	6 ECTS (3 Semester Credit Hours)

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

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

Undergraduate Module Descriptions

BUS200: Introduction to Business

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

Module Learning Objectives:

- Identify the major business functions and their interdependence.
- Recognize the main managerial functions and skills.
- Recall the major types of managerial decisions and the process of making them.
- Identify the basic accounting and financial statements and their importance for company growth and survival.
- Identify the main input/output of simple operational processes applied to production and services.

BEN201: Business English

This program is designed for non-native English speakers. It aims to improve their oral, written, and listening comprehension language skills while making them more effective communicators in a business environment. In addition, the individual and group activities focus on continuously increasing their use of appropriate vocabulary and grammatical structures while learning how to negotiate and make effective presentations.

Module Learning Objectives:

- Express themselves with a general and technical vocabulary commonly used in Business and when describing market trends, as well as competently use formal and informal conversation skills.
- Prepare effective and organized written and oral presentations, appropriate to the target.
- Recognize and practice good pronunciation, understood by a native English speaker.
- Comprehend, evaluate and explain situations related to business in English.
- Confidently propose a topic or make an argument, sustain it and debate it.

FIN210: Introduction to Finance

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

Module Learning Objectives:

- Understand the main Finance Appraisal Techniques.
- Become familiar with the Management of the Working Capital Elements.
- Learn about the Sources and Techniques of Financing Small/Large Business.

MKT220: Introduction to Marketing

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

Module Learning Objectives:

- Appreciate the role of marketing as an organization-wide philosophy and understand that marketing begins and ends with the customer.

- Critically analyze, discuss, evaluate and integrate the literature on marketing theories to create a coherent and theoretically rigorous argument.
- Critically evaluate and reflect upon specific marketing decisions and marketing strategies through the use of applied questions and case study analysis.
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others through the use of quantitative and qualitative methods.

STA210: Managerial Statistics

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

Module Learning Objectives:

- Understand the importance of using statistical and mathematical tools in business.
- Learn how to organize and visualize business data with the support of MS Excel.
- Become familiar with the use of numeric descriptive measures.

COM210: Communication Skills

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

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

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

Module Learning Objectives:

- Students will achieve writing techniques geared to developing writing skills plus interactive documents for analysis and engaging activities.
- Presentation skills featuring contemporary including best practices to prepare students for the realities of workplace communication and technology.
- Critical thinking questions and activities in every chapter to stimulate and develop skills.
- Ethics Checks in addition to guidance and tools provided through discussion questions and ethical dilemma scenarios.

MIS210: Management Information Systems

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

Module Learning Objectives:

- Acquire a general knowledge of Computer History and future Evolution.
- Understand Computer logic and architectures.
- Grasp the principles of SW development, the different kind of SW and Mobile Applications.
- Comprehend the basics of the major Operating Systems (Windows, Mac OS, Linux).
- Install and use an additional OS on their laptop.

ACC210: Managing Accounting Costing & Budgeting

The objective of this module is to help students to acquire skills in the main principles of accounting and its application to the business world. In particular students will learn the principal financial statements, the main accounting principles and concepts, the financial reporting and budgeting processes. Finally, students will learn some fundamentals of cost accounting and performances measurement.

Module Learning Objectives:

- Understand the main principles of accounting.
- Learn about the budgeting and reporting processes.
- Become familiar with the financial figures and how to interpret them.
- Analyze the company performances.

MGT210: Management

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

Module Learning Objectives:

- Understand the history of management.
- Comprehend various philosophies of management.
- Analyze the role of internal and external environment in managing an organization.
- Describe the decision-making process and role of authority in organization.
- Apply management skills to address business challenges.

MAT210: Mathematical Tools for Business

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

Module Learning Objectives:

- Understand the main mathematical tools applied to business.
- Become familiar with the use of MS Excel.
- Create formulas and master the functions of MS Excel while developing high level math skills.

COR210: Commercial Correspondence

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

Module Learning Objectives:

- Expert writing techniques geared to developing writing skills plus interactive documents for analysis and engaging activities.
- Presentation skills featuring contemporary including best practices to prepare students for the realities of workplace communication and technology.
- Critical thinking questions and activities in every chapter to stimulate and develop skills.

- Ethics Checks in addition to guidance and tools provided through discussion questions and ethical dilemma scenarios.
- Teamwork skills with emphasis on professionalism and etiquette in the workplace in order to meet employer expectations.

ECO210: Economics

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

Module Learning Objectives:

- Demonstrate an understanding of the methods and principles of microeconomic theory, including tradeoffs, opportunity costs, and marginal decision making.
- Explain how markets work and how market prices are determined using principles of supply and demand.
- Assess the impact of market failure such as externalities, and public goods and evaluate possible public policy remedies.
- Analyze financial markets and investments, including the stock market, and their relation to the economy.
- Evaluate key economic indicators (including GDP, unemployment, inflation) and their use in evaluating macroeconomic conditions.

TQM210: Total Quality Management

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

Module Learning Objectives:

- To understand what is meant by “total quality management” and what are the processes for measuring and evaluating quality.
- To be able to present ideas around managing for performance excellence and quality.
- To be able to present and understand the statistics behind quality management.
- To be able to present and distinguish measuring, controlling, and evaluating quality.

SMG220: Sales Management

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

Module Learning Objectives:

- To understand what is meant by “personal selling” and its importance.

- To understand what the job and the responsibility are of a salesperson.
- To be able to present and distinguish sales processes and their importance.
- To be able to present ideas about sales performance.
- To be able to present ideas about the extent to which one can control sales performance.

ITEA210: Italian Language & Culture

In communicating with Italians, language learners have to meet linguistic challenges such as understanding the information presented to them in terminology meant for native speakers, making sense of it, speak or acting accordingly. We aim at promoting the ability of learners to manage under such demanding circumstances by simulating this process in class, with the support of the teacher and the aid of the group (theorists call this an action-oriented approach). At the same time and along the way, we point out, try to make sense of, explain and clarify, practice all the major structures of the language in their cultural context in order to ensure accuracy of communication.

Module Learning Objectives:

By the end of the module, participants will be able to use their Italian language and culture skills to:

- Understanding Italian spoken by native speakers in a variety of natural language settings.
- Practice listening to, reading, speaking, and writing Italian.
- Practice pronunciation skills by recording and listening to their own voice and comparing it to the voices of native speakers.
- Begin to develop their ability to communicate effectively and express themselves with confidence in Italian.
- Have the opportunity to enhance their awareness of, and appreciation for, the diversity of the Spanish-speaking world.
- Gain cultural knowledge about various Italian-speaking countries.
- Have a sense of control over, and responsibility for, their learning process.
- Have the opportunity to develop a sense of class membership, using the Internet to communicate with the instructor and other classmates.

CHE210: Chinese Language & Culture

This is an entry-level Chinese class for beginners who are interested in Chinese culture and language. It is useful to know about the language when coming to China for travel or business. Participants will not only be exposed to authentic language contexts, but also to situations where their abilities to use the Chinese language to do creative dialogues. All the learning materials chosen reflect the value system, traditions, daily life, social development, and business-oriented conversations of the current Chinese society.

Module Learning Objectives:

By the end of the module, participants will be able to use their Chinese language and culture skills to:

- Use their Chinese language skills to conduct conversations on daily life.
- Speak to Chinese speakers in simple conversations on the following topics like introducing yourself.
- Demonstrate a basic knowledge of how to further their Chinese language study by themselves in their future development in China.
- Engage in simple conversations on the following topics like expressing interest in something.
- Engage in simple conversations on the following topics like buying products.

LAW220: Business Law

Business Law, Commercial Law, and European Law are legal fields that have gained in importance in recent decades and have increased due to the globalization of economies and the

related development of international commerce. We can affirm that Business laws establish the rules that all businesses should follow. This module will introduce students to business law's basic concepts and problems of Business Law and the International legal system. The module will cover the main topics in this field. Such as the basic principles and sources of EU Law, International Law, and the legal order; the Four Freedoms; the settlement of disputes. Competition Law, Unlawful agreements and concerted practices, Abuse of a dominant position and price policy, Torts, contracts, and Negotiable instruments, the Lifecycle of a Business agreement, and the new EU GDPR principles.

Module Learning Objectives:

- Introduction to European Law, International Law, and the Legal order; Community Law and Policy. Assignment
- The four Freedoms: Free Movement of Goods. Case study/assignment
- The four freedoms: Free movement of persons, services, capital. The rule of reason. Case study/Assignment
- The Dispute Settlement: Case study/assignment
- Competition Law: Agreements distorting, preventing, or restricting competition; case study/assignment.

LEA220: Leadership, Motivation, & Group Dynamics

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

Module Learning Objectives:

- Students will assess potential leadership philosophy, traits, skills, behaviors, and develop a leadership portfolio.
- Students will exercise an understanding of the fundamental ways leadership is practiced in on-going organizations.
- Students will evaluate fundamental leadership practices relevant to contemporary organizations.
- Students will enhance their writing skills by comparing different leadership approaches.

INT220: Internship

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

ACC310: Advanced Accounting

This module aims to help students further develop their skills in some important accounting topics. In particular, students will learn the principles of financial reporting of accounting information, how to allocate overheads, and how to use accounting for control purposes. Finally, students will learn some techniques for measuring business performance.

Module Learning Objectives:

- Understand the main principles of financial reporting.

- Become familiar with the main techniques of overheads allocation (e.g. ABC).
- Learn about how measuring the performance of a business unit.

FIN300: Venture Capital & Private Equity

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

Module Learning Objectives:

- Develop operational knowledge of stocks, bonds, and derivatives.
- Know the workings of VC and private equity.
- Develop precise, useful mathematical and editorial analyses for a range of business proposals.
- Develop valuation techniques for a range of capital allocation decisions.
- Hone social skills required in client driven firm in a highly competitive industry.

MIS300: Managing Information Systems: Decision Science I

"Good management implies good business decisions. Good business decisions are paramount to excel running business processes. In any situation exists an optimal path to follow in order to achieve the strategic goals and the disciplines of Artificial Intelligence and Operations Research can help finding this optimal path among an infinite number of options. Those disciplines when applied to business decisions are typically known as Decision Science and the tools used in this field are called Business analytics (BA). Business analytics (BA) are the practice of iterative, methodical exploration of an organization's data via the processing and storage power of modern Information Systems. BA are used by companies committed to data-driven, bottom-up decision-making. BA enables organizations to gain insights that inform business decisions and can be used to automate and optimize business processes. Data-driven companies treat their data as a corporate asset and leverage it for a competitive advantage. Successful business analytics depends on data quality, skilled analysts who understand the technologies and the business, and an organizational commitment to data-driven decision-making.

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

Module Learning Objectives:

- Acquire the basics of Business Intelligence and Business Analytics
- Understand the difference between a traditional top-down approach and a data-driven bottom- up approach.
- Describe the difference among the various analytical approaches.
- Understand the application of Decision Science to Business Processes.
- Understand the importance of Change Management in Business.

HRM300: Human Resource Management

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

operations.

Module Learning Objectives:

- Demonstrating knowledge about the environment of Human Resource Management.
- Understanding jobs and labor market.
- Differentiating training, development, and performance.
- Developing compensation upon merit.
- Dealing with Employee Relations.

MKT300: Principles of Marketing

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

Module Learning Objectives:

- Analyze a case following standard case analysis procedures.
- Develop a marketing strategy using an understanding of customer behavior.
- Interpret marketing research to make improved marketing decisions.
- Select appropriate market segmentation techniques to determine the appropriate market for a specific product.
- Analyze a competitive market and recommend an appropriate market entry strategy for a product or service, along with appropriate pricing recommendations.

MBK300: Money & Banking, Business

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

Module Learning Objectives:

- Recognize the forces that lead to financial crises and how they might be resolved.
- Critically appraise policy initiatives undertaken since the Great Financial Crisis.
- Track the historical evolution of traditional and “shadow” banking.
- Comprehend key financial instruments and interpret asset prices and yields.
- Pursue more advanced financial studies.

MKT310: Consumer Behavior

Analyzes consumer motivation, buying behavior, market adjustment, product innovation, and adaptation; consumer market measurement, including a survey of economic and behavioral science theories of consumer market behavior, producer and intermediary reactions. Consumer decision-making is evaluated as psychological drives, and sociological concepts used by producers, channel intermediaries, and consumers; it considers methods and techniques for measuring consumer behavior and analyzing consumer markets.

Module Learning Objectives:

- Describe models for consumer decision processes and main theories in communications.

- Analyze behavior, decision processes and communication units from a consumer perspective.
- Understand influence processes with the help of alternative perspectives, including citizens (not only consumers), all life and "resources" in the environments.
- Discuss and critically analyze consumer behavior and marketing communications in a finite world - in theory and practice.

ECO300: International Economics,

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

Module Learning Objectives:

- Understand the importance of Macroeconomics for Decision Making.
- Become familiar with the main Macroeconomics Variables and their applications.
- Create strategies to mitigate or to take advantage from the variation of these variables.

MIS301: Managing Information Systems: Decision Science II

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

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

Module Learning Objectives:

- Acquire the basics of Business Intelligence and Business Analytics.
- Understand the difference between a traditional top-down approach and a data-driven bottom- up approach.
- Describe the difference among the various analytical approaches.
- Understand the application of Decision Science to Business Processes.
- Understand the importance of Change Management in Business.

FIN310: Principles of Finance

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

also covers some aspects of company finance theory. These include business investment decisions, sources of finance, the cost of capital, the financial structure decision, and the dividend decision.

Module Learning Objectives:

- Describe the main financial assets and how they may be valued.
- Describe the key aspects of company finance theory.
- Discuss critically the contribution of finance theory to financial practice.

MGT310: Intercultural Management

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

Module Learning Objectives:

- Increased understanding and insights to culture and cultural frameworks will improve your cross- cultural competencies for situations such as working/studying abroad.
- Understanding working/interacting with foreigners.
- Participating in international meetings.
- Participating in multicultural management groups.
- Managing MNCs and/or their foreign affiliates and dealing with diversity in one's own immediate work environment, home or abroad.

LEA310: Leadership & Change Management

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

Module Learning Objectives:

- Understand the role of change and leadership for an individual, team and an organization.
- Analytically carry out environmental scanning for business by evaluating the micro and macro environment of an organization.
- Understand and evaluate the factors responsible for change management.
- Explore and understand conceptual, theoretical, and practical perspectives on change management.
- Discuss and evaluate the different models of change management.

FOL300: Foreign Language 3

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

FOL300: Foreign Language 3

In the second year of your Bachelor's Studies, you will learn another new language and culture.
Pg. 52 | Version 1 SSM Dallas | March 2026

Congratulations, you should have attended at least one of the foreseen Foreign Languages of the Swiss School of Management Bachelor Program by now. Here are another 5 good reasons to learn a foreign language:

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

Module Learning Objectives:

By the end of the module, participants will be able to use their foreign language skills to:

- Conduct conversations with international business partners more appropriately.
- Analyze meanings and symbols from a host language to overcome any possibility of misunderstanding.
- Assess contracts that might include some jargon or foreign terms that might be difficult to translate.
- Articulate properly for showing interest or intention to purchase some goods and services.

FIN410: International Finance

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

Module Learning Objectives:

- Gain basic knowledge on how international financial markets work.
- Understand the behaviors of exchange rates and why currency values fluctuate.
- Explore methods to manage risk in the global markets.
- Understand the different dynamics of an indebtedness process in a country and its risks, including debt crises.
- Understand the processes and techniques used to make international investment decisions.

MKT430: Strategic Marketing

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

Module Learning Objectives:

- Demonstrate a strategic, global, and ethically informed understanding of the marketing management process, taking account of established and emerging practices in digital marketing.

- Show critical awareness of the analytical processes used to evaluate market opportunities and propose appropriate marketing strategies to achieve competitive advantage in a variety of global and dynamic market contexts.
- Understand the activities and organizational structures, including networking and partnerships, required to implement, monitor, and measure the performance of marketing strategies.
- Use evidence-based and data mining techniques to creatively segment and target markets as well as position products/ services against market needs and competitive offerings.
- Develop integrated marketing strategies as well as evaluate and propose appropriate activities and organizational structures to implement and control the chosen strategy effectively.

ICT410: Information Systems

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

Module Learning Objectives:

- Objective of the module is to provide students with the basic knowledge and tools to understand IT in the Digital Economy and take conscious and educated decisions of its deployment to improve the competitive position of the company they work for or to foster the creation of disrupting startups.
- Students will acquire a basic understanding of the Digital Economy.
- Students will acquire a basic understanding Major Trending Technologies: Data Warehouse, Data Lake, Data Fusion, Data Management, Data Governance, Data Management & Data Visualization, Data Presentation & Presentation Techniques (Microsoft Power BI Desktop version), Data Evaluation, Dashboard and Reporting, KPI, Artificial Intelligence.
- Students will acquire a basic understanding of the “Classical” IT Disciplines: Data Driven, Business Analysis, IT Governance, Enterprise Systems; Information Security.
- Students will acquire a basic understanding of the exploitation of emerging technologies in IT Management: Mobile, Cloud and Fog (IAAS, PaaS, SaaS, EDGE), Open Source, Digital Transformation, Agile Development, and Innovation (Hackatons).

FOL400: Foreign Language

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

Module Learning Objectives:

By the end of the module, participants will be able to use their foreign language skills to:

- Conduct conversations with international business partners more appropriately.
- Analyze meanings and symbols from a host language to overcome any possibility of misunderstanding.
- Assess contracts that might include some jargon or foreign terms that might be difficult to translate.
- Articulate properly for showing interest or intention to purchase some goods and services.

FIN420: Financial Planning & Budgeting

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

Module Learning Objectives:

- By the end of this module, you should be able to understand the accounting cycle.
- By the end of this module, you should be able to compile financial statements from various asset, liability, equity, revenue, and expense accounts.
- By the end of this module, you should be able to complete a cost-volume-profit analysis at an introductory level.
- By the end of this module, you should be able to use various financial ratios to determine the financial wellness of an entity.
- By the end of this module, you should be able to prepare and use budgets and analyze budget variances.

MGT410: Organizational Behavior

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

Module Learning Objectives:

- Have a well-grounded understanding of modern perspectives on executive leadership.
- Have a serious understanding of the interplay between workplace motivation and the organizational control systems that attempt to shape and influence motivation.
- Have a solid comprehension of the challenges of making teams effective.
- Be conversant in the basics of behavioral decision-making and understand how it differs from traditional “economic man” model of decision-making.

LEA450: Strategic Leadership & Change

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

Module Learning Objectives:

- Understand the strategic importance of change management and leadership for an individual, team, and an organization.
- Analytically carry out environmental scanning for business by evaluating the micro and macro environment of an organization.
- Understand and evaluate the factors responsible for change management.
- Explore and understand conceptual, theoretical, and practical perspectives on change management.
- Discuss and evaluate the different models of change management.

GLB410: Business in a World Economy

This module offers an overview of various aspects of the global economy within the field of economic geography and its linkages to related issues of resources, development, international business, and trade. It investigates the phenomenon of globalization and seeks to provide an understanding of today’s increasingly interdependent world. Geographers are interested in

examining the difference location makes to how economic activity is organized as globalization makes small differences among places increasingly important. This module recognizes that the economy cannot be treated separately from other social studies domains, so topics such as political, economic theories and models, historical context, consumption trends, the role of telecommunications, and others will be discussed.

Module Learning Objectives:

- Explain the impact of global business environment on international business operations.
- Comprehend and analyze key issues of international business strategy and operations.
- Evaluate basic theories and concepts of international business and apply them to the real business world.
- Develop the ability to identify the opportunities and challenges associated with doing business in foreign countries and to deal with them effectively.

INT410: Internship

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

GRD499: Thesis:

Professional and academic research are vital necessities for modern leaders to forge ahead. Research is the process of asking the right and relevant questions and of gathering and 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 prerequisite 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

BBA in Global Management

MGT420: Negotiation Skills

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

MGT430: Competitive Strategy

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

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

MKT450: Cases in Marketing

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

FIN450: Cases in Finance

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

BBA in International Marketing Management

MKT410: Consumer Behavior

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

LMG410: Logistic Management

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

MKT425: New Product Development

Innovation and new product development are critical to the success of organizations and nations alike. Being first to market with innovative goods or services is essential in increasingly dynamic environments. The interplay between creative, market, and technical requirements is a highly

complex process, whether the innovation is new to the world or an incremental development of existing products. Specific outcomes of this module are:

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

MKT435: Services Marketing

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

BBA in Entrepreneurship

MGT435: Family Business Management

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

MGT440: Cases in Entrepreneurship

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

MGT440: Advanced Cases in Entrepreneurship

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

MGT445: Mergers & Acquisitions

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

BBA in Finance

FIN420: Contemporary Corporate Finance

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

MGT415: Strategic Management

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

FIN425: Cost Controlling & Financial Planning

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

Master of Business Administration (MBA/EMBA)

Graduate Level Requirements:

Bachelor's degree or equivalent (180 ECTS or 90 US Credits)

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 a student has been enrolled, it is required that the student have their official academic transcripts sent directly to the Swiss School of Management at the following address:

Swiss School of Management, LLC
9535 Forest Lane, Suite 125D
Dallas, TX 75243
United States

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.

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.

AFM555 Accounting & Financial Management Accounting:

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

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

Financial Management: Topics include the function of financial markets, analysis of risk

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

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

LAW555 International Law & Ethics

This 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.

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.

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.

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.

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.

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.

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.

SMP555 Strategic Marketing & Social Media Planning

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

THS555 Final Thesis & Research Methodologies

Professional and academic research are vital necessities for modern leaders to forge ahead. Research is the process of asking the right and relevant questions and of gathering and 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.

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, investment 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.

Doctor of Business Administration

Graduate Level Requirements:

Master's degree or equivalent (60 ECTS or 30 US Credits Postgraduate Studies)

English Requirements:

Applicants for the DBA program are exempted from an English Exam provided they completed their schooling years and/or bachelor's or master'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 a student has been enrolled, it is required that the student have their official academic transcripts sent directly to the Swiss School of Management at the following address:

Swiss School of Management, LLC
9535 Forest Lane, Suite 125D
Dallas, TX 75243
United States

Introduction

DBA studies are amongst the most challenging and rewarding levels of higher education. The Swiss School of Management has developed an outstanding doctoral program. This program has

unique features which add significant value to graduates beyond the rewarding Doctor Degree.

Multiple academic collaborations contribute to the exceptional quality of our program, starting with the involvement of highly renowned and recognized academics as directors of studies. Our doctoral candidates are supported on an individual basis by both SSM professors and visiting professors from a wide variety of international universities.

Today, academia is no longer bound by borders. Therefore, the knowledge and expertise of experienced academics influence the structure and content of our DBA, from which candidates can select the option that accommodates their necessity.

The Doctor of Business Administration will be awarded by the Swiss School of Management. The result is based on delivering studies of the highest quality. Swiss School of Management is committed to the value of the studies resulting in degrees, which expresses the outstanding skills of those being awarded. This allows them to develop a top career in industries, administration, and academia.

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

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

Universities around the globe have extended doctoral studies to these professional doctorates for many good reasons. Industries are very interested in such graduates, and the results of their job applications demonstrate this—as DBA Degree skills and capabilities go beyond any master’s graduate. At the same time, these doctoral graduates are practice oriented. Consequentially, they are the first-choice candidates for top-management positions.

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

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

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

DBA Intended Learning Outcomes ISLO’s:

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

ISLO 2: Students must show their capacity to analyze existing theories and draw data-supported

conclusions.

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

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

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

Doctoral Module Offerings:

MODULE NUMBER	MODULE TITLE	MODULE TYPE	MODULE CREDIT
REM 710	INTRODUCTION TO ACADEMIC RESEARCH	Core/Required	10 ECTS (5 Semester Credit Hours)
RQT 725	QUANTITATIVE METHODS & TECHNIQUES	Core/Required	10 ECTS (5 Semester Credit Hours)
RQL 725	QUALITATIVE METHODS & TECHNIQUES	Core/Required	10 ECTS (5 Semester Credit Hours)
RTL 730	GUIDE TO DOCTORAL DISSERTATION WRITING	Core/Required	10 ECTS (5 Semester Credit Hours)
RPR 750	ADVANCED EXPERIMENTAL RESEARCH DESIGN	Core/Required	10 ECTS (5 Semester Credit Hours)
RSM 770	SEMINAR- THE FUNDAMENTALS OF APA CITATION	Core/Required	3 ECTS (1.5 Semester Credit Hours)
RSM 780	SEMINAR- HOW TO PUBLISH SCHOLARLY WORK	Core/Required	3 ECTS (1.5 Semester Credit Hours)
RSM 790	SEMINAR - COLLABORATION: THE FUTURE OF RESEARCH	Core/Required	3 ECTS (1.5 Semester Credit Hours)
RTH 800	RESEARCH PROPOSAL: PART I: SUBMISSION 1-3	Core/Required	10 ECTS (5 Semester Credit Hours)
RSM 740	DOCTORATE DEGREE HOLDERS: A CLOSER LOOK AT THEIR ACADEMIC JOURNEY	Core/Required	3 ECTS (1.5 Semester Credit Hours)
RTH 810	DISSERTATION WRITING PART II: SUBMISSION CHAPTER 4-6	Core/Required	20 ECTS (10 Semester Credit Hours)

RTH 820	VIVA VOCE DEFENSE	Core/Required	10 ECTS (5 Semester Credit Hours)
RIC 820	INTERNATIONAL CONFERENCE PARTICIPATION	Core/Required	4 ECTS (2 Semester Credit Hours)
RIC 830	INTERNATIONAL CONFERENCE PARTICIPATION	Core/Required	4 ECTS (2 Semester Credit Hours)
RIC 860	INTERNATIONAL CONFERENCE: ACADEMIC COLLOQUIUM	Core/Required	10 ECTS (5 Semester Credit Hours)

Doctorate Level Module Description:

REM 710 Introduction to Academic Research

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

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

Module Learning Objectives:

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

RQT 725 Quantitative Methods & Techniques

Numbers play an important role in research. Statistical skills are critical to understanding a lot of what goes on in society. The students will be exposed to the different statistical programs used in academic research. The students will be introduced to statistics to be used in more intuitive ways. Students will be familiar with statistical concepts which they can easily recognize leading to the exploration of more advanced statistical use. In the end, the lectures will cover important topics in survey design, sampling techniques, validity and reliability and statistical data treatment.

Module Learning Objectives

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

RQL 725 Qualitative Methods & Techniques

The core part of this module is on different qualitative research methods such as action research, ethnographic research, case study, grounded theory, interviews (Focus), participant observation, document analysis, focus group discussion etc. All these techniques will be examined to discuss various approaches to come up with the best technique to gather data and choose the tool to best evaluate research results. All techniques will discuss the various approaches of that technique, along with strengths and weaknesses, and examples.

Module Learning Objectives

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

RTL 730 Guide to Doctoral Dissertation Writing

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

Module Learning Objectives

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

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

RPR 750 Advanced Experimental Research Design

One of the major advances in academic research are the emergence of different research techniques and tools. To academically determine the cause-and-effect relationship and investigate the interaction between dependent and independent variables, students need to fully understand how to choose their research area, determine their respondents/population, prepare research questions, and most importantly decide on what tools to use to ensure the validity of their research results. The objective of this module is to expose the students to experimental research, quasi experimental, correlation and other experimental advance research approaches. On top of this, students will be introduced to STATA, R, SPSS and other tools to measure research results in the social sciences.

Module Learning Objectives

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

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

RTH 820 Viva Voce Defense

When the research director (DBA dissertation supervisor) approves candidate's final study, the research director needs to send to Research Center Dean's Office the dissertation for review,

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

Academic Policies

Credit/Clock Hours

- The Swiss School of Management (SSM) adopts both the **European Credit Transfer and Accumulation System (ECTS)** and the **U.S. semester credit hour system** to measure and report academic work, ensuring compatibility and transparency for international and U.S.-based recognition.
- 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 is a critical component of academic success at the Swiss School of Management – U.S. Online Campus. Although instruction is delivered online, students are expected to actively participate in live or asynchronous learning activities and demonstrate a strong commitment to their academic responsibilities.

Attendance Expectations

- Students are required to attend all scheduled **live online sessions** or engage with the **recorded sessions** within the same instructional week.
- Students attending via recorded session must also complete a **graded assignment or activity** tied to the session to be considered present.
- Participation in group work, timely submission of assignments, and regular communication with instructors are essential to maintaining good academic standing.

Attendance Recording and Symbols

Attendance is tracked using the following standardized codes:

- **P** – Present (attended live session on time)
- **O** – Online (engaged via recorded session and completed the required graded activity during the same week)
- **T** – Tardy (joined live session more than 15 minutes late)
- **A** – Absent (did not attend live or engage with the recorded session and assignment within the required timeframe)

Instructors record attendance in the school's **Learning Management System (LMS)**, which syncs with the **Student Information System (SIS)** for permanent recordkeeping.

Absence Policy

- Students are allowed a maximum of **two (2) absences per course, per month**. Exceeding this limit may result in **automatic failure** of the course unless excused documentation is submitted and approved.
- Excused absences (e.g., medical emergencies) require proper documentation, such as a doctor's note, submitted within **three (3) calendar days** of the absence.
- Instructors may outline additional attendance requirements or grading penalties related to absences in their course syllabi.

Non-Attendance and Dismissal

- A student who accumulates more than **three (3) consecutive unexcused absences** may be subject to administrative withdrawal from the program.
- Students who exceed **32 hours of unexcused absences per academic year** may be required to withdraw from the program.
- Students dismissed for non-attendance must reapply and may be subject to additional conditions for readmission.

Transfer Credit Policy

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

Bachelor's Program

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

- An official transcript of record showing 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 Transfer Committee 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 bachelor's modules.
- The Transfer 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.
- International credits are converted to U.S. semester credit hours using standard academic equivalency practices.
- SSM grants up to 40% credits to transferring students of the BBA program requirements at SSM; thus, students need to accomplish at least 60% of their module requirements at SSM so that they earn SSM's bachelor's degree.

Master's Program

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

- An official transcript of record showing 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.
- International credits are converted to U.S. semester credit hours using standard academic equivalency practices.
- 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 (equivalent to 90 U.S. semester credit hours / 180 ECTS), or the MBA program (equivalent to 30 U.S. semester credit hours / 60 ECTS), or the DBA program (equivalent to 60 U.S. semester credit hours / 120 ECTS) 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.

Doctoral Grading Policy

High Pass (90-100)

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

Pass (80-89)

Meets requirements as derived from module objectives. Demonstrates adequate understanding

and application of theoretical knowledge and skill.

Low Pass (70-79)

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

Fail (Less than 70)

Does not meet requirements as derived from module objectives. No credit is given for the module. Grading System HP=High Pass; P=Pass; LP=Low Pass; F= Fail

Technology Requirements

- Ability to use email to correspond.
- Ability to access, create, and save documents in MS Word or standard.rtf (rich text format)
- Ability to browse the Web
- A reliable broadband Internet connection, either cable or DSL of at least 3 Mbps download speed (constant) for adequate audio-video quality
- An email address that will accept all emails, including attachments, from the domain name smm.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 (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 iPad or iPhone devices**

Privacy & Confidentiality

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

- Manage and improve the user experience and preferences associated with this website and Swiss School of Management communications;
- Track how often people gain access to or read the Swiss School of Management e- library content and publications;
- Foster further communications and manage your subscription(s) to Swiss School of Management publications;
- Invite and/or register you (upon request) to events that may be of interest to you;
- Optimize and personalize your online interactions with the Swiss School of Management;
- Fulfill your online requests for goods or services;
- Conduct online research, education, training, or surveys;
- Identify anomalies in web traffic in order to help protect personal and Swiss School of Management institutional information; and
- Exercise the Swiss School of Management’s legal rights, defend against legal claims, or respond to subpoenas, court orders, or other legal processes.

The collection and use of personal information for any other purpose than described herein

requires supplemental and more specific notification or consent. Please see Swiss School of Management website for specific examples.

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

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

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

Disclosure or Sharing of Information

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

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

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

Collection Methods

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

Non- Swiss School of Management Websites

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

Data Protection

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

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

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

Additional Rights You May Have Regarding Your Data

Applicable laws may give you additional rights to request access to, or to request the erasure, correction or transfer of, your data. For example, the European Union's General Data Protection Regulation (EU GDPR) provides certain rights to persons who were/are residing in the European Union when data were/are collected. If the EU GDPR applies to your data then you may ask to

see your data or request, to the extent allowed by law, to have your data corrected. You may also object to or request restrictions on how your data will be processed. You may ask that your data be forwarded or transferred to another organization. Finally, to the extent allowed by law, you may withdraw consent you have given to certain data processing, without penalty. If you do decide to withdraw consent at a later date, your withdrawal will not affect the legality of the processing of your data up to that point.

Tuition & Fees

Bachelor of Business Administration

Year 1

Application Fee	\$ 60 – due immediately, non-refundable
First Installment	\$ 3,190 – due immediately after acceptance
Second Installment	\$ 2,400 – due after two months
Third Installment	\$ 2,400 – due after four months
Total Tuition and Fees	\$ 8,050

Year 2

First Installment	\$ 3,250 – due immediately after acceptance
Second Installment	\$ 3,000 – due after two months
Third Installment	\$ 2,800 – due after four months
Total Tuition and Fees	\$ 9,050

Year 3

First Installment	\$ 4,000 – due immediately after acceptance
Second Installment	\$ 3,200 – due after two months
Third Installment	\$ 3,000 – due after four months
Total Tuition and Fees	\$ 10,200

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

Doctor of Business Administration

Application Fee	\$ 60 – due immediately, non-refundable
First Installment	\$ 10,000 – before starting the program
Second Installment	\$ 10,000 – at the beginning of the second academic year
Third Installment	\$ 9,940 – on the second half of the second academic year
Total Tuition Fees:	\$ 30,000

Additional Fees not included in Tuition Fee

Degree Attestation:

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

Graduation Participation:

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

Status	Guests included	Cost
Graduate	0	\$250
Enrolled 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

A tuition deposit or initial tuition installment is required upon acceptance to secure a student's place in the program. This deposit will be credited toward the total tuition balance.

The tuition deposit is non-refundable in cases of cancellation, withdrawal, suspension, or dismissal from the program. If a student defers enrollment before the start of classes, the deposit may be applied to the next available term.

All tuition payments are fully refundable if a written cancellation request is received at least five (5) calendar days before the first scheduled day of class. The application fee (\$60) is non-refundable.

After the start of the program, tuition refunds follow the school's published refund schedule. Course materials are non-refundable once accessed/downloaded or once physical shipments have been dispatched.

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

Bachelor of Business Administration

Week after paying the tuition enrollment fee	Percentage refunded from the Tuition enrollment fee	1 st Installment \$3190 REFUND AMOUNT	2 nd Installment \$2400 REFUND AMOUNT	3 rd Installment \$2400 REFUND AMOUNT
1st week	80%	\$2552	\$1920	\$1920
2nd week	60%	\$1914	\$1440	\$1440
3rd week	40%	\$1276	\$960	\$960
4th week	20%	\$638	\$480	\$480
5th week	0	0	0	0

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

Doctor of Business Administration

Week after paying the tuition enrollment fee	Percentage refunded from the tuition enrollment fee	1 st Installment \$10,000 REFUND AMOUNT	2 nd Installment \$10,000 REFUND AMOUNT	3 rd Installment \$9940 REFUND AMOUNT
1st week	80%	\$8000	\$8000	\$7952
2nd week	60%	\$6000	\$6000	\$5964
3rd week	40%	\$4000	\$4000	\$3976
4th week	20%	\$2000	\$2000	\$1988
5th week	0	0	0	0

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.

Withdrawal & Dismissal Policy

A student who wishes to withdraw from the Swiss School of Management – U.S. Online Campus for any reason must first contact the Academic Director or designated school representative to discuss the matter. Following that, the student must submit a written request clearly outlining the reasons for the withdrawal. This request must be submitted via email to the official school address: info@ssm.swiss. Requests submitted to unauthorized third parties (such as agents, parents, or peers) will not be accepted. Once the written withdrawal request is received, it will be reviewed promptly. If the request is reasonable and complete, the school will issue a formal acknowledgment of the withdrawal. Tuition refunds, if any, will be processed in accordance with the school's published refund policy.

Students dismissed for academic misconduct, non-participation, plagiarism, or inappropriate conduct in an online environment are not eligible for tuition refunds for the current term. Dismissal for reasons of academic dishonesty or gross misconduct may occur without prior warning and will be communicated in writing.

Students are financially responsible for any modules or courses for which they are registered beyond the official drop/add deadline.

NOTE: Tuition installments are 100% refundable only if cancellation is requested no later than **5 calendar days** before the start of the first class session. The application fee is non-refundable.

DISCLAIMER: This online program does not sponsor or support any student visa applications. Therefore, no part of this policy refers to immigration procedures or stay permits. If a student misuses enrollment to support a visa application to a third-party institution, **all fees are forfeited**.

Good Financial Standing

Students are considered to be in good financial standing at the end of each term when all tuition payments, material fees, and optional service charges have been fully paid.

Students who are not in good financial standing:

- Will not receive access to official transcripts or certificates,
- May have restricted access to the online learning platform,
- May not be permitted to register for additional courses or continue to the next academic term.

Students are encouraged to resolve any financial holds promptly by contacting the school's financial services team at **info@ssm.swiss**.

Institutional Resources

Emerald E- Library

Upon enrollment at the Swiss School of Management, students are granted access to the Emerald e-Library, providing them with a valuable resource for their academic and research activities. Emerald Publishing is a globally recognized provider of academic journals, books, and case studies, particularly in the fields of business, management, economics, leadership, marketing, and organizational studies.

Through the Emerald e-Library, students gain access to a comprehensive range of peer-reviewed journals, research articles, e-books, and case studies. These scholarly resources support academic learning, coursework, assignments, and thesis research. The Emerald platform allows students to search and retrieve full-text academic articles, abstracts, and citations from a wide collection of high-quality publications written by leading scholars and practitioners.

The Emerald database is particularly valuable for business and management education, offering specialized content in areas such as leadership, strategy, marketing, finance, entrepreneurship, human resource management, and organizational behavior. Students can also benefit from real-world case studies, industry research, and practical insights that help bridge the gap between academic theory and professional practice.

Emerald's user-friendly digital platform allows students to efficiently explore academic materials, conduct advanced research, and stay informed about emerging trends and developments in global business and management. These resources are essential for supporting critical thinking, research skills, and evidence-based decision-making throughout the programme.

By providing students with access to the Emerald e-Library, the Swiss School of Management ensures that learners have access to reliable, up-to-date academic literature and research tools, enabling them to strengthen their academic performance and enrich their overall learning experience.

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.

Appendix A – Faculty Qualifications

Faculty Members

The following is a list of faculty members at Swiss School of Management – U.S. Online Campus, along with their highest earned academic degrees:

Faculty Member	Highest Degree Earned	Institution
Dr. Robert Toni Gharios	Ph.D., Economics	Université de Bourgogne, France
Dr. David Burkitt	Ph.D., Leadership and Organizational Development	Regent University, Virginia
Dr. Serena Magnanti	Doctor of Business Administration (DBA)	International American University
Dr. Massimiliano Bracale	Doctor of Business Administration (DBA)	International American University
Dr. Pedro José Santana	Doctor of Business Administration (DBA)	Wilmington University
Dr. Amer Qatanani	Doctor of Business Administration (DBA)	Apollos University
Dr. Vasileios Margaritis	Ph.D., Modern Epidemiology and Biostatistics	National and Kapodistrian University of Athens
Marshall Langer	MBA, Marketing & Management	The Wharton School, University of Pennsylvania
Rosanna Perrone	MBA, Global Management & Leadership	Swiss School of Management
Laura R. Bolling	M.A., Peace Studies and Conflict Management	American University of Rome