



Stockholm School of Economics

**Academic Policies for the
SSE Master of Science Program
in General Management**

2012-07-09 Please note that an updated version will come into effect in August.

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Policy changes in the Academic Policies are determined by the Faculty and Program Board and are updated continuously. The most recent version of this document is published by Student Services and posted on www.hhs.se. The document history on the next page shows the changes that have been made since the first version was published on 2009-07-10.

DOCUMENT HISTORY

The following changes have been made to content or decisions since the first version of *Academic Policies* was published on 2009-07-10.

- 2010-08-17 3.11 The correct usage of the Stockholm School of Economics trade name.
- 2010-11-22 3.1.1 Postponement of Acceptance has changed.
- 2011-01-10 3.6.4 The number of exam occasions has been reduced.
- 2011-01-13 3.1.2 Interruption of Studies has changed.
- 2011-03-14 1.5 Rules regarding the Fx grade have changed.

REVISED VERSION AVAILABLE IN AUGUST

PREFACE

This handbook, *Academic Policies*, is a compilation of information, regulations and guidelines that are relevant to you as a student. The handbook is intended for students enrolled in the Stockholm School of Economics (SSE) Master program in General Management (MSc GM). This handbook has been compiled to inform you about what regulations apply and to help prepare for and complete your studies. It contains the curriculum for the MSc in General Management and the study regulations of the program.

The MSc GM is a two-year full-time program. You are expected to spend at least 40 hours a week on your studies. The pedagogical design of the program is built on your presence and close interaction, which means that students are not recommended to combine studies with other demanding activities during the daytime such as other studies or work.

A key part of the handbook is the collection of study regulations for the program, which are the regulations and guidelines that govern the relationship between you and the School. The regulations stipulate and specify your responsibilities and rights you have as a student. One of your basic responsibilities is to keep informed about what regulations/guidelines are in effect when you study at SSE. You will find much of this in this document and also on the Program Platform (see www.hhs.se/Education/MSc/MScGM; <http://gm.hhs.se>).

You will find detailed information about specific courses and modules in the program on the Program Platform (see www.hhs.se/Education/MSc/MScGM/Curriculum; <http://gm.hhs.se>). The [Student Services](#) homepage will also provide you with information about various services offered at the School.

Stockholm, May 2011

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1 GENERAL INFORMATION ABOUT YOUR STUDIES AT SSE

“The aim of the Stockholm School of Economics is to promote the advancement of business in Sweden through academic education and research” (SSE Charter, section 1, §1 1909).

On the basis of this, SSE offers the following programs:

- Three-year Bachelor of Science Program in Business & Economics (Stockholm)
- Three-year Bachelor of Science Program in Retail Management (Norrtälje)
- Two-year Master of Science Program in Business & Economics (Stockholm)
- Two-year Master of Science Program in General Management (Stockholm)
- Two-year MBA Program in Executive Format (Stockholm, St. Petersburg)
- Four-year PhD Program (Stockholm)
- A variety of Executive Education Programs (Stockholm, St. Petersburg)

SSE also offers two double-degree programs for Master of Science students:

- CEMS Master in International Management together with CEMS¹, The Global Alliance in Management Education.
- Double-degree program in Finance together with Università Commerciale Luigi Bocconi, Milano.

SSE works in close collaboration with the Stockholm School of Economics in Riga (SSE Riga), where a Bachelor of Science program (Business and Economics) is offered.

The Bachelor programs are intended mainly for those who are recent high school graduates with outstanding grades and have little or no work experience. The Master programs are at a more advanced level and are intended for those who already hold a Bachelors degree.

In addition to its Bachelor and Master programs, SSE has PhD programs for students with a university degree in one of the economic disciplines as well as executive education programs for students with relevant professional experience. SSE also runs educational programs in Riga, Latvia (a Bachelor program and executive education) and St. Petersburg, Russia (executive education).

1.1 STUDENT RIGHTS AND RESPONSIBILITIES

The Stockholm School of Economics degree programs are characterized by an open atmosphere, with an emphasis on the student’s presence and active participation. Students are represented in all decision making and some advisory bodies. Through your representatives, you can convey your views on matters, such as the design of the program. You can also convey your views directly to the teacher and to the program director. You are expected to evaluate each course you attend using a web-based evaluation tool.

¹ CEMS is a global alliance of leading business schools and multinational companies.

You have rights, but you also have responsibilities as a student. SSE expects that you follow SSE's code of conduct. This means that you show respect for other students, teachers and other staff members and that you act towards others in such a way as to uphold and promote the reputation of the Stockholm School of Economics. SSE's policy states that everyone should be treated equally regardless of religion, ethnicity, sexual preference, social background, disability etc. SSE has a Board for Equal Treatment, whose task is to handle matters of discrimination, harassment or grave misconduct. You must be aware of the regulations that apply to studies and examination as well as the guidelines for being on the School's premises. For more information about the study regulations see section 3. When you are admitted to the Stockholm School of Economics, you sign a pledge in which you acknowledge and accept these regulations and SSE's rights to modify them and make decisions based on these (appendix 2).

1.2 TEACHING AND LEARNING

The SSE MSc in General Management ("the program") is a two-year full-time program, running from August the first year until June two years later.

The program demands full-time work from its students throughout its duration (excluding two short year-end breaks, and a longer summer-break from mid-June until mid-August). Students are expected to participate actively in all activities included in the program's curriculum. Active participation entails full attendance, timely submission of all assignments and meaningful participation in group work.

The teaching can take many different formats: lectures, seminars, case discussions, workshops, exercises, simulations, role plays, etc. The idea is to combine many different formats in order to support students' various ways of learning. In the beginning of the program, all students will review and reflect on their own way of learning.

The pedagogical idea on which the program is based stresses the importance of presence and closeness. This means that you as a student should be at the School physically and that there is close interaction between the teaching faculty and students. You are expected to participate actively in the program and class discussions and to both learn from and contribute to the learning of your peers.

The studies are full-time. This means that you are expected to spend at least 40 hours a week on your studies. Because the program is pedagogically designed to have students present, this means that it is (normally) not possible to combine your studies with other demanding activities during the daytime, such as other studies or work. Missing teaching because of other studies, work, activities within the Student Association or other voluntary activities is not an acceptable reason for a student's absence.

Typically, in-class teaching is scheduled for five half-days each week, and the other five half-days are allocated to the student's own studies, group work, preparation, etc. Altogether, the time should be equivalent to a minimum 40-hour work load per week.

It is strongly recommended that you have your own laptop. There is a wireless network at the School which gives you flexibility in working outside the scheduled teaching hours. (In the event

you do not have your own laptop, you can book a seat in one of the computer rooms at the school, but this will radically reduce your flexibility during your studies.)

During the program, there are some thresholds that you will need to pass in order to continue. This is because everyone in the program should have attained a sufficient level of previous knowledge for the courses that follow. It is therefore important that you follow the pace of the program and not get behind in your studies. It would be difficult to catch up once you fell behind. Teachers and administrative staff are willing to provide help and support, but you are the one responsible for ensuring your studies are successful. If you experience any problems following the pace of the program or have difficulty developing good study routines, you may contact an academic counselor at Student Services.

Study thresholds and other requirements are described in section 3.3.1.

1.3 OVERALL CURRICULUM

The program consists of different types of modules: Some are discipline-oriented, taking their starting point in an academic discipline. Some are theme-oriented, taking their starting point in a phenomenon in practice. In addition to these two types of modules, the program also includes Live modules, which give you the opportunity to apply your theoretical knowledge in practice. Furthermore, there is a Skills module which will run in parallel with the other modules, where you will learn various forms of personal and business skills.

Every academic year consists of two semesters – a Fall and a Spring semester. To provide an overview, the first 1.5 semesters of the program are spent building your initial knowledge platform. Here the program consists of discipline modules, along with live-case and skills modules. During the remaining 2.5 semesters of the program, there are theme modules and a major project (the project being equivalent to one semester).

Each module is described on the program's website. You will learn more details there about each module, including all deadlines and assignments, etc. You will also find material to download, and you will hand in your assignment via the website. The address is: <http://gm.hhs.se>. Please note that there may be minor changes in a module, such as a change in literature. It is therefore your responsibility to keep updated and informed about the required readings, deadlines, assignments etc., for each module.

On the program's website, you can also learn about the intended learning outcomes for each module. These describe in detail what you are supposed to master after having finished the specific module.

1.4 SIGN-UP AND WITHDRAWAL

In the MSc program in General Management, you are automatically signed up for all modules/courses, so you do not have to take any action to sign up for separate modules. You are expected to follow all modules during the program.

1.5 EXAMINATION

In the program, you may encounter many different forms of examination: written exams, oral exams, written reports and assignments, oral presentations, group assignments, project work, etc. In each module, there is some form of examination (usually a combination of various formats). For each module there are explicit Intended Learning Outcomes (ILO), which describe what you are supposed to master after having completed the module. In order to pass a module, you need to fulfill the requirements for all the Intended Learning Outcomes described.

After about 1.5 semesters, the first part of the program is completed and there is an “exam week,” during which you will have final exams for all discipline modules. The examination for the modules in this first part of the program takes place in three steps. The main idea behind this is to help you “learn for the program and for life” rather than “learn for the exam and then forget about the subject”. This is important, as the second part of the program consists of a number of theme modules and a project, and these build on, extend and integrate the knowledge from the discipline modules.

Examination for the discipline modules thus consists of three main steps.

1. Each discipline module examines the content of the respective module. This means ten different examinations, one for each module, and this examination is done within the period of time each module is taught. The format of examination will vary depending on the different modules (oral, written, project, etc.), and examination will be designed in a way that fits the specific module. After this examination, you will learn only whether you passed or failed. Accompanying this information will be a brief description/discussion (written or oral) where you will learn about your strengths in the module and what parts of the module you need to improve on. If you failed, you will have to redo the examination and learn from the teacher how to do this.
2. After the first block of discipline modules, you will be examined with the aim of testing integration between the modules. This examination is usually not a written test. It can take other forms such as project presentations, role plays etc. The format depends on the design of the live module that follows the first four modules. In this live module, all four discipline subjects are integrated with a live case where you apply your knowledge to a situation in practice. This live case is what is examined at the end of the week. After this examination, you will learn only whether you passed or failed. If you fail, you have to redo the examination and learn from the teacher how to do this.

After the next block of discipline modules, you will have an examination similar to the one described above.

3. After about 1.5 semesters, there is an exam week. Each discipline module is tested during written exams. There will be two written exams during this week. Each exam is 5 hours. Every teacher in a discipline module will have one question on each exam, meaning a total of five questions per exam. Each question is designed so it takes no more than one hour to complete a question, and the exam is understanding-oriented (rather than detail-oriented). After this exam, you will learn about your final grade for each discipline module. In addition, the teacher of each discipline module will name the best student and he/she will be recognized for this.

During the second part of the program, you will have various forms of examination in each of the theme modules.

In most instances, the grading scale A-F is used, where A-E are passing grades. In some modules, only pass or fail is possible. In the information about each module on the program's website, you can find specific grading information for each module (how examination takes place, what the grading scale looks like, etc.).

You receive a grade for each course. Courses are graded on a scale where A, B, C, D, E represent passing grades (with A the highest grade) and Fx and F represent failing grades. Please see 3.6.2 for more information. Examination at SSE is based on Intended Learning Outcomes. To get a passing grade in a course, students must satisfy all learning outcomes for the course.

1.6 COURSE EVALUATION

After each module, there will be an evaluation of the module and the teacher of that module where you can express your opinions anonymously. You are expected to share your opinions after each module. This is a very important tool for maintaining high quality and continuously improving the courses and is also the basis for teachers' salaries and employment conditions. After a block of modules, there will also be "block review" meetings, where all students are invited to discuss their learning from the block of modules, and also discuss room for improvement in the modules.

1.7 SERVICES AVAILABLE TO STUDENTS

Student Services provide a range of support, information and services to students of the Stockholm School of Economics during your studies. For further information about these services i.e. course advice, ordering transcripts, career services, the CEMS program, the Library and IT services, please see the following webpages:

Student Services (StS) web: <https://studentweb.hhs.se/StudentServicesintern/>

The Library: www.hhs.se/library

Student Web: <https://studentweb.hhs.se>

1.8 ALUMNI OFFICE

To facilitate contacts with and between alumni, The Stockholm School of Economics has created the web-based portal AlumniNet. Read more at:

<http://www.hhs.se/se/BusinessAndSociety/Alumni/>.

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2 CURRICULUM: SSE MSC IN GENERAL MANAGEMENT

The Master of Science program in General Management (120 ECTS) is intended for students without extensive work experience who have earned a Bachelor degree in subjects other than business or economics (such as engineering, law, medicine, political science or journalism). The two year, full-time program is intended for both Swedish and foreign students and the language of instruction is English. This section gives a brief overview of the curriculum.

2.1 INTENDED LEARNING OUTCOMES (ILO)

The overall purpose and goal of the program is to prepare students for building, developing and leading businesses. To achieve this, the program will provide a solid theoretical base combined with practical and skills training that will give students an understanding of what a full business model is. The students are to be prepared for working life, where they can use their prior Bachelor education in combination with what they gain from the MSc program in General Management. While the emphasis is on working outside academia after graduation, the program also qualifies students for SSE's PhD program in Management (additional requirements and restrictions apply).

The overall intended learning outcomes for the program can be described as follows. After completing the program, the student should be able to:

1. Independently lead and manage an organization or organizational unit in collaboration with specialists in business and economics.
2. Use business and economic theory to form a personal integrated knowledge framework to apply in the practical settings of general management.
3. Interpret and explain the multiple systems and objectives of an organization and their relation to a full business model.
4. Identify and evaluate assumptions and information in theoretical and practical terms in order to form personal judgments, as well as communicate these judgments with others in an organizational setting.

2.2 OVERALL DESIGN AND CONTENT

2.2.1 The First Part – the First 1.5 Semesters

The program begins with several orientation days, when all new Bachelor and Master students are welcomed to SSE. The orientation days are intended to give new SSE students an overview of SSE as an institution of higher education and inform you about what to expect from your studies and about your opportunities for the future. You will learn more about the program, as well as about the School in terms of routines and regulations etc. The introduction is arranged in partnership between SSE and the Student Association.

Next comes “Foundations” in the MSc program in General Management, where we start building a platform for the program. We will review and discuss the preparatory assignment you completed

prior to coming here, and we will begin by approaching the topic of General Management. There will be some company visits during Foundations, and we will also form study groups.

The overall purpose of the first part of the program is to build a platform in a number of disciplines. This is done through a number of discipline modules in the following areas:

- Accounting
- Economics
- Finance
- Management & Organization
- Marketing & Strategy

During this part, there is also a supporting module in Economic Statistics.

In addition to these modules, there are two live-case modules where the different discipline modules are integrated and linked to practice.

There is a skills track running parallel to these other modules. Here you will learn different types of personal and business skills. These sessions are integrated with the other modules. You may, for example, practice your presentation skills while holding a presentation in a discipline module.

The first part of the program concludes with an exam week (as described in the section on Examination).

In terms of ECTS credits, the first part consists of 50 credits, which break down as follows: Accounting (10), Economics (10), Finance (5), Management & Organization (10) Marketing & Strategy (10) and Economic Statistics (5).

2.2.2 The Second Part – the Final 2.5 Semesters

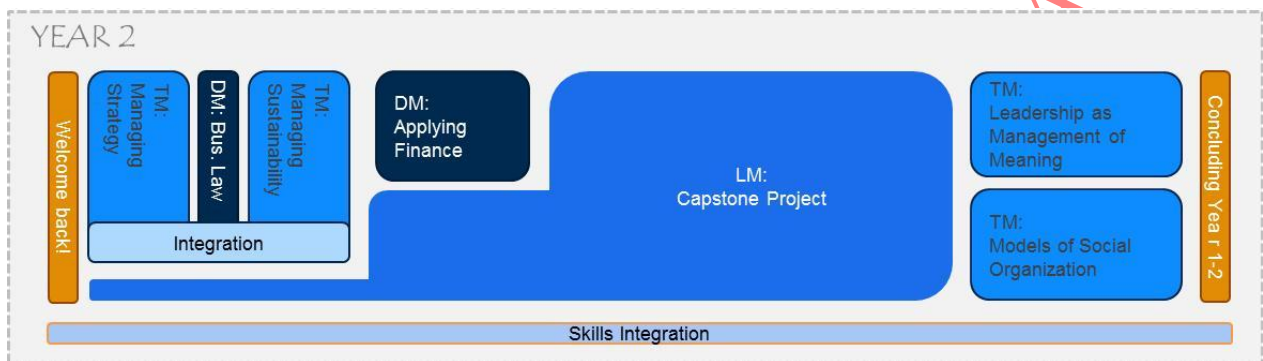
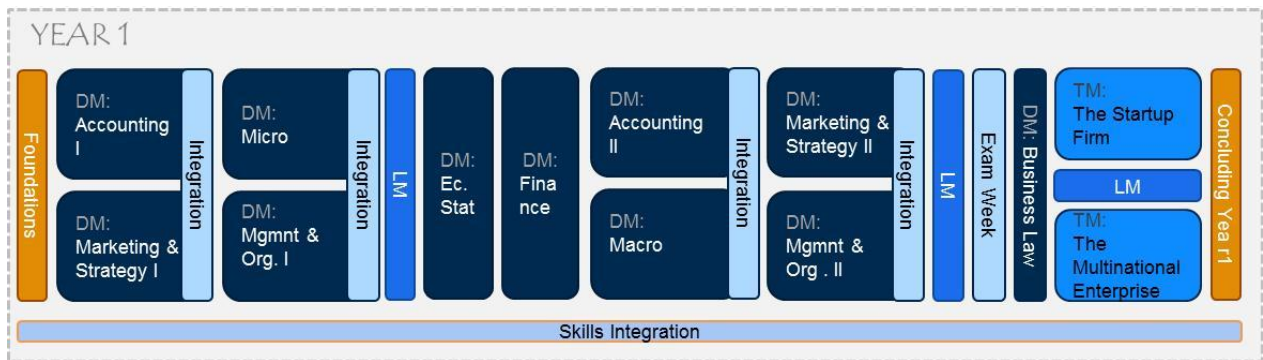
The purpose of the second part of the program is to build on, extend and integrate the knowledge from the discipline modules. This is done through a number of theme modules and a major project (the project being equivalent to one semester). The theme modules are based on phenomena in practice, like:

- The Startup Firm
- The Multinational Corporation

The major project is normally carried out in cooperation with an organization, and the length of the project is equivalent to 20 weeks of full-time work.

In terms of ECTS credits, the second part consists of 70 credits, which break down as follows: Business Law (5), Finance (5), Integrated Themes in General Management (30) and Project (30).

The following figures give an overview of both years of the program:



DM = discipline module; LM = live module; TM = theme module

The second year of the program consists of a major business project that will run from mid-fall until mid-spring, and a number of theme modules.

Students in the MSc GM program are allowed to take courses at the Stockholm School of Entrepreneurship (SSES) amounting to a maximum of 15 ECTS credits. These courses are however not included in the degree.

3 SSE STUDY REGULATIONS

3.1 MAXIMUM PERIOD OF STUDY

The MSc Business and Economics program is a full time program and students are expected to fulfill the requirements of the program within 2 years. The period of study is defined as starting the day the student enrolls in a program and ends when she/he completes a degree in that program. The maximum period of study for the MSc program in Business and Economics is **3 years**. Students are exempted from the regulation for the maximum period of study only if there are especially serious grounds². Students can apply for an exemption with the SSE president.

Former students in the Master program who withdrew without completing a degree from SSE can be readmitted in competition with other applicants provided that they meet the relevant qualification requirements. Students who are readmitted will not have the credits they earned during their previous enrollment(s) counted automatically, but may apply for a credit transfer to the program director.

3.1.1 Deferral of Acceptance

Students can apply to defer acceptance to begin their studies if especially serious grounds exist. Deferrals are approved by the president. The deferral may be for up to 18 months.

Students apply for the deferral in conjunction with their application to the School. This means that students can reapply to SSE the following year without having to compete with other applicants; however, the student must fulfill the eligibility requirements applicable to the program. The year of enrollment is considered to be the year the student enrolls in the School.

3.1.2 Interruption of Studies

Studies must be completed within the boundaries of the stipulated period of study (3 years). Because of the integrated nature of the MSc program in General Management, a leave of absence can only be granted for a full academic year and only at the end of a semester and before the start of the following semester. A formal leave of absence, which does not affect the maximum period of study, can only be granted if especially serious grounds exists³, and is granted by the president.

3.2 CREDIT TRANSFER

Credits earned for studies carried out under the scope of partner programs accredited by SSE can be used toward an SSE degree.

² Examples of especially serious grounds are hospital stay, death of a family member, parental leave or an illness which prevents the student over a long period from completing her or his studies. Employment and the responsibilities incumbent upon the student are not considered especially serious grounds.

³ See previous footnote.

3.3 STUDY REQUIREMENTS

3.3.1 Pace of Studies

In the MSc program in General Management, students are expected to earn passing grades for at least 20 ECTS credits during their first semester (i.e. out of a possible 30). In the event a student cannot follow the pace of the studies, she/he will be contacted by an academic counselor from Student Services to discuss how the student can get support and to make a plan for how she/he can cope with the situation.

During their first 1.5 semesters, students are expected to complete at least 40 of the first 50 ECTS credits. In other words, students need a passing grade on at least 40 of the 50 ECTS credits for the discipline-based modules. This is a requirement for beginning the theme-based modules. The reason for this is that the theme-based modules require students to have sufficient background knowledge in the field in order to follow the studies.

Students who have not fulfilled these criteria will be deregistered (unless there are special grounds).

3.4 TUITION FEES

SSE charges tuition fees for both the BSc and MSc students who are citizens of a country outside the EU/EEA or Switzerland (third-country). The regulations for this are specified in a separate agreement for fee-paying students.

3.5 REGULATIONS FOR COURSE SIGN-UP AND PARTICIPATION

3.5.1 Sign-Up and Withdrawal

In the MSc program in General Management, students are automatically signed up for all modules, so they do not have to take any actions to sign up for individual modules. Students are expected to follow all modules during the program. If they plan not to follow a module, they have to inform the program administration in advance. Students also have to inform the program administration in advance if they are not planning to take the exam.

In addition to the program modules, students can sign up for courses corresponding to a maximum of 15 ECTS in languages/business communication and Skills & Career Management. (Courses in languages/business communication usually run at quarter speed, that is, each course runs for the entire semester.) The extra courses are not part of the Master degree but are included in a special appendix to the certificate.

3.6 REGULATIONS FOR COURSE EXAMINATION⁴

A course can be examined in various ways, for instance through a written exam, written assignment, project work or oral exam. The regulations also apply where applicable to supplementary modules in the CEMS program (for example, Block Seminar). Below is a description of the regulations that apply to these different examination modules which together can constitute examination for a course.

3.6.1 Examiner

The course director is normally the examiner for the course and accordingly bears responsibility for conducting the examination and making decisions on grades.

3.6.2 Grades

Grading

Students receive a grade for every course. The student's work in a course is normally assessed and given a grade using the scale A-F. (Some modules can only be graded pass or fail.)

Symbol	Verbal equivalent
Passing grades:	
E	Sufficient
D	Satisfactory
C	Good
B	Very good
A	Excellent
Failing grades:	
F	Fail
Fx	Fail – Further work is required before a grade can be given. Please note that students can only be awarded an E for the specific course component where further work is required. The grades for the other course components are not affected.

The following information applies from August 2011:

A grade point average (GPA) is calculated as follows: A = 5.0 points, B = 4.0, C = 3.0, D = 2.0, E = 1.0. The GPA for a student can range from 1.0 – 5.0, with 5.0 being the highest. Only courses with letter grades are calculated in the GPA.

The target distribution for grading outcomes at SSE is displayed in the table below:

Marks (maximum 100)	Grade	Target distribution	Acceptable variation
85 – 100	A	10%	5 – 15%
70 – 84	B	40%	35 – 45%
55 – 69	C	45%	40 – 60%
52 – 54	D	4%	0 – 6%
50 – 51	E	1%	0 – 3%

⁴ These examination regulations also apply for relevant parts of the student's Master thesis.

For examiners who choose to use marks when grading different parts of the course, including a written exam, the table above should be used for converting the total mark from all course components to course grades according to the ECTS scale.

For information about Class GPAs and grade distributions, please refer to the SSE home page (www.hhs.se).

For a student to get a passing grade for a course, the student must have a passing grade for every learning outcome.

The minimum grade of E is needed for a student to have completed the course with a passing grade.

Individual work constitutes at least half of the maximum grade possible for the course. This does not preclude the possibility of written assignments and project work constituting more than half of the course requirements in a course. However, in such cases, the assignment of grades for these modules must be designed in such a way that the examiner can assess the work of individual students.

Grading decisions may not be appealed. However, there may be a change in or review of a decision (see below).

Note that once a passing grade has been awarded, examination cannot be repeated to raise the grade. This applies to exams as well as to other forms of examination.

According to SSE tradition ethics and fair conduct plays a central role in the day-to-day business at the School. There is a strict policy about "cheating" which is formally regulated by the Disciplinary Rules. These rules and its measurements are enforced by the SSE faculty as well as the SSE management. Below you will find some concrete examples of what the SSE approach means.

- You are not allowed to copy any text without making it clear that you are NOT the author. This is applicable to all types of hand-ins, reports, essays etc. Furthermore, you should never quote anyone without making it clear that it is a quote. If you are unsure what is the correct thing to do please consult your course director or the APA Guidelines (<http://owl.english.purdue.edu/owl/resource/560/01/>)
- There is also a strict policy against use of prohibited assistance during exams, or in any other way try to mislead in connections with exams. Inappropriate behavior at exams leads, with no exemptions, to disciplinary measures. For more detailed exam rules see section 3.6.3.
- If you are not actively contributing to a group task you may not receive a pass on that particular part of the course. In a group assignment all participants are expected to contribute.

Please note that these only are a few examples, and that you as an SSE student are obliged to be familiar with the SSE Disciplinary Regulations. See also section "1.1 Student Rights and Responsibilities" about SSE's policy about equal treatment and acting towards others in such a way as to uphold and promote the reputation of the Stockholm School of Economics.

Posting of Grades

All results and grades are posted on the IT platform “the Space”. As described in section 2.4 above, discipline modules are graded in steps, where you first learn if you have passed the module or not (and get some written or oral feedback). Then after the “exam week,” you will learn your final grade for the module. A passing grade cannot be revoked. The only exception is in conjunction with cheating that resulted in deception about the student’s knowledge. Nor are students allowed to have a passing grade changed to a failing grade.

The grading decision cannot be appealed. However, correction and review of a grade may be made (see below).

Correction of Grades⁵

After students have received their grade, the grade may be corrected or reviewed if the result was incorrect due to an entry error, accounting error or similar oversight by the examiner or other staff member at SSE.

In such cases, the correction can be either to the benefit or detriment of the student. A correction to the detriment of a student entails a mistake that is obvious to both the examiner and the student, and the student is given an opportunity to express her or his view prior to the amendment.

The student is to be informed regardless of whether the amendment is to her or his benefit or detriment.

Review of a Grade⁶

A grade for a course is to be changed to the benefit of the student if the examiner finds that the grade awarded is clearly wrong. Such a review requires that a mistake that has been noted without any further assessment can be said to have resulted in the awarding of an erroneous grade, and thus entails no further obligation for the examiner to make a new unbiased assessment of a student’s answer or other work. Examples of such errors are that the examiner overlooked parts of an answer, was clearly mistaken in terms of the correct answer or misunderstood the answer given or other work submitted. **Please note that if an exam is returned to the student, the right to review a grading decision is void.**

Partial Grades

The different modules are assessed by the examiner or the person(s) delegated the task. Assessment of a single module results in a module grade which is then considered together with the results from the other modules. Students must receive a passing grade on all modules and learning outcomes covered by these in order to receive a passing grade for the course.

Students are entitled to receive information about their results for individual modules (parts of exams, assignments, project work) and the maximum grade possible for these.

3.6.3 Exams

Module exams are treated the same as course exams.

⁵ Complaints about the grade, which should include the student’s reason for the complaint, are to be presented in writing (by post or e-mail) to the examiner in charge as soon as possible, but no later than two weeks after the grade for the course has been posted, the criteria on which examination is based have been made available and a review of the exam has been provided or a key posted.

⁶ See previous footnote.

Students in the MSc GM program are automatically registered for all exams. That is, they do not have to sign up themselves. Students who are not planning to take an exam have to inform the program administration in advance.

Note that it is not permitted to take an exam for a course **prior to** the time the course that the student is enrolled in is held. (for instance, take a retake exam in August before the course starts in period 1 of the same year).

Number of Exam Occasions

Students are allowed to take an exam for the same course five times without a passing grade. To take an exam for the same course more than five times, students must be granted an exemption from a student counselor (Student Services).

If a student has not earned a passing grade after three exam occasions, it is recommended that she/he contacts a student counselor. A student counselor should also be contacted if the student has not earned a passing grade in several courses in the same semester.

If exam material submitted by the student should be lost, the student is entitled to a new exam occasion. Exam material already submitted may not be withdrawn.

Number of Exam Occasions for One Course

Whenever a course is held, **a maximum of two exam occasions are offered (one main exam and one re-examination occasion) within a year of the start of the course.** On these occasions, the scope and content of examination are unchanged. (These rules apply from October 2011).

The next time a course is given, the syllabus may have been modified, which can affect the scope and content of examination. This in turn may mean that modules the student passed that were part of examination from the last time the student took the course may no longer be relevant or that new modules that are part of examination have been added. The examiner determines which modules are still valid and which need to be retaken/supplemented.

Exam Regulations

It is the duty of the invigilator of the exam to, if necessary, censure and/or dismiss anyone who does not follow the regulations in effect.

- Seat for the exam: Students taking the exam are to sit in their assigned seat.
- Identification: Only students with a valid ID are allowed to enter the exam room and take the exam. Valid ID includes: driver's license, passport, national ID card, Swedish national ID card, bank ID, student ID card from the student's home university (applies to exchange students) or the equivalent. Students without identification are instructed to take the exam the next time it is held. Students who have taken an exam but lack a valid ID will not have their exam graded. Taking an exam without a valid ID qualifies as one exam occasion and the grade recorded is a failing grade.
- Study aids allowed in an exam: The examiner determines, within the limits set by the Faculty and Program Board or other SSE body, what study aids are allowed at the exam. This may include tables, formula sheets, legal texts, course literature or dictionaries. The program director may impose restrictions when it comes to the type of calculators that will

be permitted during exams. Students taking a test are not allowed to bring or use study aids other than those indicated on the information sheet.

- Attendance in the exam room: Late arrivals of up to 30 minutes are permitted. No one may leave the exam room until 30 minutes have passed since the start of the exam. This also applies to students who submit blank answer sheets (students are required to hand in the cover sheet, with their name and registration number written on it, to the invigilator). Visits to the bathroom are allowed, although not before 30 minutes have passed since the start of the exam. Only one person at a time may leave the room. The bathroom located closest to the exam room must be used. The invigilators check prior to and during the exam to ensure that no study aids are available in the bathrooms.
- Personal effects: Bags and similar items may not be brought into the exam room but must be placed in a special place – determined by the invigilator – in the exam room. It is not allowed to leave course literature or any other objects that might be used as prohibited study aids in the exam in the corridor or any other place in close proximity to the exam room.
- Prohibited equipment: No cell phones (turned off and left in a bag or in a place determined by the invigilator), hand-held computers, MP3 players or datebooks/planners may be brought into the exam room or brought along on a bathroom visit.
- Individual exam sheets and exam cover: In written exams, the requisite exam sheets and exam cover are to be used. Students should limit their text to the writing space indicated on the sheets. Students may not bring or use their own writing paper. **Students who fail to observe this regulation will not have their exams graded.**
- Exam language: If the exam is given in English, then the answers must also be in English.
- Completed exam sheets are to be covered so that they cannot be seen by other people taking the exam.
- Handing in the exam: When the invigilator informs students that the time allotted for the exam is over, students must stop writing. All papers that are to be handed in should then be labeled with the student's name and enrollment number. Anyone who continues to write and fails to hand in their exam despite the invigilator's warning will not have their exam graded. Students who hand in a blank answer sheet are considered to have used one exam occasion, which means the exam will be recorded as a fail. Students taking the exam are to check that the right exam with the day's date is included with the exam cover. In general, students taking an exam can keep the information sheet. In some cases, the information sheet must be returned in the exam cover folder; otherwise, there is a risk that the student will not have her/his exam graded. In such cases, instructions are found on the information sheet. In these cases, the instructions also apply to students taking the exam who do not complete it.

Disciplinary measures may be taken against any student who attempts deception in an exam or test or when study-related work is to be assessed. The disciplinary measures are warning, suspension and expulsion. (See [Disciplinary Regulations](#).)

Regulations Pertaining to Oral Exams

For legal reasons, another person from the department or the equivalent, in addition to the examiner and student, must be present whenever there is an oral exam.

Regulations Pertaining to Take-Home Exams

Take-home exams are considered equivalent to written assignments. For take-home exams, the same regulations apply, where relevant, as for course exams and module exams. It is the examiner's duty to ensure that the take-home exam is assessed based on individual performance.

Examination Off Campus

Students are not allowed to be examined in the School's courses at a site off campus.

However, if there are especially serious grounds⁷, the program director in consultation with the examiner involved can allow a written exam to be held at another site. In this case, it is the duty of the examiner involved at SSE to ensure that the forms of examination are satisfactory. Exams may only be held at embassies, hospitals, police stations, universities or in similar locations.

Grading Period

Grades for a written exam are to normally be reported within eleven working days of the exam. If an extended grading period has been granted, those students affected are to be informed of this, preferably at the time of the exam.

Exam Review

A review of the exam in a suitable form, or a posting of the answers, is to be provided for every course. The review or posting of answers should take place within fourteen working days, calculated during the term, of the posting of examination grades.

Obligation to Return Exams

Exams are to be returned to the student upon the request of the student. This service is limited to student office hours or opening hours for the department or the equivalent. If the exam is returned to the student, the right to review a grading decision is void.

Exams that are not picked up by the student are to be kept by the relevant department, section or the equivalent for a year from the date of the exam.

Examiner's Presence at Written Exams

For written exams, the examiner in charge, or someone appointed by that person, should normally be available to handle any student questions. If study aids are allowed, this person is encouraged at the same time to check that the students taking the exam are using the proper study aids.

Other Forms of Examination

Timeframe for Completing Different Forms of Examination

Other forms of examination, apart from exams, should normally be completed during the course and prior to the exam. However, a student may take an exam without having completed these other forms of examination held during the course. Information about exam grades is to be given to students even if they have not completed every form of examination for the course.

⁷ Examples of especially serious grounds are hospital stay, death of a family member, parental leave or an illness which prevents the student over a long period from completing her or his studies. Employment and the responsibilities incumbent upon the student are not considered especially serious grounds.

Exceptions and Exemptions

Requirements can in exceptional cases be fulfilled afterwards by the examiner, or a person appointed by the examiner, assigning the student one or more special tasks, for instance, in the form of one or more written reports.

Period of Validity

A passing grade in a compulsory module is valid for one year, unless communicated otherwise.

Written assignments or project work that is not handed back to the student, unless communicated otherwise, is to be held by the relevant department, section or the equivalent for a period of one year from the date the material in question was submitted.

3.7 EXAMINATION REGULATIONS FOR THE DEGREE PROJECT

For grades on the degree project, students are referred to 3.6.2 where applicable.

During the second year of the MSc program in General Management, students will work on a major degree project equivalent to 30 ECTS credits. The project will be done in cooperation with a company in an industry chosen by the student. During the project, the student will work on a real business issue faced by the company with the goal of adding value to the organization, and also write a final report based on the work.

The project is described in more detail on the program's website: <http://gm.hhs.se>.

3.7.1 Examiner

The supervisor and examiner for the degree project should not be the same person.

3.7.2 The Degree Project

There is a 30-ECTS credit degree project that is part of the Master program.

3.8 CEMS MASTER IN INTERNATIONAL MANAGEMENT (MIM)

Students in the MSc in General Management program have the possibility to apply for the CEMS program. If a student is admitted to the CEMS program, this becomes an additional third year after the two years of the MSc in General Management are completed.

For CEMS core courses, CEMS electives, Block Seminars and Skills Seminars offered as part of the CEMS MIM program at SSE, standard SSE study regulations apply. Similarly, SSE codes of conduct and disciplinary regulations apply also to studies in the CEMS MIM program at SSE.

Additional regulations and requirements for CEMS MIM students are described in the CEMS MIM University Guidelines, Student Guide MIM and Student Guide for CEMS Management and

Business Communication, which can be obtained from the SSE CEMS Office. CEMS MIM students also sign a student pledge that provides guidance for professional conduct in interaction with corporate partners and in the CEMS Business Project.

Specific CEMS MIM regulations include:

- Once admitted to the CEMS program, a student cannot postpone acceptance or attendance.
- Students interrupting their studies before commencing the MIM year are eligible to apply for CEMS again in the following application round, but are not guaranteed readmission.
- A minimum workload requirement of 24 ECTS passed per semester has to be achieved to continue in the program.
- A maximum of 15 ECTS of elective courses and skills seminars can be taken before or after the MIM year.
- Graduation from the home school's MSc program is a necessary requirement for graduation from the CEMS MIM program.

3.9 DEGREE CERTIFICATE

3.9.1 Application for a Degree

When a student has fulfilled the study requirements for a degree at SSE and wants a degree certificate issued, the student should do the following:

1. Fill in the form "Application for a Master Degree".
2. Submit the completed form to the Office of Examinations & Records, OER.

The application form and further information will be available on the Student Services search page under "[Degrees](#)" (log-in required).

The student will get word via e-mail when the degree certificate is ready to be picked up at the Office of Examinations and Records. Upon request, the degree certificate can also be sent by registered letter.

3.9.2 Turn-Around Time

Turn-around time for a degree certificate, provided that all grades have been reported, is normally 4-16 weeks depending on when during the year the application is received.

3.10 MSc-PHD PARALLEL ENROLLMENT

Some MSc students can be admitted into the PhD program in the second year of their MSc studies, in the so-called MSc-PhD parallel enrollment. When admitted to the PhD program, the MSc student begins in the PhD program the following the fall semester instead of continuing his or her second year studies within the MSc program.

For the qualified MSc student who applies to the PhD program after the first year in the MSc program, and who is accepted into the PhD program for the second year of the MSc program, the requirements to graduate from the Master program, and receive the MSc Diploma, are:

- completed studies (60 ECTS credits) in the first year of the MSc program.
- a Master thesis of 30 ECTS written in the PhD program but also examined within the MSc program.
- PhD courses of totally 30 ECTS credits that are specified as elective courses in the MSc program; in Economics and Finance any of the courses of the PhD program may be specified as elective courses within the MSc program; in Business Administration only the compulsory courses in the SUBS program may be specified as elective courses within the MSc program.

3.11 OTHER REGULATIONS

- The student also pledges to commit no copyright infringement by making copies of works protected by copyright or making such works available to the public.
- The first time the student logs in to the Intranet, she/he accepts the terms of the IT agreement in effect at SSE.
- Stockholm School of Economics, Handelshögskolan i Stockholm and Handelshögskolan, SSE and HHS are important and valuable Trademarks/Trade names of the Stockholm School of Economics. These distinctive logotypes, names, and other registered trademarks of the Stockholm School of Economics, may under no circumstances be used in connection with personal e-mail mailings, such as the address on Facebook, or in other contexts in a way that suggests that the use is authorized by the Stockholm School of Economics.
- The student allows SSE to convey her or his contact information to a third party. This is done very restrictively and mainly applies to recruitment and/or surveys and similar measures where the aim is to provide information useful to society (see "[Riktlinjer för hantering av studentuppgifter gentemot tredje part](#)").

APPENDIX 1: LINKS

[Admissions Regulations for the Master of Science Program in General Management at the Stockholm School of Economics](#)

[Disciplinary Regulations](#)

[Guidelines for Providing Support for People with Special Needs*](#)

[Guidelines for Handling Information about Students with Respect to External Parties – the Bachelor’s, Master’s and PhD Programs in Stockholm \(in Swedish\)*](#)

[Equal Treatment of Students Policy 2011](#)

*Please note that these links can only be accessed if you open them internally at SSE.

APPENDIX 2: STUDENT PLEDGE

PLEDGE

By accepting my admission as a student in the Master of Science program in General Management at the Stockholm School of Economics (120 ECTS credits), as decided by the Stockholm School of Economics' Admissions Board, I hereby pledge:

- to accept and follow the Academic Policies for the program as determined by the authorized School body,
- to respect the disciplinary regulations adopted for the program and accept the consequences that may arise if these are infringed upon, as determined by the authorized School body,
- in using shared resources such as the library and IT support, to thus follow the regulations stipulated and accordingly and otherwise not commit or abet in any infringement upon the intellectual property rights of others,
- to submit my original Bachelor degree certificate no later than November 1, 2011. I assure that all documents submitted in connection with my admission are valid and accurate,
- if I am a citizen of a country outside of the European Union (EU), European Economic Area (EEA) and Switzerland, and therefore a fee paying student, to execute the relevant tuition payments to the school within the timeframes given by the school and
- to otherwise carry out my studies with respect for my fellow students, teachers and other staff members, and to act towards others in such a way as to uphold and promote the reputation of the Stockholm School of Economics.

Stockholm, August 2011

Signature

Name (printed)

Personal identity number

/ Student Services