



Student Handbook for the SSE MBA Executive Format Program

VALID FOR STUDENTS ENROLLED YEAR 2019 AND 2020

The rules and regulations recorded in the Student Handbook have been ratified by the Faculty and Program Board.

This document is updated on an as-needed basis. The most recent version is published by Academic Support & Records and posted on the SSE webpage (www.hhs.se) and on the SSE Portal. The document history (below) lists the changes made since publication of the first version of the document.

Latest update: 2020-11-25

DOCUMENT HISTORY

The following changes concerning rules and regulations have been made to the content since the first version of the *Student Handbook for the SSE MBA Executive Format Program* was published on 2013-01-29:

2014-05-30 Updated names in the MSc programs' portfolio (chapter 1).

2015-05-19 Changes due to revised program curriculum (chapter 2).

2016-05-04 Updates Chapter 3, section 3.1.3.

2016-06-15 Grading period added to Chapter 3, section 3.1.8.

2016-12-21 New grading system for students enrolled from 2017, Chapter 1, section 1.3, Chapter 3, sections 3.1.7 and 3.1.8. Updates Chapter 3.2 Other regulations.

2017-01-17 Updates Chapter 1, section 1.1 and Appendix 1: Links

2017-10-12 Appendix 2: Student Pledge, revised.

2017-11-06 Appendix 2: Student Pledge, updated.

2018-01-19 Updates Chapter 2, section 2.2.

2018-12-19 Updated names for SSE MBA Program Portal to SSE MBA LMS (Learning Management System), IT Services to Student IT Support (SITS) and Program Coordinator to Program Manager.

2020-01-23 Students enrolled 2020 added to the document title

2020-11-25 Chapter 1, General information revised, Appendix 2: Student Pledge, revised.

Person responsible for the document history: Susanne Hansson, Academic Support & Records (Susanne.Hansson@hhs.se).

PREFACE

This MBA Student Handbook is a compilation of information, regulations and guidelines that are relevant to you as a student at the Stockholm School of Economics (SSE). It is intended for students enrolled in the SSE MBA Executive Format program. This handbook has been compiled to inform you about what regulations apply and to help you prepare for, and complete your studies. It contains an overview of the curriculum (Chapter 2) and the program's academic regulations (Chapter 3).

These academic regulations govern the relationship between SSE and you. The regulations stipulate and specify the responsibilities and rights you have as a student. One of your basic responsibilities is to stay informed about regulations and guidelines that are in effect during your studies.

You will find information about individual courses on the SSE MBA LMS (Learning Management System).

Pär Åhlström
Vice President Degree Programs

Person legally responsible for this document: Pär Åhlström, Vice President Degree Programs
(Par.Ahlstrom@hhs.se)

TABLE OF CONTENTS

1 GENERAL INFORMATION ABOUT YOUR STUDIES AT SSE	5
1.1 STUDENT RIGHTS AND RESPONSIBILITIES	6
1.2 SSE MBA LMS (LEARNING MANAGEMENT SYSTEM)	6
1.3 ASSESSMENT.....	7
1.4 STUDENT EVALUATIONS AND SURVEYS.....	7
1.5 SERVICES AVAILABLE TO STUDENTS	7
1.6 SSE ALUMNI.....	8
1.7 STUDENT ASSOCIATION (SASSE).....	8
1.8 STUDENT INSURANCE	8
2 OVERVIEW OF THE SSE MBA EXECUTIVE FORMAT PROGRAM	9
2.1 INTENDED LEARNING OUTCOMES (ILO)	9
2.2 TEACHING AND LEARNING	9
2.3 OVERALL CURRICULUM.....	11
2.4 STUDENT’S CONTRIBUTIONS	15
2.5 SSE MBA LMS.....	15
2.6 FACULTY AND STAFF	15
3 SSE ACADEMIC REGULATIONS	18
3.1 PROGRAM RULES AND REGULATIONS.....	18
3.1.1 Degree Requirements	18
3.1.2 Maximum Period of Study and Study Pace Requirements.....	18
3.1.3 Participation and Attendance	18
3.1.4 Formal Leave of Absence.....	19
3.1.5 Deregistration from the Program	19
3.1.6 Academic Misconduct.....	19
3.1.7 Rules and Regulations for Course Grades.....	20
3.1.8 Rules and Regulations for the Assessment of Student Learning.....	22
3.2 OTHER REGULATIONS	24
APPENDIX 1: LINKS	25
APPENDIX 2: STUDENT PLEDGE.....	26
APPENDIX 3: APPLICATION FORM ACADEMIC LEAVE	30

1 GENERAL INFORMATION ABOUT YOUR STUDIES AT SSE

The Stockholm School of Economics (SSE) is, according to the Financial Times rankings, the leading business school in the Nordic region. It was founded in 1909 on the initiative of the corporate world and with the approval of the Swedish government, since then it has evolved in close dialogue with industry and society. In the decade since adapting to the Bologna Accords, SSE has embraced a multi-program international strategy that is embedded in all of the School's activities. Significantly, that strategy is consistent with the mission upon which SSE was founded: to support Swedish competitiveness through academically sound teaching based upon scientific research.

At present SSE offers the following degree programs:

- Bachelor of Science Program in Business and Economics (three years)
- Bachelor of Science Program in Retail Management (three years)
- Master of Science Program in International Business (two years)
- Master of Science Program in Business & Management (two years)
- Master of Science Program in Finance (two years)
- Master of Science Program in Accounting, Valuation & Financial Management (two years)
- Master of Science Program in Economics (two years)
- PhD Program in Business Administration (four years)
- PhD Program in Economics (four years)
- PhD Program in Finance (four years)
- SSE MBA Executive Format (eighteen months)

SSE also offers four double-degree programs at the master's level:

- CEMS Master in International Management (CEMS MIM) together with CEMS¹, the Global Alliance in Management Education.
- Double-degree program in Finance with Università Commerciale Luigi Bocconi, Italy.
- Double-degree program in Economics with the University of St. Gallen (HSG), Switzerland.
- Double-degree program with Sciences Po, France
- Wallenberg International Fellows Program (WIFP) with Georgetown University, USA.
- K-A Bonnier International Fellows Program (KAB-IFP) with the National University of Singapore (NUS).

The Bachelor of Science programs are intended mainly for secondary school graduates. The Master of Science programs provide an advanced-level education and are intended for students who already hold a bachelor degree. The PhD programs are intended for students with a university degree in one of the economic disciplines. The MBA program is intended for working professionals with a university degree and at least five years of relevant work experience.

¹ CEMS is a global alliance of leading business schools and multinational companies, see also <http://www.cems.org/>

1.1 STUDENT RIGHTS AND RESPONSIBILITIES

The programs of the Stockholm School of Economics are characterized by an open atmosphere with an emphasis on student attendance and active participation. Students are represented in all decision-making and some advisory bodies. Through your student representatives, you can convey your views on matters, such as program design. You can also convey your views directly to the Program Director SSE MBA, faculty and your Cohort Director. You are also encouraged to evaluate each module and course you attend using the web-based evaluation system.

You have rights, but you also have responsibilities as a student. SSE expects that you follow SSE's code of conduct embodied in a number of policies and governing ordinances. This means that you show respect for other students, faculty, staff and SSE guests, 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 is that everyone should be treated equally regardless of their gender, ethnicity, gender identity or expression, social background, disability, sexual orientation, age, or religion or other beliefs.²

In cases of discrimination, harassment or grave misconduct, students will be reprimanded, suspended or expelled in accordance with the SSE Disciplinary Regulations. Decisions will be made by the President after recommendation of appropriate measures by the Office of Academic Affairs. Decisions made by the President in accordance with the SSE Disciplinary Regulations can be appealed to the Disciplinary Committee. You must be aware of the regulations that apply to studies and examinations as well as the guidelines for being on SSE's premises. For more information about the academic regulations see Chapter 3. **When you are admitted to the Stockholm School of Economics, you will sign a pledge by which you acknowledge and accept these regulations and SSE's rights to modify them and make decisions based on them (Appendix 2).**

1.2 SSE MBA LMS (LEARNING MANAGEMENT SYSTEM)

Through the SSE MBA LMS you can conduct functions such as viewing important course and program announcements, checking your schedule, and handing in assignments. The SSE MBA LMS is the most important information channel for the program and all important information is uploaded to the LMS.

² For further information please visit <https://www.hhs.se/en/about-us/equalityanddiversity/f>

1.3 ASSESSMENT

Teachers may assess your performance in a course in various ways and by combining different forms of assessment such as written examinations, written assignments, projects, presentations and in some cases formal oral examinations. On the basis of these assessments you receive a grade for each discipline based course. Courses are graded on a scale where the approved grades are *Excellent*, *Very Good*, *Good* and *Pass* (with *Excellent* being the highest grade).

At SSE, the basis for the assessment is the learning objectives. These are formulated for each course and are included in the course description. They detail what you should know after completing the course. Passing the course requires an approved grade on all learning objectives of the course.

To safeguard fair treatment and academic honor, SSE applies Disciplinary statute 3 in all assessments of student performance. All violations of the Code of Conduct are reported and investigated and result in the appropriate measures being taken. See further in Section 3.1.6.

1.4 STUDENT EVALUATIONS AND SURVEYS

After each program module and for each course, there will be an evaluation of the module and courses where you can express your opinions. These evaluations are completed through the use of electronic evaluation forms, filled out by the students. You are expected to share your opinions after each module and course. This is a very important tool for maintaining high quality and continuously improving our programs.

1.5 SERVICES AVAILABLE TO STUDENTS

SSE Library

The SSE Library functions as the principal information resource for SSE students, offering a vast array of printed and digital resources within business and economics. Apart from a major collection of printed books and journals, the library offers printed textbooks and reference collections, electronic books and journals, some 60 databases, reference management tools, and interlibrary loans from other libraries. For more information, please see the [Library website](#)³.

Student IT Support (SITS)

The Student IT Support (SITS) is available to support you in all IT related issues. You can contact them by phone, email or visit them outside the computer labs at Saltmätargatan, 13-17. For contact information and a list of IT-related services available for you as a student, please contact the Student IT Support. You can also have your laptop configured such that you can access Eduroam, the worldwide internet service for university students, researchers and staff.

³ www.hhs.se/library

1.6 SSE ALUMNI

SSE alumni have access to a unique network that is useful both in your personal and professional lives. The SSE Alumni Office handles alumni affairs and welcomes your thoughts and ideas at alumni@hhs.se.

1.7 STUDENT ASSOCIATION (SASSE)

The Student Association at SSE (SASSE) is a non-political, non-religious organization that has about 2000 members from the BSc, MSc, PhD and MBA programs. SASSE exists thanks to the strong drive and commitment among the students and their wish to have fun and develop as a community. The purpose of SASSE is fundamentally to care for the joint interests of the students, which roughly can be summarized in educational coverage, extracurricular activities, and career services.

1.8 STUDENT INSURANCE

All students registered at SSE are insured by the Stockholm School of Economics via IF (accident insurance) and via ERV (travel insurance). The insurance covers medical treatment and travel due to medical treatment for accidents that occur during SSE and SASSE activities.

Students should have a Swedish personal identity number (personnummer) and should be registered in the Swedish Social Insurance Agency (Försäkringskassan). The insurance does not cover accidents outside the SSE premises, and the travel insurance is valid only for the travels organized by the school.

Before traveling, students are encouraged to study the conditions for their home and/or travel insurance.

If an accident has happened, contact IF (www.if.se) or via phone +46-771 815 818. If something happens during the school trip, contact ERV's assistance company Euro-Alarm, that is open 24/7. Tel: +46 770 456 919.

2 OVERVIEW OF THE SSE MBA EXECUTIVE FORMAT PROGRAM

The SSE MBA Executive Format Program (hereafter program) is an executive, 18 months program, consisting of 10 intensive five-day program weeks (50 class days). To facilitate and accelerate the learning process, the program is supported by distance learning and extensive self-directed study. To enhance the learning experience in an increasingly global business world, two to three international program weeks are included in the program.

Upon the successful fulfillment of the SSE MBA Executive Format requirements students are awarded a Master of Business Administration (MBA) degree from the Stockholm School of Economics.

2.1 INTENDED LEARNING OUTCOMES (ILO)

The overall purpose and goal of the program is to prepare students for building, developing and leading organizations. To achieve this, the program provides a solid theoretical base combined with practical and skills training. After completing the Program, the student should be able to:

1. Analyze and act upon different managerial and leadership challenges
2. Independently lead and manage an organization or organizational unit.
3. Use business and economic theory to form a personal integrated knowledge framework to apply in the practical settings of management.
4. Interpret and explain the multiple systems and objectives of an organization.
5. 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 TEACHING AND LEARNING

The program runs from January the first year until June the following year. The program consists of program weeks, during which you are required to be present for all sessions. There are several scheduled lunch and evening sessions during the program weeks, and in addition to those often the mornings, lunches and evenings during program weeks are used for class preparations, group meetings etc. Hence, it is highly recommended that you devote the entire program weeks, including evenings, to the program. Students are required 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 and in class-room sessions.

In between the program weeks there are assignments to be prepared, group work to be done, take-home exams and readings to be completed. In between the program weeks, the program demands approximately half-time work from the students throughout its duration. In practice, "half-time" means that you during program weeks are expected to be fully devoted to the program, and in between the program weeks you may estimate some 20 hours a week on your studies. Some students may require more but 20 hours per week is an estimate given by former SSE MBA students.

The program employs a multifaceted learning approach, in which pedagogical tools vary depending on the subject area and problem type. The program is guided by four major learning pillars, each corresponding to different learning styles:

Theoretical because this is an academic program that builds on the latest research to improve your analytical capacities. The program's faculty consists of active researchers and belongs to the foremost experts among their fields of expertise.

Practical because the program brings hands-on action and real-world experiences to the learning environment, through cases, live change projects, and the experiences of the students.

Reflective because reflection is one of the central pedagogical tools employed; the program aims at shaping a mental and social space where meaning can be created and learning take place.

Skills-focused because you will be given ample opportunity to develop your personal leadership style through coaching and training in areas such as idea generation, negotiation and presentation.

The four learning pillars are supported by the pedagogical backbone of SSE: dedicated faculty, small groups, practice orientation, and problem-driven learning.

Our teaching can take many different formats: lectures, seminars, case discussions, workshops, exercises, simulations, role-plays, etc. We 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 attentiveness. This means that you as a student should be at the School physically and that there is much 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.

It is of utmost importance that you follow the pace of the program and do not lag behind in your studies. It is difficult to catch up once you fall behind. Teachers and administrative staff will help and support you, but you are yourself responsible for ensuring that your studies are successful. If you experience any problems keeping up in the pace of the program, you should immediately contact your Cohort Director.

2.3 OVERALL CURRICULUM

The program consists of modules, courses, live streams and skills seminars

A module is a collection of courses grouped together around a common theme (the student does not receive a grade for each module, as grades are given per course). As illustrated in figure 1 the seven modules are:

- Preparation & Foundation
- The Business Context
- Accounting & Finance
- Value Creation
- Concentrations; Financial Management or Innovation & Entrepreneurship
- The Global Context
- Capstone



Figure1: Program overview

Each module consists of a number of courses of varying size and length. A course is a unit that often takes an academic sub-discipline as a starting point. Each course has intended learning outcomes and a responsible Course Director. The Course Director is responsible for the design, delivery and examination of that particular course. The modules and the courses are listed in more detail below.

Module 1: Preparation & Foundation. Before commencing the program you are provided with preparatory readings and exercises in order to be prepared for your MBA experience. The foundations module is geared towards creating an effective learning environment and covers the beginning of the first program week. These days of intensive learning puts every student in a position of making the most of their MBA program. You meet your fellow students and you begin to discover how you can work and learn as a team. You are introduced to learning styles. During this foundation week you are also introduced to different approaches to knowledge creation, critical analysis and other tools that will help you develop your interpretative skills.

Module 2: The Business Context. Organizations are not isolated islands. They operate in global society shaped by norms and assumptions. They are embedded in a context of laws, rules, regulations, standards, cultures, traditions and ideologies. To develop an organization, managers need to understand, interpret and handle relationships with customers, suppliers, employees and competitors as well as local opinion shapers, governmental regulators, non-governmental organizations and the media. We discuss the role of corporations in a global society, explore economic theories, models, fundamental correlations and relationships as well as the legal context that comprise the rules under which organizations operate. Course work includes:

- Sustainability Management
- Economics
- Business Law

Module 3: Accounting and Finance. Business is a numbers game, and this module allows you to evaluate company performance from a numerical perspective. You learn to determine what factors are most important when scrutinizing a company's financial and managerial performance. Through a deeper understanding of financial and management accounting you will be able to raise critical questions and provide feedback regarding subjects such as the company's profitability level, the company's ability to grow with a stable financial position, if the management performance system gives the intended signals to the staff and whether the managerial control system produces the intended consequences in the organization. You will develop a broad understanding of financial reporting and how to use financial reports when a company's performance in terms of profitability, financial position, and liquidity is to be analyzed. You will also learn how to utilize accounting methods and techniques to improve managerial decision making. The overall focus is to create qualified users rather than producers of financial information. Course work includes:

- Finance
- Accounting

Module 4: Value Creation. The ultimate reason for engaging in organized activities is to produce stakeholder value. In this module we take a multi-disciplinary approach where we focus on four pillars to a firm's value creation: strategy, marketing, operations and management. The strategy pillar addresses the overall choice of what a business should be concerned with; the marketing pillar addresses the relationship to customers and the market; and operations addresses how resources are transformed in an effective way. Each of these three pillars contributes to the business development of the company and are supported by a fourth, the theories on organization and management.

The focus of these weeks is to equip the students with the tools and methods for driving their businesses forward. The overarching question addressed in the module is how organizations are to align their internal resources with the demands from the external environment. The courses included are:

- Strategy
- Marketing
- Operations
- Management Organization & Change

Module 5: Concentration; Financial management *or* Innovation & Entrepreneurship.

Financial Management

The Financial Management concentration looks at how companies are managed from the perspective of the CFO and their colleagues. We emphasize that financial decisions cannot be made in isolation; they cohere with company strategy and the company's financial situation. We also want to facilitate communication and interaction between financial managers and business managers. The concentration defines financial decisions to be made and introduces tools for decision-making. We give you a framework for financial analysis and discuss how decisions can be implemented.

Innovation & Entrepreneurship

Innovation and entrepreneurship constitute the core in organizational formation, survival and growth. This concentration focuses on how to achieve growth through continuous innovation and entrepreneurship. Innovation is treated in a broad sense, referring to innovation in products and services as well as to innovation in business processes. For start-ups, innovation is one of the entrepreneur's primary tools. However, innovation and entrepreneurship are not restricted to start-ups. They are equally important for large established firms. Innovation management, change management, corporate entrepreneurship and the use of information technology all play a role in driving business renewal, and in this concentration you will explore themes in these areas in order to effectively lead renewal processes.

Module 6: The Global Context.

This module offers a comprehensive look at emerging markets, especially the ways in which they are integrated into the global economy. We offer a conceptual framework for analyzing emerging markets from multiple perspectives: that of indigenous entrepreneurs struggling to overcome constraints to build world-class businesses, that of multinationals from developed countries tapping into emerging markets for their next growth spurt, and that of domestic and foreign investors seeking to profit from investment opportunities in emerging markets.

Module 7: Capstone.

The final module of the MBA program focuses on the Capstone in order to integrate the various parts of the program, and also provide an opportunity to reflect on learning throughout the program, and to look forward and consider how to continue learning in the future. The module also provides a fundamental understanding of the communicative parts of management. A number of valuable communication tools are examined and put into practice.

Live Streams

The Live Streams aim at developing an understanding of the complexity and dynamics of organizations. Participants integrate and apply theoretical management concepts and frameworks studied during the MBA courses to live management issues in real organizations.

Through working with actual business challenges you will be able to raise your level of critical leadership competence by further developing your analytical skills and reflective capability. You learn together with other students, SSE faculty and case company representatives through employing new perspectives and challenging assumptions. You develop feasible recommendations for action, drive real, measurable change, and reflect upon current developments.

The Live Streams encourage problem-driven, action learning through knowledge pull and exposure to “live” problems through cases and projects. The Live Streams take different forms, corresponding to the learning philosophy of the program. It encourages you to think, do, watch and feel in different ways. There are three main Live Streams in the program:

SustainabilityLive – spurs your analytical capabilities and is introduced in the beginning through the Sustainability Management course and integrated throughout the entire program. You are exposed to responsibility and ethical dilemmas within the different courses and are asked to reflect and contextualize. You work both individually and in a group, where your task is to develop feasible recommendations for action.

ChangeLive – includes driving a change project that should be of measurable value and constitute a real improvement in an organization.

The stream runs over an extended period of time and students work in pairs. The projects should ideally be used to pursue strategic change within the sponsoring organization – changes that otherwise would have required extensive use of internal or external resources.

LeadershipLive - *LeadershipLive* represents and enhances your personal leadership development during the program through the acquisition of theoretical knowledge, analytical and practical skills, and the creation of an individual leadership inventory, including self-awareness, ambitions and challenges. The *LeadershipLive* stream builds on the four pedagogical pillars of the program and helps participants develop a holistic approach to leadership. Coaching and reflection are two central components of *LeadershipLive*. The students are also divided into reflection groups and each program week includes student reflections concerning the academic content and links to organizational and managerial practice. Written reflection papers are used as a tool in order for the students to document their reflections as well as develop their writing skills.

Skills seminars

The Skills seminars run throughout the program and cover various forms of personal and business skills. Some examples of skills seminars can be:

- Negotiation
- Presentation skills
- Idea generation
- Scenario planning
- Team building

Each module, course, live stream and skills seminar is described on the LMS. The LMS includes all intended learning outcomes, deadlines and assignments. You will also find material to download,

and you will hand in your assignment via the LMS. It is your responsibility to keep updated and informed about the required readings, deadlines, and assignments for each component of the program.

2.4 STUDENT'S CONTRIBUTIONS

The pedagogy in the program is based on different learning styles and on the four pillars theory, practice, reflection, and skills. These four pillars all rest on the student's active participation. Students need to be prepared to contribute to the fellow students' learning. This includes the active sharing of knowledge and experiences. The group works, assignments, and exercises will give you opportunities to test ideas, theories and models. You need to be well prepared by reading the cases and literature assigned. You are encouraged to take the opportunity to ask active questions to the lecturers and allow yourself to be challenged. It is through listening to your fellow SSE MBA students that much of the learning will occur, so this component is absolutely key to success in the program. Contributions to the discussions, both in class and in smaller groups are an absolute necessity for the successful completion of the program.

Each program week, one reflection group is responsible for the Monday morning reflection. This includes pinpointing key learning points and insights from last program week. Each program week, a reflection group is responsible for an evening event. Examples are invitations of guest lecturers, company visits or purely social events.

2.5 SSE MBA LMS

The information relevant to the program is posted on the SSE MBA LMS. All news is posted here. Assignments, course outlines, readings, slides and other course material are also available here. Parts of the materials will only be handed out in printed form for copyright reasons. Assignments are submitted on the LMS. Students have the responsibility to keep informed and faculty and staff the responsibility to inform – actively using the LMS.

2.6 FACULTY AND STAFF

There are three cornerstones in the design and delivery of the SSE MBA program, functions that must be attended to and performed. These are the *program content*, the *learning process* and the *continuous program development*. Below we briefly discuss how this responsibility is divided between:

- Faculty and Program Board
- Program Director SSE MBA
- Cohort Directors
- Course Directors and Faculty
- Program Managers

Faculty and Program Board

The Faculty and Program Board at the Stockholm School of Economics is the School's governing body with oversight in policy matters concerning all programs at the school. The Faculty and Program Board approves the general design, content, admission rules, diploma requirements etc.

Program Director SSE MBA

The Program Director SSE MBA is appointed by the President of SSE and responsible for the overall content, delivery and academic quality of the SSE MBA programs.

This responsibility includes ensuring that the overall learning goals are achieved, the continuous development of the academic content and process in the program, that the program is of high international standards and benchmarked with other programs. Also, that handbooks are updated and adhered to and quality assessed regularly. The Program Director SSE MBA is responsible for guiding the Cohort Directors and overall responsible for all the administrative matters related to the SSE MBA programs.

Cohort Director

A Cohort Director is appointed for each program cohort and follows the class throughout the program and is academically responsible for the program for this cohort. The Cohort Director is instrumental in designing and planning their specific program and the interface between the Course and Cohort Directors plays an important part in the continuous development of the program.

The Cohort Directors' most vital task is to ensure the success of the program/cohort for which they have the main responsibility. They are the main channel between students, the Program Director SSE MBA, and the Course Directors. Cohort Directors are responsible for the academic quality and content of the entire program, the courses as well as the general content of each course, for managing students' expectations, for bridging the different courses, for the classroom atmosphere, for the overall learning climate, and for ensuring that the students feedback and improvement suggestions are acted upon. Finally, they are responsible for ensuring that students adhere to the rules of conduct that are applicable to the program, and that the Academic Policies are adhered to.

Cohort Directors have a Ph.D. in Business Administration or an equivalent subject, and are as a rule employed by or closely connected to SSE, combining solid research with holding the position as Cohort Director.

Course Directors

For each course, a designated Course Director has responsibility for content, process and development of that specific course. The Course Director has a solid research record within the field, and is an excellent teacher, and is responsible for the academic delivery of the course. Responsibility always includes examination, feedback to students, and development of the subject area to reflect current trends in the area.

The Course Director is the final guarantee for the learning experience, including both academic materials, the classroom learning process and how these two are connected to the students' world-of-practice.

Faculty are chosen with great consideration in terms of their expertise in the specific area, ability to teach, command of language and knowledge of actual business practice. They should be stimulating and encourage the connection between academia and practice – actionable knowledge. The teachers ideally have a base at SSE, but teachers from outside SSE are also contracted.

Program Manager

The Program Manager is responsible for all the administration of the program. This includes updating the LMS with course materials and student's assignment status, and supporting the Cohort Director, Course Directors and other Teachers with necessary teaching material. The Program Manager is not a travel agent but provides program-related administrative support to students in conjunction to travels. The Program Manager supplies the students with necessary reading material.

3 SSE ACADEMIC REGULATIONS

3.1 PROGRAM RULES AND REGULATIONS

The rights and obligations of SSE students are formulated below. These rules and regulations govern the relationship between SSE and its students.

3.1.1 Degree Requirements

The SSE MBA Executive Format Program is a part-time, 18 months program, consisting of 10, intensive five-day program weeks (50 class days). To facilitate the learning process the program is supported by distance learning and extensive self-directed study. To enhance the learning experience in an increasingly global business world two to three international study trips are included in the program.

The demands placed on the students of the MBA program shall be adapted so that a student who not only has the required prior knowledge but also makes effective use of the teaching they receive is able to earn the degree after 18 months (the equivalent of one year of full-time studies).

Upon the successful fulfillment of the SSE MBA Executive Format requirements students are awarded a Master of Business Administration (MBA) degree from the Stockholm School of Economics.

3.1.2 Maximum Period of Study and Study Pace Requirements

Students should complete all outstanding examinations, assignments and projects by the end of the last program week. In instances when this is not done, students must successfully complete all outstanding assignments no later than four months after the last program week.

A student who has not completed all outstanding tasks four months after the last program week will be dismissed from the program.

A student may apply for an additional 8 months to complete their studies if there are especially serious grounds. This application has to be in writing. The Program Director SSE MBA makes a final decision based on this application.

3.1.3 Participation and Attendance

Participation in class is essential in order to ensure that the intended learning objectives are met and this encompasses the following dimensions:

- To be prepared for and attend all class sessions.
- To actively participate in all class activities.
- To reflect on and share experiences and learning.
- To refrain from using digital devices for activities not related to class activities.

Students are to attend all class sessions and to arrive on time for classes. Attendance is mandatory. If the student due to illness is not able to attend a session they are to inform the Cohort Director in advance (work-related reasons are normally not valid reasons for absence). The following rules regarding attendance apply:

- In the case of absences exceeding 3 hours, but less than 2 days, during one program week, the student always has to complete make-up assignments as prescribed by the Cohort Director. Absences of less than 3 hours may also result in an extra assignment.
- Absences of 50 % or more of a course will result in a “no credit” for that course. Absences of this extent will be referred to the Cohort Director who decides on appropriate actions for how the student may compensate the absence. The MBA degree is not granted until all assignments are completed.
- If a student is absent more than 5 days without academic leave granted, the student will be dismissed from the program.

3.1.4 Formal Leave of Absence

The SSE MBA Program is to be followed from start to end with the same cohort. A formal leave of absence may in exceptional cases be granted on an individual basis. Work-related circumstances are not valid reasons for academic leave. The decision for academic leave is made by the Program Director SSE MBA. Academic leave is granted for a period not longer than one year. Applications for the formal leave of absence are made on a special form that the Cohort Director may provide. Please refer to Appendix 3.

3.1.5 Deregistration from the Program

If a student does not make the tuition payments on time, the student will be deregistered from the program. A decision on deregistration due to the failure to pay tuition is made by the Program Director SSE MBA.

If a student is deregistered from the program, readmission is not possible at any time.

Decisions on deregistration due to other reasons than failure to pay the tuition are taken by the Program Director SSE MBA together with the Vice President Degree Programs.

3.1.6 Academic Misconduct

SSE has a strict policy on academic integrity, which is formally regulated by the [Disciplinary Regulations](#). The rules and measures that follow from this are enforced by the SSE faculty and management. Some specific examples of what this policy means can be found below:

- There is a strict prohibition on using any unauthorized assistance during examinations and other forms of assessment. It is also prohibited to conduct assessed assignments in ways that may mislead an examiner (e.g., presenting work of others as your own). Inappropriate behavior leads, with no exception, to strict disciplinary measures.
- A student may not copy and use any text without making clear references to the source. This is applicable to all types of submissions, reports, essays, thesis work, etc. Furthermore,

students should never quote anyone without making it clear that it is a quotation. If a student is unsure about the correct procedure, they should contact the course director.

- If a student is not actively contributing to an academic group assignment, the student may not receive a pass on that particular part of the course. In a group assignment all participants are required to contribute.

Please note that the above include only a few examples. SSE students are obliged to be familiar with the SSE [Disciplinary Regulations](#) in their entirety.

See also Section 1.1 about SSE policies concerning equal treatment and conduct towards others. Any form of harassment or offensive behavior will lead to strict disciplinary measures.

Both academic misconduct and breaches of the rules of conduct specified in the pledge (see Appendix 2) may lead to the following sanctions: warning, suspension, or deregistration from the program.

3.1.7 Rules and Regulations for Course Grades

Examiner

The Course Director responsible for the course is normally the examiner on the course and, as such, is responsible for the implementation of examinations and determines grades.

Course grades and Grade Distribution

The grading of each course is based on the principle of “absolute grades”, which is, in turn, based on the student’s fulfillment of the learning objectives. For a student to be approved on a course, they must have achieved at least a pass grade on all learning objectives.

Students who have been approved on a course, normally receive a course grade in accordance with the scale *Excellent, Very Good, Good, Pass*. On certain courses, only a grade of *Pass* is awarded.

Grade	Marks
Pass	50-59
Good	60-69
Very Good	70-79
Excellent	80-100

Examiners who choose to use marks for the grading of different parts within a course (examination components, see Section 3.1.8), including a written examination, are to use the above table to convert the total score from all parts of the course to course grades as described above.

If the examiner uses the grading scale to grade the different components within a course, including a written examination, the following marks are to be used to weigh together the results of the course components to a total, which is then converted into a course grade in accordance with the above scale.

Results of course components	Marks for weighting
Pass	55
Good	65
Very Good	75
Excellent	90

Course grades are not required to maintain a specific distribution, although the level of the course should be such that the percentage gaining an *Excellent* grade should not normally exceed 25 percent of the students taking the course on any particular occasion.

Individual performance should represent at least half of the maximum possible results on the course. This does not exclude assignments and projects constituting more than half of the requirements for a course. In such cases, however, the reporting of these components is to be structured in a way that permits the examiner to assess individual student performance.

Note that an approved result cannot be raised by retaking certain examination components. This applies to both written examinations and other forms of examination.

Correction and Review of a Course Grade

Grading decisions cannot be appealed. However, obviously erroneous result calculations and registrations can be corrected (see below).

Correction of Grades

Once a student has been informed of their examination results, corrections can be made if **the decision is erroneous due to typographical error, miscalculation or similar oversight** by the examiner or other SSE employee. In such cases, a correction can be made, either raising or lowering the student's result (even to a failed result). A correction to the detriment of the student assumes that the error is obvious both to the individual responsible for making the decision and to the student, and that the student is afforded an opportunity to be heard before the correction is made. The student shall be notified regardless of whether the correction is to their benefit or detriment.

Reassessment of Grades

Requests for reassessments of course grades are to be addressed to the examiner responsible, who will only deal with requests in cases where an **obviously** erroneous assessment has been made. Reassessment requires that an observed error can, without more detailed analysis, be said to have led to the grade being erroneous and **accordingly represents no obligation for the examiner to perform a new unbiased assessment of an answer or other performance**. Examples of such errors include the examiner having **overlooked parts of an answer**. Reassessment and correction of grades can be made both to the benefit or detriment of the student. The request should be explained in detail and the causes for reconsideration must be specified. This shall be submitted in writing (by letter or e-mail) to the examiner responsible as soon as possible, but no more than

two weeks after the announcement of the grade. Note that if the examination paper has been collected, the right to request reassessment of the grade is forfeited.

Awards for Outstanding Course Achievements

An examiner has the opportunity, but no obligation, to present awards to students demonstrating outstanding achievements during a course. To receive such an award, the student must meet three requirements:

1. It must be the first time the student is registered on the course.
2. All course requirements must be fulfilled at the end of the course (students failing an examination on the principal occasion that it is held or submitting work late cannot receive such awards).
3. The student must have gained an *Excellent* grade on the course.

The person responsible for the course may present the award to at most 10 percent of the students registered on the course for the first time.

The award does not impact the calculation of the student's Grade Point Average (GPA), but is reported in a separate document, together with the diploma or at a time when the student needs it.

President's list of Outstanding Students

The 10 percent of students with the highest GPA on the graduate program who complete their studies on time, that is, no later than four months after the last program week.

3.1.8 Rules and Regulations for the Assessment of Student Learning

Students' performance on a course can be assessed in various ways, including through written examinations, assignments, projects, essays, oral presentations, degree of active participation or oral examination. Described below are the rules that apply to these different examination components.

Results on Examination Components

An examiner may use one or more forms of examination to assess a student's performance on a course.

The various examination components are assessed by the examiner or those to whom the examiner has delegated that task.

The assessment of student performance results in a mark (or an assessment on the scale *Excellent*, *Very Good*, *Good*, *Pass*) for the examination component. If the mark fulfills the requirements for approval on the examination component, the student is approved on that component. Performance failing to achieve approval result in a Fail on the component, or in a result requiring further performance to achieve approval (*Failx*). Complementary performance to address a *Failx* grade can only be awarded the lowest points required for approval on the component (or a *Pass* grade).

Students are entitled to receive information on their performance in each individual assessment and of the maximum score on each examination component or the proportion of the overall examination that the component represents.

Results are published on the SSE MBA LMS.

Number of Examination Occasions for a Course

Whenever a course is held only two examination occasions are offered (one main examination date and one retake for those failing on the first occasion) within a year of the start of the course. On these occasions, the scope and content of the examination is unchanged.

To take an examination for the same course more than two times, students must apply for and be granted an exemption from the Program Director SSE MBA. However, the next time a course is given, the syllabus may be modified, which can affect the scope and content of the examination. This may mean that one or more coursework assessments, that were part of the overall assessment the last time the student took the course, may no longer be relevant, or that new assessments have been added.

Examination Off Campus

With the exception of take-home examinations, students are not allowed to be examined in SSE courses at a site off campus.

However, if there are especially serious grounds⁴, the Program Director SSE MBA, in consultation with the examiner involved can allow a written examination to be held at another site. An application should be submitted to the Program Director SSE MBA in a timely manner (at least one month ahead of time).

Examinations may only be held at embassies, hospitals, police stations, universities or in similar locations. It is the duty of the relevant examiner to ensure that the formats of examination are Satisfactory.

Lost Examination

If a student's written examination (or parts of it) is lost, and it can be shown that SSE is responsible for the loss, the student will be offered a new examination date within a week unless the student requests to have the examination later.

Grading Period

Grades for a written examination held during the regular examination period are normally to be reported within eleven working days of the examination. If an extended grading period has been

⁴ 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 their studies. Employment and the responsibilities incumbent upon the student are not considered especially serious grounds. An application for exemption based on especially serious grounds must be supported by certified documents

granted by the Program Director, those students affected are to be informed of this, preferably at the time of the examination.

3.2 OTHER REGULATIONS

- The Stockholm School of Economics, Handelshögskolan i Stockholm, Handelshögskolan, SSE, and HHS and related signs and logotypes are important and valuable trade marks and signs of the Stockholm School of Economics. These distinctive signs, and other registered trade marks of Stockholm School of Economics, may under no circumstances be used in connection with personal e-mail mailings, as an address in social media, or in other similar contexts in a way that suggests that the use is authorized by the Stockholm School of Economics.
- Throughout the SSE MBA program, some modules will be held off campus. These modules may be located in areas and/or countries that may require permits or visas for participants travelling to such locations. Expenses related to permits, visas, travel, food, accommodation or other boarding expenses are not included in the program fee. Travelling arrangements (e.g. flight tickets) are always to be made by the Participant. It is, notwithstanding the SSE's endeavours to assist participants in the application processes for obtaining permits or visas, the Participant's responsibility to assess the necessity of obtaining; to apply for; to pay fees related thereto; and to undertake any other actions and/or provide necessary information to relevant authorities in order to obtain such permits or visas. To the fullest extent permitted by law, the SSE, the SSE's officers, directors, partners, employees, agents, shall not be liable to Participant, and anyone claiming by, through, or under Participant for any claims, losses, costs, or damages whatsoever arising out of, resulting from or in any way related to any denial or delay of or costs for permits or visas, flight or travel disturbances, including but not limited to negligence, professional errors and omissions.

APPENDIX 1: LINKS

[Disciplinary Regulations](#)

[SSE Guidelines for Support to Students with Disabilities](#)

[Equal Treatment at SSE](#)

APPENDIX 2: STUDENT PLEDGE



Student's pledge and essential information on your studies at SSE

The Stockholm School of Economics' aims, values and mission

The Stockholm School of Economics is an academic hub for ambitious students and researchers from all over the world. By working closely with corporate partners and society at large, SSE has been creating opportunities for its graduates for over 110 years.

The SSE Educational mission

The Stockholm School of Economics' Educational Mission is based on the view that the decision makers of tomorrow will approach the world with curiosity and confidence.

In terms of processing capacity, future decision makers will often be outperformed by artificial intelligence, robots, and machines. However, human beings' core competence is being human, and SSE's learning objectives, or Educational Mission respects this. The decision makers of the future will be those who make use of their human potential. Accordingly, SSE has formulated its Educational Mission with the abbreviation FREE, which stands for:

Fact and Science-based Mindset

We are fundamentally a scientific institution, and facts are the basis for all critical and analytical thinking. An SSE graduate will make decisions based on facts and have the ability to differentiate between types of knowledge. This ability becomes particularly important in a world of alternative facts, "fake news" and filter bubbles.

Reflective and Self-aware

The future will require more reflection and self-knowledge. SSE-trained individuals will be able to contemplate what role they play in the world, understand the impact they have on others, evaluate their personal preferences, and be aware of how their choices are determined.

Empathetic and Culturally Literate

Empathy and cultural sensitivity are so far, something that artificial intelligence cannot accomplish. We are convinced that an empathetic person becomes a better leader and decision maker; thus, we hope our students will be able to consider the perspective of others fully. Cultural literacy is also critical. To interact with someone from another background, expertise, or profession than one's own is a prerequisite for the future.

Entrepreneurial and Responsible

Students graduated from SSE have an entrepreneurial and creative approach to the world. They strive to create change in a responsible manner. They should not accept the status quo but seek improvement for society and the world at large.

Your studies come first

SSE is a higher education institution where the studies demand focus and hard work. A student's top priority should be the studies at SSE and to contribute to SSE's learning environment.

An arena for discussions

SSE welcomes an open debate from faculty, researchers and students and everybody is encouraged to contribute to establish SSE as the natural arena and platform for constructive and critical discussions on today's and future challenges in business and society in general. At SSE, we actively work for equal opportunities and increased diversity.



Special rules for all usage of user accounts, computer networks and IT resources

The usage of the SSE's computer network is intended to facilitate studying, research and the carrying out of normal working duties. Other types of usage that counteracts this purpose or causes harm for the SSE is not permitted.

In addition, the following applies:

- that all usage of user accounts and IT infrastructure must be done in accordance with Swedish law and the SSE regulations and by-laws;
- that user accounts, passwords and codes are individual and shall only be used by the intended individual;
- that computers, mobile devices and other network-connected equipment that is connected to the SSE computer network must have relevant protection such as anti-virus, anti-spyware and firewall; and finally

- that the ethical rules of SUNET regulate the usage. SUNET considers it unethical e.g. when e.g. someone:
 - attempts to gain access to network resources without due authorization;
 - attempts to conceal their user identity;
 - attempts to interfere or disrupt the intended usage of the network;
 - clearly wastes available resources (personnel, hardware or software);
 - attempts to disrupt or destroy computer-based information;
 - infringes on the privacy of others.

Any person found violating or suspected of violating these rules can be disconnected from the network and subject to investigation. Furthermore, disciplinary or legal actions can be taken

Information about processing of personal data

During your studies at the SSE, the school will process personal data about you, which is necessary to carry out the school's higher educational activities and needed for the operations and to fulfil the obligations of the school, i.e. to plan courses and programs or to award grades. Data will also be collected and used in conjunction with evaluations, quality improvement and development of the school's operations and activities. In this respect, all processing of personal data corresponds to under what applicable law is referred to as performance of a task carried out in the public interest. Personal data in the form of grades and other academic information will be kept without a retention period. The personal data that SSE is not required to keep following legal requirements will be removed when it is no longer relevant for the school to hold. This is usually upon graduation but depending on study breaks and non-completed studies as well as the type of data it may differ between individuals.

Personal data handled and processed at the SSE are confidential; they are not public documents under Swedish administrative law; they are not subject to public access; and they are not disclosed to any party outside of the SSE, unless the SSE is required to disclose such information by law or pursuant to other requirements in carrying out the school's educational activities. Neither do we use automated decision-making based on your personal data, with the exception for an automated system that ensures that academic pre-requisites are fulfilled before you are enrolled in specific courses at the school.

Should you have any privacy related questions, the Data Protection Officer (DPO) can be contacted at dpo@hhs.se. The GDPR gives data subjects the right to access the information that is being processed and relates to them, to rectify this information, to demand the erasure of the information and to object to the processing of the information. Should you wish to exercise any of the user rights outlined by the GDPR, there are forms available

on the website that you can fill in and send to the DPO and we will do our best to accommodate your request as soon as we can.

If you believe that SSE has either violated privacy laws or your own privacy, you have the right to lodge a complaint with The Swedish Data Protection Authority, *Datanspektionen*.

Graduating and becoming SSE alumni

The school seeks to engage its alumni, friends and supporters fully as lifelong learners, advocates and supporters who contribute to and benefit from connections to each other and to the School and collectively help to protect and guarantee the future of the School. Upon graduation, you will therefore become part of our alumni network and personal data about you will be transferred to our

alumni database in order for us to be able to include you in the network and to communicate with you. You can find more extensive information on how we process personal data relating to alumni on the SSE website and in this respect, the SSE deem to have a strong and, under applicable law referred to, legitimate interest in maintaining and nurturing the relationship with alumni.

Information about course and program evaluations

The SSE conducts evaluations after every offered course, through student evaluation surveys, distributed digitally to students upon completion of each academic period throughout the year. In addition, evaluations are annually conducted for each program, at different levels.

The evaluations are important tools for the School to collect valuable information, to help improve the students' overall academic experience, and to ensure that the SSE maintains its high-quality programs and its standing as one of Europe's leading business schools.

Whilst conducting courses and programs, the SSE collects both quantitative (scores for the course), and qualitative (written comments about the

course) data, which is shared with selected key academic and professional staff of SSE. The evaluation results are processed to anonymous data, after which it is not possible to trace any answers to individual persons other than any teacher mentioned in the answers. The answers to the surveys are not public data.

To ensure that the SSE accurately assesses which areas of the courses and programs are of expected quality, as well as which areas you believe may need some improvement, it is very important that the SSE receives your valuable input and constructive feedback. The SSE therefore expects you to respond to the various evaluation surveys sent out to you.

Storing of course and program evaluation results

- Course evaluation information is stored to enable tracking and improving courses and programs over time.
- Gender- and diversity-related qualitative information is stored by the SSE Equality and Diversity Manager in the SSE system in an aggregated way.

Ranking

Aggregated, statistical data from SSE's activities are used for the ranking processes the school partakes in.

Student's pledge – General rules for the education at SSE

By accepting admission as a student at the Stockholm School of Economics (the SSE) to the program I will be enrolled with, I hereby pledge:

- to accept and follow the applicable SSE regulations and by-laws stipulated *inter alia* in the Student Handbook for the program and other policy documents;
- to respect the SSE's disciplinary regulations and acknowledge that consequences may follow upon infringing these regulations;
- **whilst using shared resources, such as the library and SSE IT-resources, to follow the relevant regulations and by-laws governing those activities and functions;**
- not to violate applicable copyright laws including, but not limited to, unauthorized reproduction, dissemination or make available of copyrighted material, whether by analogue or digital means or otherwise;
- for students with bachelor's degree from other universities than SSE: **to present my original bachelor's degree certificate, in both the original language and an official English translation**

(if the original language is not Swedish, Norwegian, Danish or English);

- **if I am not excluded from paying the tuition fees at SSE: to execute the relevant tuition payments within the time frames given by the school;**
- to keep myself informed about relevant activities about the program and courses as made available on the Course web or Canvas;
- to always use and be accessible via the e-mail address provided by the SSE in all matters related to your studies at SSE;
- to conduct 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 aims and values of the Stockholm School of Economics.**

Student's pledge:

- I hereby certify that I have understood and pledge that I will abide by the general and specific regulations and by-laws as stated above.
- I assure that all documents submitted relating to my application to and enrolment at the Stockholm School of Economics are accurate and valid.

Stockholm, Date: _____

Signature	
Name (printed)	Personal identity number / coordination number
Citizenship	Second citizenship

APPENDIX 3: APPLICATION FORM ACADEMIC LEAVE



Application for Academic Leave from SSE MBA Executive Format

Academic leave is only granted for circumstances outside a student's control. Academic leave is granted for a period no longer than one year and can be provided no more than one time during the Program. The application is to be handed in to the Program Director SSE MBA. If the application is approved a separate agreement specifying the conditions of the academic leave will be signed by the Cohort Program Director and the Program Director SSE MBA.

Name of applicant _____

Date _____

Enrolled in Program 20 - -

Motivation for application for academic leave

Application concerns academic leave from _____ to _____

Signature of applicant

Signature of nominator

Approved/Disapproved

Date _____

Karin Wiström, Program Director SSE MBA