

# Stockholm School of Economics

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SSE MBA  
Executive Format

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When talking about Sweden,  
courage is not a word used  
very often.

Nevertheless, we believe that  
it was courage that got us  
where we are today.

The same courage that made  
you reach for this folder, the  
courage to make a change.







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# Foundation & Values

The Stockholm School of Economics was founded in 1909 as a private initiative in response to rapid industrialization and a growing need for well-educated business managers. Indeed, our close relationship with Swedish industry is one of our greatest assets to this day.

Based on a solid foundation of research, we always strive to stay relevant to the business context that surrounds us. We believe that real knowledge should be relevant, objective and contribute to your organization as well as to your personal growth.

Our MBA is delivered in an executive format, enabling you to continue working while earning your degree. This means you can take what you learn in the classroom one week and apply it on the ground the next.

You and your peers represent a broad range of industries. Together you'll bring diverse perspectives into the classroom, where exchanging your experiences will be a valuable asset.

You will learn from each other, as well as from faculty, and build a network, personal and professional, to last a lifetime.

An MBA at SSE is an intense learning experience, preparing you to build, lead and develop organizations. You will grow to take on broader responsibilities more efficiently, sharpen your analytical skills and deepen your financial understanding.

But most of all, you will grow as a person.



The historic library,  
main building.





# A Word with the Students



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1. Xerxes Malekani  
2. Johanna Frelin  
3. David Stockton

The typical student is hard to describe. They all vary when it comes to personal background, as well as professional experience. What unites them is their ambition, drive and willingness to develop and grow, and now the opportunity to give an inside perspective. On these pages you'll get to meet three of them and hear their story.

## XERXES MALEKANI

Xerxes, who received his MBA in 2009, is now Managing Director for the Swedish, Danish and Norwegian market of the Finnish security company F-Secure.

How would you describe the MBA at SSE?

The standard of the SSE MBA is so good, it is more than equal to similar programs within Europe, for example in France or the UK.

I would definitely recommend the SSE MBA to someone looking for an MBA in Europe. Mostly because of the professors. They are outstanding, and experts within their areas.

And they constantly challenge you with their expertise, which makes you very humble despite your own experience.

Afterwards, what would you say it meant to you?

The MBA is a tremendous investment. All the opportunities, the knowledge, and the network that comes with it, don't even begin to cover it.

When applying for a new position, the MBA was a priceless asset, and it will boost my resume for the rest of my professional life. I'd recommend everyone to take it.

In your opinion, why should an employer sponsor the MBA?

They will gain immense skills, and a broader perspective. The result of great professors, but also the experience within the classroom. The participants contribute with their own experience from a wide range of industries.

What would you tell somebody negotiating for an MBA?

Take the MBA instead of an increase in salary, as the return is priceless.

A big part of leadership is having the courage to say what you want for yourself. Otherwise someone else will do it for you.

When I was considered for a higher position, I knew that I needed an MBA to take the next step in my career, to gain a wider operational understanding. I was in a position where I was able to negotiate.

Have the courage to say that you are this good, and possess the potential of being even better. Have the courage to value yourself as an asset to your company.



## JOHANNA FRELIN

Johanna Frelin received her MBA in 2005. Now she's working as CEO at Hyper Island, an organization offering education within digital opportunities through their own colleges. They focus on helping companies adjust to the digital landscape.

What would you tell somebody considering pursuing an MBA today? And why SSE?

Go for it! Sweden is cutting edge. When it comes to entering the new world, the networked society, where digital opportunities enable change, Sweden is definitely cutting edge. This makes Stockholm and the SSE a great place to study.

I haven't regretted getting my MBA for a single day despite the time and effort it took. I wouldn't be a CEO today without it.

Did you have certain prejudices and expectations regarding the program in advance?

With a background in journalism, I feared that the financial part would be overwhelming. A common fear for people lacking an economical background. How would we be able to study Finance together with Finance professionals?

But it went great. Everything is connected to and put into an organizational context.

How did your professional life change afterwards?

I was more of an expert manager before taking the MBA. I worked within public service television, as a program manager for the children and youth section, and knew I had more to offer. But I needed to improve my knowledge, and also change the way others perceived me and my potential.

I gained both knowledge and competence during the program. Since I was also working, I had the opportunity to apply my knowledge immediately. This made me more visible to my managers, and I was considered for higher positions within the organization.

Which part of the program did you appreciate the most?

The one about management and leadership. Since I had a lot of experience within the area, I was able to contribute myself, and that was really fun.

As an experienced manager, did you think the MBA succeeded in deepening your knowledge?

Absolutely. I had the experience, but not the theory. The MBA put my practical experience into a theoretical context. I had the intuition, and acquired the tools that made me understand why some methods work better than others.

And today I give lectures on this topic. I usually return to SSE once a year, giving a lecture on Change Leadership.

## DAVID STOCKTON

In 2010, David took a job at ABB which included relocation to Sweden. He's now back in America working for ABB as Vice President, Head of Marketing and Sales and is based in Houston, Texas.

What made you choose the SSE MBA in Stockholm?

I did a lot of research not only in Sweden but also with international programs. I traveled 70% of the time so to go to Switzerland or the UK was no big deal.

The first thing I really liked about SSE was the program setup. You spend one entire week at school at a time and work in between.

It was important for me to be able to say, "This is my MBA week".

How would you describe your fellow peers?

"Family" is the first word that comes to my mind. We're all still really close. We still keep in touch and talk a lot.

The classroom dynamic was very interesting; when somebody gave a presentation, we would challenge them, ask questions and make them think through what they were doing. Then as soon as they were finished we would all applaud and say, "Good job!" and encourage them. It was very much a constructive criticism type of environment. We were supporting one another to become better.

How much of the knowledge from the program do you think came from your classmates?

I think a lot of the application of what we learned came from my classmates, that's for sure. When you go to school, you can read a text book, learn and memorize things; but, application is the most important way of learning for me. It's how you make the knowledge useful and relatable.

That's probably where they helped me the most – putting things into a business context.

What kind of industries and professions do you think would benefit from an MBA?

I would really encourage people from non profit organizations to come and take an MBA. Even if they don't put the money towards profit, they still need to put the money back into the organization and would be able to help more people and causes.

You say that the Swedish model differs from the American one. Is it still applicable when you work in the US now?

Absolutely. Stockholm is a good brand everywhere in the world and carries a lot of equity. International degrees are also highly regarded in the US. So, overall, when you say Stockholm School of Economics people have a positive impression and hold the degree in high regard.

[Click here to read more interviews.](#)

# SCHOOL & SURROUNDINGS



Images by SSE MBA  
Alumnus Erik Funfar:  
Line 2 image 2, 4  
Line 3 image 3  
Line 4 image 1, 2  
Line 5 image 2, 3, 4  
Line 6 image 1



# In the Heart of Scandinavia

When it comes to choosing an Executive MBA, there is a lot to be taken into consideration. The content of the program of course, its reputation, the potential network you'll gain, but also the location and setting of the school. Here we are proud to offer you Stockholm, the capital of Scandinavia.

## Our Premises, Your Choice

In the heart of Stockholm, in the city center, you'll find the SSE and the MBA Suite. Once over the threshold, the 'Swedish way' lies at the heart of the experience ahead of you.

As a participant you will probably spend most of your days in the SSE MBA Suite but if you feel like a change, the rest of the school's buildings are at your disposal.

Spend a day problem solving in the historic library, lunch in the atrium or grab some fresh air in one of the many parks surrounding the school.

## The Green Capital

Named one of the leading green cities and ranked seventh in the world in the latest Cities of Opportunity Study from PwC, Stockholm is a good example of successful development within sustainability, education, digital evolution and cultural diversity.

As the media, cultural, political and economic center of Sweden, Stockholm alone accounts for a third of our country's GDP and serves as the main center for corporate headquarters in the Nordic region.

Despite this, Stockholm is a fairly small city, which has proven to be an advantage. Its modest size, both geographically and in terms of population, enables interesting meetings crossing sectoral boundaries.

Executives, scientists and innovators meet and together create an innovative and creative environment where new companies and business models easily arise, offering interesting job opportunities.

This is where innovation and smart business thrives. The Swedish management thinking and team problem solving culture, is well known beyond our borders.

## A City of Opportunities

This beautiful and vibrant city, with its green spaces and surrounding water, offers you a choice between the city pulse or the tranquility of nature.

The city is divided by water, and over time every district has developed its own culture, offering you an interesting variety.

Vibrant Södermalm with its original restaurants and small galleries might be something for the cultural crowd, while the city center is more suitable if you want a concentrated experience and a higher pulse due to its variety of pubs, theaters and historical land-marks.

And with an extensive public transportation network taking you anywhere you want to go, you're free to explore it all.

Read more about why Sweden and Stockholm is a great place for your studies.

[Study in Sweden](#)

[Visit Sweden](#)

[Visit Stockholm](#)

# The Hard Facts

Our MBA is delivered in an executive format, divided into ten intense program weeks combined with distance learning in between. The program stretches over a period of 18 months, enabling you to continue working while earning your degree. Included in the in-school modules are three international trips to enhance your learning and broaden your experience within the global market.



## **MBA Live®**

MBA Live® is a pedagogical tool, bringing the real world into the classroom and the classroom into the real world through live company cases. You will integrate and apply theoretical management concepts and frameworks studied during the courses to live management issues in real companies. You will also practice and develop a variety of management skills, such as communication, presentations and negotiations.

In this way you will develop your analytical and reflective skills further. And together with other participants, SSE faculty and case company sponsors, you'll learn through employing new perspectives and challenging status quo assumptions.

MBA Live® takes different forms, corresponding to the learning philosophy of our program. It encourages you to think, act, observe and feel in different ways.

## **ChangeLive**

The ChangeLive project runs for an extended period of time during the program, and will be facilitated by ChangeLive coaches who will support your work and help drive your project forward.

You work in pairs, either within your own company or in your fellow participant's organization, with the aim of pursuing a strategic change within the sponsoring organization. The change should be of measurable value, constitute a real improvement in the organization and be one that would otherwise have required extensive use of internal or external resources.

## **LeadershipLive**

LeadershipLive represents the focus on personal leadership during the program, with coaching and reflection as the two central components. LeadershipLive

helps you gain a holistic approach to your own leadership, and will make you realize your full potential by creating an individual toolbox, including everything from theoretical knowledge to improved analytical skills.

## **SustainabilityLive**

We know that ethics, corporate responsibility and sustainable development are some of the most important leadership and business challenges of our time.

Understanding the strategic challenges and opportunities is a central part of leading businesses and organizations. To this end, with the collaboration of a case company, we integrate responsibility and sustainability perspectives throughout the program.



## PROGRAM CONTENT

**MODULE 1 - Preparation & Foundation**

The first module creates an effective learning environment and positive group dynamics. Sharing experiences and knowledge, collaborating in projects and supporting each other is an integral part of the learning experience, as well as a reality in most successful companies.

Together you will explore different learning styles, critical analysis, group constellations and other tools that will help you improve your skills during the program.

**MODULE 2 - The Business Context**

The business environment is constantly changing, and no organization is an island. Companies are operating in an ever more global society shaped by norms and assumptions, embedded in a context of laws, regulations and cultures.

In this module we create an active understanding of this environment by examining the relationship between organizations and their customers, suppliers, employees and competitors as well as the government regulators and media that affect them. One course week takes place in Stockholm and one in Riga, Latvia, offering an opportunity to study and learn about the business context in very different markets.

*Course work includes: Economics, International Business Law, Responsibility and Sustainability Management.*

**MODULE 3 & 4 - Accounting & Finance**

These modules provide you with efficient analytical tools to evaluate business performance and understand the interaction between organizations and financial markets.

You will learn how to use financial reporting and managerial accounting techniques to make better management decisions. You will study global capital markets, examine how corporations are financed and investigate the advantages of different types of funding depending on the corporation's individual situation.

In addition, you will learn how to use capital budgeting techniques to evaluate investment projects and assess major corporate decisions from both an accounting and a financial perspective.

*Course work includes: Financial Accounting and Analysis, Managerial Accounting, Investments and Capital Markets, Corporate Finance.*

**MODULE 5 & 6 - Value Creation**

The main reason we strive to develop our organization is to create stakeholder value.

Since there are many ways of understanding an organization, there's no single best way of managing one.

During these weeks you will encounter four basic areas associated with value creation – strategy, organizational management, marketing and operations.

This module also entails an exploration of power, politics and corporate culture with the purpose of improving your ability to identify, analyze and address high-level leadership challenges.

The aim is to equip you with tools and methods to drive your business forward.

*Course work includes: Organizational Theory and Management, Strategy, Marketing and Operations.*

**MODULE 7 & 8 - Concentration**

During these weeks you will deepen your expertise and enhance your skills either within the area of *Innovation and Entrepreneurship* or *Financial Management*.

**Innovation & Entrepreneurship**

This concentration builds on the preceding Value Creation Module and focuses on how to achieve successful growth through the development of new ventures, products and services as well as new business models.

These are important topics, not only for start-ups but also for larger, more established organizations striving to continuously renew and reinvent themselves to stay competitive.

You will learn how to analyze current technological and social trends, and to predict how these will disrupt and transform processes, companies and industries.

By giving you both a theoretical foundation of frameworks and models,

and application through live cases, you will enhance your ability to act and make decisions when change is rapid, the output ill defined or when activities transcend traditional organizational boundaries.

**Financial Management**

In this concentration we study the complex questions financial decision makers are facing today. Building on previous modules we move on to study advanced issues in financial reporting, capital markets and corporate finance.

Financial Management deals with the dynamic interaction of operational and financial decisions made by companies and the consequences for various stakeholders. We cover a wide range of challenging issues, such as mergers & acquisitions, working capital management, firm profitability and growth, risk management and corporate governance. We also discuss practical aspects of financing throughout the firm life cycle, such as initial public offerings, recapitalizations, restructurings and private equity.

The format is interactive, using real company examples and case studies. The focus is on practical aspects of financial management, giving you a solid understanding of how to apply your knowledge from class in real-life business situations.

**MODULE 9 - The Global Context**

In this module we focus on emerging markets, and the different ways they are integrated into a global economy.

With a framework to analyze emerging markets from multiple perspectives, we will discuss international business challenges, addressing the issues facing companies going beyond their own country's borders in terms of cultural and social differences, as well as local laws and regulations.

We discuss how the "liability of foreignness" can be developed into the "advantage of foreignness". The module is taught abroad.

**MODULE 10 - Capstone**

We call this final part of the program the capstone module, where we integrate the various parts of the program into a cohesive whole.

The capstone gives you an opportunity to reflect on the knowledge gained during the program, and a chance to look forward and consider how to turn your MBA experience into an asset, both to your organization as well as for your personal development.

# Welcome to the SSE MBA

If you'd like to know more about our program, you will find further information on our website [www.hhs.se/mba](http://www.hhs.se/mba).

Read extensive interviews with alumni, find information about our faculty and answers to the most common questions about our program.

## Visit an Information Session

You're also welcome to visit one of our information sessions, where you'll meet representatives from the program as well as alumni in person. All sessions scheduled are listed on our website, where you can easily register for your visit.

[Click here to visit an information session.](#)

## Contact our Admissions Team

For further questions, or if you'd like to meet us in person, please contact us. Our admissions team is available with answers and personal advice for you and your organization. And if you wish, you're welcome to book a face-to-face meeting at a time and date that suits you.

We are also happy to put you in touch with suitable alumni if you'd like more input.

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