



**Student Handbook  
for the  
SSE MBA Executive Format  
Program**

**VALID FOR STUDENTS ENROLLED IN  
THE SSE MBA 2022 PROGRAM**

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 Education Office and posted on the SSE webpage ([www.hhs.se](http://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.

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## 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.

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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.

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2021-11-11 New Student Handbook for students enrolled in the 2021 autumn program. Chapter 2, 2.3, New Overall Curriculum. Chapter 2, 2.4, Second paragraph added. Appendix 2, New Student's Pledge. Updated name for Program weeks to Campus weeks

2022-12-02 New Student Handbook for students enrolled 2022.

2023-03-15 Appendix 2, Student's Pledge amended.

2023-09-15 Chapter 1, 1.5, SITS move their office to the Library in the SSE Main Building.

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## 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 in the SSE MBA LMS (Learning Management System) Canvas.

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## 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 CEMS<sup>1</sup>, 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.

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.

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<sup>1</sup> 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, as well as the collaborative partners of the SSE MBA program, both academic and other partners.<sup>2</sup> 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.<sup>3</sup>**

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, as well as on partner premises. For more information about the academic regulations see Chapter 3. **When you are admitted to the Stockholm School of Economics SSE MBA, 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 in Canvas 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 in Canvas.

## 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).

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<sup>2</sup> Partners are other universities, business schools, organizations, companies and individuals, which operations help us deliver the content and logistics of the SSE MBA.

<sup>3</sup> For further information please visit <https://www.hhs.se/en/about-us/organization/diversityequityinclusion/f>

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](#)<sup>4</sup>.

### **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 in their office in the Library on the 5<sup>th</sup> floor, in the SSE Main Building. For contact information and a list of IT-related services available for you as a student, please contact [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.

## **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](mailto:alumni@hhs.se).

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<sup>4</sup> [www.hhs.se/library](http://www.hhs.se/library)

## **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 (including PhD 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 transportation due to medical treatment for accidents that occur during SSE and SASSE activities. The insurance covers 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](http://www.if.se)) or via phone +46-771 815 818. If something happens during the school trip, contact ERV's assistance company Euro-Alarm, which is open 24/7, year-round. 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 campus 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 in the global arena. To achieve this, the program provides a solid theoretical base combined with practical and skills training with a global management perspective in mind. 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 for 18 months from December until June. The program consists of campus weeks, during which you are required to be present for all sessions. There are several scheduled lunch and evening sessions during the campus weeks, and in addition to those often the mornings, lunches and evenings during campus weeks are used for class preparations, group meetings etc. Hence, it is highly recommended that you devote the entire campus 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 campus weeks there are assignments to be prepared, group work to be done, take-home exams and readings to be completed and webinars to be attended. In between the campus weeks, the program demands approximately half-time work from the students throughout its duration. In practice, "half-time" means that you during campus weeks are expected to be fully devoted to the program, and in between the campus 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.

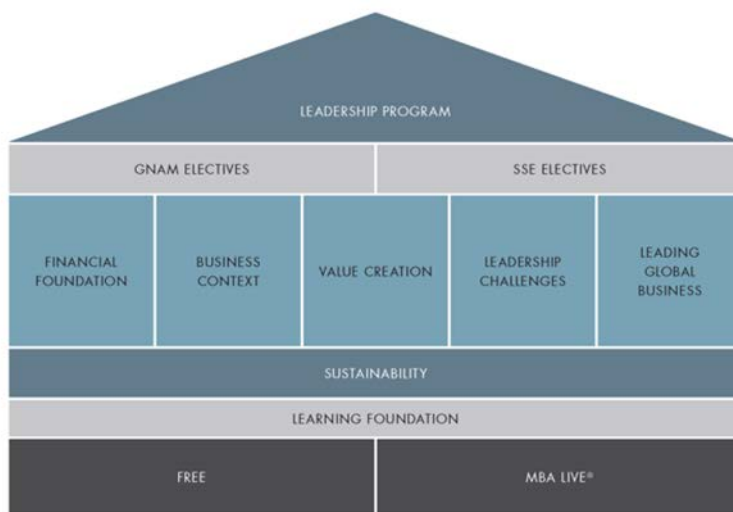
Our teaching can take many different formats: lectures, seminars, case discussions, workshops, exercises, simulations, role-plays, etc. We combine many different formats in order to support students' various ways of learning. In the beginning of the program, all students will review and reflect on their 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 during campus weeks (unless circumstances such as a pandemic does not allow this) 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

### Program Description

The program begins with an introduction to our Learning Foundation. The following program consists of five different theme modules with a collection of courses connected to each theme. SSE's commitment to Sustainability is integrated to all these modules and courses. The program includes two elective periods which provide students with the possibility to personalize the program. Throughout the length of the program, students also follow a personalized Leadership program. The program consist of ten campus weeks (full weeks Monday to Friday) are held over 18 months, with digital content and studies in between. Full attendance during campus weeks is mandatory.



### Learning Foundation

The goal of the Learning Foundation module is to create an effective learning environment and to put every participant in a position to make the most of their MBA program.

Before the first Campus week students are provided with readings and exercises to enhance their learning and reflection abilities. During the first Campus week, students will meet fellow participants and discuss how different perspectives on learning can support them to work and learn as a team. The Learning Foundation module also introduce different approaches to knowledge creation, critical analysis and other tools that help develop interpretive skills.

## Financial Foundation

This module provides participants with efficient tools to evaluate business performance and the interactions of businesses and financial markets. Students will get a solid understanding of financial reporting and how to use financial reports to analyze a company's profitability, financial position, and liquidity. Students will learn how to employ managerial accounting methods and techniques to make better management decisions. Students will study global asset markets and learn how stocks and bonds are priced, the relation between risk and return and the role of financial intermediaries. Building on that, students will examine how corporations are financed, and investigate the advantages of the main types of funding. The Financial Foundation Module includes the courses Understanding and Managing the Business – Financial reporting, Analysis and Control and Business Finance.

## 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 a multitude of other local and international stakeholders. The Business Context Module includes the courses Business Law for the International Manager, Economics, and Corporate Social Responsibility and Sustainable Business.

**Sustainability** runs throughout the SSE MBA program both as a stand alone course and as integrated in each module and course. We start with exploring the purpose of companies and organizations in society. The topic introduces stakeholder perspectives and maps the expanding boundaries of corporate responsibility from a global norm perspective. Taking a corporate strategic view, using practical managerial tools from a wide range of disciplines, the topic further introduces students to managing sustainable businesses based on best practice cases. Students will experience the challenges and opportunities of integrating sustainability into corporate strategy and learn how diverse companies manage their corporate social performance in a wide variety of industries. Different ways of managing and implementing CSR, as well as their financial and societal outcomes will be explored. Environmental and human rights challenges of ever-expanding supply chains will also be addressed. Furthermore, the influence of the national and cultural differences in CSR approaches will be discussed.

## 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 five pillars to a firm's value creation: management, strategy, operations, marketing, and innovation. The management pillar emphasizes the overall management and organization of business; the strategy pillar addresses the overall choice of what a business should be concerned with; the operations pillar focuses on how resources are transformed in an effective way; the marketing pillar addresses the relationship to the market, customers and users; while the innovation pillar puts the light on the continued need to develop the business offering. The focus of the Value Creation module 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. This module includes the courses: Managing the Organization, Strategic Management, Operations Strategy, Marketing Strategy and Business Innovation.

## Elective courses

The elective courses of the program give students the opportunity to personalize their learning journey to their specific interests. The program has two elective periods. One at a SSE campus in Stockholm or Latvia, and one at a partner school within the Global Network for Advanced Management (GNAM).

### GNAM Elective period

During the first elective period students in the SSE MBA Executive Format program will have the possibility to participate in one of the courses offered in the **Global Network for Advanced Management (GNAM)** Network week for EMBA students. GNAM includes 31 leading business schools from diverse regions, countries, cultures, and economies in different phases of development all over the world. SSE is the only school in the Nordics to be part of the network. The GNAM EMBA week gives students the opportunity to pursue intensive study at another network school, in a focused course that leverages the perspectives, programs, and faculty expertise of that school. Elective courses are changed each year but has previously included courses such as Social Innovation, Private Equity, Behavioural Science, Innovative China, Digital Transformation, Gender equity and Leadership, Understanding Emergent Markets, etc. Students can also do the Global Network Week in Stockholm at SSE and take the Nordic Entrepreneurship course which can also be joined by other Executive MBA participants from the other GNAM member schools.

### SSE Elective period

The second elective period is an SSE inhouse period. In collaboration with our Executive MBA program in Latvia we are offering a number of SSE electives such as specialized courses in Accounting and Finance, Service Design, Negotiations etc. The courses will be delivered at our campuses in Stockholm and Riga and taught by SSE faculty.

## Leadership Challenges

Managers experience various challenges throughout their careers, such as driving change and implementing strategies in the organization, communicating with target audiences, and keeping on top of new methods for business data collection, analysis and developing predictive models. In this module students will learn and use different management strategies, processes and tools which can help to manage these challenges. The Leadership Challenges module consist of shorter courses on subjects such as Change Management, Business Analytics, Communication and Crisis Management.

## **Leading Global Business**

In this module the focus lies on the global economy and the knowledge and skills needed for managing business on the global arena. The module will take us out in the world during our field trips to Riga, Asia and the U.S., and our partner schools in these countries. The module covers topics from our general management foundation, but with an international perspective: International Economics, Management, Marketing and Finance, Global Operations and Supply Chains, Emerging Markets, Cross-Cultural Leadership and fast tracking an international career. As an integrated part of the program, this module consists of three international field trips. This means we bring the classroom into new environments and contexts to enhance the learning of our students. For us, a fundamental part of this education is the value of perspectives. Visiting different regions and markets and applying theories and models in a variety of contexts is an essential part of learning. Our campus weeks at other locations combine lectures and company visits, and we visit other business schools and/or universities.

## **LeadershipLive Program**

The LeadershipLive program focuses on empowering students to realize their full potential personally, professionally and as a global leader. It is designed to be a comprehensive cornerstone of the development of our students and has multiple touch points and runs throughout the entire 18 months of the SSE MBA. The goal is to support the development as a global leader able to reflect and create impactful change at the organizational, team and individual level.

LeadershipLive takes into account different aspects of Leadership Development including: Academic Learning, Individual Coaching, Self-Leadership, Peer-To-Peer Coaching, Reflecting Teams and Team Effectiveness, Leadership Stories, and Your Leadership Brand.

## **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 work, 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 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.

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.

MBALive 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.

Each campus week, one reflection group is responsible for the Monday morning reflection. This includes pinpointing key learning points and insights from last campus week. Each campus 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 in Canvas. 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 in Canvas 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
- Directors 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.

### **Directors SSE MBA**

The SSE MBA program is lead by two directors. 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 Program Managers in relation to academic content.

The SSE MBA Director is overall responsible for the business area, managing the team and operations such as marketing and student recruitment, program operations and specific alumni activities, as well as 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. The Cohort Director is together with the Program Director an instrumental part of 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 Directors SSE MBA, and the Course Directors. Cohort Directors are responsible for upholding the academic quality and content of their specific program, 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 digital and classroom learning process and how these 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 campus weeks (50 class days). To facilitate the learning process the program is supported by distance learning, digital content and extensive self-directed study. To enhance the learning experience in an increasingly global business world 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 campus week. In instances when this is not done, students must successfully complete all outstanding assignments no later than four months after the last campus week.

A student who has not completed all outstanding tasks four months after the last campus 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, both digital and in person 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 campus 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 normally 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 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 Director SSE MBA and 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 Measures](#). 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 Measures](#) 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.

<b>Grade</b>	<b>Marks</b>
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 grounds<sup>5</sup>, 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

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<sup>5</sup> 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. This regulation extends to our partners as well. You must follow the rules and regulations set up by our partners concerning the use of their signs, logotypes, registered trademarks.
- 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. During visits to partner schools, participants are responsible for conducting themselves in such a manner not to cause harm, to partners schools and/or SSE.

## APPENDIX 1: LINKS

[Disciplinary Measures](#)

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

[Equal Treatment at SSE](#)

[SSE Data Policy](#)



## APPENDIX 2: STUDENT'S PLEDGE



### Student's pledge

#### Stockholm School of Economics' aims, values and mission

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 111 years.

#### SSE Educational mission

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.

#### An arena for discussions

SSE welcomes an open debate from faculty, researchers and students alike. 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.

Student's Pledge

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

By accepting admission as a student at Stockholm School of Economics (SSE) to the Educational 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,
- respect SSE's disciplinary regulations and acknowledge that consequences may follow upon infringing these regulations,
- follow the relevant regulations and instructions governing shared resources, such as the library and SSE IT-resources,
- not 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,
- complete any and all program and course evaluations provided throughout the program,
- execute the relevant tuition payments within the time frames given by the school,
- not engage myself in activities that will adversely affect my studies, or cause harm to either SSE or partners of the SSE MBA program,
- keep myself informed about relevant activities about the program and courses as made available in Canvas,
- always use and be accessible via the student's e-mail address provided by SSE in all matters related to your studies at SSE,
- conduct my studies with respect for my fellow students, teachers and other staff members of Stockholm School of Economics and SSE MBA's partners.

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 Stockholm School of Economics are accurate and valid.
- I understand and give permission to SSE to (in addition to what is included in SSE data integrity policy) share necessary personal data about me with SSE international partners in conjunction with the international field trips required by SSE MBA program.

Stockholm, Date: \_\_\_\_\_

Signature	
Name (printed)	Personal ID No./Coordination No. (else date of birth)
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 Program Director SSE MBA and the Director SSE MBA.

Name of applicant \_\_\_\_\_

Date \_\_\_\_\_

Enrolled in Program 20 - -

Motivation for application for academic leave

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Application concerns academic leave from \_\_\_\_\_ to \_\_\_\_\_

\_\_\_\_\_  
Signature of applicant

\_\_\_\_\_  
Signature of nominator

Approved/Disapproved

Date \_\_\_\_\_

\_\_\_\_\_  
Karin Wiström, Program Director SSE MBA