



Student Handbook for the SSE MBA Executive Format Program

VALID FOR STUDENTS ENROLLED FROM YEAR 2014

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 the Program Office 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: 2014-07-18

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).

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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 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 Program Portal.

Stockholm, January 2014

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1 GENERAL INFORMATION ABOUT YOUR STUDIES AT SSE

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

More than 100 years have passed since the first students began their studies at SSE, and this aim has remained intact and continues to guide the School's activities and priorities. However, the internationalization of Swedish economic life, globalization in general and the internationalization of higher education have led SSE to extend its outlook, reach and its activities well beyond the borders of Sweden.

At present SSE offers the following degree programs:

- Three-year Bachelor of Science Program in Business & Economics (Stockholm)
- Three-year Bachelor of Science Program in Retail Management (Norrköping)
- Two-year Master of Science Program in International Business (Stockholm)
- Two-year Master of Science Program in Business & Management (Stockholm)
- Two-year Master of Science Program in Finance (Stockholm)
- Two-year Master of Science Program in Accounting & Financial Management (Stockholm)
- Two-year Master of Science Program in Economics (Stockholm)
- Two-year Master of Science Program in General Management (Stockholm)
- Two-year Master of Science Program in Business & Economics (Stockholm, intake 2009-2011)
- Four-year PhD Program in Business Administration (Stockholm)
- Four-year PhD Program in Economics (Stockholm)
- Four-year PhD Program in Finance (Stockholm)
- SSE MBA Executive Format (Stockholm)
- Executive MBA Program (Riga)
- Executive MBA program (Russia)

SSE also offers three 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 together with Università Commerciale Luigi Bocconi, Italy.
- Double-degree program in Economics with the University of St. Gallen (HSG), Switzerland.

SSE works in close collaboration with the Stockholm School of Economics in Riga (SSE Riga), where a BSc program in Economics & Business, EMBA in executive format and executive education programs are offered.

The Bachelor of Science programs are intended mainly for those who are recent secondary school graduates with outstanding grades and with limited or no work experience. The Master of Science

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

programs provide an advanced-level education and are intended for students who already hold a bachelor degree.

The doctoral programs are intended for students with a university degree in one of the economic disciplines, meanwhile executive education programs are offered for the students with relevant professional experience.

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 Associate Dean, faculty and the Program Director. You are also encouraged to evaluate each block and course you attend using a web-based evaluation tool.

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 states that everyone should be treated equally regardless of religion, ethnicity, sexual preference, social background, disability etc.²

The Faculty and Program Board at SSE handles matters of discrimination, harassment or grave misconduct. 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 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 PORTAL

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

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 A, B, C, D, E represent passing grades (with A being the highest grade) and Fx and F represent failing grades.

² For further information please see the Equal Treatment of Students Policy 2011, available at <http://www.hhs.se/se/About/Jamlikhet/Documents/Equal%20Treatment%20of%20Students%20Policy%202011.pdf>

Assessment at SSE is based upon explicit Intended Learning Outcomes (ILOs). These are formulated for each course and included in each course description. They describe in specific terms what you should know after completing a course. In order to earn a passing grade in a course, you must attain all learning outcomes for that course.

In order to ensure fairness and academic integrity, all student performance on assessments is governed by the SSE [Disciplinary Regulations](#). All instances of academic misconduct will be reported and investigated, and appropriate disciplinary measures will be taken. Read more in Section 3.1.6.

1.4 STUDENT EVALUATIONS AND SURVEYS

After each course following Preparations and Foundations, there will be an evaluation of the course itself and the teachers of each course, 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 course. This is a very important tool for maintaining high quality and continuously improving our courses and 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.

IT Services

The IT Support group 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 SSE IT Support group. 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 life. SSE Alumni Office handles alumni affairs and welcomes your thoughts and ideas at alumninet@hhs.se.

³ 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 travel due to medical treatment for accidents that occur during SSE and SASSE activities. Students should have a Swedish personal 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 0771 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 MBA EXECUTIVE FORMAT PROGRAM

The SSE MBA Executive Format Program (hereafter Program) is a part-time, two-year program, consisting of 16, five-day program weeks (80 class days). To facilitate the learning process there is an extensive series of assignments between course weeks. 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 will provide 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 December the year after. The program consists of program weeks, during which you are required to be present between 9 and 17, Monday through Friday. Also, usually there are two scheduled evening activities during the course weeks, and often the evenings during course weeks are used for class preparations, group meetings etc. Hence, it is highly recommended that you devote the entire course 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.

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

The teaching can take many different formats: lectures, seminars, case discussions, workshops, exercises, simulations, role-plays, etc. The idea is to combine many different formats in order to support students' various ways of learning. In the beginning of the program, all students will review and reflect on their own way of learning. The pedagogical idea on which the program is based stresses the importance of presence and closeness. This means that you as a student should be at the School physically and that there is close interaction between the teaching faculty and students. You are expected to participate actively in the program and class discussions and to both learn from and contribute to the learning of your peers.

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 are willing to 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 the Program Director.

2.3 OVERALL CURRICULUM

The program consists of four main parts:

Blocks

A block is a collection of courses grouped together around a common theme. The student does not receive a grade for each block, as grades are given per course. The eight blocks are:

- Preparations
- Foundations
- Markets, Relationships and Law
- Financial and Management Accounting
- Management and Organization
- Value Creation
- Business Renewal and Innovation Management
- Leadership and Management Communication

Courses

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 the particular course. The courses in the program include:

- Economics
- Business Law
- Management in Global Society
- Financial Accounting and Analysis
- Management Accounting
- Organization Theory
- Strategy
- Marketing
- Operations
- Managing Innovation Processes
- Management Communication

Skills seminars

The Skills seminars run throughout the program and cover various forms of personal and business skills. Skills include:

- Negotiation
- Presentation skills
- Rhetoric
- Writing skills
- Idea generation
- Personal coaching

Live Streams

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

Through dealing with real life issues you 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 four Live Streams in the program:

ConsultingLive – spurs your analytical capabilities and is introduced in the beginning of the program. Here you are exposed to current problem situations and your task is to develop feasible recommendations for action.

InnovationLive taps into your practice-oriented learning ability. The stream includes activities such as establishing a business- and business development plan. The stream runs over an extended period of time and students work in groups. The projects should ideally be used to develop and implement new business ideas or business development plans

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 - is a continuously ongoing core component of the program. The students are divided into reflection groups and each program week includes student reflections concerning the academic content and links it 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 writing skills. Individual and group coaching is used in the program.

Each block, course, skills seminar and live stream is described on the program’s website. The website includes all intended learning outcomes, deadlines and assignments. You will also find material to download, and you will hand in your assignment via the website. It is your responsibility to keep updated and informed about the required readings, deadlines, and assignments for each component of the program.

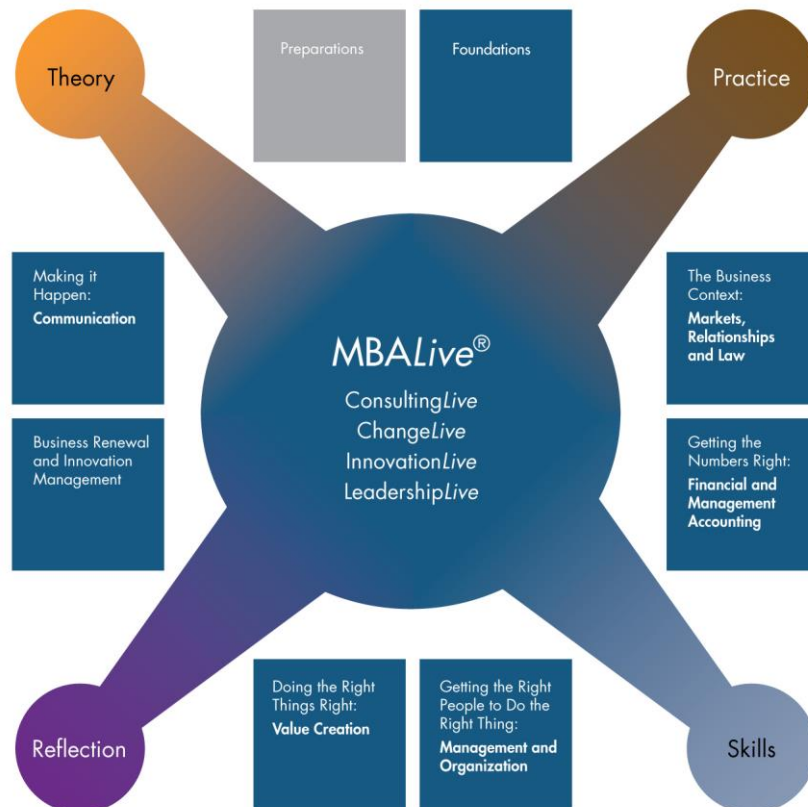


Figure 1: Program overview

2.4 CONTENT

Block 1: Preparations. Before commencing the program you are provided with preparatory readings and exercises in order to be prepared for your MBA experience.

Block 2: Foundations. The foundations block is geared at 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 the 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 group dynamics, learning styles and study techniques. During this foundation week you are also introduced to different approaches to knowledge creation, critical analysis and other tools that help you develop your interpretative skills.

Block 3: The Business Context: Markets, Relationships and Law. Organizations are not islands. They operate in an environment permeated by norms and ideals of what it means to be an organization in a global society. They are amidst laws, rules, regulations, standards, norms, cultures, traditions and ideologies. To develop an organization, managers need to understand, interpret and handle not only relationships with customers, suppliers, employees and competitors but also local influencers of public opinion, governmental regulators, NGOs, and 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. The courses are:

- Corporations in Global Society
- Economics
- Business Law

Block 4: Accounting and Financial Management. Business is a numbers game, and this block allows you to adopt a qualified management perspective regarding financial and managerial performance. You learn to distinguish what factors are of most importance when a company's financial performance and managerial performance is evaluated. 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. The courses are:

- Financial Accounting and Analysis
- Capital Budgeting
- Financial Reporting
- Management Accounting

Block 5: Management and Organization. There is more than one way to understand an organization, and there is no one best way of managing. In this block, you will gain multiple understandings of how to analyze and manage organizations. Basic tenets of management are explored beginning with a review of management theory followed by selected aspects of management being more closely explored. We go into the limits of rational decision-making, explore issues of

sustainability and discuss contemporary corporate governance and its pitfalls. Aspects of power, politics and corporate culture are explored, and you will improve your ability to identify, analyze and deal with organizational and managerial problems. The courses are:

- Organizational Theory and Management
- Decision Making and the Limits of Rationality
- Corporate Governance

Block 6: Value Creation. The ultimate reason for engaging in organized activities is to produce stakeholder value. In this block we take a multi-disciplinary approach where we focus on three pillars to a firm's value creation: strategy, marketing and operations. 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, finally, addresses how resources are transformed in an effective way. Each of these three pillars contribute to the business development of the company and 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 block is how organizations are to align their internal resources with the demands from the external environment. The courses are:

- Strategy
- Marketing
- Operations

Block 7: Business Renewal and Innovation Management. Organizations who do not renew or reinvent themselves are bound to disappear. This block focuses on how to create innovation and foster growth. Innovation is treated in its broader sense, referring both to innovation in products and/or services as well as to innovation in business processes. Innovation is the main tool of the entrepreneur in creating new businesses. However, innovation and entrepreneurship are not restricted to the creation of new, start-up companies. Innovation is equally important for the large, established firm. You will focus on innovation management, change management and the role of information technology in driving business renewal. You will be exposed to some common themes and challenges in managing information technology to create business renewal and learn how to organize for and lead innovation processes. The courses are:

- Organizing for Entrepreneurship
- Business Renewal in International Contexts
- Managing Innovation Processes

Block 8: Management Communication. This final block provides you with a fundamental understanding of the communicative parts of management. A number of important communication tools are examined and put into practice. One such tool is that of communicating through networks – an important aspect of gathering information and accomplishing work. Another is storytelling – a means of knowledge development as well as learning and a means in which to produce and reproduce an organizational culture. A third is the leader's foremost tool – rhetoric – and here we look into how language can be used to shape leadership and promote change. The courses are:

- Management Communication
- Storytelling
- Rhetoric

2.5 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 project works, assignments, and exercises will give you opportunities to test ideas, theories and models. You need to be well prepared by reading the literature. 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 most of the learning will occur, so this component is absolutely the 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 morning reflection every Monday morning. 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 pure social events.

2.6 INTERNAL PROGRAM WEBSITE

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

2.7 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 the main actors of the program:

- Faculty and Program Board
- Associate Dean MBA Programs
- Program Directors
- Course Directors
- Program Coordinators
- Director of SSE MBA

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 approve the general design, content, admission rules, diploma requirements etc.

Associate Dean MBA Programs

The role of the Associate Dean MBA Programs is to ensure the overall academic quality of the program, to ensure that handbooks are updated and adhered to and to develop the academic content of the program as well as quality guiding the Program Directors. However, the Program Directors have the academic responsibility for their respective program.

Program Directors

There is a Program Director appointed for each program and he or she follows the class throughout most of the program. The Program Director is instrumental in designing and planning their specific program, interface between the Course and Program Directors plays an important part in the continuous development of program.

The Program Directors' most vital task is to ensure the success of the program/cohort for which they have main responsibility. They are the main channel between students, the Associate Dean MBA Programs, the Director of SSE MBA, and Course Directors. Program Directors are responsible for the 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.

Program 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 Program Director.

Course Directors

The program consists of eight blocks, and normally, each block is a set of courses. For each course, there is a Course Director with specific responsibility for content, process and development in that specific course. He or she has a solid research record within the field, and is an excellent teacher. The Program Director together with the Course Director 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 Program Director's main responsibility is to together with Course Director produce content and content-related processes that are top-class. In practice, 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.

Teachers 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 Coordinator

The Program Coordinator is responsible for all the administration of the program. This includes updating of the program web-site, student's assignment status, and providing Program Director, Course Directors and other Teachers with necessary teaching material. The Program Coordinator is not a travel agent but provides program-related administrative support to students in conjunction to travels. The Program Coordinator supplies the students with necessary reading material. Also, the Program Coordinator supports students in program-related activities arranged by the students and exam excerpts.

Director of SSE MBA

The Director of SSE MBA is overall responsible for the administrative matters concerning the program. The Director SSE MBA and the Program Coordinator work for IFL, SSE's department of Executive Education. IFL has an organization enabling the delivery of a service level appropriate for the SSE MBA. The Director is, on commission from SSE, ultimately responsible for delivering a program that meets SSE's expectations regarding administrative matters such as physical premises, administrative staffing, etc.

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, two-year program, consisting of 16 five-day program weeks (80 class days). To facilitate the learning process there is an extensive series of assignments between course weeks. 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 have to successfully complete all outstanding tasks 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 his/her studies if there are especially serious grounds. This application has to be in writing. The Program Director, the Director SSE MBA Executive Format and Associate Dean MBA Programs make 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 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. If the student is not able to attend a session he/she is to inform the Program Director in advance. 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 has to complete make-up assignments as prescribed by the Program Director.

- Absences of two days or more during a program week or 50% of a course will result in a “no credit” for that program week or course. Absences of this extent will be referred to the Program Director and Associate Dean MBA Programs who together decide 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 8 days without academic leave granted, the student is 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 board for this is the Program Director, the Director SSE MBA Executive Format and Associate Dean MBA Programs. 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 Program Director may provide. Please refer to Appendix 3.

3.1.5 Deregistration From the Program

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

If a student is deregistered from the program, readmission is not possible at any time. Decisions on deregistration are taken by the Program Director, the Director SSE MBA and the Associate Dean MBA Programs.

3.1.6 Academic Misconduct

SSE has a strict policy on academic honesty, 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, he/she should contact the course director or consult the [APA Guidelines](#).⁴
- 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.

⁴ <http://owl.english.purdue.edu/owl/resource/560/01/>

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 Grading

Examiner

The examiner for the course (usually the course director) bears responsibility for conducting the examination and making decisions on grades.

Grades

With a few exceptions students receive a course grade using the scale A-F below. In other cases a Pass/Fail grade is given.

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

An examiner may use one or more forms of assessment to evaluate students' performance in a course. A student must receive a Pass on all Intended Learning Outcomes to pass the course.

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

Note that once a passing grade has been awarded, **assessment cannot be repeated to raise the grade**. This applies both to examinations as well as to other forms of assessment at SSE.

Correction and Review of a Course Grade

Grading decisions cannot be appealed. However, as described below, the calculation or recording of a grade may be corrected, and, in the case of obvious errors, review of the grade is possible.

Correction of a Course Grade

After students have received their course grade, the grade may be corrected if the **result was incorrect due to an entry error, accounting error or similar mistake** by the examiner or other staff member at SSE. In such cases, the correction can be either to the benefit or detriment (including a Fail grade) of the student. A correction to the detriment of a student entails a mistake that is obvious to both the examiner and the student, and the student is given an opportunity to express her/his view prior to the amendment. The student is to be informed regardless of whether the amendment is to her/his benefit or detriment.

Review of a Course Grade

Request for the review of a course grade should be presented to the examiner, who will solely consider such requests in cases when the awarded grade is clearly wrong, and/or a manifest error of assessment has been made. Such a review request requires that the mistake is discovered without any further assessment, and that this mistake initially led to the clearly wrong grade. This process **entails no further obligation for the examiner to make a new unbiased assessment of a student's answer or other work**. Example of such errors can be that the **examiner overlooked parts of an answer**. The review and correction of the grade may result in a higher or lower grade. The review request must be thoroughly motivated, indicating the grounds for review, and must be presented in writing (by post or e-mail) to the examiner as soon as possible, but no later than two weeks after the course grade has been posted. Please note that if a student takes possession of a corrected examination, he/she forfeits the right to request a review.

Grade Distribution

Grading for each course is based on the principle of “absolute grades”, which are in turn rest upon the achievement of Intended Learning Outcomes (ILO). Over a longer time span, grading for all courses is individually expected to conform to the target grade distribution given below. Grade distribution for a particular course at a particular point in time can deviate from the intended long-term grade distribution.

SSE does not force a distribution curve onto individual courses, but teachers are expected to adjust ILOs and the assessment of ILOs so that the distribution of grades is consistent with the target distribution and acceptable variation (see Table below).

Marks (Maximum 100)	Grade	Verbal Equivalent	Target Distribution for passing grades	Acceptable Variation
50 – 51	E	Sufficient	1%	0 – 3%
52 – 54	D	Satisfactory	4%	0 – 6%
55 – 69	C	Good	45%	40 – 60%
70 – 84	B	Very good	40%	35 – 45%

85 – 100	A	Excellent	10%	5 – 15%
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Examiners, who choose to use quantitative marks for grading different assessments, including written examination, must use the table above for converting the total of those marks to course grades in the form of SSE letter grades.

An E is the minimum grade required for a student to pass a course and earn credits.

3.1.8 Rules and Regulations for Assignments

Each student will have to successfully complete all assignments provided. The assignments can be of either an individual or group character.

The Program Director has the overall responsibility for evaluating the students' performance of assignments and can delegate the operative responsibility of evaluating assignments to one of the teachers in the course.

If a student does not hand in an assignment on time the maximum grade that can be awarded is a "C".

If a student does not hand in an assignment on time and/or does not receive a passing grade on an assignment, he or she will receive either an additional exam question for that respective part of the course when exams are given, or an additional assignment. The Program Director determines which alternative is appropriate.

3.1.9 Rules and Regulations for Written Examinations

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 grounds⁵, the Associate Dean, MBA programs, in consultation with the examiner involved can allow a written examination to be held at another site. An application should be submitted to the Associate Dean, MBA programs, and the Course Director 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.

⁵ Examples of especially serious grounds are hospital stay, death of a family member, parental leave or an illness which prevents the student over a long period from completing her or his studies. Employment and the responsibilities incumbent upon the student are not considered especially serious grounds. An application for exemption based on especially serious grounds must be supported by certified documents.

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 request to have the examination later.

3.2 OTHER REGULATIONS

- The student pledges to commit no copyright infringement by making copies of works protected by copyright or making such works available to the public.
- The first time the student logs in to the SSE MBA Portal, he/she accepts the terms of the IT agreement in effect at SSE.
- The Stockholm School of Economics, Handelshögskolan i Stockholm and Handelshögskolan, SSE, and HHS are important and valuable Trademarks and Trade names of the Stockholm School of Economics. These distinctive signs, and other registered trademarks of Stockholm School of Economics, may under no circumstances be used in connection with personal e-mail mailings, as an address on Facebook, or in other similar contexts in a way that suggests that the use is authorized by the Stockholm School of Economics.
- The student allows SSE to convey his/her contact information to a third party. This is done very restrictively and mainly applies to recruitment and surveys and similar measures where the aim is to provide information useful to society. When requested by a third party to provide information on an SSE student (current or former), SSE will only confirm whether a student is or has been enrolled and the dates for that enrollment.

APPENDIX 1: LINKS

[Disciplinary Regulations](#)

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

[Equal Treatment of Students Policy 2011](#)

APPENDIX 2: STUDENT PLEDGE

PLEDGE

By accepting my admission as a student in the SSE MBA Executive Format at the Stockholm School of Economics, as decided by the Stockholm School of Economics' Admissions Board, I hereby pledge:

- to accept and follow the academic regulations for the program as determined by the authorized School body,
- to respect the disciplinary regulations adopted for the program and accept the consequences that may arise if these are infringed upon, as determined by the authorized School body,
- in using shared resources such as the library and IT, to follow the stipulated regulations and not commit or abet in any infringement upon the intellectual property rights of others,
- to execute the relevant tuition payments within the timeframes given by the school,
- to otherwise carry out my studies and earn my degree with respect for my fellow students, teachers, staff members and SSE guests, and to act towards others in such a way as to uphold and promote the reputation of the Stockholm School of Economics.

Finally, I hereby certify that all documents submitted in connection with my admission are valid and accurate.

Date

Signature

Name (printed)

Personal identity number

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. If the application is approved a separate agreement specifying the conditions of the academic leave will be signed by the applicant, the nominator and the Associate Dean MBA Programs.

Name of applicant _____

Date _____

Enrolled in Program 20__ __

Motivation _____

Application concerns academic leave from _____ to _____

Signature of applicant

Signature of nominator

Approved/Disapproved

Date _____

Associate Professor Lin Lerpold, Associate Dean MBA Programs