



Student Handbook for the Master of Science Program in General Management

VALID FOR STUDENTS ENROLLED FROM YEAR 2014

Rules and regulations recorded in the Student Handbook are determined 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 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 MSc in General Management* was published on 2012-08-22:

2012-10-01 Chapter 3 Decisions on exemptions from the rule about maximum period of study, postponement of the program start, formal leave of absence, as well as on study pace requirements are made from 2012-10-01 by a counselor who deals with the case.

2012-12-17 Chapter 3 Updated rules of the correction and review of the course grades; updated regulations at the exam.

2014-02-11 Chapter 1 Updated information about the insurance for students.

2014-06-18 Chapter 1 Updated information about the degree programs, and the overview of both years of the program.

2015-01-30 Chapter 3 Updated study aids allowed in an examination.

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PREFACE

This 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 Master of Science program in General Management (MGM). The overall purpose is 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 are a key part of the handbook because they govern the relationship between you and SSE. 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 detailed information about specific courses and modules in the program on the program platform. The Student Support page will also provide you with information about various services offered at the School.

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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, with one important addition: The internationalization of Swedish economic life, globalization in general and the internationalization of higher education have led SSE to extend its outlook, its reach and its activities well beyond the borders of Sweden, just as SSE alumni have always done.

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 (Norrtälje/Stockholm)
- Two-year Master of Science in International Business (Stockholm)
- Two-year Master of Science in Business & Management (Specialization in Management; Specialization in Marketing & Media Management) (Stockholm)
- Two-year Master of Science in General Management (Stockholm)
- Two-year Master of Science in Finance (Specializations in Corporate Finance and in Investment Management) (Stockholm)
- Two-year Master of Science in Economics (Specializations in Applied Economic Analysis and in International Economics) (Stockholm)
- Two-year Master of Science in Accounting & Financial Management (Stockholm)
- 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.

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

SSE works in close collaboration with the Stockholm School of Economics in Riga (SSE Riga), where a BSc program in Economics & Business 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 programs provide an advanced-level education and are intended for students who already hold a bachelor degree.

The Doctoral programs for students with a university degree in one of the economic disciplines as well as executive education programs for students with relevant professional experience.

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 teachers or the Program directors and the Heads of the specializations. You are obliged to evaluate each 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 TEACHING AND LEARNING

The SSE MSc in General Management is a two-year full-time program. Each academic year consists of two semesters. The fall semester takes place between August and January and the spring semester between January and June.

Teaching takes the form of lectures, seminars, projects, case discussions, workshops, exercises, simulations, role plays and other assignments. Group instruction, projects and written assignments are common and may be assigned to individuals or groups. The idea is to combine many different formats in order to support students' various ways of learning. While you can book a place in one of the SSE's computer rooms, it is good to have access to your own computer. There is a wireless network at SSE so you can work anywhere.

² Equality at SSE, see more: <http://www.hhs.se/About/Equality/Pages/default.aspx>

A cornerstone of the pedagogical approach for all MSc programs is attendance and interaction. The learning process is based on close interaction among students and between students and faculty, both of which requires substantial presence on the SSE's premises.

Studies at SSE proceed on a full-time basis and require that you set aside the time needed. It is not recommended to work or pursue other studies at the same time, so these are not acceptable grounds for missing compulsory parts of the program, nor are other voluntary activities, including those within the Student Association (SASSE). 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. Generally, in-class teaching is scheduled for five half-days each week, and the other five half-days should be spent on preparation, group work and the student's individual studying of course material, which together with formal instruction total about 40 hours a week.

Teachers and administrative staff are willing to provide help and support, but you are the one responsible for ensuring that your studies are successful. If you experience any problems following the pace of the program or have difficulty developing good study routines, you may contact a study counselor.

Academic requirements are described in [Chapter 3](#).

1.3 SSE PORTAL

Through SSE Portal (<https://portal.hhs.se/>) you can conduct functions such as viewing important course and program announcements, registering for courses, checking your schedule, accessing e-mail, and ordering transcripts or letters of enrolment. To access the SSE Portal, please use your SSE registration number as your username. The SSE Portal is the most important information channel at SSE and all important information is uploaded to the Portal.

1.4 REGISTRATION AND WITHDRAWAL

In the MSc program in General Management you are automatically registered for all the mandatory modules/courses³.

Please note that you will have to register for the independent electives and for additional MSc courses. Registration and withdrawal is done on the SSE Portal. Read more in [Section 3.2.1](#).

Registering for a course is done on the *My upcoming courses* page on the SSE Portal or on the course homepage during the registration period, which takes place in the term prior to the course being given – usually in April/May for fall courses and November/December for spring courses. You will find the exact dates for each registration period on the Student Support page, which can be accessed via the SSE Portal.

³ Please note that for the consistency of the documentation the terms “module” and “course” are used in the interchangeable manner.

1.5 ASSESSMENT

Teachers may assess your performance in the program in various ways 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 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. Please see [Section 3.2.2](#) for more information. In some modules you only receive a pass or a fail. You can find specific grading information for each module on the program platform.

In the first ten modules of the MGM program the students' learning is assessed in three steps: through regular forms of examination within the course, and through integration with other modules.

During the second part of the program the students' learning is assessed through regular forms of examination.

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 3.1.7](#).

1.6 STUDENT EVALUATIONS AND SURVEYS

Course Evaluations

All SSE courses are evaluated. After you have taken part in a course, you are required to complete an evaluation of the course where all participants express their opinions anonymously. This is an important tool for maintaining high quality and continuously improving the courses, as well as one factor among others determining teachers' salaries and employment conditions. It also means that students and the teacher in charge can make relevant comparisons between courses and follow developments over time. Course evaluations are e-mailed to you by the MGM Program Coordinator, regardless of which form (or combination of forms) the evaluation has taken.

Other Evaluations

As SSE continuously improve programs and services it is also necessary to conduct a range of other evaluations during and after programs. The aim of these evaluations is to align the programs and services with SSE's vision, and with the students' needs. For these reasons, it is of great importance that SSE receives its students' input in order to further develop its programs.

Alumni Surveys

As an alumna/alumnus you will also receive surveys from SSE, such as the Placement Report survey, surveys for program rankings and survey for long-term program development. The Placement Report presents data on SSE's alumni's career paths and is a service to students and prospective students interested in the career potential provided by SSE programs. SSE also conducts surveys as a basis for school and program rankings, which are important for SSE's competitive positioning and for prospective students as they choose schools. Surveys intended for program development purposes may also be distributed, to examine for example the relative importance and usefulness of different program components in a longer-term career perspective.

As an SSE alumna/alumnus, responding to our surveys is an important way to support the School and ensure the quality of its future offerings and graduates.

1.7 SERVICES AVAILABLE TO STUDENTS

Academic Support & Records and the Program Office

Student counseling, special needs and assistance in resolving student-health issues, formal grade transcripts, degree certificates, examinations, system support, scheduling, statistics, and central course administration are the main areas of responsibility of the Academic Support & Records department. For further information please see the Student Support page on the SSE Portal.

Questions concerning program marketing, student recruitment, admissions, central course evaluation, program support, quality assurance, and student exchange are handled by the Program Office.

SSE Library

The SSE Library functions as the principal information resource for students studying at SSE, 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 students printed textbooks and reference collections, electronic books and journals, some 60 databases, reference management tools and interlibrary loans from other libraries. All students writing their master's thesis can contact the library and book a time for individual instructions in the use of the library resources. For more information, please see the Library website (www.hhs.se/library).

IT Support

The PC Support group is available to support you in all IT related issues. You can get in contact with them by phone, email or visit them outside the computer labs at Saltmätargatan 13-17. For contact information and IT related services available for you as a student, please see the IT Support page on the SSE Portal.

1.8 ALUMNI RELATIONS

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.

1.9 STUDENT ASSOCIATION (SASSE)

The Student Association at SSE (SASSE) is a non-political, non-religious organization that has about 2000 members. 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. Please refer to the Master Guide (is sent out to the new students) and the SASSE website (www.sasse.se) for more information.

1.10 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 MSc PROGRAM IN GENERAL MANAGEMENT

The Master of Science program in General Management (120 ECTS credits⁴) is intended for students without extensive work experience who have earned a bachelor's degree in subjects other than business or economics (engineering, law, medicine, political science, journalism etc.). The two-year, full-time program is intended for both Swedish and foreign students. The language of instruction is English. This chapter gives a brief overview of the curriculum.

2.1 CURRICULUM

An overall aim of the MSc in General Management (MGM) is to provide individuals, who have earned a bachelor's degree, with advanced knowledge and skills within the business and economics area, as well as a solid foundation for assuming general management positions. The program combines a strong theoretical base with a high level of practical application.

Graduates will be highly qualified to assume advanced early-career positions in the private sector, non-governmental organizations and the public sector and to immediately contribute to value creation in these positions.

MGM consists of two years of full-time studies (120 ECTS credits). During the program, students build their initial knowledge platform (50 ECTS credits), broaden their understanding through the theme modules and the independent electives (40 ECTS credits), as well as complete the Capstone Project (30 ECTS credits).

The Capstone Project is a project with a scope of 30 ECTS credits (i.e. the equivalent of 20 weeks full-time work) where a student must show that he/she can independently analyze a situation, define an issue, propose a solution, and implement the solution (to the extent possible given the specific conditions).

Since studies are full-time, you must ensure that any other commitments you might have will not interfere with the meeting of your academic obligations, including (but not limited to) individual studies, exams, class sessions, group work and team-based projects.

The program begins with the orientation days. The orientation days are intended not only to welcome new students to SSE, but also to provide newcomers with an overview of SSE as an institution of higher education and to help all students understand what to expect from their studies, learn more about their opportunities for the future, and better understand what the School expects of them. Here you will learn more about the program and about routines and regulations at SSE. Orientation days are arranged jointly SSE and the SSE Student Association (SASSE).

⁴ European Credit Transfer and Accumulation System credits; hereinafter referred to as ECTS credits or credits.

Governance of SSE MGM

The governance and management of SSE MGM is conducted primarily through the following decision-making bodies and positions:

Faculty & Program Board (FPB)

Faculty & Program Board consists of the following delegates:

- The President (chair)
- All SSE Heads of the departments
- Two student representatives
- The Associate Dean for each of the following four program levels: BSc, MSc, MBA and PhD
- Two faculty representatives appointed by the Faculty Forum
- Anyone coopted to the meeting by the President (e.g. the Academic Vice President, Senior Executive Vice President, Director of Communications, HR Director, CEO of IFL).

The Faculty and Program Board decides on the following matters: education issues, recruitment and promotion issues, equality issues as well as scholarship and award issues.

Associate Dean, MSc Programs

The Associate Dean is responsible for the overall quality, content and development of the MBM, MECON, MFINA, and MGM programs.

MSc Joint Program Committee

The MSc Joint Program Committee consists of the following delegates:

- The Associate Dean, MSc Program
- Program directors for MBM, MECON, MFINA, IB, MGM, and AFM
- Two student representatives

The MSc Joint Program Committee advises the MSc Associate Dean and Program directors. It also serves to coordinate and consolidate decisions taken on policies within and across the MSc Programs.

Program Director

The Program Director is responsible for educational programs on any of the school's program levels. Within the framework provided by the Faculty and Program Board, the program director is responsible for the content, quality and budget of their program.

Student Influence

The Student Association at SSE (SASSE) is represented in all decision-taking bodies at SSE.

There are two class representatives in each class within the program. The class representatives meet with the program administration twice per semester and when necessary.

Intended Learning Outcomes (ILOs)

The overall purpose and goal of the program is to prepare students for building, developing and leading businesses. To achieve this, the program will provide a solid theoretical base combined with practical and skills training that will give students an understanding of what a full business model is. The students are to be prepared for working life, where they can use their prior bachelor education in combination with what they gain from the MSc program in General Management.

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

- Independently lead and manage an organization or organizational unit in collaboration with specialists in business and economics.
- Use business and economic theory to form a personal integrated knowledge framework to apply in the practical settings of general management.
- Interpret and explain the multiple systems and objectives of an organization and their relation to a full business model.
- 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 DESIGN AND CONTENT

Part 1 (1,5 semesters): Students build their initial knowledge platform in a number of subjects (see the table below) by taking part in the so called “discipline modules” (50 ECTS credits in total). In addition to these theoretical modules, there are two live case modules, where the discipline modules are integrated and linked to practice.

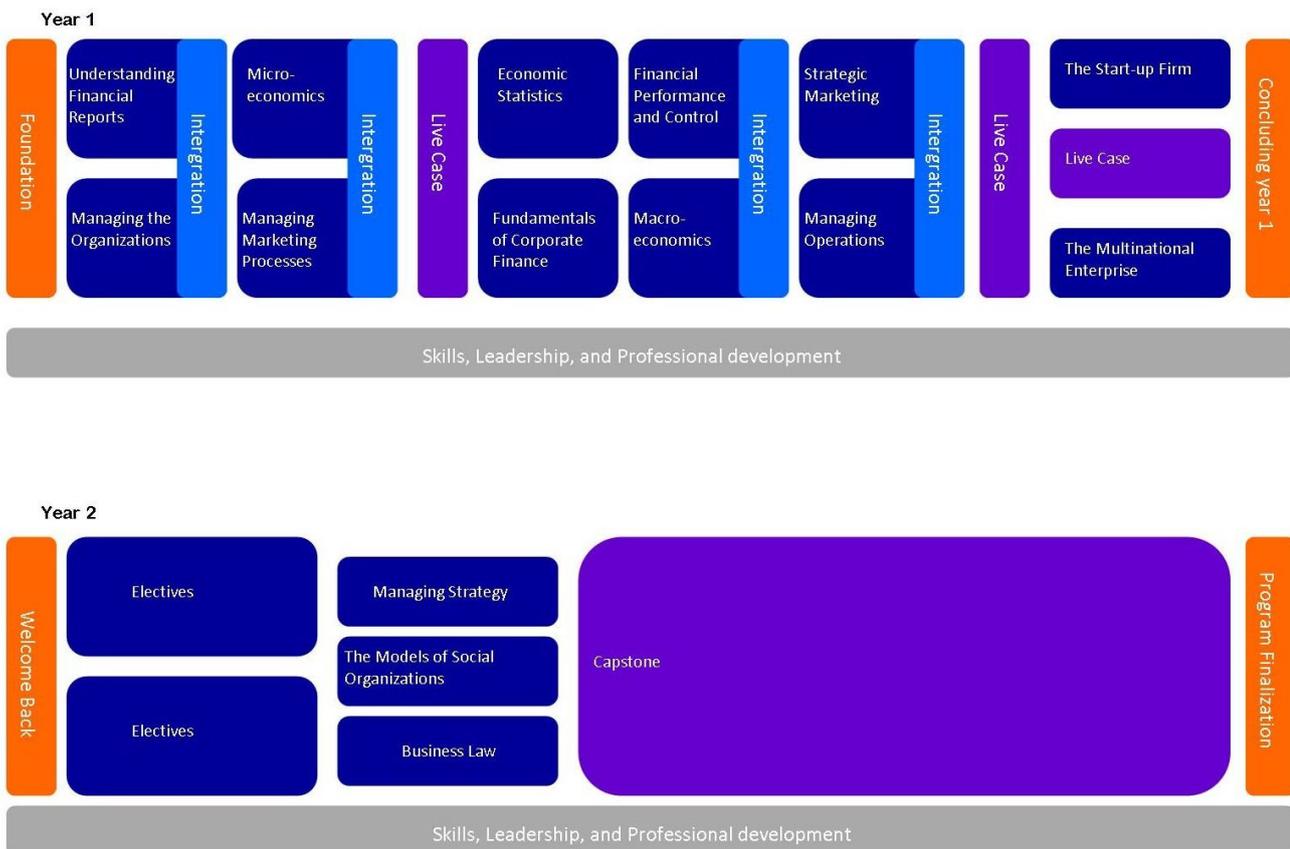
A Skills, Leadership, and Professional Development track, where students learn different types of personal skills and business skills, runs in parallel with the modules during the entire program. The sessions of the Skills track are integrated with the other modules.

Part 2 (2,5 semesters): Students build on, extend and integrate the knowledge from the discipline modules. This is done through a number of theme modules, which are based on phenomena in practice (the Startup Firm, the Multinational Enterprise etc.). During the first part of the second year of studies the students choose two approved⁵ independent elective courses (15 ECTS credits in total). The Capstone Project is carried out in cooperation with an organization and takes place during the spring semester of the second year of studies (30 ECTS credits).

⁵ The Associate Dean decides which courses are approved.

Part 1	Part 2
Accounting (10 credits)	Approved electives (15 credits)
Economics (10 credits)	Integrated themes in General Management (25 credits)
Finance (5 credits)	Capstone Project (30 credits)
Management & Organization (10 credits)	Live Case Module III incl. Tango Simulations (0 credits)
Marketing & Strategy (10 credits)	Skills, Leadership, and Professional Development (0 credits)
Economic Statistics (5 credits)	
Live Case Module I (0 credits)	
Live Case Module II (0 credits)	
Skills, Leadership, and Professional Development (0 credits)	

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



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

3 SSE ACADEMIC REGULATIONS

This is an unofficial English translation of the SSE academic regulations for the Master of Science program in General Management (MGM). The translation is for informational purposes only and has been prepared solely for the convenience of students, faculty and other interested parties who do not read Swedish. The only official and binding version of the MGM academic regulations is the Swedish version issued on August, 24, 2012.

Please note that for the consistency of the documentation the terms “module” and “course” are used in the interchangeable manner.

3.1 PROGRAM RULES AND REGULATIONS

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

3.1.1 Degree Requirements

In order to earn an SSE Master of Science (MSc) degree in General Management, students must earn 120 ECTS credits.⁶ These credits consist of the mandatory modules in the program (75 ECTS credits), approved⁷ independent electives (15 ECTS credits) and the Capstone Project (30 ECTS credits). In addition to this students must earn a pass in the following modules:

Course nr.	Course Name
GM711	Live Case Module I
GM721	Live Case Module II
GM722	Live Case Module III incl. Tango Simulation
GM907	Skills and Professional Development

Once a student has fulfilled the degree requirements that student can apply for the MSc degree certificate (see [Section 3.5](#)).

In addition to the credits required to meet the degree requirements (120 ECTS credits), students may earn up to a maximum of 15 credits for additional MSc courses (approved independent electives, SSE language courses and approved courses from the Stockholm School of Entrepreneurship (SSES)).

When students with more than 120 ECTS credits apply for their degree certificate they choose which approved independent electives that are used to meet the specified MSc degree requirements and which courses will serve as complement to the MSc degree. The complementary courses are **not** part of the MSc degree and are not listed on the degree certificate, but they are included in a special appendix to that certificate.⁸

⁶ European Credit Transfer and Accumulation System credits; hereinafter referred to as ECTS credits or credits.

⁷ The Associate Dean decides which courses are approved.

⁸ Complementary courses are, however, included in the calculation of GPA (Grade Point Average – see Section 3.1.5).

3.1.2 Maximum Period of Study

The MSc in General Management program is a full time program and students are expected to fulfill the requirements of the program within 2 years. The period of study is defined as starting the day the student enrolls in a program and ending when he/she fulfills all requirements for that specific degree. **The maximum period of study for the MSc program in General Management is 3 years.** Students are exempted from this regulation only if there are especially serious grounds⁹. Applications for exemptions should be submitted to a study counselor, who takes the decision.

Former students in the program who were deregistered without completing a degree from SSE can be readmitted in competition with other applicants provided that they meet the relevant admission requirements. The credits earned by readmitted students during their previous enrollment(s) will not necessarily be counted towards their degree. Decisions about these transfers rest with the Associate Dean.

Postponement of Program Start¹⁰

Students can, in conjunction with their admission to SSE, apply to postpone their program start. The application supported by the certified documents should be submitted to a study counselor. Postponements are approved if especially serious grounds exist and the decision rests with the counselor who deals with the case. A postponement is given for 12 months, i.e. to the start of the following academic year.

Postponement means that students can reenter SSE the following year without having to compete with other applicants. The year of enrollment is considered to be the year the student first registers in the program, but the student has to follow the curriculum from the year he/she starts studying.

Formal Leave of Absence

A formal leave of absence within a period of study can only be granted for a full academic year and only at the end of a semester and before the start of the following semester; the maximum period of study is extended with the corresponding time period. A formal leave of absence is approved if especially serious grounds exist. The application should be submitted to a study counselor who takes the decision.

3.1.3 Transfer of Credits

Course credits and grades obtained through SSES (Stockholm School of Entrepreneurship) can be counted as an additional MSc course if the course has been approved by the MBA Program Committee or as an independent elective if it has been approved by the Associate Dean. Transfer of credits may comprise a maximum of 30 ECTS credits.

⁹ 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.

¹⁰ The Program Start is defined as the point of time when the accepted applicant signs the SSE Registration Book.

3.1.4 Study Pace Requirements

In the first semester, students are required to earn at least 20 ECTS credits (out of a possible 30 credits). In the event a student cannot follow the pace of the studies, he/she will be contacted by a study counselor for help in making a study plan.

After the retake examination week in April, students are required to have earned at least 40 of the first 50 ECTS credits. In other words, students need a passing grade on at least 40 of the 50 ECTS credits for the discipline-based modules. This is a requirement for beginning the theme-based modules.

If no special grounds¹¹ exist, anyone who has fewer than 40 ECTS credits after the retake examination week in April will be deregistered from the program. Applications for exemptions should be submitted to a study counselor, who takes the decision.

3.1.5 Grade Point Average (GPA)

A Grade Point Average (GPA) is calculated for all passed courses with a letter grade (A – E) in the following way: for each course the letter grade is converted to a numeric value using A = 5.00, B = 4.00, C = 3.00, D = 2.00 and E = 1.00. Then the values are weighted by the ECTS credits for each course. This is done by multiplying the value by the ECTS credits for each course and then calculating the sum of the products. This sum is then divided by the sum of the ECTS credits to give the GPA as shown in the formula below:

$$GPA = \frac{\sum(\text{Grade number}) \cdot (\text{ECTS credits})}{\sum \text{ECTS credits}}$$

The GPA for a student can range from 1.00 - 5.00, with 5.00 being the highest. The GPA also includes any complementary courses taken beyond the 120 ECTS degree requirement.

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

3.1.6 Tuition Fees

Students from EU/EEA and Switzerland are not charged tuition. SSE charges tuition fees for both the BSc and MSc students who are citizens of a country outside the EU/EEA or Switzerland. The regulations governing tuition fees are specified in a President's decision on tuition fees (*beslut nr 61 – 2012 dnr 60/043-11*).

¹¹ Examples of special grounds are illness, the illness of a close family member, or other circumstances beyond the control of the applicant, which have prevented him/her from fulfilling the study requirements. Employment, commissions, other studies, etc., do not count as special grounds. An application for exemption based on special grounds must be supported by certified documents.

3.1.7 Academic Misconduct

SSE has a strict policy on academic honesty, which is formally regulated by the [Disciplinary Regulations](#). These rules and the measures that follow from them 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 carry out 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 disciplinary measures. For more detailed examination and assessment rules see [Section 3.3.2](#).
- 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 quote. If a student is unsure about the correct thing to do, he/she should contact the course director, or consult the [APA Guidelines](#).¹²
- If a student is not actively contributing to a group task, 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 these are only a few examples, and that SSE students are obliged to be familiar with the SSE Disciplinary Regulations in their entirety.

See also [Section 1.1](#) about SSE's policies concerning equal treatment and conduct towards others. Harassment or offensive behavior will lead to 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 expulsion.

3.2 COURSE RULES AND REGULATIONS

3.2.1 Registration and Withdrawal

In the MSc program in General Management, students are automatically registered for all mandatory modules. A student who does not intend to follow a module must inform the Program Coordinator in advance.

Please note that you will have to register for the independent electives and for additional MSc courses. Registration and withdrawal is done on the SSE Portal.

Registration for a course is done on the *My upcoming courses* page on the SSE Portal or on the course homepage during the registration period, which takes place in the term prior to the course being given – usually in April/May for fall courses and November/December for spring courses. Students who wish to register for more than 15 ECTS within the same period must contact a study counselor. This will be approved if the student has a good study track record i.e. taken all courses on time with grades above average.

¹² <http://owl.english.purdue.edu/owl/resource/560/01/>

For some courses the number of participants is limited. In those cases the course director is responsible for the selection of students.

Students are not allowed to register for courses for which they do not meet specified prerequisites. If a student is uncertain about course prerequisites, he/she has to consult with the course director in a timely manner.

Students within a specific MSc program/specialization have priority to required courses within their program/specialization.

Students are obliged to withdraw from courses they do not intend to complete as soon as possible but no later than three weeks after the period started. For late registrations please see SSE Portal.

3.2.2 Rules and Regulations for Course Grading¹³

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 get a Pass on all Intended Learning Outcomes to pass the course.

Individual work must constitute at least half of the total assessment for all courses. This does not preclude the possibility of written assignments and project work 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.

¹³ These examination regulations also apply to relevant parts of the Capstone Project.

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 Appeal 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 his/her view prior to the amendment. The student is to be informed regardless of whether the amendment is to his/her 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 error 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.

Posting of Grades

Course grades are posted on the SSE Portal under My Results, after a student has passed all of a course's assessments and met all the requirements.

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 the assessment of ILOs so that the distribution of grades is consistent with the target distribution and acceptable variation (see the 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%

Examiners who choose to use quantitative marks for grading different assessments, including written examination, must use the table above for converting the those marks from all assessments 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.

3.3 RULES AND REGULATIONS FOR ASSESSING STUDENT LEARNING¹⁴

Student performance in a course can be evaluated by using different assessment forms, for instance through: a written examination, written assignments, projects, thesis, oral presentations, class participation or a formal oral examination. Below is a description of the regulations that apply to these assessments.

3.3.1 Rules and Regulations for Partial Examinations

Results on Partial Examinations

Partial examinations are assessed by the examiner or by a person appointed by the examiner.

Student performance is assessed and summarized in a mark (or a letter grade A to F, or FX) for each partial examination. If the mark fulfills the demands for a Pass (P), the student has passed that partial examination. Achievements not fulfilling the demands for a Pass grade will result in a Fail (F) for that particular partial examination, or a result (Fx) which demands further work in order to receive a Pass. Note that supplementary work due to an Fx grade only can result in the lowest mark needed to pass for that partial examination (or the letter grade E).

Students are entitled to receive information about their results for each individual assessment, and the maximum grades possible for each partial examination.

¹⁴ These examination regulations also apply for relevant parts of the Capstone Project

Publishing of Results on Partial Examinations

Results of partial examinations in mandatory courses in the program can be obtained upon request. Results of examinations in the independent electives and additional MSc courses will be published on the SSE Portal.

Period of Validity for Results on Partial Examinations

A Pass on formal examinations (written, oral or take-home) and the Capstone project will remain valid as long as the course (same course number) is offered at SSE.

For other partial examinations, collectively known as coursework, e.g. assignments, projects and class participation, results are valid for one year from course start. An examiner can decide to extend the validity.

Written assignments or projects that are not returned to the student, unless communicated otherwise, are to be stored by the relevant department, center or the equivalent for a period of one year from the date the material in question was submitted.

Exemptions

Requirements can in exceptional cases be fulfilled after the course has ended. An examiner, or a person appointed by an examiner, can assign the student one or more special tasks, for instance, in the form of one or more written reports. These tasks have to be completed and handed in before a specified deadline.

3.3.2 Rules and Regulations for Written Examinations

Register for Examinations

In order to take an examination in a course, students must first be registered for the course in question. Students must also be registered for the examination.

Students in the MGM program are automatically registered for the main examinations in the mandatory courses of the program. Students who are not planning to take an examination have to inform the Program Coordinator in advance. To register for a retake examination in one of the mandatory courses the student must send an e-mail to the Program Coordinator before a deadline announced on the program platform.

Students who are registered in an independent elective course or an additional MSc course for the current semester are automatically registered to take its examination the first time it is offered (hereafter the **main examination date**). Students must register for any other examination dates themselves. Registration and withdrawal for these courses are done via SSE Portal on the *My Courses* page no later than **three working days prior to the examination**.

Note that students are not permitted to take an examination for a course prior to the main examination date for the version of the course that the student is enrolled in (for instance, students

cannot take a retake examination in August before the course starts at the beginning of the same year).

Number of Examination Occasions

Students are allowed to take an examination for the same course five times without a passing grade. To take an examination for the same course more than five times, students must be granted an exemption from a study counselor. Note that both the maximum period of study ([Section 3.1.2](#)) and the study pace requirements ([Section 3.1.4](#)) supersede the right to take the same examination five times.

If a student has not earned a passing grade after taking an examination three times, it is recommended that he/she contacts a study counselor. The counselor should also be contacted if the student has not earned a passing grade in several courses in the same semester.

Number of Examination Occasions for a Course

Whenever a course is held, **two examination occasions are offered (one main examination date and one retake) within a year of the start of the course.** On these occasions, the scope and content of examination are unchanged.

The next time a course is given, the syllabus may have been modified, which can affect the scope and content of examination. This in turn may mean that 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.

Discontinuation of Courses

Mandatory Courses

For mandatory courses, opportunities to take an examination must be made available to students during their entire maximum period of study. If a mandatory course is no longer being held, alternative courses are to be offered so that students can meet their requirements for completing the degree. In such cases, the department must inform students who have not passed the examination that the course in question will no longer be offered. Students who have completed parts of the examination for a previous mandatory course cannot normally be given credit for those grades in the course(s). The course director for the alternative course determines which modules are still valid and which need to be redone or supplemented.

Elective Courses

When an elective course is being offered for the last time, two additional examination dates must be provided normally in the retake periods in January and August. The department must inform students who have not passed the examination that the course will no longer be offered and refer them to the regular retake and the two additional dates.

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 grounds¹⁵, the Associate Dean 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 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 at SSE 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 request to have the examination later.

Regulations at the Exam

The monitor is empowered to dismiss anyone who does not follow the following regulations or any other regulations that are in effect.

- **Seat for the examination:** Students taking the examination are to sit in the seat assigned to them after signing up for the examination (this is posted on lists outside the examination rooms). Students who have not registered should consult the Program Coordinator and may take the examination if there are seats available. The examination monitors are obliged and empowered to turn away anyone who has not registered in time and to direct the student to the Program Coordinator.
- **Identification:** Only students with a valid ID are allowed to enter the examination room and to take an examination. Valid ID includes: driver's license, passport, national ID card, Swedish national ID card, bank ID, student ID card from the student's home university (applies to exchange students) or the equivalent. Students without identification will be instructed to take the examination the next time it is held. Students who have taken an examination did not show a valid ID will not have their examination graded. **Taking an examination without showing a valid ID qualifies as attempt to pass the examination occasion and the result recorded is a Fail.**
- **Study aids allowed in an examination:** The examiner determines, within the limits set by the Faculty & Program Board, what study aids are allowed at an examination. This may include tables, formula sheets, legal texts, course literature, or dictionaries. Only two calculator models, the CASIO FX-82ES, CASIO FX-82ES PLUS, CASIO FX-85 ES, and CASIO FX-85ES PLUS are allowed in an examination. (Older models are also accepted –

¹⁵ 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.

see the SSE Portal for a complete list). Students taking an examination are not allowed to bring or use study aids other than those indicated on the information sheet accompanying the examination.

- **Attendance in the examination room:** Late arrivals of up to 30 minutes are permitted. No one may therefore leave the examination room until 30 minutes after the start of an examination. This also applies to students who submit blank answer sheets. Visits to the bathroom are allowed; although not before 30 minutes after the start of an examination. Only one student at a time may leave the room. The bathroom located closest to the examination hall must be used. **The monitors check prior to, and during the examination to ensure that no study aids are available in the bathrooms.**
- **Personal effects:** Bags, coats, pencil and glasses cases, cell phones, tablets, and other communicative and receptive equipment - regardless of form or technique – as well as any other means than those allowed are to be placed on location, designated by monitors. Examinee is reminded on his/her duty to find out what aids are allowed in the exam, and that only means approved beforehand by the examiner may be brought to the exam. The examinee is required, on the monitor's request, to show the carried study aids and personal effects. Draft paper is provided at the request of the examinee by monitor. After writing time has begun, it is not allowed to take out any material from clothing or other belongings without permission from the monitor. It is not permitted to leave course literature or any other objects that might be used as prohibited study aids for the examination in the corridor or any other place in close proximity to an examination hall.
- **Prohibited equipment:** No mobile phones (they should be turned off and left in a bag or in a place determined by the monitor), hand-held computers, MP3 players or datebooks/planners may be brought into an examination hall or brought along on a bathroom visit. The examinee is specifically reminded that under current regulations the communication and electronic equipment during writing time must be completely turned off.
- **Individual examination sheets and examination cover:** In written examinations, the requisite examination sheets and examination cover are to be used. Students should limit their text to the writing space indicated on the sheets. Students may not bring or use their own writing paper. **Students who fail to observe this regulation will not have their examination graded.** Completed examination sheets are to be covered so that they cannot be seen by other students taking the examination.
- **Examination language:** If the examination questions and instructions are written in English, then the answers must also be in English.
- **Submitting an examination:** When a monitor informs students that the time allotted for the examination is over, students must stop writing. All papers that are to be handed in should by that time be labeled with the student's name and enrollment number. Anyone who continues to write and fails to hand in their examination despite the monitor's warning will not have their examination graded. Students who do not want to submit answers should only hand in the examination cover with their name and registration number written on it (no answer sheets). Such students are considered to have used one attempt to pass that examination, which means that the examination will be recorded as a fail. The examination is considered submitted when the student has handed in the examination (filled in or blank) to the monitor. A submitted exam cannot be withdrawn.

Students taking the examination are to check that the right examination with that day's date is included with the examination cover. In general, students taking an examination can keep the information sheet. In some cases, the information sheet must be returned in the examination cover folder; otherwise, there is a risk that the student will not have his/her examination graded. The

examiner decides if the information sheet must be handed in and his/her instructions also apply to students who take the examination but do not complete it. These instructions are generally found on the information sheet.

Disciplinary measures may be taken against any student who attempts any form of academic dishonest during an examination or any other assessment. The disciplinary measures are warning, suspension and expulsion. (See Disciplinary Regulations). If the attempt of academic dishonesty has been ascertained, it results normally that the academic performance is not assessed by the examiner; the decision is made by the examiner.

Examiner's Presence at Written Examinations

The examiner or someone appointed by the examiner must be present at SSE and available for questions and, if necessary, make corrections to the questions during the examination.

If study aids are allowed, this examiner or his/her replacement is encouraged at the same time to check that the students taking the examination are using the proper study aids.

Grading Period

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

Examination Review

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

Obligation to Return Examinations

Examinations are to be returned to a student upon request. This service is limited to office hours or opening hours for the department or equivalent. If an examination is returned to the student, the right to request a review or correction of the grading decision is forfeited.

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

3.3.3 Rules and Regulations for Other Forms of Assessment

Regulations Pertaining to Oral Examinations

Another person from the department or the equivalent, in addition to the examiner and student, must be present whenever there is an oral examination.

Regulations Pertaining to Take-Home Examinations

For take-home examinations, the same regulations apply, where relevant, as for written examinations. It is the examiner's duty to ensure that the take-home exam is assessed based on individual performance.

Time frame for Completing Different Formats of Examination

Other forms of assessment should normally be completed during the course and prior to the examination. However, a student may take an examination without having completed the other assessments required during a course. Information about examination results is to be given to students even if they have not completed every format of examination for the course.

3.4 RULES AND REGULATIONS FOR THE CAPSTONE PROJECT

3.4.1 Prerequisites

In order to commence working with the Capstone Project the student must have passed 45 ECTS credits of courses from the first year of the MGM program.

3.4.2 Time Period and Format

The Capstone Project (30 ECTS credits) takes place during the spring semester of the second year of the program. The project is done in cooperation with a company in an industry chosen by the student. During the project, the student will work on a real business issue faced by the company with the goal of adding value to the organization, and also write a final report based on the work.

The format is that the students work in pairs. Students' project teams will meet and discuss the progress of their work in a larger group (Capstone Project Group) consisting of in total 6-7 project teams and led by a supervisor.

The results shall be presented on the Capstone Conference Day convened by the Program Director or the faculty member responsible for the Capstone Project.

The final report must be published in accordance with MGM procedures and made available for the faculty member responsible.

All final results will be published in a database and will be scanned using a computer program to detect plagiarism.

Students are not permitted to work on the Capstone Project together with co-authors from other schools.

The project is described in more detail on the program platform.

3.4.3 Writing Abroad or a Supervisor from another University

Students may work on the project abroad **only** if allowed to do so by the faculty member responsible for the Capstone Project. Students who do work on their project while abroad must

nevertheless interact with their supervisor as agreed and must fulfill all other obligations related to the project process as if they were on location at their home campus (Stockholm).

SSE does not delegate responsibility for supervision to faculty at other universities.

3.5 DEGREE CERTIFICATE

3.5.1 Application for a Degree

For a student who has fulfilled the academic requirements for an MSc degree (see [Section 3.1.1](#) for specified requirements) to obtain a degree certificate, the student should:

- Fill in the form “Application for a Master Degree”.
- Submit the completed form to the Office of Examinations & Records.

The application form and further information are available on the [Student Support](#)¹⁶ page on the SSE Portal.

The degree certificate shows the title of the degree and the courses successfully completed (with grades). The certificate is marked with a graduation date, which is the date on which the student passed her or his last course or thesis examination.

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

3.5.2 Turn-Around Time

Turn-around time for a degree certificate, provided that all grades have been reported, is normally 4-16 weeks depending on when during the year the application is received. Applications are processed in order, strictly according to the date of receipt. No priority is given. A degree certificate will only be issued once.

¹⁶ <https://portal.hhs.se/StudentSupport/Degree/Pages/default.aspx>

3.6 OTHER REGULATIONS

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

APPENDIX 1: LINKS

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

[Equality at SSE](#)

APPENDIX 2: STUDENT PLEDGE

PLEDGE

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

- to accept and follow the SSE regulations stipulated in the Student Handbook 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 should I infringe upon these regulations, as determined by the authorized School body,
- in using shared resources such as the library and IT, to follow the stipulated regulations and not infringe or abet in any infringement upon the intellectual property rights of others,
- to present my original Bachelor degree certificate, in both the original language and an official English translation (if the original language is something other than Swedish or English), no later than November 1 (for students with BSc degree from other universities than SSE),
- to apply for the SSE BSc degree certificate no later than November 1 (for SSE BSc graduates only),
- if I am a citizen of a country outside of the EU/EEA and Switzerland and am not excluded from paying the tuition fees at SSE, to execute the relevant tuition payments within the time frames given by the School,
- to otherwise conduct my studies with respect for my fellow students, teachers and other staff members, and to act towards others in such a way as to uphold and promote the reputation of the Stockholm School of Economics.

I assure that all documents submitted in connection with my admission are valid and accurate.

Stockholm, August 20__

Signature

Name (printed)

Date of birth