



# International **Full-time MBA**



# If you want change and growth...

Do you want to help drive a shift in attitudes and culture? To lead a new generation of decision-makers who seek to positively transform the way that business impacts our world? Then you are a change-maker, a trail-blazer and you want to make a difference.

**To do so, you need change.**

You need to explore the big issues from a diversity of new perspectives. You need to build a deeper understanding, and the tools, the competencies, the resilience and the confidence to tackle the challenges facing our world. You need to be able to thrive in a multicultural environment – wherever you are, whatever role you pursue. You need to make decisions that cut through complexity to drive real and long-term positive impact on communities, organisations and people. And you need to know what it is going to take to do well, while doing good.

**You want positive change.**

Are you ready to make it happen?



# A force for positive change

At **Rotterdam School of Management, Erasmus University (RSM)**, we believe that business can and should be a force for positive change.

We believe in sustainability, in global social responsibility and in leadership that aspires to the very highest standards of integrity and accountability.

We are committed to making a significant and lasting impact on the world. This commitment entails actively contributing to a better and more sustainable future, and striving for excellence in teaching, learning, and pioneering research that can actively shape the way we conduct business globally.

At RSM, our esteemed faculty, programme directors, and entire community of alumni and staff embrace personal dedication and accountability. Our collective efforts aim to ensure that as a student here, you recognise the profound impact your decisions can have on organizations, society, the economy, and the environment.

And we work to equip you with the deep knowledge, the insights, the frameworks, essential skills, practical tools, and the right mindset to make well-informed decisions for responsible business – wherever you go, whatever you do. We work together to help you – and your fellow students – become a force for positive change in the world.

Read more on our website 



“ At RSM, we believe that business can be used as a powerful tool to address the complex challenges we are facing today.

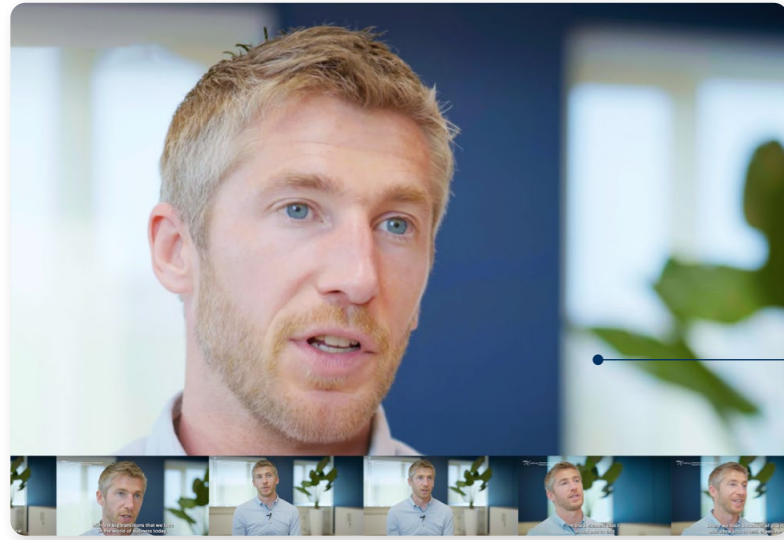
We provide a personal approach to leadership development – challenging you to unlock your full potential and equipping you to become a positive change agent both in business and your broader community.

Our full-time MBA programme offers a transformative educational experience that will connect you with some of the leading minds in management and will help develop you into a responsible leader for the sustainable digital economy. Whether you're looking to elevate your current career or embark on a new adventure, we believe the possibilities for you are limitless. Join us in Rotterdam and become part of our global community.

**Michel Lander**  
Dean of Education  
Rotterdam School of Management,  
Erasmus University

Your next journey starts here, at RSM. ”

# RSM MBA



## Five things that make the RSM MBA programme unique

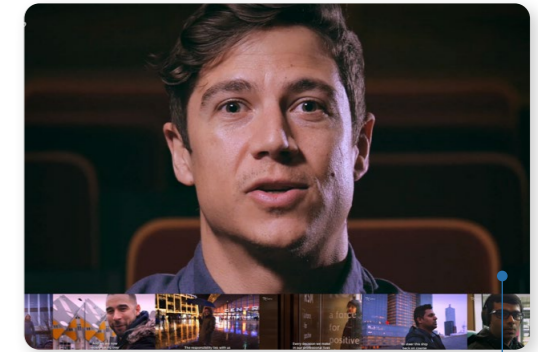
**Jochem Kroezen**  
Academic director RSM Full-time MBA

Watch the video



Get ready to embark on an extraordinary journey with the RSM MBA programme, a journey that will reshape your perspective and equip you with the tools to make a meaningful impact in the world of business.

As you step into this transformative experience, let the inspiring words of Leon Laubscher, a Full-time MBA '20 alumnus, fuel your excitement and passion for the path ahead.



## Leon's letter: inspiring words from an alumnus

Watch the video

# Learning by doing

Five ways *learning by doing* is embedded into the programme

### 1. Personal Leadership Development

Leadership is comprehensively integrated throughout the entire MBA learning experience. We call this *Personal Leadership Development (PLD)*. Every class, every assignment and every project contains a leadership development component, where you're challenged to apply theoretical concepts to real-world scenarios.

### 2. Craft of Management

The *Craft of Management* is the red thread during your MBA, encouraging critical reflection on the relevance of what you learn in the context of today's management challenges and responsibilities.

### 3. Living Management Project

Each year companies come to Rotterdam to seek assistance for their specific business challenges. In a four-week, team-based project, you will tackle real business problems within these companies and present your recommendations to their executives and panel members. This hands-on experience equips you to address common consultancy project challenges, such as limited information, tight deadlines, and cultural differences among team members.

### 4. The PIT project

During the *PIT Project* you will formulate a challenge, generate ideas and come up with creative solutions with a positive impact – in a very short space of time. During this project you will team up and apply your knowledge, to tackle major societal challenges.

### 5. Study Trips

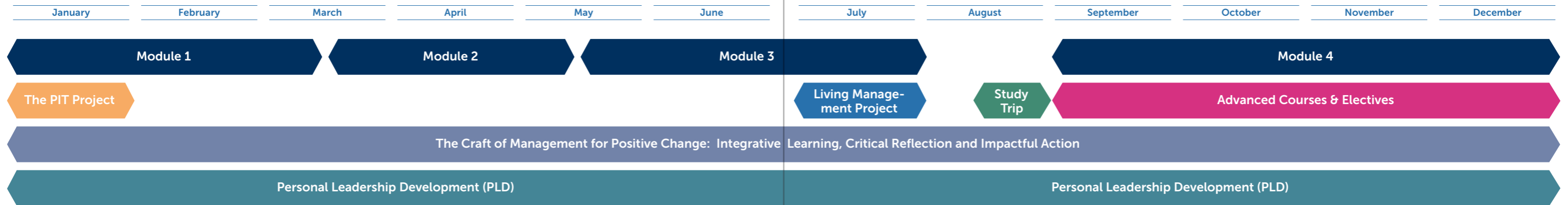
Our study trips provide comprehensive educational journeys that immerse you in the nuances of the global business landscape.

# Curriculum

## International Full-time MBA

The International Full-time MBA is a **12-month learning journey** that will change you and change your future. You will get into the issues that really matter.

You will **learn, debate, discuss, exchange, persuade** and bring it all together with enough international exposure to pursue your career in any sector, management role and location in the world.



### Module 1

The programme starts by building a platform for your learning journey and laying the foundations for impactful management in a world that is in transition: what should we expect of managers and leaders in relation to major social, technological and environmental challenges? How can we organize our operations for sustainable value? How to work with and manage diverse teams? How to read and use data? .

- Coursework includes:
- » Managing for Positive Change: The PIT Project
  - » Organisational Behaviour
  - » Quantitative Platform of Business
  - » Business of Sustainability
  - » Operations Management

#### Managing for Positive Change: The PIT Project

This introductory project course will help you connect with the vibrant community of Rotterdam, the Netherlands, and your fellow MBA classmates. This course addresses the contemporary challenges of business and management in the 21st century while aligning with your personal ambitions for your MBA journey. You'll explore how global issues you care about intersect with organizations in the Netherlands and collaborate with your classmates to create meaningful connections. Your journey will culminate in the development of a professional transition plan (the PIT plan), setting the stage for your MBA and beyond.

### Module 2

During module 2, you will learn the language of accounting and grapple with the core functions of Marketing and Strategy while growing your skills for reading the dynamics of the economic environment. Your experiential learning during this module will include a marketing simulation project.

- Coursework includes:
- » Accounting
  - » Marketing Management
  - » Strategic Management
  - » Economic Environment of Business
  - » Markstrat Simulation Project

### Module 3

In this module, you will dive deeper into key aspects of business: How to evaluate the financial value of projects and investments? How to nurture a context for innovation? How to improve your decision-making with data and analytics? And how to lead and manage people? You will round off this module with a signature learning experience of our MBA: The Living Management Project.

- Coursework includes:
- » Corporate Finance
  - » Management Science
  - » Strategic People Management
  - » Innovation Management
  - » Living Management Project

#### Living Management Project

During the *Living Management Project*, you are tested on your ability to integrate and apply the knowledge and skills you have acquired so far. An intense, four-week project that requires you to work in teams to devise a solution to a real business problem within a real company and present your recommendations to the company's executives and other panel members. Experience the typical challenges of a consultancy project – limited information and resources, tight deadlines and cultural differences between your team members.

#### Study Trip \*\*

A week abroad, learning about key business issues in an international context of your choosing. This immersive learning experience exposes you to a different business environment and gives you the opportunity to explore new sectors and expand your network.

### Module 4

#### Advanced Courses

In this module, you will get the opportunity to focus your learning on obtaining advanced competencies in a specific business area. You can choose one or two courses.

- Coursework includes:
- » Advanced Finance
  - » Advanced Strategy
  - » Advanced Marketing
  - » Advanced Supply Chain Management
  - » Advanced Sustainability

#### Electives

Every year we offer over 25 electives which allow you to further specialize in topics of your choice. The electives include professional skills and current topics across five concentrations connected to the advanced courses. You can choose three electives, and there is a possibility to obtain a concentration when choosing two electives that relate to the advanced course. Some of the electives are:

- » Business Negotiations
- » Communicating Sustainability
- » Managing Corporate Turnarounds
- » New Marketing Strategy for the Digital Age

#### Personal Leadership Development (PLD)

Leadership is comprehensively integrated across the entire MBA learning experience. We call this Personal Leadership Development (PLD). This programme will help you build your leadership competencies via dialogue and interchange with inspirational peers and leaders from a broad diversity of backgrounds and cultures.

#### The Craft of Management for Positive Change:

*Integrative Learning, Critical Reflection and Impactful Action*

The Craft of Managing for Positive Change is a course throughout the entire programme, which will help you reflect on the value of your MBA in a world that is in transition. The course will enable you to develop your "impact capacity" so that you can use your MBA learnings to navigate complex challenges and act with sustainable impact; or in other words, be a force for positive change.

#### International Exchange \*\*\*

Spend a term at one of the 40+ leading business schools in RSM's network. Exchange options are offered for those who are selected. Selection is based on academic performance and engagement throughout the year. Exchanges take place from January to March, after the programme.

Please note:

Curriculum correct at the time of production. Subject to change.

\*\* Study trip is subject to rules and regulations around international travel.

\*\*\* Exchange options are offered for those who are selected, at the end of the programme.

# International Full-time MBA Programme

## Class Profile of 2025

Total participants: **112** International participants: **99%**

### Average age



8% 25 years  
53% 26-30 years  
39% 30+ years

### Average experience

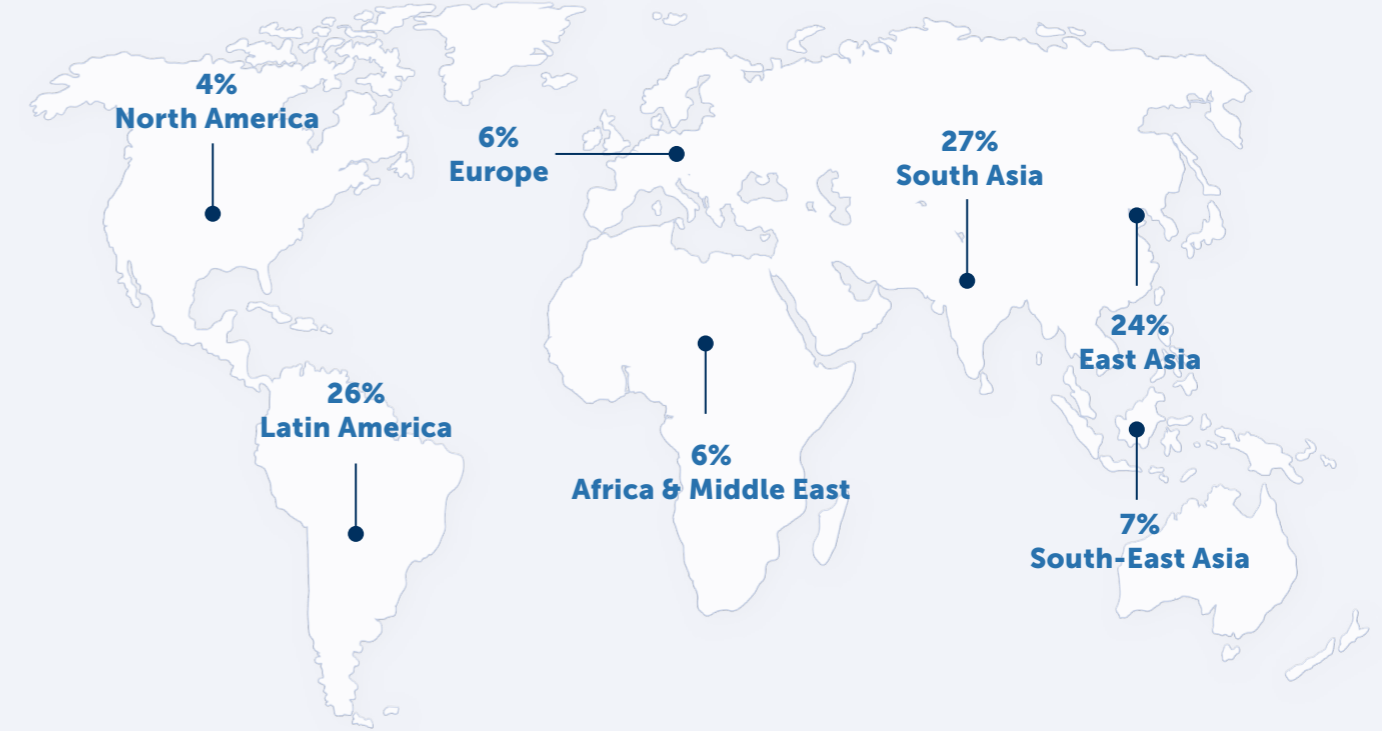


12% 3 years  
46% 4-7 years  
42% 7+ years

### Gender ratio

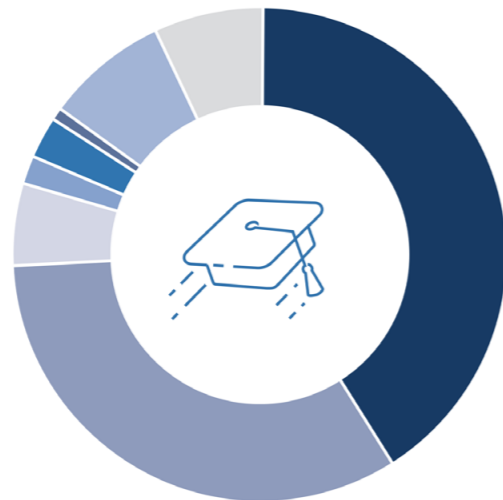


### Demographic distribution



### Academic Background

- 41% Business & Economics
- 33% Engineering
- 8% Sciences
- 5% Humanities & Arts
- 3% Marketing & Sales
- 2% Law
- 1% Medicine
- 7% Other



### Nationalities: **26**

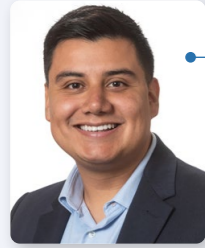


(including dual nationalities)

- |           |                    |                          |
|-----------|--------------------|--------------------------|
| Argentina | Mexico             | Thailand                 |
| Brazil    | Netherlands        | Türkiye                  |
| Cameroon  | Nigeria            | Uganda                   |
| China     | Pakistan           | United States of America |
| Colombia  | Peru               |                          |
| Egypt     | Philippines        |                          |
| India     | Portugal           |                          |
| Indonesia | Russian Federation |                          |
| Iran      | Singapore          |                          |
| Italy     | South Africa       |                          |
| Japan     | Taiwan             |                          |

# Meet our students and alumni

Meet current and previous *International Full-time MBA* students. Read the full interviews and learn more about the Full-time MBA journey from the perspective of our students and alumni.



## José Miguel Polanco

**Nationality:** American, Ecuadorian and Peruvian  
**Age:** 29 **Last job title:** sales development supervisor at Mary Kay Peru **Previous degree:** bachelor in sports journalism from Oklahoma State University

*"I transitioned from journalism to sales in a multinational company, and felt like I missed key elements of the business world. An MBA will help me catch up. I can combine it with my other experiences, and it will raise my profile. Several of my family members completed an MBA too, including my father. RSM's location and timing were perfect for me. I liked the Netherlands as a tourist when I was younger, and I just took a gap year backpacking through 14 countries. It all just came together so well."*



## Irena Doets

**Nationality:** Dutch and French **Age:** 31  
**Last job title:** engineering manager at Boskalis  
**Previous degree:** bachelor in civil engineering and master in hydraulic engineering from Delft University of Technology

*"I had a specialised engineering role and was more interested in the broader aspect of the organisation, for example finance and strategy. I wanted more knowledge to grow in the organisation. RSM has a good reputation, and its mission to be a force for positive change resonated with me. I'm interested in sustainability and wanted to learn how businesses can create a better impact while remaining profitable. So it was a good match for me."*



## Ian Weavind

**Nationality:** South African **Age:** 33  
**Last job title:** finance manager at Ascot Wealth Management **Previous degree:** post-grad in management at University of Cape Town

*"RSM and Rotterdam have a massive element of sustainability. This is going: every company and the world is going: laws are changing and you need an SDG focus. Leaders used to be top down, giving orders. RSM caters for everyone's needs so people are on the same page and is part of decisions in the workforce. We're being kept in line with changes in corporate environments. All of this is a bonus now and in the future."*

Read more on our website

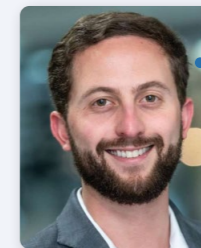
## Check out all interviews



## Stella Ren

**Nationality:** Chinese **Age:** 35 **Last job title:** senior marketing manager at Space Cycle  
**Previous degree:** bachelor in business economics from Tongji University in Shanghai

*"After graduation, I want to start a marketing job at a multinational so I can better understand European marketing styles. My career development coach at RSM is very professional. Sasha helps me step by step to prepare and discover what I want. I want a few years of work experience, because I need to know how this works here. Then in the future, it's my dream to start my own business and help people find their purpose in life."*



## Joe Oldham

**Nationality:** Peruvian **Age:** 28  
**Last job title:** account manager at Orica in Lima **Previous degree:** bachelor in industrial engineering

*The MBA has taught me that there's not one way of doing things. When I first came, I just wanted to work on the energy transition. But from the courses we've had, such as the advanced sustainability course, I understand there are a lot of ways to generate a positive impact. This broadens my scope of opportunities beyond the MBA. If you work at an energy company dealing with renewables or a huge corporation, then a small change can make a bigger positive impact."*

# What kind of leader will you be?

## Leading knowledge

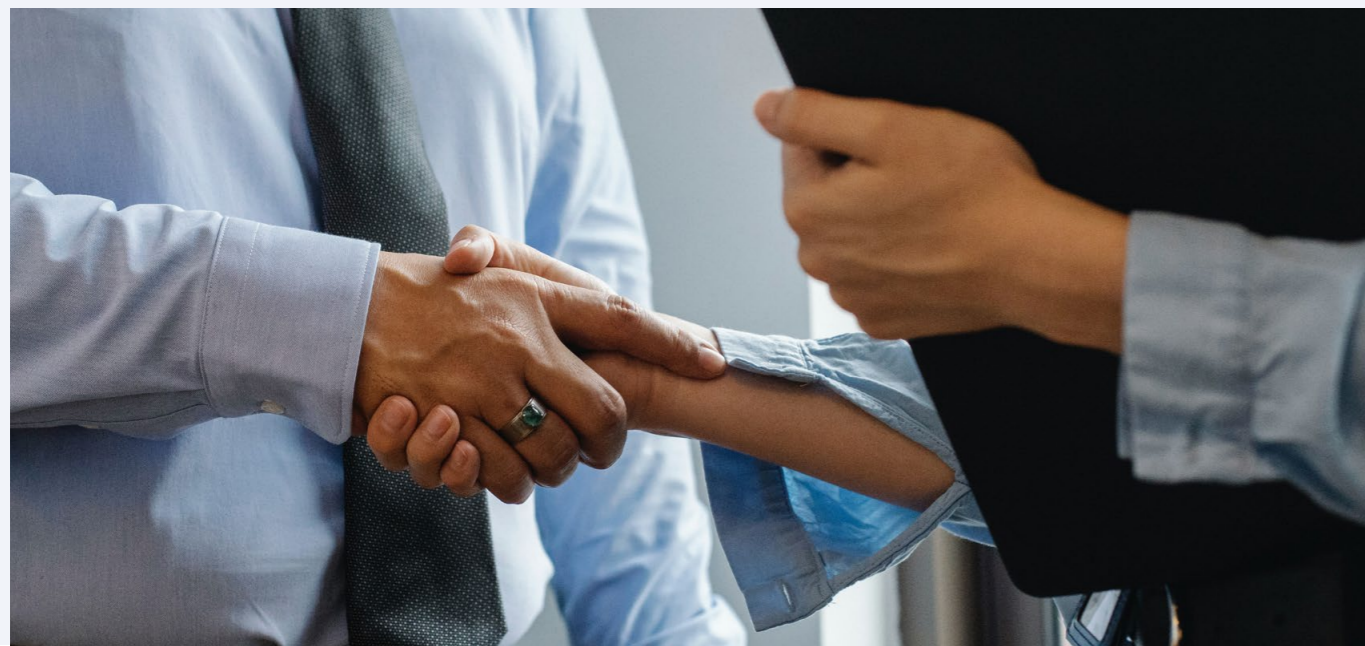
Our faculty members and professional coaches keep their fingers on the newest insights and best practices from all over the world. You will have access to all of this new knowledge through the PLD programme.

## Leading solutions

Put your critical thinking to the test. For three weeks, you will work in teams to solve a real-world business problem for a real firm, and present your solution to executives.

## Leading in action

Apply your managerial savvy through active lessons, such as in-class exercises, simulations, group work, peer reviews and mentoring opportunities.



## The leadership mindset

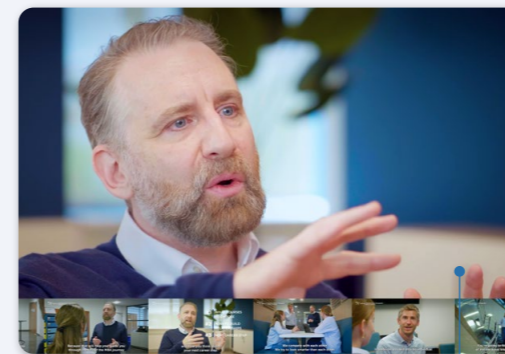
Leadership is an integral part of our MBA programme, which we call **Personal Leadership Development (PLD)**. In every class, assignment, and project, we incorporate elements of leadership development, motivating you to apply theoretical concepts in practical, real-world scenarios.

Our aim is to foster your ability to think and act like a genuine business leader by making well-informed decisions based on your knowledge and the immediate context.

The PLD programme is designed to boost your leadership capabilities through meaningful discussions and interactions with a diverse group of peers who are both inspirational and leaders hailing from a wide range of backgrounds, industries, and cultures. Its purpose is to help you strengthen your leadership skills through these valuable exchanges.

## Personal Leadership Development

Leadership is seamlessly woven into the MBA learning journey through **Personal Leadership Development (PLD)**. Each class, assignment, and project involves applying theoretical knowledge to real-world situations, encouraging decision-making and thinking like a business leader. The PLD programme fosters leadership skills through engaging discussions with diverse and inspiring peers and leaders.



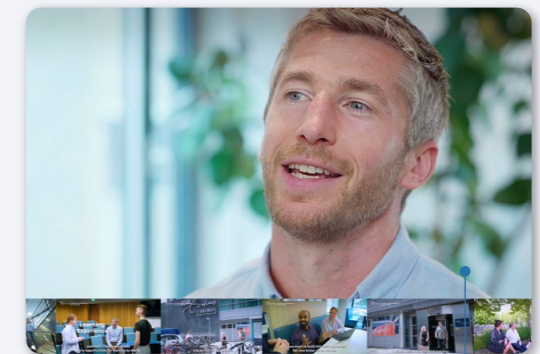
Watch the video

**Björn T. Atterstam**  
Leadership expert | Educator

## Experiential Learning

In our Full-time MBA programme, we emphasise **experiential learning**, which means you'll have numerous chances to learn by taking action. This involves learning from your classmates and tackling real, complex issues in a real and authentic setting.

Learn about the magic of the experiential learning in our Full-Time MBA programme from both our faculty and our students.



Watch the video

**Jochem Kroezen**  
Academic director RSM Full-time MBA



# Supporting you every step of the way

Wherever you want to go, however you wish to specialise, the International Full-time MBA arms you with the understanding, global exposure, tools and values to lead change in our world. Our graduates pursue careers in a broad diversity of regions, sectors and roles. Doing well, while committed to doing good. Every year, over 80% of our graduates stay either in the Netherlands or Europe.

## Employment statistics for Full-time MBA Class of 2023

**61%** Accepted a job offer by graduation

**98%** Found a job within 3 months after graduation

**84%** Changed region

**79%** Changed industry

**66%** Changed function

**39%** Changed all three of the above

**88%** Changed at least two out of three elements

At RSM, we are with you all the way. We support, coach and connect you with opportunities. We provide you with tools as you navigate throughout the exciting journey of achieving your goals and finding your next career.

### Career coaching

Right as the programme starts we will help you assess your strengths, address areas for improvement and define your career roadmap. Our Career Development Centre will assign you a personal coach, and help you build your alumni and corporate network.

### Connecting with opportunity

World-leading companies and organisations recruit at RSM every year. From recruiting events to interview preparation, our career services team works tirelessly throughout the year to provide students with the opportunity to engage with companies. And initiatives like the Living Management Project not only showcase your talent, but also connect you directly with potential employers.

### Internship opportunities

At RSM, we offer you the chance to find an internship opportunity that aligns with your strengths and advances your career interests. Our MBA students have worked with major global employers, such as Amazon, Nike, Philips, Procter & Gamble and Samsung Electronics.

### You will be in good company

Your journey at RSM does not end with graduation. When you complete your MBA you become part of the global RSM alumni community – an international network of nearly 50,000 movers, shakers and change-makers around the world who share the same values and vision of a better world as you do.

### Work in Europe

Make the most of a 12-month orientation visa available to graduates. This permit allows recent graduates to stay in the Netherlands for a period of up to 12 months. During this period, you can seek employment or work without needing an extra work permit. This means you have free access to the Dutch labour market, as employers do not need to apply for a work permit for you.



### Podcast

## The career centre: right there as you start your MBA journey

In this podcast Meghan Mackinnon, one of RSM's Career Development Managers, shares how the career centre helps guide and coach our current students during their MBA journey.

Listen to the podcast

# Take the first step



## Secure your place

For admissions eligibility, to join the FTMBA programme at RSM, you should have:

- » an undergraduate degree
- » a GMAT (Classic or Focused edition), GRE or BAT report
- » at least three years of postgraduate professional experience
- » ability to contribute in a multicultural setting
- » English language proficiency

## Admissions process

Admission to the programme is open throughout the year. Interviews and final evaluations take place over six rounds each year.

- » 13 February
- » 9 April
- » 4 June
- » 13 August
- » 1 October
- » 5 November

Apply online via Embark 

## Admissions requirements

- » completed online application form
- » two letters of recommendation
- » Kira Talent video response
- » one prepared essay
- » interview
- » satisfactory GMAT (Classic or Focused edition), GRE or BAT result
- » official transcript from your college or university

## Fees and financing

Tuition fee for the programme starting in 2025 is € 65,000. This can be paid in a deposit of €5,000 which is paid upon registration, and two instalments. The 1<sup>st</sup> instalment date is 13 December 2024 and the 2<sup>nd</sup> instalment date is 28 May 2025.#

When deciding on doing your MBA, please consider the cost of living during the year of your study in Rotterdam. For example: you will need to budget for housing, living expenses and health insurance, which is mandatory for all full-time students in the Netherlands.

Find out if you are eligible for student loans and scholarship opportunities online.

Read more on our website 

# Tuition correct at the time of publishing, and can be subject to change. An initial non-refundable admissions fee of €5,000 is required to secure your place on the programme.

## Make it happen...

### Have your profile reviewed

One of our Recruitment and Admissions Managers will take a look at your LinkedIn profile or your CV if you prefer, and then talk via phone or Zoom to discuss your MBA aspirations.

CV assessment 

### Tour the campus

Meet our faculty, staff and students on campus. You can e-mail us to plan your visit.

### Meet us

If you cannot travel to Rotterdam, you can meet us in a city near you. We travel all over the world to meet future MBA students. And for those of you we can't meet on the road, we organise webinars throughout the year.

MBA events 

## Let's talk

Our team is always here to help, to guide you in your orientation and to answer questions.



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Accredited by



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