



Online MSc in
**Sustainability
Management**

Advance your career with a master in Sustainability Management.

Learn to confidently manage sustainable responsibilities faced by organisations and businesses during global economic, social, and environmental challenges.




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Join a world-class business school

Rotterdam School of Management, Erasmus University

RSM is the business school of Erasmus University Rotterdam (EUR). Over the past 50 years and counting, our school has firmly established its reputation as one of Europe's most international and innovative business schools. At RSM, you join a global community of business leaders, thinkers, innovators and change-makers.

 Explore 50 years of RSM

 More information on our ranking

The Rotterdam spirit

RSM got its start in the city of Rotterdam: an iconic hub for international trade, and a city that grew on the back of centuries of international trade and business to become a nexus for entrepreneurs, visionaries and change-makers.

Today, Rotterdam is a vibrant multicultural and entrepreneurial city. At RSM, our culture is one that is open to the interchange of ideas, welcoming of diversity and new perspectives, warm and friendly, and an embodiment of the Dutch traditions of innovation and breaking moulds. We look forward to sharing the Rotterdam spirit with all our students from around the world, in-person or online.



Why RSM?

Accreditations

RSM is consistently ranked among the best business schools in Europe; it's second in Europe and fourth worldwide in the category of Business Administration, according to the 2023 Shanghai Global Ranking of Academic Subjects. Looking at business schools around the world, RSM is among the *top one per cent* – that's just 74 schools – with triple crown accreditation. This accolade is an indicator of exclusive quality, and it highlights RSM's international reputation.

Our business school has held the Association of MBAs (AMBA) accreditation since 1996, and accreditation from the European Quality Improvement System (EQUIS) since 1998. Additionally, RSM was among the first European business schools to receive accreditation from the Association to Advance Collegiate Schools of Business (AACSB) in 1998.

Ground-breaking research

RSM is home to some of the world's most prolific management research scholars. In addition, we have multiple specialist research centres and the Erasmus Research Institute of Management (ERIM), a joint research institute with the Erasmus School of Economics. Each of ERIM's 350 international researchers and RSM's faculty members strives to research, teach and document the latest knowledge in global business science.



50+ years Experience

In business management education



#2 in Europe
#4 Worldwide

in Business Administration
(Global Shanghai Rankings)



#1 Executive MBA

In the Netherlands
(Financial Times)



Top 50 global business schools

(Financial Times)



Triple Crown

Part of 1% business schools worldwide with Triple Crown accreditation



#6 in Europe

Research ranking (Financial Times)



50,000

Alumni active worldwide



35 research centers

250 Senior researchers and 150 PhD students



Our mission:

Be a force for positive change

In 2016, EUR was the first university in the Netherlands to subscribe to the UN's 17 Sustainable Development Goals (SDGs). A short time later, in 2017, we adopted our mission at RSM to be a force for positive change in the world, recognising that business schools should seek to develop knowledge and teaching for sustainable solutions.

Steering towards sustainability

To achieve the SDGs, we believe that organisations play a vital role. This is because they are at the core of the economic system and can be powerful actors next to, and as partners of, governments and civil society.

At RSM we believe that sustainability is critical to business and leadership. We are fully committed to developing responsible and integrative thinkers and decision-makers, who understand their impact on people, organisations, society and the planet.

Our vision for this online master programme – to speed up the transition to a more sustainable economy through management education – is fully aligned with the spirit of Erasmus University's mission to create positive social impact. And this vision follows the principles laid out in our education strategy, to provide education through the development of leaders for the sustainable digital economy, thereby acknowledging our mission to be a force for positive change in the world.

Every programme that we offer encourages participants to use their new knowledge to be part of RSM's mission for positive change. This is especially true for the online MSc in Sustainability Management. When you graduate, you will know how to use a range of analytical strategies and applied solutions to deal with the responsibilities of corporations and businesses in times of global economic, social and environmental challenges.



Welcome to the MSc in Sustainability Management

Congratulations on taking the first step on your journey to a master's degree in Sustainability Management.

This cutting-edge online master equips learners with the knowledge, skills and confidence needed to lead sustainable transformations.

Be the one who creates impact

Format: Online
Duration: 24 months
Hours: 19 p.w. during lecture periods
Degree: MSC degree
Language: English

Are you passionate about sustainability with a strong interest in progressing your career in management?

This unique online programme has been tailored for talented sustainability-minded professionals, like you, who want to undertake a master's degree from one of Europe's top business schools and advance their careers without the need for travel – while still benefitting from an international classroom and engaging with leading faculty members.

What do you learn?

Over the course of two semesters, and 6 modules, theoretical foundations will firstly be studied, and then learners must apply the knowledge to real-world challenges.

Learners will be challenged to think critically about business strategies to be able to develop new sustainable business solutions for sustainability.

Why choose this online programme?

Bringing sustainability to your business or organisation requires knowledge of managing for sustainability with strategic leadership skills. This fully online programme allows you to learn, from anywhere in the world, how to confidently steer a strategic path towards sustainability for your business.

The master is designed to offer you a lot of interaction during classroom discussions. Additionally, you are closely supported throughout your studies and have the flexibility and independence of online study.

Sustainability as the new normal

As concerns about environmental and social challenges continue to increase, sustainability has solidified its place as a critical component of business strategy and operations.



This programme focuses on small-scale interactions with faculty members and flexible learning that will create a community of knowledgeable sustainability agents with diverse expertise, backgrounds and nationalities. This journey will empower you to make a difference.

Dr. C. (Corinna) Frey-Heger, Associate Professor

Sustainability is not an optional choice for businesses anymore – it's a strategic imperative that shapes the practices and priorities of industries worldwide. It involves working towards a balance between achieving short-term profitability goals and avoiding long-term negative impacts on the world outside, all while ensuring positive organisational performance and growth.

Career prospects

Build a future-proof career in an in-demand profession. According to the Global Green Skills Report 2023, it is expected that millions of new jobs, driven by new climate policies and commitments, will be created globally in the next decade. The report also mentions that the top green skills required by employers include sustainability, climate comprehension, renewable energy and corporate social responsibility.

Our online master programme equips you with the expertise, knowledge and skills that are in high demand within this labour market, and it gives you the confidence to take your business or organisation to the next level in sustainability.

The challenges for you

Bringing sustainability to your business or organisation requires knowledge of managing for sustainability with strategic leadership skills. This programme teaches you how to steer your business towards a strategic path to sustainability.

Our role

Our mission at Rotterdam School of Management, Erasmus University (RSM) is: *to be a force for positive change in the world.* With that in mind, and in wanting to gain a better understanding about the increasing societal demands placed on organisations, the online MSc in

Sustainability Management aims to help you transform into an agent for positive change, capable of confidently leading successful sustainability initiatives.

With this specialised online master programme, we offer you an executive education programme that is designed to fit into your life.

You only need a reliable internet connection and computer to get access to innovative learning, knowledge transfer from an international cohort and, ultimately, your master's degree. Wherever you are in the world.

What do you learn

Get to know a few of our experienced faculty members and what you can learn with them.



Module:
Corporate governance for sustainability

Dr. Emilio Marti
Associate Professor

"Corporate governance is key for sustainability as it describes the mechanisms through which companies are directed and controlled. We explore internal governance mechanisms by examining how top management teams, boards, and shareholders influence corporate sustainability. And we cover external governance mechanisms by analysing how rating agencies, non-governmental organizations, and regulators shape the way companies deal with environmental and social issues. Studying these interactions helps you understand how sustainability issues can become financially material over time."



Module:
Tackling environmental issues

Dr. Piero Morseletto
Academic Lecturer

"We focus on six critical environmental issues: climate change, biodiversity loss, freshwater scarcity, habitat destruction, waste and pollution, and resource overexploitation. These were chosen for their severe impacts, increasing magnitude, and connection to business practices."

We will analyse each issue's anthropogenic origins, implications for nature and society, while analysing potential solutions. The course emphasizes real-world business examples to reinforce understanding. Students learn to comprehend short-term to long-term effects, from local to global scales, and develop solutions accordingly. The module also explores interconnections among these issues and synergies in addressing them, comparing student-devised solutions with those implemented by companies worldwide."



Module:
Tackling social issues

Dr. Corinna Frey-Heger
Associate Professor

"Sustainability management is about addressing both environmental and social issues. In my course we will examine why social (and environmental issues) are so difficult to tackle, exploring their complexity, scale, and scope."

We will apply learnings and insights from previous courses, such as on systems thinking, to examine current approaches to tackling social or societal issues – and why they often fail –and critically explore organisation's role in intensifying social issues."

Ultimately, this course will help you understand why social issues cannot be tackled by blindly applying traditional management techniques and tools and enable you to develop sustainable solutions for social issues that take their complexity into account."

While you undertake this online master, your needs as a student and as a member of society are met in an innovative way. As a graduate, you will have learned various analytical strategies and can deal with responsibilities faced by corporations and businesses during global economic, social and environmental challenges.

Programme overview



Online
100% Online Flexible & Convenient learning



24 Months
Part-time two-year 60 ECTS Programme



English
To best prepare you for the international job market



International
Classroom: highly competent & experienced international individuals



Small scale
Intimate classroom setting



Accredited
Globally recognised degree from a top university



Experts
Live sessions with industry experts



Support
Personalised support



Grow
Professional development



Bringing sustainability to your business or organisation demands that you have strategic leadership skills and knowledge of managing for sustainability. In the professional environment of this programme, you learn how to steer a strategic path towards sustainability for your business.

The programme uses a blend of online approaches, which keeps you empowered to engage with the content and with your peers. In a global online environment, everyone has different individual circumstances, but this unique programme leaves space for creating a community within the cohort.

- » **A two-year programme of 60 study credits (ECTS)** tailored to you as a professional, so you can study alongside your job.
- » **A sharp focus on sustainability**, presented comprehensively and more in-depth than in other, traditional business administration master programmes.
- » **Access to management education at a top European university**, ideal when you are a professional in a geographically distant location.

Learning objectives

When you graduate from this online master programme, you will be equipped with new knowledge, the latest skills and a fresh perspective.

Knowledge

Analyse business sustainability from different perspectives

Assess how companies are implicated in sustainability issues

Analyse the opportunities and risks that sustainability issues create for companies

Appraise different ways in which companies can become more sustainable

Skills

Plan effective corporate responses to sustainability issues

Effectively communicate sustainability initiatives to stakeholders

Confidence at problem-solving, communication, and collaboration skills

Reasoning

Use data to develop solutions

Critically assess whether sustainability initiatives produce the intended effects



The learning experience

Flexible, high-quality online learning

This MSc Sustainability Management programme is delivered through the online campus by RSM via Erasmus University Rotterdam.

We use a blended learning approach that comprises both live learning sessions and independent study. This blend empowers you to engage with the content and your peers in a manner that suits your individual circumstances, while still fostering a sense of community within your own cohort.

The programme follows a structured and logical sequence of modules that enhance overall focus and group cohesion, and it develops and maintains a strong cohort dynamic.

As a student, you can participate effectively regardless of your geographical location or time constraints, because of the flexibility provided with the diverse learning materials and formats.

Live sessions

Participate in real time and connect with peers and faculty.

Examples: live sessions with your teacher and peers, lectures, panel discussions, networking sessions, Q&A sessions, masterclasses.

Independent study

Get more flexibility than a traditional in-person programme.

Examples: online materials such as recorded lectures, discussion forums, case studies, written assignments and essays, and online workbooks.

Virtual one-to-one sessions

Receive group and personal sessions with professors and study advisors.*

Examples: feedback and discussion sessions with your professors, reflection time to understand important aspects of the course, live sessions at the end of each module, and peer-to-peer discussions and exercises to prepare for the course assessment.

* The network you build during your studies will continue to support you after the programme has ended.



Cohort size

You and your cohort work together, ask questions, share your knowledge and learn closely with our top faculty and from each other.

This collaboration results in:

- » Ample interaction in the online classroom.
- » Close support from faculty members.
- » Detailed feedback during your studies.

Materials

- » All learning materials are in English and are hosted online.*
- » Study materials come directly from the RSM research community.
- » All classes are hosted by RSM faculty and research experts.

* Some materials available up to 12 months after graduation.

Content

This programme's content deepens the knowledge and skills of professionals, like you, who aim to transform business strategies. Covering a range of theories and topics, our experienced faculty brings diverse perspectives and offers you a broad view of sustainability management. These insights can help to enhance your professional practice and advance your career. For detailed module content, refer to the Curriculum Overview section.

An international classroom

Interacting with your fellow students from all over the world is part of the experience in this online master. You and your cohort learn management skills that enable you to deal with global environmental and social issues, while you all simultaneously become a vibrant community of agents for positive change and sustainability around the world.

RSM's international online classroom gives you the opportunity to see things from a different perspective. For example, to learn how to solve problems in group settings through better understanding whether your own biases, personal beliefs, opinions, past experiences and/or cultural influences are hindering your learning process. We test and evaluate these through peer-to-peer feedback and through online discussions with the teaching staff and your peers.

MSc in Sustainability Management

Curriculum Overview

The online MSc Sustainability Management is a two-year programme consisting of six courses. You will study theoretical foundations of sustainability management, which will then be applied to solve real-world problems and obstacles.

At the end of your study, you will have to complete your final project, where you will apply the knowledge you gained during the programme to overcome a real challenge than an organisation is facing.

Year 1

Business and systems change

Your programme starts by building a platform for your learning journey and laying the foundations for impactful management.

Coursework includes:

- » Learning the principles of sustainability.
- » Exploring different worldviews of sustainable development and how those views may generate differentiated approaches and actions.
- » Analysing the current approaches of companies.
- » Evaluating how firms can use a systems perspective and innovation process to build business solutions that enhance the health of social-ecological systems.

Implementing sustainability strategies

In the second course, you step into the role of a sustainability manager.

This course focuses on:

- » Sustainability strategies that help to drive environmental and social impact within companies.
- » The key frameworks of sustainability management.
- » Practical tools and case studies that empower you to integrate sustainable practices into business operations.

Corporate governance for sustainability

In your third course, you explore the question: Why are some companies more sustainable than others?

Coursework includes:

- » Analysing governance mechanisms that shape corporate sustainability.
- » Exploring the impact of internal governance mechanisms, such as top management teams, boards of directors, and shareholders.
- » Evaluating external governance mechanisms, such as ESG rating agencies, the media, social activists, and regulators.

Business ethics and responsible leadership

In the fourth course, you examine responsibility and ethics as pillars of sustainability.

You are stimulated to:

- » Develop the capabilities you need to help you avoid moral blind spots.
- » Internalise and embrace ethical behaviour in your daily work practices.
- » Lead other stakeholders within and beyond organisational boundaries to work towards sustainability objectives.



Year 2

Tackling social issues

The fifth course investigates the complexity of tackling social issues.

You learn how to:

- » Critically appraise potential solutions to social issues from various perspectives.
- » Explore why issues such as labour conditions, inequality or global migration are so difficult to tackle.
- » Reflect on the insights from the previous courses to examine the complexity, scale and scope of these issues, and why current solutions often fail.

Tackling environmental issues

In the sixth course, you explore how business activities drive major environmental issues, including:

- » Climate change
- » Biodiversity loss
- » Freshwater scarcity
- » Habitat destruction
- » Pollution
- » Overexploitation

For these issues, you further analyse the causes and impact, examine case studies to understand corporate responsibilities, risks, and strategies, and identify practical ways to address the challenges.

Final project

Your final project in the online MSc takes place in the last semester, around 16 weeks after you start, in which you are required to analyse a partner company's sustainability approach and to draw on insights from all the six courses.

For this project, you collect data, critically analyse the company's actions and write a detailed report. Additionally, you must demonstrate how you collaborated with a company contact and an RSM supervisor.



Studying online

Engaging online learning space

All our online learning materials are accessed through the virtual learning environment (VLE), Canvas, the world's number one teaching and learning software. Canvas is accessible via desktop, laptop and mobile devices.

Live sessions

Participate in real time and easily connect with peers and faculty. The live sessions include lectures, panel discussions, Q&A's and masterclasses.

Virtual one-to-one sessions

Receive group and personal sessions with professors and study advisors; for example, feedback, reflection time to understand important aspects of the course, and exercises to prepare for the course assessment.

Dedicated study advisors

Once you start the online MSc programme, you are paired with a study advisor who provides you with tailored support on topics such as study and time management, academic writing and navigating the virtual campus.

Online library

As an online student, you enjoy full access to the extensive online library of Erasmus University Rotterdam (EUR), one of the best academic libraries in the world. With this resource, you have access to a vast collection of e-books, academic journals, research databases and digital archives – just about everything you need to support your studies and enrich your learning experience. With 24/7 access and dedicated library support, you can study anytime, anywhere, thereby empowering you to achieve your goals without limits.

IT Support

To further ensure a smooth online learning journey, our IT team offers you continuous support; for example, we promptly address any technical issues to reduce stress and frustration. If you are a learner with a disability, we can offer you customised adaptations that have been developed in cooperation with teaching staff and with full respect for privacy.

Additional benefits

Beyond the programme

Become a part of a world-class global network

Throughout this master programme you engage with your peers as well as thought leaders and our world-class faculty. You become part of a global network that will support your learning and your ongoing professional and career development, even after you graduate.

body, you receive invitations to events that take place both on campus and online. Whether it's attending virtual career fairs, joining webinars or connecting at social gatherings, you receive many opportunities to grow, connect and thrive as part of RSM's dynamic academic community.

An alumni network that's second to none

After graduating, you join RSM's global alumni community, a network of more than 50,000 leaders, thinkers and trailblazers spread out among 100 countries around the world. You benefit from social, professional, industry and academic initiatives, activities and opportunities. Additionally, you automatically become a member of your RSM Alumni Local Chapter, one of the regional communities of RSM alumni that is committed to driving positive change.

Online events & networking opportunities

Being one of RSM's online students, you are an integral part of the EUR community. As such, you benefit from a variety of engaging online events designed to enhance your experience beyond the virtual classroom. Events such as sessions that focus on career development, wellbeing workshops, and networking opportunities with peers, alumni, and industry professionals. Additionally, as part of the official EUR student



Admission and application

Are you eligible?

You are a change-maker and next-generation thinker who has worked in a broad range of industries. Your roles have been varied and you have operated in distinct geographies. You bring experience, expertise, insights and new ideas to your learning. For this online MSc study, you must demonstrate:

- » Academic excellence: a minimum level of an undergraduate university degree (Bachelor's degree).
- » Professional achievements: a minimum of three years' postgraduate work experience (can also be outside the Sustainability field).
- » English proficiency: a strong command of the English language (read, write, speak).
- » Leadership: experience in managing people and/or projects.
- » Appreciation of diversity: you communicate effectively across cultures and value points of view that are different from your own.
- » Team skills: you share and use your own and others' expertise in small team tasks and classroom settings.
- » Communication skills: you can effectively convey your thoughts and ideas.

Our personal approach to admissions

As an online learner, from the moment you show interest in our programme, a dedicated team of admissions professionals are there to guide you through the process and provide you with a personalised experience.

RSM admission officers work hand-in-hand with the enrolment advisors to ensure you receive tailored guidance and support throughout the application process. Together, we carefully review your academic and financial requirements, answer your questions, and address your concerns to help you feel confident and prepared to take the next step toward achieving your educational aspirations.

Fees & finance

Shortly, we will release more information about the different financial options available to students. In the meantime, please contact us directly for more questions regarding this topic.

Date	Payment	Amount
When applying	Application fee	€ 20
TBC	Tuition	€ 19,000



Make a difference...

Admissions process

To apply for this online programme, you will need to submit your application and supporting documents online. Normally the admissions process can take 4 – 6 weeks.

Requirements:

- » A minimum of three years of work experience. Work experience in Sustainability is not necessary. Pre-master courses are available, to support those of you who come from different fields and those who are new to sustainability.
- » A bachelor degree or higher or an undergraduate degree that is comparable in level with an academic bachelor degree obtained at a Dutch research university (WO).
- » A strong command of the English language (read, write, speak). If you are a non-native English-speaking student, you may be required to provide proof of your proficiency in the English language.

Application documents:

1. Motivation letter:
Your motivation letter should include a paragraph about:
 - » your individual motivations for studying the course.
 - » your suitability to study at the master level.
 - » how you feel you can add value to your cohort and contribute as a student.
2. Your CV.
3. Education degree (i.e. university) and any relevant transcripts, in both the local language and an English translation.
4. A non-refundable application fee of € 20.

Get in touch

Do you have any questions? We're here to support you, every step of the way. Send us an email at: onlinemasters@rsm.nl

Accredited by



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