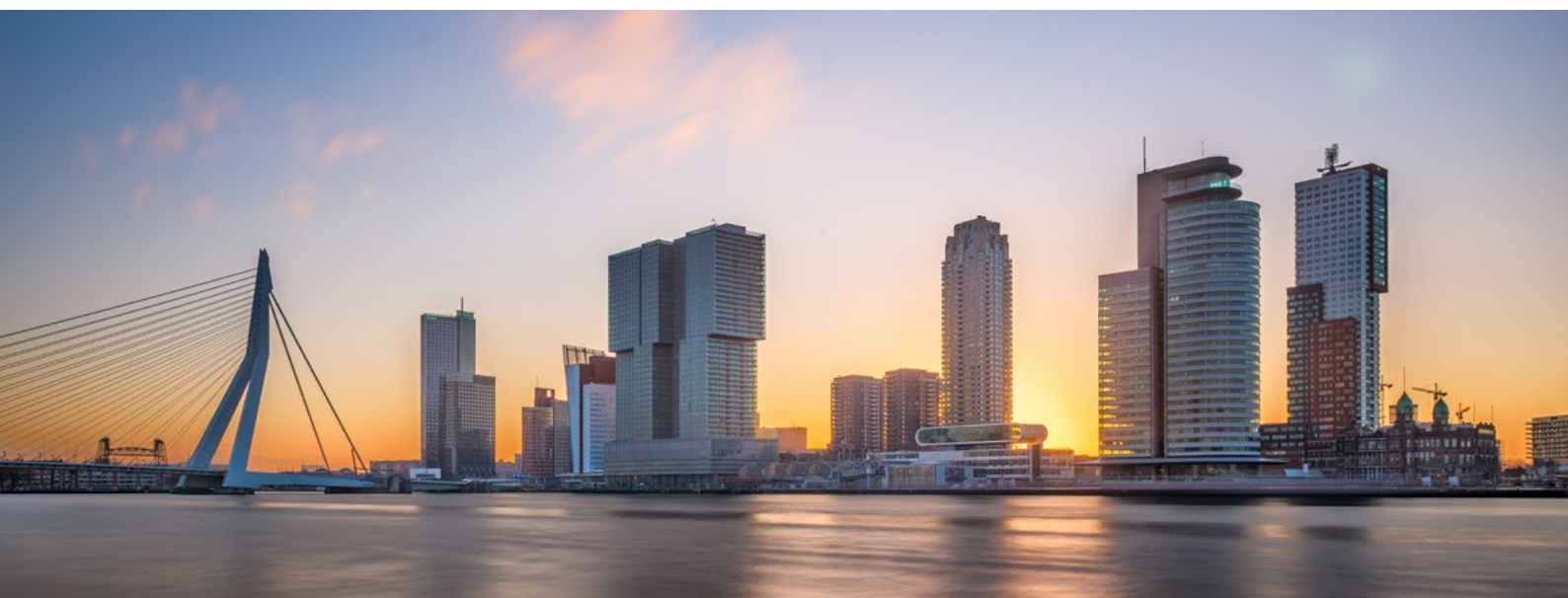


# Part-time **Executive MBA**





# You are ready for change

You're ready for a new kind of leadership: leadership that drives real transformation in culture, attitudes and people. You're ready to empower a generation of change-agents and business leaders who want to deliver positive impact to our world, and to make a meaningful difference. You're ready for change. And you are ready to embrace change in yourself.

Real change comes from within. It means broadening your mindset. It means looking at the critical issues from a multiplicity of perspectives. It means forging the rock-solid understanding, the knowledge, the technical and human competencies and the resilience in your leadership to thrive in our multicultural, interconnected, complex and uncertain world. And it means making decisions under pressure; decisions that deliver long-term, sustainable and positive impact on people, organisations and communities. You are ready for change.

**And you are ready to make it happen.**

# Be a force for positive change

We believe that business can and should be a powerful force for change. A unique force, capable of creating new solutions to the most critical challenges our world faces. At Rotterdam School of Management, Erasmus University (RSM), we believe in harnessing world-class research, cutting-edge insights, deep ties with industry leaders and decades of expertise at the forefront of business education. This is to help you to enact change, to become more analytical, more creative and more collaborative in your thinking and practices. And to help you play your part in transforming business, and doing better for our world.



RSM was forged in the city of Rotterdam: an iconic hub for international trade, a city completely designed for business, and a nexus for entrepreneurs, visionaries and change-makers.

Rotterdam today remains a vibrant city that wears its multicultural and entrepreneurial legacy with great pride. Ours is a culture that is always open

to the interchange of ideas, always welcoming of diversity and new perspectives, warm and friendly and an embodiment of the Dutch traditions of innovation and mould-breaking.

Rotterdam is known as the Gateway to Europe. It is also a gateway to learning, to transformation and to completely new ways of thinking, doing and being.

## Rotterdam is **the gateway** to a new you. **Your change** starts here.





# A world-class business school

Rotterdam School of Management (RSM) is the business school of Erasmus University, and enjoys pride of place among the best-ranked international business schools in the world.

Here you will join a truly global community of business leaders, thinkers, innovators and change-makers. Across our renowned faculty and research network, the internationally-acclaimed Erasmus Centre for Entrepreneurship, our world-

wide business and industry ecosystem, ours is a community of learning and innovation that will support and challenge you to be the very best you can be; as a leader and as a human being.

**# 1**  
**Executive MBA in the Netherlands**  
*Financial Times*

**Top 50**  
**Business school globally**  
*Financial Times*

**Part of 1%**  
**of business schools worldwide**  
*with Triple Crown accreditation*

**Rotterdam # 5**  
**Most welcoming city in the world**  
*Travelbird*

# The RSM Executive MBA

## Be the best leader you can be

The RSM Executive MBA (EMBA) is expertly calibrated to drive your transformation. The EMBA will comprehensively challenge you to start over; to reassess everything you know, reappraise your leadership, your ideas and your habits. You will be challenged to experiment, explore new ideas and approaches and advance your skills, your understanding and your influence as a leader far further than you ever thought possible.

The EMBA is a journey. It is intense and immersive, yet also perfectly aligned to your ongoing personal and professional commitments. You will have class every other weekend – on Fridays and Saturdays – so you can balance study and work with ease and flexibility. And because your learning journey is fully integrated into your working life, you will have the chance to experiment with new ideas in the workplace; and to put theory, new ideas, concepts and leadership approaches into practice in real life and real time.

The EMBA takes you deep into the key issues and ideas, the forces and the megatrends that are shaping and reshaping global business. You will explore new strategies to transform your business, as well as hone the skills and attitudes needed to create positive change. And you will take your place within a cohort of like-minded change-leaders from a diversity of business and geographical backgrounds, who together with RSM faculty will support you on your journey towards becoming the best leader you can be.

### 5 Benefits to you and your career

#### » Impact from day one

From the moment you join the RSM EMBA you will explore new ideas, approaches, attitudes and solutions, challenging you to re-think everything you know, and to bring it all back to your day-to-day performance as a leader.

#### » Impact that endures

As you go through the RSM EMBA and beyond, the learning, the introspection, the support network and the challenge to be the best you can be, will continue to drive you as a leader throughout your career.

#### » Personal leadership development

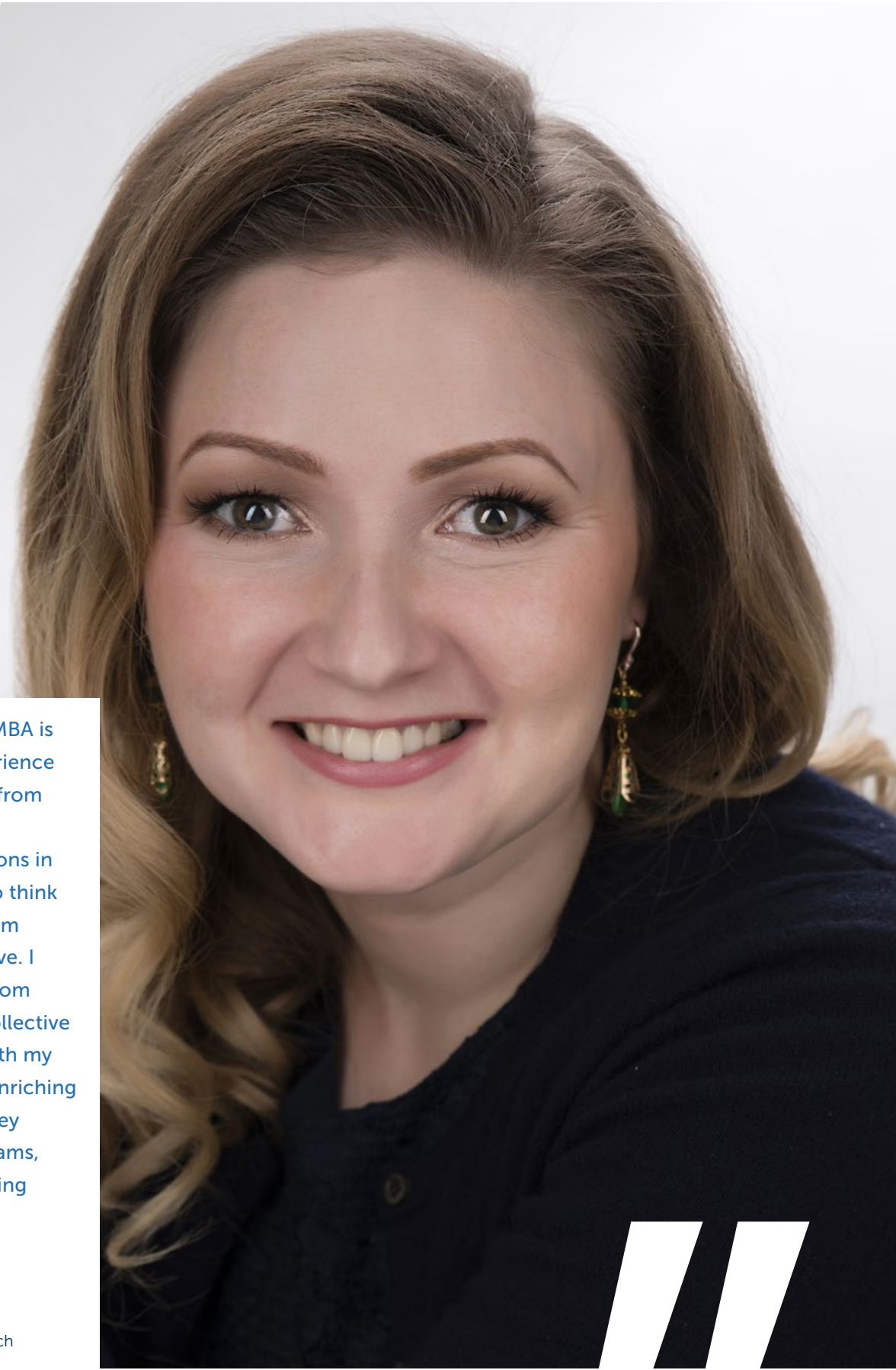
The RSM EMBA integrates a bespoke Personal Leadership Development programme comprehensively geared to your individual and specific objectives. We work intensively with you to ensure you meet your fullest leadership potential.

#### » Critical decision-making

We take a cross-disciplinary approach to decision-making to expand your perspectives and your thinking. You are challenged to see the bigger picture, and to build the resilience and the agility to make solid decisions under complexity and uncertainty.

#### » Global network of change-makers

The RSM EMBA brings you fully into an international ecosystem of business and thought leaders, industry experts, innovators and trail-blazers. You join our vast, global alumni community which will support you in your learning and development across the entirety of your career.



"The RSM Executive MBA is a life changing experience where I get to learn from Professors and have challenging discussions in class. It taught me to think broader and look from a different perspective. I get a lot of energy from collaborating and collective thinking together with my classmates. It is an enriching and rewarding journey together with the teams, who are also becoming friends for life."

**Marina Fedotova**, Russian,  
Class of 2022,  
R&I Team Leader  
at Danone Nutricia Research



# See the bigger picture

RSM is wholly committed to diversity in its fullest expression: across culture, experience, expertise and perspective.

At RSM we welcome participants to all of our programmes from a vast diversity of roles, sectors, industries and geographies. More than half of our participants are international.

In class, during team activities and on study tours, you will be encouraged to try new ways of doing and being, to find new solutions and to expand your horizons as you transform as a leader and a person.

The diversity that you will experience at RSM will challenge you to see things differently, and to rethink your ideas and established processes or approaches.

## Erasmus Research Institute of Management

The Erasmus Research Institute of Management (ERIM) is one of the world's most internationally diverse and innovative research faculties. We are home to 350 researchers from all over the world, committed to unearthing new knowledge, new understanding and new modes of teaching and learning.

## Sustaining our world

At RSM we believe that sustainability is critical to business and leadership. It is our commitment to develop responsible and integrative thinkers and decision-makers who understand their impact on people, organisations, society and the planet. The RSM EMBA and every programme in our extensive portfolio integrates an approach geared to helping you become a positive force for change in our world.

## Creating our world

At RSM we prioritise innovation, creativity and entrepreneurship. During your EMBA you will benefit from new perspectives, frameworks and ideas that will empower you to drive innovation in your role, function or organisation – or to help you make the switch if you are thinking of branching out in a new direction. The Erasmus Centre for Entrepreneurship (ECE) is a globally acclaimed hub for entrepreneurial ideas, development and support. Each year, the ECE offers an entrepreneurship boot camp where you can pitch your ideas and benefit from expert feedback.

# Transform the present Change the future



Classes take place every other week on Friday evening and Saturday\*

\*with some exceptions of which you will be informed beforehand

## Foundations of Management

A consolidation of your basic business skills through courses that are moderately theoretical will bring you back into learning mode and underpin the development of your analytical skills.

- » Managerial accounting
- » Leading people
- » Financial management
- » Business analytics & decision making
- » Marketing management

## Practice of Leadership / Electives

The elective period is your opportunity to select from a range of subjects designed to offer further specialised knowledge. Here is a selection of some of the courses on offer:

- » Brand management
- » Leadership
- » Financial engineering
- » International negotiations
- » Leading through transformation

Look at the bigger picture in global business. Test your understanding. Experiment with new approaches and ideas. Build the critical thinking to make better decisions. Constantly question, discuss and defend. And put theory to the test through international exposure and your own real-world, high-impact in-company project.

The RSM EMBA is a unique, 18-month learning journey that will change you as a leader and as a person – transforming your present and reshaping your future.



## Advanced Courses

These courses will help you dive further into leadership:

- » Leading strategic business change
- » The business of sustainability
- » Strategic management
- » Operations and services management

## In-company Project

This seven-month project is done in parallel with your regular EMBA studies. It gives you an opportunity to focus on a real management challenge in your own organisation.

## Study Tours

Study tours expose you to the complexities of global business via academic engagement with partner institutions and direct interaction with the local context. In the first year you will travel to a pre-determined destination with your EMBA cohort. In your second year, you can choose from various destinations to enrich and diversify your learning experience.

*Please note:*

- » Curriculum correct at the time of production. Subject to change.
- » Study tours are subject to rules and regulations around international travel.



"The RSM MBA is a demanding yet deeply rewarding programme. What I really appreciate is that the dynamism and international focus of the Dutch economy is reflected in the classroom. The faculty comes from all over the world, while my classmates bring a huge range of skill sets and experiences to the table. This greatly enhances our educational journey"

**David G. Lewis**, Canadian,  
Class of 2022,  
Sustainability Manager  
at ING

# Unlock your fullest potential

When you join the RSM EMBA you will pursue your own Personal Leadership Development (PLD) programme, a bespoke learning journey completely tailored to your individual needs, goals and objectives.

Your PLD is integrated into each assignment, project and classroom session that you undertake. The PLD will challenge you personally to think deeply about your own weaknesses and strengths, and to explore completely new ways of leading and being – new approaches in both theoretical and applied settings, that will help you unlock greater potential as a decision-maker and change leader.

Throughout your PLD you are supported by faculty, coaches and trusted peers within your cohort who accompany you as you discover new competencies and styles of leading. As a result, you fortify a breadth of skills: from collaboration and communication to influencing and mobilising those around you. You emerge with a set of new competencies to drive positive change through open, empathic, ethical and transparent leadership.



## Explore leadership through:

- » Class-based exercises
- » Case studies
- » Simulations
- » Custom assessment tools
- » 360-degree peer feedback sessions
- » Mentoring
- » Career and leadership coaching
- » One-to-one access to faculty and coaches



# Executive MBA Programme

## Class profile of 2022

Join a cohort of leaders that share your goals and your desire for positive change. Meet peers from around the world; change-makers and next-generation thinkers from a breadth of industries, roles and geographies, who bring a world of experience, expertise, insight and new ideas to your learning. The collaboration and interchange of perspective you experience together in class, project work, study tours and beyond, forges deep bonds of support that span the world and endure long beyond the programme.



35

Average age



28

Nationalities



11

Average work experience



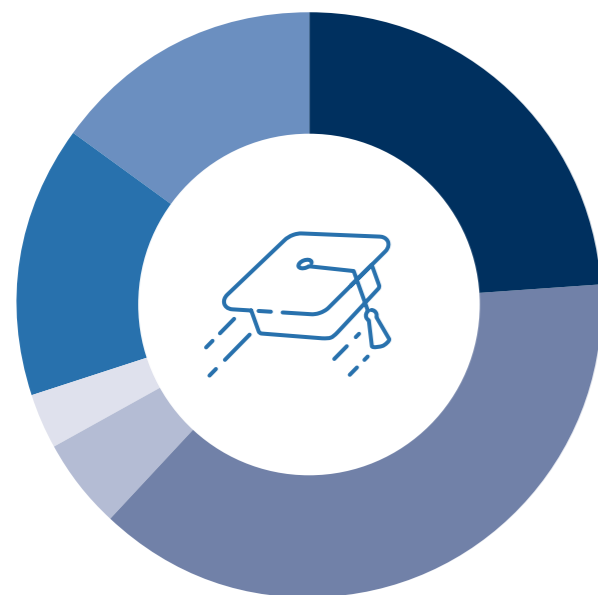
36%

Female



57%

International



### Academic Background

- 24% Business & Economics
- 38% Engineering
- 5% Humanities & Arts
- 3% Marketing & Sales
- 15% Sciences
- 15% Other

Total MBA students: 87

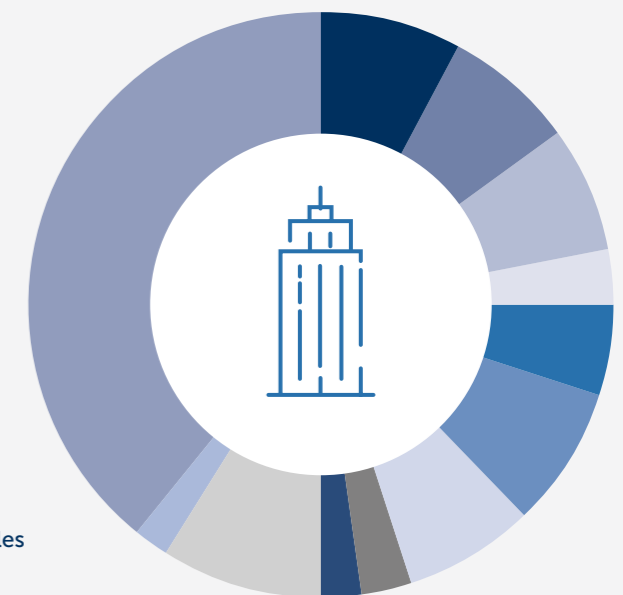


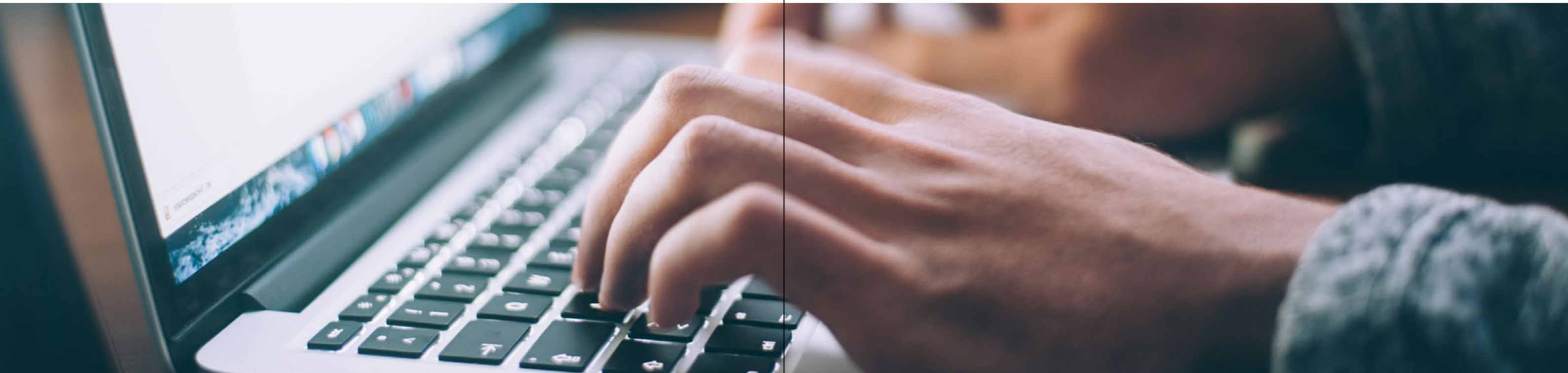
### Nationalities (incl. dual)

Argentina	1	Israel	1	Taiwan	1
Australia	1	Italy	4	Trinidad and Tobago	1
Belgium	3	Korea (the Republic of)	1	Tunisia	1
China	5	Netherlands	38	Turkey	2
Finland	1	Nigeria	1	Ukraine	1
France	1	Portugal	1	United Kingdom	3
Germany	2	Poland	1	United States of America	4
India	10	Russian Federation	2	Zimbabwe	1
Iran	1	Spain	3		
Ireland	1	Switzerland	1		

### Industries

- 8% Telecommunications / IT
- 7% Financial Services / Banking / Investment Banking
- 7% Chemical
- 3% Consumer Goods / FMCG
- 5% Health, Life Sciences and Pharma
- 8% Energy / Oil / Utilities
- 7% Logistics / Supply Chain
- 3% Consulting
- 2% Food / Beverages
- 4% Manufacturing
- 2% Sustainability / Environmental Services / Renewables
- 39% Other





## Accelerate your career Amplify your impact

When you join the RSM EMBA you will benefit from world-class career support and guidance. We work closely with you to guarantee that your learning and development translate into new levels of impact and performance across your leadership, your organisation and your career.

Throughout your EMBA journey you will have access to personal coaches to unearth greater understanding of your own experience as a leader and identify the changes and goals you want to achieve as you progress. We help you pinpoint your unique strengths, and build an action plan to address those areas you wish to consolidate. Together we create a personalised action plan and a support network that will help you fully realise your leadership.

### **In-company project**

Between January and July of your second year you will complete an in-company project in your workplace that brings to bear all of your learning, new skills and concepts on a real-world issue you and your company face. The benefits are multi-directional: you deliver real-time impact as you put theory into hands-on practice, all the while showcasing new capabilities, range and influence to your employers.

### **A world-class global network**

Throughout your EMBA you work shoulder-to-shoulder with fellow peers, thought leaders and our world-class faculty. You take your place within a global ecosystem that will support your learning and your ongoing professional and career development way beyond the programme.

### **An alumni network second to none**

On graduating, you have full access to the RSM global alumni community, a network of more than 40,000 leaders, thinkers and trail-blazers spanning 100 countries around the world. You benefit from a world of social, professional, industry and academic initiatives, activities and opportunities and you automatically join your local chapter – regional communities of RSM alumni committed to driving positive change.

## How your organisation benefits

Investing in the development of your key talent at RSM means tapping into the very latest thinking around global business, strategy and leadership. It means empowering your people to achieve their fullest potential, to contribute more, to drive change and to deliver unprecedented impact across your organisation and to the delivery of solutions to the critical problems you face. When your talent joins us, your organisation is connected to a unique ecosystem of thought leaders, industry leaders and world-class organisations that spans the globe.

### **Build loyalty, retain talent, expand impact**

Approximately 30% of RSM EMBA participants receive sponsorship from their employer each year. This investment usually engenders similar commitment from your key talent. We find that the majority of EMBA students sign a loyalty agreement that ensures they remain with their employers for up to four years on completion of the programme. Employer feedback also confirms that the overwhelming majority of organisations enjoy a full return on investment in terms of enhanced leadership and impact in less than six months of the programme start.

**RSM Recruitment & Admissions Managers can help articulate the business case for you and your organisation in choosing the RSM EMBA.**

### **Securing the future of your company**

The longer-term health of any organisation is contingent on the quality of its people. The RSM EMBA empowers key talent to implement new ideas and approaches, delivering new levels of impact from day one – and continuing to drive positive change that endures over time. And because the programme is predicated around a flexible, part-time format, your people have the space to learn, reflect and grow as they bring the benefits of their learning back to your business.

Please contact us for more information around how to finance tuition fees and expenses.

# Admissions and application

## Are you eligible?

We only accept exceptional candidates into the EMBA programme. To be eligible for this programme, you need to demonstrate:

- » **Professional achievements and goals:** a minimum of four years' postgraduate work experience is required and this experience should demonstrate clear evidence of solid career progression
- » **Academic excellence:** a university degree or equivalent\*
- » **English proficiency:** a strong command of the English language
- » **Leadership abilities:** experience in managing people or projects
- » **Appreciation of diversity:** ability to communicate effectively across cultures and value points of view that are different from your own
- » **Team skills:** an interest in sharing career experiences within small team sessions or in larger classroom settings
- » **Communication skills:** essays and an interview will be used to assess your ability to effectively convey your thoughts and ideas

\* The Admissions Committee reserves the right to request an additional academic evaluation as part of the admissions process – this can be in the form of a GMAT test score report and any supplemental academic evaluation, as determined by the Committee.

## How do you apply?

Applications for the programme starting in January 2023 should be received by 1 December 2022. RSM has a rolling admissions process. You can apply at any time during the year and decisions are made throughout the year. For more information about documentation, forms or our application process, please visit our website.

[www.rsm.nl/embaadmissions](https://www.rsm.nl/embaadmissions)

We take a personal approach to admissions and like to get to know our applicants. We require the following documentation:

1. A completed online application
  - » Two online recommendation forms
  - » Copies of your certified diploma(s) and transcripts
  - » Certified English or Dutch translations of your diplomas and transcripts
  - » Your passport copy
  - » Your CV
  - » One essay
  - » Non-refundable application fee (€ 100)
2. Kira Talent assessment and Admissions Interview
3. Decision by MBA Admissions Committee



## What is your investment?

The tuition for the EMBA programme starting in 2023 is €57,500. To assist you with financing your EMBA, payments are spread across three calendar years. For the programme starting in January 2023, this means you will be invoiced as follows:

Date	Payment	Amount
Registration deadline	Admissions Fee	€ 5,000*
16 December 2022	1 <sup>st</sup> instalment	€14,500
30 June 2023	2 <sup>nd</sup> instalment	€19,000
5 January 2024	3 <sup>rd</sup> instalment	€19,000

\* An initial non-refundable admissions fee of € 5,000 is required to secure your place on the programme. This is due on your registration deadline date as stated in your offer letter.

The programme fees cover tuition, course materials and essential EMBA text books. The costs for participating in the two study tours are included in your programme fees, however each participant is responsible for travel arrangements to and from the destination, as well as some meals and personal expenses. Participants are strongly advised to own a laptop. Costs for this are not included in the programme fees.

Please see our website for a list of general and specific financial aid possibilities.

[www.rsm.nl/financingyouremba](https://www.rsm.nl/financingyouremba)



# Get in touch

## Profile review

Share your LinkedIn profile with us online. Our MBA admissions staff are keen to assess your profile and eligibility to apply to the Executive MBA programme.

[www.rsm.nl/cvassessment](http://www.rsm.nl/cvassessment)

## RSM near you

RSM attends major fairs and business school information sessions around the world. RSM's active alumni in your area are happy to discuss the programme with you. For those we can't meet on the road, we organise various webinars.

[www.rsm.nl/mbaevents](http://www.rsm.nl/mbaevents)

## Email us

We take a personal approach to the admissions process and are always happy to answer your questions.

You can contact Caroline Angle who deals directly with people interested in our Executive MBA.

Caroline Angle  
Recruitment & Admissions Manager  
Email [cangle@rsm.nl](mailto:cangle@rsm.nl)  
Tel. +31 657 938817

Accredited by



**Rotterdam School of Management**  
**Erasmus University**  
Bayle Building / MBA Admissions Office  
Burgemeester Oudlaan 50  
3062 PA Rotterdam  
The Netherlands  
[rsm.nl/mba](http://rsm.nl/mba)



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