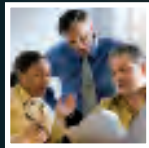


ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY

MBA

EXECUTIVE MBA



JOIN AN MBA PROGRAMME AT A GLOBALLY-LINKED INSTITUTION

At RSM, we generate ideas that lead to better and more sustainable ways of doing business, while educating the leaders who will implement these ideas in practice. At RSM, you create your own future and you enhance the future of others.

RSM has:

- ▶ A consistent ranking amongst Europe's top 10 business schools.
- ▶ A place among the 1% of schools worldwide with Triple Crown Accreditation.
- ▶ Over 40 years of experience in business and management education.
- ▶ One of Europe's top 3 research facilities.
- ▶ An exceptionally international student body and core faculty.

RSM offers:

- ▶ Enhancement of personal skills through the Personal Leadership Development Course.
- ▶ Application of theories learned through the In-Company Project.
- ▶ Enrichment of the broad cultural experience through the International Study Trip.
- ▶ Underpinning of personal growth through one-to-one Career Advice.

WELCOME TO RSM

When I first arrived at Rotterdam School of Management, Erasmus University, I realised that we have everything: high quality management research, top international faculty, successful alumni around the globe, and triple-accredited programmes recognised for their excellence in a variety of rankings. We have said that RSM is 'a different business school that makes a difference'. And while it verges on cliché to say so, it is the people who make our school different.

Our Executive MBA (EMBA) in particular attracts a distinctive group of individuals. With an average age of 34 and around 8 years of work experience, our EMBA students are at a stage of life that includes not just building their career, but often starting a family or a company, or moving jobs or countries. The class profile is exceptionally diverse and includes around 50% international participants, unusual for an Executive MBA programme. Working, studying and travelling together with these ambitious and committed people is inspiring and motivating, and often sets the stage for lifelong friendships.

This 24-month programme does require resilience. We ask you to dig deep – but the sacrifices you make are rewarded immediately, with learning that can be applied to your job; and over the long term, helping you to build sustained success in your desired career.

I look forward to meeting you here in Rotterdam.



George S. Yip
Dean

Professor Dr George Yip is Dean of Rotterdam School of Management, Erasmus University. Dr. Yip's career has spanned academia and business, and he is the author of numerous books and articles. He holds an MBA and DBA from Harvard Business School and a BA and MA in Economics from Cambridge University.

ENJOY A LIFE-LONG RETURN ON YOUR INVESTMENT

Opportunities for a lifetime



RSM's Executive MBA represents a considerable personal and intellectual challenge, which is why it is recognised for the quality of its graduates. With a strong emphasis on leadership development in an international environment, companies, governments, and not-for-profit organisations worldwide know they can depend on RSM graduates to exhibit outstanding interpersonal and cross-cultural leadership skills.



RSM EMBA graduates thrive in any setting, and outperform given even the toughest challenges. By joining our programme, you become one of these individuals, ready to embark on an accelerated career trajectory. A valued member of our prestigious business community that yields opportunities and knowledge for a lifetime. The return on your investment is both immediate, not only for yourself but also for your organisation, as well as having lifelong value. Our programme is not only about empowering you to make important decisions, but it is also about how you approach the decisions you make. Given our programme's advanced integration of the big issues facing global business today – environmental, social and governance – it is our intention that these will be decisions that can make a real and positive impact on the world in which we live.

Dianne Bevelander
Associate Dean MBA Programmes at RSM

Jaap Spronk
Academic Dean MBA Programmes at RSM

KEY BENEFITS

Choosing to study for an MBA is a significant commitment.

At RSM, you can be sure it will deliver an outstanding return on investment.

Immediate career application: From the moment you arrive at RSM you are immersed in a high-energy environment peopled with international executives from a diverse array of industries. This energy is contagious. Our participants frequently tell us that they see an impact on their daily performance from almost the instant they join the programme. Projects that require the application of new concepts within your organisation bring additional immediate value to you and your company.

Long-term career impact: The career benefits of the EMBA last a lifetime. Discover a new confidence in making informed decisions. Learn the power of connections in business, with a lifelong global network to draw upon. Access lifelong learning and development with MBA Boost events that regularly refresh your knowledge. An MBA credential from an internationally respected institution opens doors for you now, and for the duration of your career.

Stronger leadership skills: Success requires more than business acumen. It's also the personal touch, the ability to bring out the best in diverse individuals. This is a skill you will hone in the RSM EMBA programme. RSM's Personal Leadership Development (PLD) is an intense, participant-centred course integrated throughout the EMBA. Through interactive workshops and seminars, PLD will help you develop the leadership skills to thrive in today's dynamic business world.

Bigger ideas, better decision-making: Our philosophy at RSM is that effective leadership involves the ability to be a leader of both people and ideas. Intellectual challenge is therefore as much a part of the EMBA programme as personal development. Encounter complex, unfamiliar issues, requiring you to integrate cross-disciplinary knowledge. Learn the mechanisms behind strong decision-making. Gain inspiration from the brightest minds in business, changing the way you think, deconstruct problems, and craft strategies.

Strong Dutch and international networks: Our EMBA students are not your average individuals. Talented, ambitious professionals, these are people you want in your network. Small-scale classes and a collaborative learning environment ensure you establish strong, durable connections within this group, as well as with visiting executives and industry experts. After graduation, you will join the alumni community, where your network will continue to grow and expand for a lifetime.

CLASS PROFILE 2012	Average age:	34 years
	Average full-time work experience:	10 years
	International participants:	51%
	Number of nationalities:	25
	Class size:	95



Shengbo Wang, EMBA08 Alumnus
Occupation: Founder, CEO of Seleneo International Ltd.

SHENGBO WANG, SELENEO INTERNATIONAL LTD.

“The MBA is a very natural step for people like me who have the ambition to be in management. When I first went to the information session for the RSM EMBA, I realised how much I could learn from the programme; I can tell you that the added value is just amazing.”

“After living in the Netherlands for a number of years, it was almost as soon as I graduated that I was offered a job back in China to act as the Managing Director at IJO Technologies, a Dutch IT company that develops software solutions for business. The company really expanded, even during a global recession. Normally if you think about outsourcing IT, you think about the Philippines or India; but we were very positively surprised by the IT talent and the level of English spoken here in China. I’m Chinese myself, so naturally I gave another boost to the company in terms of culture, communications and understanding. The experience I gained on the EMBA was essential here and the practices that I learned at RSM have been put into use.

Having been back in China for over a year now, I have taken on a new career challenge to found a company of my own: Seleneo International Ltd. It is focused on providing consulting services for Chinese and European organisations in trading, investment advice and project management. As a Chinese who lived in the Netherlands for over 10 years, I know the culture and the business mindsets on both sides very well. Since more and more businesses are considering going global, the demand for such cross-culture consulting services is growing rapidly. My experiences on both continents, as well as in IT, Travel & Tourism and the Internet industries and my network from both sides enable me to be the perfect 'bridge' between Europe and Asia.

The experiences I have gained from the EMBA play an important role here. They equipped me with the business knowledge and entrepreneurial spirit that are vital to set up a new

business as this. I used the knowledge from the EMBA to write business plans for multiple customers and projects. Things I have learned from Marketing Management, Financial Management and Entrepreneurship are also really handy for my daily business activities. It feels like that the different subjects I learned at RSM are finally coming to life!

When I was looking for Executive MBA programmes the choice of RSM was easy: I found the curriculum very interesting, the professors high quality and exciting, and the very international aspect of the RSM EMBA was really important. This is not like a business school in the US or the UK, in which the majority of students are local; at RSM the full-time MBA has 90% or more international students, and in the EMBA around 50%. That was very compelling for me. Beyond the international aspect of the programme, the level of the classmates I encountered was such a real positive for me. These people were great! And the study tours were the highlight of the whole two year programme. They really give you an international perspective on other countries and other business models. This is especially encouraging for people like me who want to continue doing business in the international arena. I also developed such a strong bond with my classmates because you have to be together 24/7 during the study trips. My closest friends from the EMBA programme are those with whom I went on a study trip. Time management – well, the programme was a huge commitment, and my wife was a great support. Nevertheless, I didn't find it hard to manage. I enjoyed the programme so much, every time I saw my classmates and teachers I felt it was like a reunion! I believe in ongoing education. And I learned so much on the EMBA that I have all the tools and skills I need to keep learning.”

RSM ADVANTAGE

Most companies today are just as interested in where you have studied, as what you have studied. With RSM's consistently strong reputation among the world's top schools, your MBA will be widely recognised and valued within the international business community.

A top-ranked business school

Thought-leadership

With 350 researchers, RSM is home to one of the largest and most prolific management research faculties in the world. Within the Erasmus Research Institute of Management (ERIM) – ranked among Europe's top 3 institutes by the international media – researchers contribute to the creation of new knowledge in five core streams, while ten Centres of Expertise work directly with organisations to advance in-company innovation. This facility not only supplies all our programmes with the latest knowledge, it guarantees innovative teaching methods and teaching faculty who are international authorities in their fields.

Dynamic, international community

With 20,000 alumni members in 100 countries around the world, RSM's stakeholders span the entire international business community. Affiliated with Europe's top management schools, the school has a network that comprises an unparalleled 100-plus partner institutes. 80 nationalities are represented in the student body, while international faculty members regularly consult for multinational firms, stand on international committees, and teach at other schools worldwide. RSM participants enter a microcosm of the global village today: learning alongside international participants. Mixing with executives from global enterprises. Experiencing business on different continents. And learning to think globally, not just with regards to diverging economies and business models, but the broader context in which business operates: societal and environmental.

Our corporate partners, our corporate roots

RSM is based in the city of Rotterdam, an international metropolis on the shores of Europe's largest port – 'the gateway' to European trade and commerce for centuries. Today a hub of modern enterprise, Rotterdam and the surrounding region are home to many multinationals including Unilever, Philips and Shell. These companies are not only long-established members of the RSM community, they played a hand in its earliest formation. Today, RSM's corporate network expands to companies worldwide, and our extensive interaction with local and international enterprises pays tribute to both our corporate roots and the region's international trading heritage.

THE RSM EMBA

RSM's two-year EMBA programme offers the same depth of knowledge and global teaching faculty as the school's acclaimed international full-time programme, but in a format specifically tailored for working executives.

Convenient schedule – World-class knowledge

Convenient format

The RSM EMBA has been designed to minimise your time away from the office and allow you to fit your studies into a full-time working week. Classes are usually held every second week on Fridays from 18.30 to 21.30 hours and Saturdays from 09.30 to 16.30 hours. The programme includes an In-Company project, two week-long international study trips, and two full-time weeks on campus at the beginning of each calendar year. It commences in January each year and ends in December the following year.

Broad, globally-oriented knowledge base

Fully taught in English, the curriculum begins by providing you with a solid and broad general management knowledge base. From there, you develop specialised knowledge by choosing from a variety of electives. All content integrates perspectives and best practices from around the globe. Teaching focuses on filling knowledge gaps and strengthening areas that you have not yet had an opportunity to develop.

Executive learning

Learning in the EMBA is different to traditional university learning. Designed to maximise knowledge sharing, dialogue-driven lessons engage you in cross-cultural discussions with educators and peers. Teaching methods include workshops, case studies, simulations, In-Company projects, and team and independent work. Executive guest speakers from major or innovative organisations are encouraged to participate in the programme.

Teaching faculty

RSM has assembled an outstanding cohort of global faculty to facilitate your learning. Core faculty members are drawn from both RSM's world-class research institute and other leading schools worldwide, providing a rich plurality of content and perspective. Executives and industry experts are flown in from around the world to discuss pertinent industry developments and current challenges.



Companies in many industries and service sectors buy raw materials, components, subsystems and services from suppliers for a value that is more than two-thirds of their total sales. This means that managing suppliers is of crucial importance to the success of firms, from the perspective of cost, quality, delivery, and increasingly with respect to innovation. Sourcing has definitely moved from the 'backroom' to the boardroom.

Finn Wynstra - Professor Purchasing and Supply Management, RSM



My research and teaching is on the role of environmental and social issues in business strategy and industrial policy. I like teaching in the RSM MBA programmes because of the diversity of experience, views and nationalities. When we talk about markets for sustainable products and the role of business in society, there are dozens of perspectives, cultural issues, and assumptions to discuss – that is what makes RSM's classes both fun and meaningful.

Lawrence Pratt - Visiting Professor of Sustainable Business Strategy, RSM



I am teaching Global Operations Management at RSM. The MBA programmes are my habitat – it is so stimulating and fulfilling to work with such intrinsically motivated, diversified and talented people. The students learn a lot from me and from each other – but it is a privilege to be able to also learn a whole lot from them.

Steef van de Velde - Professor of Operations Management & Technology, RSM



RSM MBA students are culturally diverse, passionate about changing the world, and highly creative. I always know a whole lot more after I complete my Innovation Management course with them, than when I began.

Shlomo Maital - Visiting Professor Innovation Management, RSM



The breadth and depth of practical knowledge of RSM's MBA students imply that they are able to contribute many insightful comments to every session. Add their varied personal backgrounds and international orientation, and it's not surprising that teaching at RSM is such an exciting and rewarding experience.

Stefano Puntoni - Assistant Professor Department of Marketing Management, RSM

KNOWLEDGE & IDEAS



Curriculum

The first year of the programme concentrates on the development of analytical skills and critical thinking. The second year is devoted to leadership issues. Four main knowledge areas are addressed during the programme:

Foundations of management (Term 1: January - June)

- **Managerial Economics:** Aims to give insights into the complex process of interaction between the organisation and its environment.
- **Organisational Behaviour:** Understanding human aspects of management through analysis of human behaviour in organisations.
- **Managerial Accounting:** Concentrates on managerial accounting, financial statement analysis and the decision-making process based on cost / benefit analysis of viable options.
- **Business Decisions Methods:** Focuses on providing basic tools of analysis that will help to make better business decisions. Real business situations will be discussed and real data will be analysed. The main applications of statistics in business will come from the fields of marketing, finance, organisation and economics.
- **Management Science:** Aims to improve managerial decision-making in functional and cross-functional business areas.
- **Study Trip**

Practice of Management (Term 2: September - February)

Once the basic skills have been refreshed, the programme continues with a more in-depth investigation of the functional areas of business using the theories learned in the investigation of the practice of management.

- **Human Resource Management:** Designed to take an in-depth look at the effects of environmental change on organisational culture and structure, and to increase awareness of the variety of ways in which organisations influence behaviour and performance.
- **Marketing Management:** An introduction to marketing concepts and the implementation of marketing plans, as well as the analysis of buyer behaviour.
- **Financial Management:** Intended as an introduction to Advanced Finance, with a focus on economic profitability, return and value under conditions of uncertainty and inflation.
- **Strategic Management:** This course explores contemporary concepts and issues related to strategic management. Using case studies and discussions, it offers various perspectives and tools to understand business strategy.
- **Operations and Services Management:** Focuses on the management of operations and services and how to achieve competitive advantage. Managing operations and services concerns the design, planning, direction, and control of the facilities, processes, materials, energy and people used in producing an organisation's products and services.



Foundations of Leadership (Term 3: March - August)

- **Study Trip**
- **Leading Strategic Business Change:** Discusses the traditional reasons behind resistance to change and suggests a change framework and series of activities for managing organisational change.
- **The Business of Sustainability:** Increasingly, companies are measured for their performance not only on profitability, but also on their environmental impact. This course introduces applicable models and theories that organisations can use to thrive in today's complex and mindful marketplace.
- **Advanced Finance:** Focuses on strengthening understanding of certain key issues from a practical perspective: linkages between income statement, cash flow and balance sheet, measuring and creating value, interaction between finance, strategy and governance.
- **In Company Project**

Practice of Leadership (Term 4: September - December)

The elective period is your opportunity to select from a range of subjects designed to offer further specialised knowledge. You will be required to take three courses of your choice. Some examples are:

- **Brand Management:** Brands are the most valuable asset of many firms. Brands embody a firm's strategy and drive its execution. They represent what a firm stands for and what it does. This course highlights the strategic implications of branding for organisations and delivers a set of tools for effective brand management.
- **Leadership:** The purpose of the course is not to provide a single, 'correct' perspective, but to be a catalyst for personal reflection and insight (mirroring-principle) into processes and concepts critical for completing the EMBA successfully, as well as provide a platform for future work and personal success.
- **International Investment Management:** Focuses on managing equity portfolios and introducing participants to the asset management industry.
- **Innovation Management:** The objective of this course is to provide tools that enable entrepreneurs and innovators to generate marketplace success from innovative new-product ideas, by constructing creative business designs.

THE FOUR PILLARS OF PRACTICAL ACTION

At RSM you will not only delve into the theories of business management, but you will also be given an opportunity to implement those theories in a practical manner. Reinforcing the critical thought encouraged in class, you will participate in Four Pillars of Practical Action that are designed to enhance your learning to an extent that you can develop your capacity for leadership in an international environment.

Personal Leadership Development Course

The activities within PLD will require you to deeply examine the drivers of your own behaviour. The course is about reflection, discovery and application of new theories and ideas on a personal and professional level. In addition to specially designed intensive workshops and interactive sessions that will help you to identify ways in which to build on your strengths and mitigate your weaknesses, you will also reflect on your attitudes and behaviours during group work, case studies, in-class exercises and discussions. Receiving feedback from your peers will give you an opportunity, in a low-risk environment, to re-examine your actions with the prospect of enhancing your personal effectiveness.

In-Company Project

Practical application of your new knowledge is key to the EMBA Programme. The In-Company Project is the channel through which you apply the theories and critically assess the models that have been learned in the first year of your EMBA. The 6-month project (January – August of the 2nd study year), that is completed in parallel with your regular EMBA studies, will give you the opportunity to focus on a real, concrete management challenge within your own organisation. It allows you to demonstrate your new abilities – to identify a management challenge, draw clear conclusions, and make appropriate recommendations. The Project adds outstanding value for both you and your employer, and provides an opportunity to leverage your MBA skills within other functional areas of your organisation.

International Study Trip

An important feature of the EMBA Programme is the International Study Trip. For one week in each year of the programme you will have the opportunity to expand your understanding of business in a significantly different socio-economic and cultural environment. Complex issues surrounding business with and within emerging economies are the focus of the International Study Trip, as well as providing you with first-hand experience of business abroad.

A typical week abroad consists of lectures, in-class discussions, and visits to local enterprises to gain an in-depth view of the local business and social culture. In previous years groups have gone to such diverse locations as Brazil, China, Costa Rica, Croatia, India, Japan, Russia, Slovenia, and South Africa.

Career Advice

Your motivation for embarking on your EMBA has been well researched and thought through. However, there are still many challenges ahead. Experiences in the EMBA programme may give you cause to rethink your future. In order to assist you with your progress and decision making you will be given the opportunity to request one-to-one career advice from one of RSM's experienced career professionals.

Through investigation of your past experience as well as reflection on your skills, goals and dreams, we will guide you through the changes you want to make and advise on the enhancement of your network, social and business, in order to support you making the best of your talents and competences.





Ide Beijersbergen-Evren, EMBA06 Alumna
Occupation: EMEA Portfolio Lead Global IT, Associate Director Ernst & Young Nederland LLP®

IDE BEIJERSBERGEN-EVREN, ERNST & YOUNG NEDERLAND LLP

“Personally I’m really happy I did the RSM EMBA programme. In general the EMBA takes you out of your comfort zone, teaches you intellectual agility and it gave me many new competencies to grow into.”

“I have a BSc and MSc in Computer Science, and had worked for IBM for 15 years in a variety of international locations and positions. At a certain point, I realised that I wanted to do something else; I’d been working exclusively in IT, but I wanted to grow into the customer management side of the business.

At the time I decided to do an executive MBA, my twin daughters were three. Let me say, especially for women, there is no work-life balance – this is not necessarily a negative statement but a way of life! Some of the greatest learnings for me came out of being a mother; you’re already out of your comfort zone, you have to plan and keep moving forward, you need very good discipline. And children help you to realise that there is no one perfect way of doing things, that every situation is different. So everyone thinking about doing an EMBA should think about how to adapt the programme into their lives the best way.

For me, this meant leaving the corporate world during my EMBA, working as a freelance consultant while I did the programme. I had the flexibility to do fewer projects, and decide on my own time management, so it was a fine time to combine the aspects of raising and enjoying children, working and studying.

I would definitely recommend the EMBA to other women. Perhaps as women we have to do a bit more to reach and achieve what we want, and so we have to be very competent and confident about ourselves. We’ve got to stop hesitating and start growing. If a woman really wants to achieve something, the glass ceiling doesn’t exist. As women we want

a lot, we have lots of passion – that’s why we have to work hard and be sure of ourselves, to demonstrate that we can have it all and do it all if we really want.

Since the EMBA, I’m a lot more confident in myself, and not just in the new competencies I gained, but in the way I look for solutions to business issues. I dare to take huge decisions very rapidly, always keeping ‘the big picture’ in mind. Some years ago, when faced with a challenging issue, I might have said ‘This is impossible, let’s just leave it.’ But now I’m really creative and innovative in my business solutions.

The international focus of the EMBA programme is a real strength. I’m Turkish and have worked in Turkey, the U.S. and Western Europe, so by blood and history I’m ‘globalised’. Today globalisation is top in the agenda of CEOs of most businesses in order to sustain a competitive edge and succeed.

At EY we’re in the middle of a huge globalisation process. This brings challenges: you need flexibility, creativity, synergy and leadership skills, and decision-making abilities that help you challenge the status quo. I gained a lot of these skills on the EMBA, plus deep insights into the workings of globally-interconnected business. I’m very busy with change management at EY. We need to reduce staff and define new processes; we have more work and fewer people. To manage this you have to think differently – ‘out of the box’, critical, strategic, innovative and forward thinking. Those qualities come from my EMBA.”

Your future career

From improved performance in your organisation to long-term recognition as someone with ambition and advanced knowledge – you can expect to reap the benefits of your EMBA for the rest of your career. An EMBA not only changes others' perception of you, it changes your perception of yourself. Almost all our EMBA graduates attest to a sense of personal and professional empowerment after the programme – a deep awareness of the opportunities out there, and a real sense of how those opportunities can be turned into reality.

Global Corporate Network

As an EMBA participant, your corporate network will comprise the international and talented peers within the programme. The intensity of the EMBA education experience cultivates strong bonds and lifelong networks. New connections will also be formed with executives from the companies that support RSM in multiple endeavours and events. By the time you graduate from the programme, your personal contacts will span continents, generations, and industries.

Alumni network

Upon graduation from the programme, you will join RSM's Alumni Network, which includes alumni from all RSM degree programmes, expanding to over 16,000 individuals in more than 80 countries around the globe. Annual class reunions, regional chapters, discussion panels and conferences, and social events such as sailing regattas are just a sample of the many activities taking place within this growing community – and which will guarantee your continued access to an increasingly international corporate network.



As a newly appointed general manager I discovered I was lacking in various business subjects such as management accounting, marketing and strategy development. An Executive MBA education did not only fill those gaps but also brought me in touch with young and bright professionals from all walks of life and diverse cultural backgrounds, who were kind enough to challenge my thoughts and ideas and get me thinking. It gave me friends for life as well as the confidence to embark on a truly international business career.

After four years of running a Maersk fleet of ships in Copenhagen, I joined Shell in 2009 to build a marine fleet for a large oil field in the Caspian Sea. I deeply believe that RSM played a pivotal role in all of this!

Bert Zwiers - Project Manager Marine Vessels,
Shell Development Kashagan B.V.



Employer benefits

As an employer of an EMBA participant, your company is a direct beneficiary of the RSM EMBA. Expect your employee to bring a renewed vigour into his or her role as well as the latest strategic ideas and cutting-edge knowledge – to be shared with and to inspire others within your organisation. An EMBA will connect your company to a worldwide resource of experts, institutes, and other firms around the world. You enjoy a swift and tangible return on investment via the programme's applied in-company projects.

Return on investment

54% of our current EMBA participants receive some form of company sponsorship. In return for financial sponsorship, participants usually agree to stay with their companies for an agreed period of time. Most sponsored participants sign loyalty agreements lasting between one and four years after completion of the programme.

Our research shows that most companies feel they have received a full return on their investment a mere 17 months after their employee commences the programme, thanks to their candidate's improved performance and expanded networks.

Supporting high potentials

There are many ways a company can sponsor its managers. The most obvious is through the financing of tuition fees and expenses, both of which are tax deductible. Companies also lend support by providing participants with scope to apply new ideas within. While our schedule is designed to minimise time away from the office, an important resource a company can offer an EMBA participant is time.



Jeroen van den Heuvel, EMBA09 Alumnus
Asset Developer and Manager Research and Concept Development NS Poort
at Nederlandse Spoorwegen (NS), Utrecht

JEROEN VAN DEN HEUVEL, NEDERLANDSE SPOORWEGEN (NS)

“I really enjoyed the international composition of the class at RSM. NS is becoming a European company, but its roots are Dutch; and I’m from a mostly rural area in the Eastern part of the Netherlands. So the fact that my class composition was 39% international was really new for me, and something I value.”

“I’m a mobility expert working in the public and private transport sector for over nine years. I want to make the world a better place on a concrete level, and so I’ve chosen this sector because I want to do the maximum to allow people to travel conveniently and efficiently in urban areas. I was hired at NS in September 2005, after sending an open letter of application – I wanted to work for this company and I approached them on my own initiative. I was partially sponsored by NS to participate in the RSM EMBA programme.

For me, the question was never if I would do an MBA, but when and where. I did not have a finance background and the MBA was an obvious way to fill that knowledge gap. Also I knew for some time I wanted to work together with smart people from a variety of business backgrounds. I had looked at other EMBA programmes in Europe. One of the most significant influences on my choice of RSM was that I asked several members of the board at NS which business school they would choose, if they would have to combine an EMBA with my current job at NS. They all said there was really only one choice as far as they were concerned: RSM. So I thought this was a great chance – it was possible to combine the RSM EMBA with my work and private life.

I really enjoyed the international composition of the class at RSM. NS is becoming a European company, but its roots are Dutch; and I’m from a mostly rural area in the Eastern part of the Netherlands. So the fact that the class composition was 39% international was really new for me, and something I valued. I also chose the RSM EMBA for the Personal Leadership Development (PLD) programme. I was looking

forward not just to courses in finance and marketing, but on personal and interpersonal dynamics. PLD provides a platform where you can try things out without serious consequences – something you can’t do at work. Your classmates allow you to ‘experiment’, and there’s trust because really, you’re all in the same boat. PLD engages your personality in the learning process.

Time management? Just try to survive! I had to set priorities, and sometimes allowed the EMBA to be prioritised above work, and that was a tough one for me. I’ve had good experiences and bad ones: I was allowed to have a month off in August to finish my In Company Project, and that was great. I’ve got to say that in trying to manage impossible schedules, my efficiency has really improved. I’ve done papers on the train between Utrecht and Groningen, with good results. And before I started the programme, I talked to my friends and asked them to be patient for two years, and they’ve respected that. Also, I’ve declared one weekend day, and Wednesday evenings, as private time.

The EMBA has been really helpful at work. This has included some nice ‘coincidences’ – for example in June I completed a change management exam on Saturday and Sunday, and then on Monday and Tuesday I went on a two-day trip with the board and discussed how to change aspects of the culture of the company. That’s a direct link.

The EMBA is not a piece of paper – not a qualification to impress others. It’s about my having gone with the experience, put in a lot of energy, and learned all the things I’ve learned both professionally and personally.”

APPLICATION AND EXPENSES

Application procedure

Am I eligible?

We accept only exceptional candidates into the EMBA programme.

In order to be eligible for this programme, you will need to demonstrate:

- Professional achievements and goals: A minimum of four years' post-graduate work experience and a set of professional targets, as well as current secure employment. Evidence of solid career progression.
- Academic excellence: A university degree or equivalent plus a recent GMAT score*.
- English proficiency: A strong command of the English language.
- Leadership abilities: Experience managing people or projects. Responsibility managing budgets is also a plus.
- Appreciation of diversity: Ability to communicate effectively across cultures. Value for points of view that are different from your own.
- Team Skills: Interested 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.

How to apply

The application deadline for the programme starting in January 2012 is December 9th 2011.

We take a counselling-based approach to admissions and select candidates throughout the year. If you have any questions regarding the application procedure or the programme, we are more than happy to answer them. Our contact details are on the back page.

We require the following documentation:

- A completed application form, available on our site.
- Two letters of recommendation.
- Transcripts and diplomas from your university or equivalent.
- GMAT score** report.
- Three essays.
- A fee of € 100 for a paper-based application, and € 50 for an online application.

* The selection committee may choose to substitute another test for GMAT; or require an additional form of assessment, where necessary.

** The GMAT exam requirement may be waived for PhD and master's degree graduates.

The GMAT is recommended if your qualifications do not demonstrate strong quantitative skills. MBA Admissions will review your post-graduate transcripts to determine your eligibility for waiver. For more information on the GMAT visit www.mba.com/mba/taketheGMAT. Please ensure you quote Rotterdam School of Management, Erasmus University, when taking the test and the score will be sent directly to the school. For the EMBA programme the GMAT code is: QK8-CX-99.

Investment

The tuition for the EMBA programme starting in 2012 is € 44,000. For many, this fee is tax deductible, and payments are carefully spread across three calendar years. For the 2012 programme, this means you will be billed in three instalments as follows:

Date	Payment	Amount
12 December 2011	1 st instalment	€ 15,000***
30 March 2012	2 nd instalment	€ 15,000
4 January 2013	3 rd instalment	€ 14,000

The cost of the two study trips is 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 or personal computer. The costs are not included in the programme fees.

For candidates paying taxes in the Netherlands and wanting to claim a tax deduction, payments must be received before 31 December in the year you wish to claim. Many of our EMBA participants are fully or partially financially supported by their employer. If you are considering self-funding, please see our website for a list of general and specific financial aid possibilities.

*** An initial non-refundable deposit of € 5,000 is required to secure your place on the programme and is a part of the first instalment payment. The programme fees cover tuition, course materials and essential EMBA textbooks.

We can offer you a number of different ways to find out more about our programme. Often the best way to get a feel for whether or not a programme is right for you is to meet with our Admissions Managers, alumni or current participants. We regularly attend fairs around the world as well as information sessions. For information on where we can meet you, please visit our website.

You are also welcome to visit us at the school here in Rotterdam. If you are interested in sitting in on an Executive MBA class, we regularly schedule class visits on Friday evenings.

Please do not hesitate to contact us if you have any additional questions.
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