



Part-time Executive MBA



Get ready to accelerate your leadership

You're ready to lead positive change. Ready to deliver greater impact to your organisation by stepping up to new challenges and striving for more ambitious, meaningful goals. Ready to influence, align and inspire others across the entirety of the organisation around a brighter, more sustainable future. **But before you can lead change, you must change.**

Because real change comes from within. It requires you to broaden your mindset, step back and look at the critical issues from multiple perspectives. It means establishing solid understanding, expert knowledge, technical and human competencies and resilience in your leadership to navigate an uncertain future. And it means making decisions under pressure – decisions that deliver long-term, sustainable and positive impact on people, organisations and communities.

Real change starts with you.

Be a force for positive change

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

“Rotterdam is the gateway to a new you.
Your change starts here.”

Rotterdam is home to RSM. This city is an iconic hub for international trade. Designed for business, Rotterdam serves as a bustling hub for entrepreneurs, visionaries and leaders of change.

Today, Rotterdam remains a vibrant city that wears its multicultural and entrepreneurial legacy with great pride. Ours is a culture that is open to the exchange of ideas.

We welcome diversity and new perspectives, and proudly embody the Dutch traditions of innovation and mould-breaking.

Known as the ‘gateway to Europe’, Rotterdam is also a place of learning, transformation and new ways of thinking, doing and being.





A world-class business school

RSM is the business school of Erasmus University Rotterdam (EUR), and we are placed among the best-ranked international business schools in the world.

Here, you join a truly global community of business leaders, thought leaders, innovators and trailblazers.

You benefit from RSM's renowned faculty and research network, the internationally-acclaimed Erasmus Centre for Entrepreneurship, and our world-wide business and industry network.

Joining this community of learning and innovation will continue to support and challenge you to be the very best you can be; both as a leader and as a human being.

#1
Executive MBA in the Netherlands
Financial Times

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

Top 20
Business school in Europe
Financial Times

Rotterdam #1
Most sustainable city in the world
Kayak Mindful Traveller

The RSM Executive MBA

Drive real change from within

To lead change with greater impact, you must transform from the inside out. You need to broaden your perspective and see the bigger picture – with new understanding. Learn to take a step back and look at yourself and the world around you with fresh eyes. Open your mind to new ways of thinking, doing and acting. To do all of this, it is important to get the expert support of a learning partner you can trust.

RSM's Executive MBA (EMBA) is expertly calibrated to drive your transformation. Designed and delivered by renowned RSM faculty members – some of the foremost business thinkers and researchers in Europe – an EMBA study challenges you to start over: to rethink everything you know and to reappraise your leadership, ideas and habits. We challenge you to experiment, explore new ideas and approaches, and to advance your skills, understanding of the world and your influence as a leader.

The RSM EMBA takes you deep inside today's most critical issues and ideas, the forces and megatrends that constantly shape and reshape global business. You explore new strategies to transform your leadership and your business. You master new skills and the mindset to drive meaningful and sustainable impact.

At RSM, you also take your place within a diverse yet like-minded cohort of change leaders from a breadth of organisational, geographical and cultural backgrounds.

And you gain a dynamic, new network of intellectual sparring partners, business partners and friends from all over the world. It is an environment of support that challenges you to drive real change – from within – as you accelerate both your leadership and your impact.

5 benefits for you and your career

Accelerate your change with a trusted learning partner

The RSM EMBA gives you the space, intellectual rigour of our faculty, multiplicity of perspectives, lenses and inputs, and the psychological safety to explore new ideas, approaches and solutions, and to drive your internal transformation as a leader.

Continuously deliver impact as you take a step back

Enrolling in RSM's EMBA means stepping out of your familiar, day-to-day working environment to see things from a fresh perspective, while the part-time format empowers you to balance your commitments and to bring new ideas and approaches back to your workplace.

Give your leadership development a highly personalised approach

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.

Gain a whole new level of strategic decision-making

You learn from our cross-disciplinary approach to decision-making, which enables you to truly expand your perspectives and your thinking. You are challenged to see the bigger picture, and to build agility and confidence to make solid decisions under complex and uncertain circumstances.

Join a truly global network of changemakers

As part of the RSM EMBA cohort, you join an international ecosystem of business and thought leaders, industry experts, innovators and trailblazers. You can connect at any time to RSM's vast, global alumni community, which aims to support you in your continued learning and development throughout your career.



"The MBA is always presenting us with business cases and real-life challenges, helping us deal with evolving changes and sustainability. There's more need for companies to address challenges through innovation. The diverse cohort brings so many experiences and creates a dynamic environment."

Fabiola Carreira de Rezende, Brazil
Executive MBA class of 2025
Director of Operations EMEA, Ubuntu in Amsterdam



"The EMBA is a game changer. In my role, I've been able to create an impact at a much faster pace. I bring the diverse nature of the case studies and topics back to my team. These new perspectives bring out their curiosity, so my team keeps learning and is more receptive to new ideas. I also have new perspectives of how to read between the lines in business situations, and outside of work too. The EMBA affects us in a positive way for life."

Aakash Kulkarni, India
Executive MBA class of 2025
Programme Manager, Philips

See the bigger picture

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

We welcome participants to all our programmes from diverse roles, sectors, industries and geographies.

More than half of our participants are international. It's this diversity that helps to challenge you to see things differently, and to rethink your ideas and established processes or approaches.

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

Researching your world

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

Sustaining your world

At RSM we believe that sustainability is critical to business and leadership. We are committed to helping you develop a responsible and integrative mindset and decision-making process, and to fully understand your impact on people, organisations, society and the planet.

The RSM EMBA and every programme in our extensive portfolio integrates an approach geared towards helping you to become a positive force for change in the world.

Creating your world

The Erasmus Centre for Entrepreneurship (ECE) is a globally acclaimed hub for entrepreneurial ideas, development and support. ECE develops and executes entrepreneurship courses for multiple universities throughout the Netherlands, thereby awakening entrepreneurial talent every year.



50+ years
experience
in business management education



#6 in Europe
Research ranking
(Financial Times)



#5 International
mobility
(Financial Times)

Transform the present

Change the future

The RSM EMBA is a unique, 18-month learning journey that will transform your present and reshape your future. Look at the bigger picture in global business. Test your understanding. Experiment with new

approaches and ideas. Build critical thinking skills 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.



Classes take place every other week on Friday evenings and on Saturdays*

* some exceptions apply; you will be informed of these in advance

Foundations of management

By consolidating your basic business skills through courses that are moderately theoretical, you revert back into learning mode and underpin the development of your analytical skills.

- » Managerial accounting & finance
- » Leading people
- » Economics
- » Statistics
- » Strategic management
- » Study trip

Practice of leadership / electives

The elective period is your opportunity to select from around 30 subjects designed to offer further specialised knowledge. Here is a selection of some of the courses that may be offered:

- » Creating customer value
- » Strategic negotiations
- » Change management
- » Managing corporate turnarounds
- » ESG strategy in practice

In-company project

You work on this nine-month project alongside your regular EMBA studies, and get the opportunity to focus on a real management challenge in your own organisation.

Personal leadership development (PLD)

Various elements and aspects from the core and advanced courses are integrated in your PLD, throughout which you are supported by faculty, coaches and peers. While you explore leadership through class-based exercises and case studies, you have one-to-one access to faculty and coaches.

Advanced courses

These courses help you to immerse into decision-making and the achievement of goals, especially in times of uncertainty:

- » Marketing management
- » Future technologies in business
- » Operations management
- » Geopolitics
- » The business of sustainability
- » In-company project

Study trip

Choose one of eight exciting study trip destinations, gaining first-hand insights into global business. Options could include Washington, D.C. (business and politics), Dubai (energy decarbonisation), Reykjavik (green economy), and Athens (startup ecosystem). Engage with leading institutions and local experts to deepen your understanding of complex, international markets while sharing this experience with the Full-time MBA cohort.

Optional: Entrepreneurship Through Acquisition (ETA) trajectory

Now offered as an optional course alongside your EMBA study, the specialised ETA trajectory teaches you how to work with and start your own search fund. You learn how to fully explore entrepreneurial risk by focusing on the identification, acquisition and expansion of established businesses.

Please note:
» Curriculum is correct at the time of production. May be subject to change.
» Study trip is subject to rules and regulations around international travel.

Beyond academics

'Entrepreneurship Through Acquisition (ETA) trajectory'

Entrepreneurship is a powerful engine of innovation and growth. With our Entrepreneurship Through Acquisition (ETA) trajectory, we don't just teach you about entrepreneurship – we equip you with the knowledge, network, and tools to acquire and lead a business, even without your own funds.

ETA follows the search fund model, where talented mid-career professionals partner with experienced investors to find, acquire, and scale an existing business. This is an entrepreneurial path for leaders who want to run and grow a company – without starting from scratch.

Through this trajectory, you will:

- » **master the ETA process** – from launching your search to acquiring a company
- » **develop the skills and mindset** needed to succeed as an entrepreneur
- » **connect with investors and mentors** who can support your journey
- » **build your network** with like-minded peers and industry experts.

This hands-on programme guides you through real-world challenges: how to start as a searcher, secure funding, execute a successful acquisition, and create long-term value.

Our ETA trajectory is closely connected to the Erasmus Centre for Entrepreneurship (ECE), a leading hub for entrepreneurial innovation and growth. Whether you're looking to buy a business or explore other entrepreneurial avenues, this programme opens the door to new possibilities.

'Geopolitics (with the Clingendael Institute)'

In today's unpredictable world, global politics, security, and economic shifts are reshaping how businesses operate.

Developed in collaboration with the **Clingendael Institute**, a leading independent think tank on international affairs based in The Hague, our Geopolitics course equips professionals with the tools to understand and respond to geopolitical risks in a strategic, business-focused way.

Through expert insights, real-world case studies and interactive sessions, participants will explore key topics such as economic security, digital sovereignty, climate risk, and great-power competition. Special attention is given to China's growing role in Africa, Russia's anti-Western strategies, and the global race for technology and critical resources.

The Clingendael Institute brings deep expertise from its work with governments, businesses, and civil society, helping you turn complex geopolitical developments into clear, actionable strategies. You'll also examine cybersecurity, disinformation, sanctions, and supply chain challenges—gaining the confidence to navigate uncertainty, communicate risks effectively, and build resilience in a rapidly changing global environment.

'Meet the leaders'

As an EMBA student, you have exclusive opportunities to engage with accomplished professionals and thought leaders from diverse industries.

Through our interactive speaker series, you gain real-world insights, broaden

your business perspective, and connect with influential professionals who bring practical experience into the classroom. These sessions are an integral part of the EMBA curriculum, enriching your leadership development and strategic thinking.



Unlock your fullest potential

When you join the RSM EMBA, you commit to the pursuit of 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 of your assignments, projects and classroom sessions. The PLD challenges 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 can help you to unlock greater potential as a decision-maker and change leader.

You are supported by faculty members, coaches and trusted peers within your cohort throughout your PLD. People who accompany you as you discover new competencies and styles of leading. As a result, you strengthen a wide range of your 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

The RSM Executive MBA Class of 2026

Join a cohort of international leaders who share your goals and your desire for positive change. Like you, your peers are changemakers and next-generation visionaries from various industries, roles and geographies. You all bring a world of experience, expertise, insight and new ideas to the overall learning. Your teachers, lecturers and cohort challenge and encourage you to see the world with fresh eyes and to achieve the kind of break-through thinking that can accelerate your leadership. And you continue to grow and receive support long after you have completed the EMBA programme.

Average age



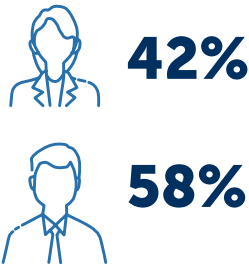
9%	< 30 years
51%	30-34 years
27%	35-39 years
13%	40+ years

Average experience



18%	4-7 years
50%	8-12 years
25%	13-18 years
7%	19+ years

Gender ratio



International

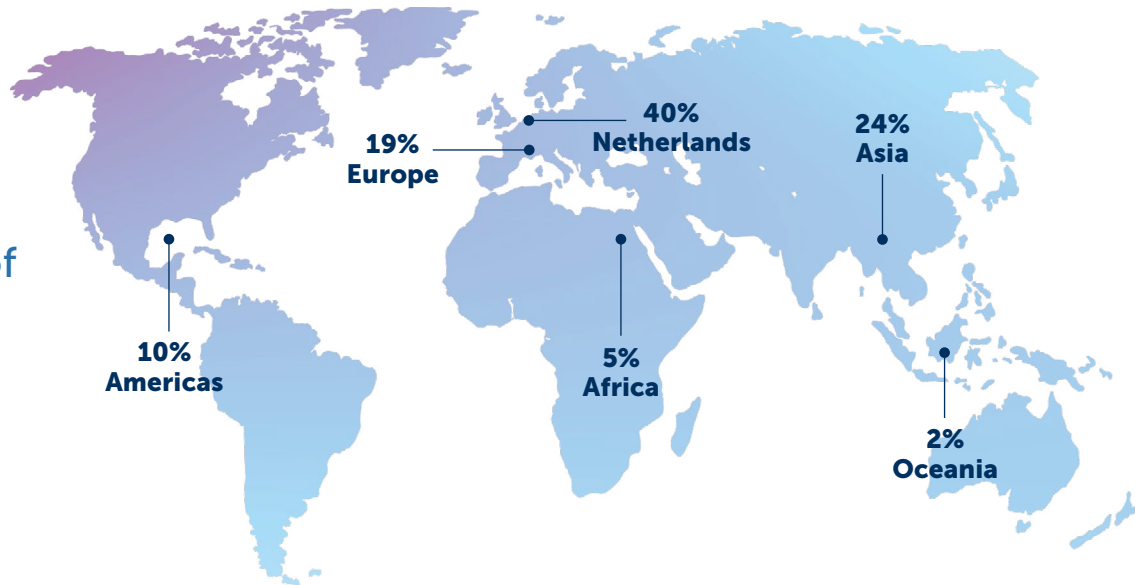


Academic background

- 48% Engineering
- 19% Business & Economics
- 13% Sciences
- 6% Humanities & Arts
- 14% Other



Total nr of students:
55



28 nationalities (including dual)

Argentina	Hong Kong	Peru	Türkiye
Australia	India	Poland	United Kingdom
Austria	Indonesia	Portugal	United States of America
Belgium	Italy	Romania	Yemen
Brazil	Lebanon	Russia	
France	Mexico	South Africa	
Germany	Myanmar	South Korea	
Greece	Netherlands	Taiwan	

Industries

- 18% Financial Services & Consulting
- 11% Consumer Goods & Electronics
- 11% Shipping & Logistics
- 10% Energy & Utilities
- 9% Health, Life Sciences & Pharmaceuticals
- 9% Manufacturing & Construction
- 6% Information Technology
- 6% Public Sector, Non-profits & NGOs
- 5% Chemical
- 4% Hospitality, Food & Beverage
- 11% Others





How your organisation benefits

As an employer, investing in the development of your key talent through their enrolment at RSM means tapping into the very latest thinking around global business, strategy and leadership. Your people are then empowered to achieve their fullest potential, contribute even more and drive change. They can bring unprecedented impact across your organisation and deliver solutions to the critical problems you face. When your professionals join us, your organisation is connected to a unique ecosystem of thought leaders, industry leaders and world-class organisations from around the world.

Accelerate your career Amplify your impact

When you join the RSM EMBA you 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.

Personal coaching

Throughout your EMBA journey, you have access to personal coaches to unearth greater understanding of your own experience as a leader and who 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 the areas you wish to consolidate. Together we create a personalised action plan and a support network that helps you to fully realise your leadership.

In-company project

Between November and June of your second year, you complete an in-company project in your workplace. This project serves as a platform for applying all the knowledge, skills and concepts you've acquired to tackle a real-world issue that you and your company face. The benefits are multi-directional: you deliver real-time impact as you put theory into practice and simultaneously demonstrate your new capabilities, range and influence to your employers.

A world-class global network

During the whole of your EMBA you work directly with fellow peers, thought leaders and our world-class faculty members. You take your place within a global network that supports your learning and your ongoing professional and career development – even beyond the programme.

An alumni network second to none

When you graduate, you become part of the RSM global alumni community and have access to a network of more than 50,000 leaders, innovators and trailblazers spanning 100 countries around the world. You benefit from social, professional, industry and academic initiatives, activities and opportunities, and you automatically join your local chapter. These chapters are regional communities of RSM alumni who are committed to driving positive change in the world.

Build loyalty, retain talent, expand impact

Approximately 30 per cent of RSM EMBA participants receive sponsorship from their employer each year. This investment typically inspires a higher level of commitment from the organisation's 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 upon 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 start of the programme.

RSM recruitment and 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. An RSM EMBA empowers key talent to implement new ideas and approaches, which delivers new levels of impact from day one and constantly drives lasting positive change. And because of our programme's flexible, part-time format, your people have the room and freedom to learn, reflect and grow as they channel the benefits of their learning back to your business.

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

Admissions and application

Are you eligible?

We only accept outstanding candidates into the RSM EMBA programme. To be eligible for this programme, you must demonstrate:

- » **Professional achievements and goals:** a minimum of four years of postgraduate work experience, and this experience should demonstrate clear evidence of your continuous career progression
- » **Academic excellence:** a university degree (bachelor, master, PhD) or equivalent*
- » **English proficiency:** a strong command of the English language
- » **Leadership abilities:** experience in managing people or projects
- » **Appreciation of diversity:** ability to effectively communicate across cultures and 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 are used to assess your ability to effectively convey your thoughts and ideas

How do you apply?

Applications for the programme starting in January 2026 should be received by 1 December 2025. RSM has a rolling admissions process. You can apply at any time during the year, and admission decisions are made throughout the year.

For more information about the necessary documentation, forms or our application process, please visit our website.
rsm.nl/embaadmissions

We take a personal approach to admissions and want to get to know our applicants. We'll need the following documentation:

- 1. A completed online application**
 - » Two online recommendation forms
 - » Copies of your certified diploma or diplomas and transcripts
 - » Copies of your diplomas and transcripts, certified either in English or Dutch
 - » A copy of your passport
 - » Your recent CV
 - » One essay
 - » Non-refundable application fee of € 125

2. Kira Talent assessment and admissions interview

3. Decision by MBA Admissions Committee

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



What is your investment?

Tuition fee

The tuition fee for the EMBA programme that starts in January 2026 is €65,000. To assist you in financing your EMBA, payments are spread across three calendar years.

Date	Payment	Amount
Registration deadline	Admissions fee	€ 5,000
12 December 2025	1 st instalment	€ 20,000
29 May 2026	2 nd instalment	€ 20,000
4 January 2027	3 rd instalment	€ 20,000

The programme fees cover tuition, course materials and essential EMBA textbooks. The costs for participating in the study trip are included in your programme fees, but you are responsible for your own travel arrangements to and from the study trip destinations as well as personal expenses and some meals.

We also strongly advise you to own a laptop. Please note that the cost for a laptop is not included in your programme fees.

Please see our website for a list of general and specific financial aid possibilities.
rsm.nl/financingyouremba



Get in touch

Profile review

Share your LinkedIn profile with us online. Our MBA recruitment & admissions team is keen to assess your profile and eligibility to apply to the Executive MBA programme.

rsm.nl/cvassessment

RSM near you

RSM attends major fairs and business school information sessions around the world. Additionally, the active RSM alumni in your area are happy to discuss the programme with you.

If we can't meet you during our travels, feel free to reach out for an online consultation.

rsm.nl/mbaevents

Email us

We take a personal approach to the admissions process and always look forward to answering your questions.

Please contact **Caroline Angle**, who works directly with candidates like you who are interested in our Executive MBA.

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Accredited by



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