



Part-time Executive MBA



Get ready to accelerate your leadership

You're ready to lead positive change. Ready to deliver greater impact 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 combine to 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 Benelux

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 – 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 parttime 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.



"I believe that to be successful we must be well-prepared for this complex and rapidly changing business environment, and the EMBA is the best way to achieve this. It has equipped me with knowledge and the confidence to shape the future of business – and make well-informed decisions during times of uncertainty.."

Beata Kozłowska
Executive MBA class of 2026
*Director of Operations EMEA,
Ubuntoo in Amsterdam*



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 trips, 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 programme encourages you to explore entrepreneurship in all its forms – for example as an individual entrepreneur, or by leading entrepreneurial projects within your organisation.

For this, we call on the expertise of the Erasmus Centre for Entrepreneurship (ECE), a globally acclaimed hub for entrepreneurial ideas, development and support. ECE develops and executes entrepreneurship courses for several universities throughout the Netherlands to encourage entrepreneurial talent. And we host events like the Entrepreneurship Through Acquisition conference that is part of the movement that's creating an ecosystem in Northern Europe to connect searchers, investors, operators, and service providers.



50+ years
experience
in business management education



#6 in Europe
Research ranking
(Financial Times)

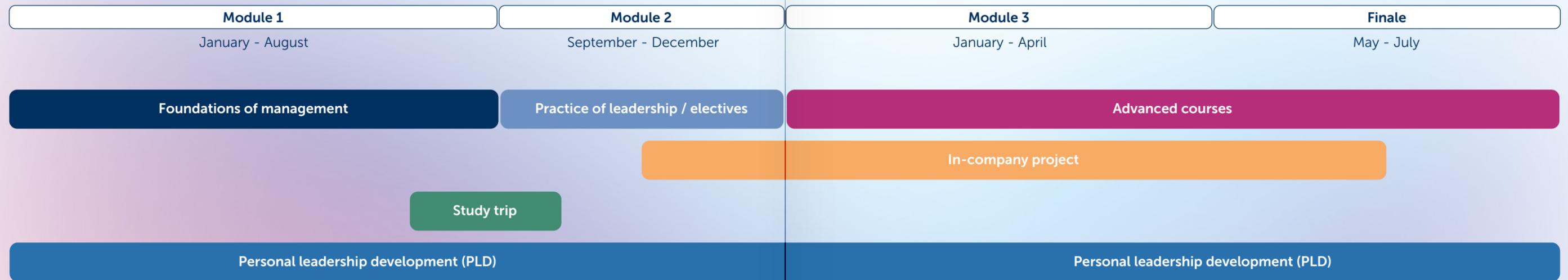


#5 International
mobility
(Financial Times)

Transform the present Change the future

The RSM EMBA is a unique 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.

- » Finance and accounting for executives
- » Economics
- » Data analysis
- » Strategic management
- » Study trip **

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 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 can 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, and you will be supported by faculty, coaches and peers throughout. You explore leadership through class-based exercises and case studies, and 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
- » Leading people
- » In-company project

Study trip

During your study trip, you are exposed to the complexities of global business via academic engagement with partner institutions and direct interaction with the local context. You select a destination from a pre-determined portfolio, which you share with the Full-time MBA cohort.

(optional) Entrepreneurship through Acquisition trajectory

Now offered as an optional course alongside your EMBA study, the specialised Entrepreneurship Through Acquisition (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:

- » The curriculum shown is the curriculum for the cohort that started in January 2026. This is subject to change.
- » Study trip is subject to rules and regulations around international travel.



Entrepreneurship through acquisition

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, in which talented mid-career professionals partner with experienced investors to find, acquire, and scale up 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 part of the EMBA 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 and supported by the Erasmus Centre for Entrepreneurship (ECE), a leading hub for entrepreneurial innovation and growth.

This trajectory alongside, our annual ETA conference that connects searchers, investors, operators and service providers in Europe, opens up new doors for sharing knowledge, experiences and future opportunities.



Conference and networking opportunities

Organised by the RSM EMBA Entrepreneurship Through Acquisition Club, the first-ever Entrepreneurship through Acquisition (ETA) conference took place in November 2025 and has quickly become part of the evolution of an ETA ecosystem in the Benelux.

Around 250 leading investors, operators, search fund entrepreneurs, MBA students and alumni gathered to get a solid grip on the potential offered by this form of entrepreneurship – acquiring and growing an existing business – with a day of expert speakers, panel discussions, break-out sessions and networking opportunities.

Last year's conference featured keynote speakers Alexander Schuil (CEO and founder of Novidam) and Lisa Stuhler (founder and managing partner of Tilia Nachfolgekapital), and the panels included Mike Hindi (Chairman of Green Logistics), Jard van Heerde (Ventus Succession), Joris Barendregt (SearchRight Capital) and Alexandra Kaars Sijpesteijn (VP at Novidam).



Beyond academics

Geopolitics

Global politics, international and national security, and economic shifts are reshaping how businesses operate.

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

Using expert insights, real-world case studies and interactive sessions, you 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.

Our interactive speaker series enables you to 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), a bespoke learning journey, and a red thread through the programme that's completely tailored to your individual needs, goals and objectives.

Your PLD is integrated into each of your assignments, projects and classroom sessions. It challenges you 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 leader of change.

You are supported throughout by faculty members, expert coaches and your own trusted peers within your cohort. These will be the 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 create your own impact for 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

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

The personal coaches and career coaches that check in with you regularly throughout your EMBA journey mean you can unearth a greater understanding of your own experience as a leader. They help you to identify the changes and goals you want to achieve as you progress. Pinpointing your unique strengths in this way becomes part of building 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

We say 'study alongside your work' but we know that work takes up a huge part of your thinking and your energy. This is where the In-company Project comes in – and it has the potential to showcase your growing skills as a leader. It takes place in your workplace between November and June of your second year in the EMBA programme.

This project serves as a place to apply all the knowledge, skills and concepts you've acquired, and you use it to tackle a real-world issue faced by you and your company or organisation. 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

As soon as you and the rest of your cohort embark on the EMBA, you start to bond and become a tight-knit group of peers. Very often, we hear that these bonds have become life-long and highly reliable relationships – the evidence comes from our alumni reunion events and the alumni local chapter meetings that take place regularly around the world. These people become a safe sounding board for your ideas and concerns, even after you graduate. As students, you might bounce ideas off each other and explore what it means to become a leader, and this doesn't stop after you graduate and become alumni.

Your new network is not limited to your EMBA peers; during the programme you work closely with thought leaders and our world-class faculty members and in so doing take your place in a global network that supports your learning and your ongoing professional and career development – even after graduation.

An alumni community second to none

When you graduate, you become part of the RSM global alumni community and have access to a network of more than 55,000 leaders, innovators and trail-blazers in 100 countries around the world. You benefit from social, professional, industry and academic initiatives, activities and opportunities supported by RSM, and you will automatically join your local alumni chapter. These regional communities of RSM alumni are like you, in that each of the RSM alumni members is seeking to create personal impact and positive change.

The RSM Executive MBA Class of 2027

Join a cohort of ambitious international leaders who share your goals and your desire to make positive impact. Like you, your peers are changemakers and next-generation visionaries from a broad range of industries, roles and geographies. You each bring your experience, expertise, insight and new ideas to add to the cohort's new knowledge. Your teachers, lecturers and fellow students 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



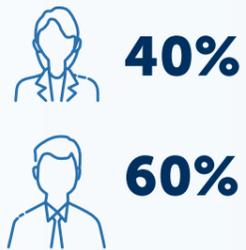
15%	< 30 years
36%	30-34 years
27%	35-39 years
22%	40+ years

Average experience



30%	4-7 years
34%	8-12 years
27%	13-18 years
9%	19+ years

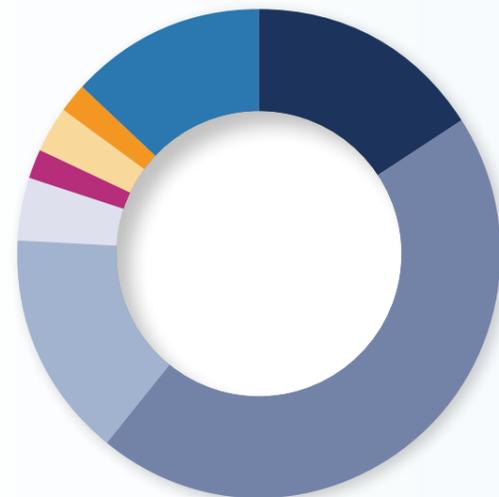
Gender ratio



International

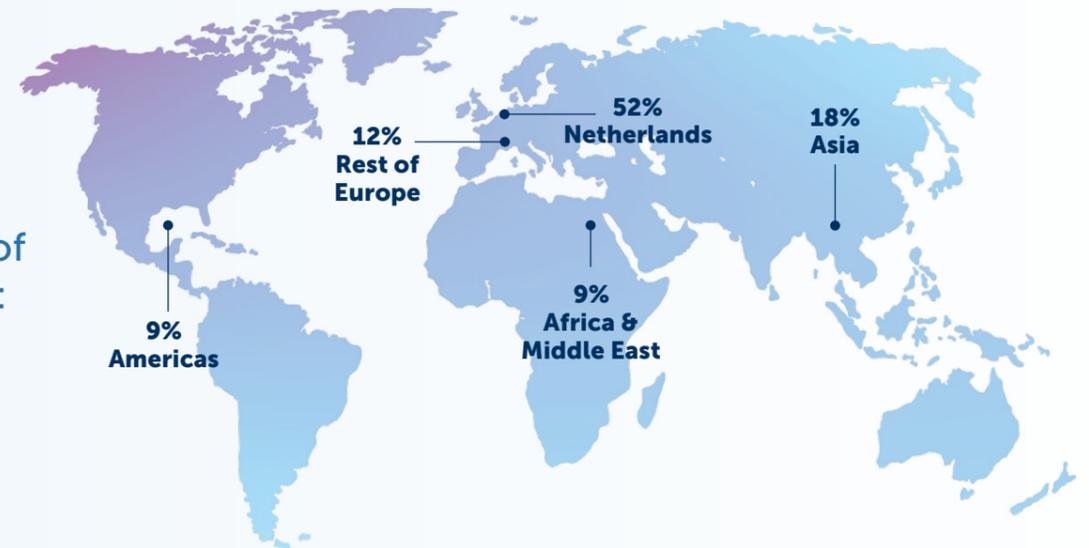


Educational background



16%	Business & Economics
45%	Engineering
15%	Sciences
4%	Humanities & Arts
2%	Law
3%	Marketing & Sales
2%	Medicine
13%	Other

Total nr of students:
67



28 nationalities (including dual)

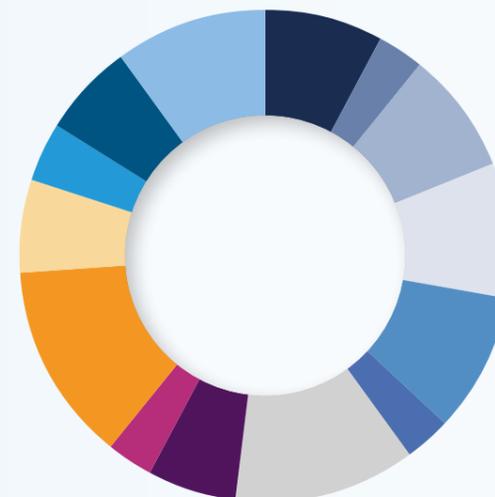
Belgium
Brazil
Canada
Chile
China
Colombia
Egypt

France
Greece
Hong Kong
India
Iran
Israel
Italy

Netherlands
Nigeria
Peru
Poland
Portugal
Saudi Arabia
South Africa

South Korea
Spain
Türkiye
Uganda
Ukraine
United Kingdom
United States of America

Jobfunction



8%	Business Development
3%	Consulting
8%	Finance
9%	General Management
9%	Information Systems
3%	Marketing
12%	Operations
6%	Own Business
3%	Professional Services
13%	Project Management
6%	Sales
4%	Strategy
6%	Supply Chain Management/Logistics
10%	Other

EMBA as an investment

How do people finance an Executive MBA? It's a great question. Pursuing an Executive MBA is a bold and exciting step, and with the right approach, financing it may be more achievable than you think.

The tuition fee and expenses are a meaningful investment in your future whether you are being sponsored or financing it yourself, and of course you're going to want to know the options.

The good news is there are several flexible ways to make it possible. Here's an overview of financing options that can help you plan your Executive MBA journey with confidence. An increasing number of EMBA candidates are financing the programme by themselves.

How to finance your Executive MBA



Salary arrangement

Even without a formal training budget, your employer can pay the tuition and temporarily reduce your gross salary.



Severance package

If you're leaving a company, you can apply part of your severance directly to tuition. Tax benefits can substantially reduce the net cost.



Apply for a scholarship

Outstanding candidates may receive scholarships of up to € 18,000, based on merit and diversity.



Entrepreneurs

Tuition fees are fully deductible as a business expense, reducing your taxable income.



Ask your employer

Many participants receive full or partial sponsorship. We can help you prepare a strong proposal for your employer.



Government DUO loan

Eligible students can borrow up to € 19,500 at a low interest rate, repayable over up to 15 years.



Pay in instalments

Tuition is payable over an 18-month period, allowing you to spread the cost while you study.



Home-equity financing

Some participants use a mortgage top-up to finance part of their tuition. *Please note that interest is not tax-deductible.*

For more information about Financing your EMBA visit rsm.nl/financingyouremba

Build loyalty, retain talent, expand impact

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. Approximately 30% 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
- » **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 2027 should be received by 1 December 2026. 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 and/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. Therefore, we require the following documentation:

- 1. A completed online application**
 - » Two online recommendation forms
 - » 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 2027 is to be confirmed. .

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. However, as a participant, 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 have your own 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 admissions staff are keen to assess your profile and eligibility to apply to the Executive MBA programme.

[rsm.nl/cvassessment](https://www.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](https://www.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.

Caroline Angle

Recruitment & Admissions Manager

Email cangle@rsm.nl

Tel. +31 657 938 817

Accredited by



**Rotterdam School of Management
Erasmus University**

Bayle Building / MBA Recruitment & Admissions Office
Burgemeester Oudlaan 50
3062 PA Rotterdam
The Netherlands
rsm.nl/emba



© 2026 Rotterdam School of Management, Erasmus University (RSM). The information in this publication (version 1.0) is correct as of January 2026, but RSM reserves the right to make changes affecting policies, fees, curricula, or any other matter announced in this publication without further notice. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without written permission from RSM.