



International Full-time MBA



If you want change and growth...

Do you want to help drive a shift in attitudes and culture? To lead a new generation of decision-makers who seek to positively transform the way that business impacts our world? Then you are a change-maker, a trail-blazer and you want to make a difference.

To do so, you need change.

You need to explore the big issues from a diversity of new perspectives. You need to build a deeper understanding, and the tools, the competencies, the resilience and the confidence to tackle the challenges facing our world. You need to be able to thrive in a multicultural environment – wherever you are, whatever role you pursue. You need to make decisions that cut through complexity to drive real and long-term positive impact on communities, organisations and people. And you need to know what it is going to take to do well, while doing good.

You want positive change.

Are you ready to make it happen?



A world-class business school



“At RSM, we empower future leaders to drive sustainable change in a fast-evolving world. Our MBA programme challenges you to unlock your potential, connect with global experts, and lead with purpose in business and beyond. Join us in Rotterdam to shape your future, and inspire and lead impact. Your journey starts here.”

Aukje Hassoldt
Dean of Rotterdam School of Management, Erasmus University

At Rotterdam School of Management, Erasmus University (RSM), we believe that business can and should be a force for positive change.

We are committed to sustainability, global social responsibility and leadership that embodies unwavering excellence, ethical rigour, and transformative impact.

Our engaged university makes a significant and lasting impact on the world through its education and research. This commitment involves actively contributing to a better and more sustainable future. That’s why we foster transitions to innovative and responsible practices, and strive for excellence in teaching, learning, and pioneering research that reshapes the way we conduct business globally.

At RSM, the collective efforts of our esteemed faculty members, programme directors, and entire community of alumni and staff aim to ensure that as a student here, you recognise the profound impact your actions and decisions can have on organisations, society, the economy, and the environment.

We aim to equip you with the knowledge, skills and mindset needed to make responsible, impactful decisions in business. Together, we help you and your peers become a force for positive change in the world.

#1
Full-time MBA
in the Benelux
Financial Times, 2025

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

#9
Most diverse MBA
programme worldwide
BusinessBecause, 2025

Top 20
MBA programmes in Europe
QS World University Rankings, 2025



Five things that make the RSM MBA unique

1. Personal Leadership Development programme

Your *Personal Leadership Development (PLD)* is comprehensively integrated throughout the entire MBA to increase your self-awareness, and enhance critical interpersonal skills that are key for your success in the MBA and when you lead other people and teams.

2. Managing for positive change

The world is in motion, and you're leading the way to a positive impact. *The Craft of Managing for Positive Change* is the red thread during your MBA, encouraging critical reflection on the relevance of your MBA and your capacity for making a positive impact on the major business challenges of our time.

3. Study trip

The study trip exposes you to the complexities of global business via academic engagement with partner institutions and direct interaction with the local context. You will select a destination from our portfolio which you will share with your Full-time MBA cohort as well as the Executive MBA cohort.

4. Experiential learning

Study in the vibrant city of Rotterdam, home to the biggest port of Europe. Immerse yourself in the dynamic world of business – tapping into the MBA's diversity and RSM's thriving global network – where real-world challenges become your classroom. Prepare yourself for success in business.

5. MBA fundamentals in practical application

You'll have two big projects during your study:

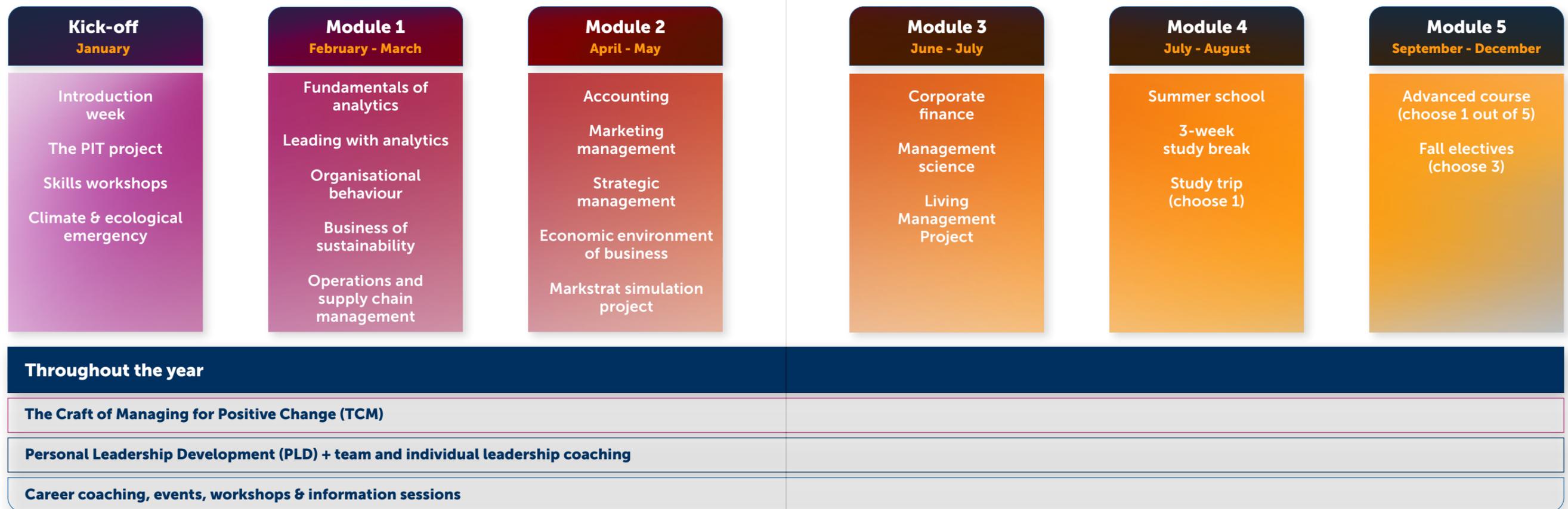
» **PIT project:** an introductory project course that immerses you in Rotterdam's dynamic community, Erasmus University, and your MBA cohort. Delve into key business and management challenges, aligning them with your personal goals. Develop a personal transition plan (the PIT plan) to guide you through your MBA journey.

» **Living Management Project:** in this four-week, team-based project, you will tackle real business problems within companies and present your innovative recommendations to their executives. This immersive experience prepares you to navigate common challenges in consultancy projects, such as working with incomplete information, meeting tight deadlines, and managing cultural dynamics within diverse teams.

Curriculum

International Full-time MBA

This 12-month learning journey will change you and change your future. You will get into the issues that really matter on a global scale. You will learn, discuss, debate, exchange, persuade and bring it all together to pursue your career in any sector, management role and location in the world.



Please note: The curriculum is subject to change.

Curriculum

International Full-time MBA

Kick-off

Before you officially start your 12-month MBA journey, you have the chance to settle into your new environment. Build connections with your classmates, meet faculty and staff on campus, and expand your network by engaging with representatives from local organisations.

Managing for positive change: the PIT project

This introductory project course will help you connect with the vibrant community of Rotterdam, Erasmus University, the Netherlands, and your fellow MBA classmates. During this course you will explore the current challenges of business and management while seeking alignment with your personal ambitions for your MBA journey.

You will learn how global issues you care about intersect with organisations in the Netherlands and collaborate with your classmates to create meaningful connections. Your journey will culminate in the development of a professional transition plan (the PIT plan), setting the stage for your MBA and beyond.

RSM Transforming Business Conference

Part of the formal MBA introduction week, this one-day conference explores how businesses in the Netherlands are transforming to address 21st-century challenges. The conference connects prominent Dutch business organisations with RSM students, alumni, and faculty and give opportunities for learning and inspiration.

Module 1

Embark on your MBA by building a platform for your learning journey and laying the foundations for impactful management in a world that is in transition: what should we expect of managers and leaders in relation to major social, technological and environmental challenges? How can we organise our operations for sustainable value? How to work with and manage diverse teams? How to read and use data?

Subjects include:

- » Personal leadership development
- » Fundamentals of analytics
- » Leading with analytics
- » Organisational behaviour
- » Business of sustainability
- » Operations and supply chain management

Module 2

Learn the language of accounting and grapple with the core functions of marketing and strategy while growing your skills for reading the dynamics of the economic environment. Your experiential learning during this module will include a marketing simulation project.

Subjects include:

- » Accounting
- » Marketing management
- » Strategic management
- » Economic environment of business
- » Markstrat simulation project

Module 3

Dive deeper into two crucial aspects of business: How to evaluate the financial value of projects and investments? How to improve your decision-making with data and analytics? You will round off this module with a signature learning experience of our MBA: the Living Management Project.

Subjects include:

- » Corporate finance
- » Management science
- » Living Management Project

Living Management Project

During intense four weeks, you are tested on your ability to integrate and apply the knowledge and skills you have acquired so far. You'll work in teams to devise a solution to a real business problem within a real company and present your recommendations to the company's executives.

This consultancy project allows you to test and develop yourself on key MBA competencies:

- » act in the face of complexity and uncertainty
- » make decisions with incomplete information
- » execute projects under time pressure
- » collaboration in diverse teams
- » communicate and present in front of executives.

Module 4

RSM Summer School

Choose from a series of short masterclasses on current topics related to business in transition, ranging from AI to sustainability, and integrate your insights in an assignment that builds on your prior work.

Study trip *

A week abroad, learning about key business issues in an international context of your choosing. This immersive learning experience exposes you to a different business environment and gives you the opportunity to explore new sectors and expand your network. You will select a destination from a pre-determined portfolio which you will share with the current Executive MBA cohort.

Module 5

Advanced courses

Focus your learning on obtaining advanced competencies in a specific business area.

You can choose to specialise in one of five subjects:

- » Advanced finance
- » Advanced strategy
- » Advanced marketing
- » Advanced supply chain management
- » Advanced sustainability

Electives **

Every year we offer around 25 electives which allow you to further specialise in topics of your choice. The electives include current topics across five concentrations connected to the advanced courses. You can choose three electives, and you have the possibility to obtain a concentration when choosing two electives that relate to the advanced course.

The electives are also an opportunity for you to network with students from our Executive and Global Executive MBA programmes.

Here is a selection of the courses that may be on offer:

- » Mergers and acquisitions
- » Business negotiations
- » Communicating sustainability
- » New marketing strategy for the digital age

Throughout the year

The Craft of Managing for Positive Change: integrative learning, critical reflection and impactful action

The Craft of Managing for Positive Change is a course throughout the entire programme, which will help you reflect on the value of your MBA in a world that is in transition. The course will enable you to develop your "impact capacity" so that you can use your MBA learnings to navigate complex challenges and act with sustainable impact; or in other words to be a force for positive change.

Personal Leadership Development

To learn more about yourself, your values and your impact on others, the MBA also offers you a specific Personal Leadership Development (PLD) course. The PLD experience increases your self-awareness and enhances critical interpersonal skills that are key for your success in the MBA and as a leader beyond. PLD offers you a chance to become a better version of yourself that you can skillfully bring to the job of leading others.

International exchange ***

Spend a term at one of the 40+ leading business schools in RSM's network. Exchange options are offered for those who are selected. Selection is based on academic performance and engagement throughout the year. Exchanges take place from January to March, after completing the programme.

Curriculum is subject to change.

* Study trips are subject to rules and regulations around international travel.

** Please note: electives are subject to change.

*** International exchange options are offered for those who are selected, at the end of the programme.

International Full-time MBA

Class profile of 2026

Total participants: **127** International students: **99%**

Average age



- 2% 24-25 years
- 56% 26-31 years
- 42% 31+ years

Average experience

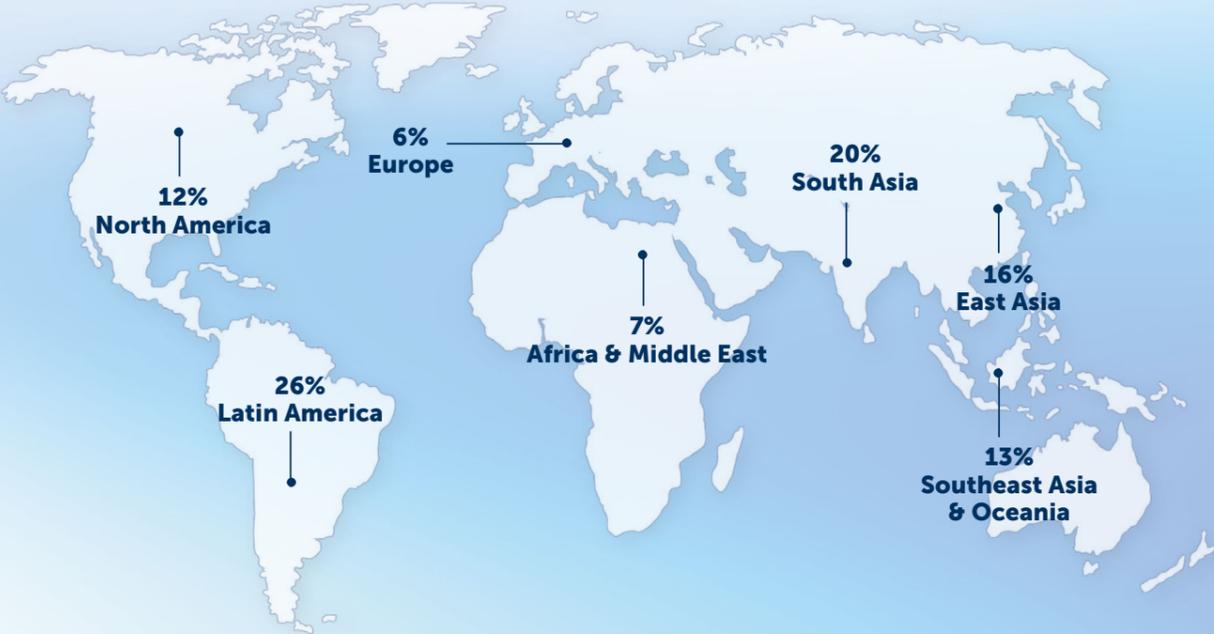


- 8% 3-4 years
- 63% 5-8 years
- 29% 8+ years

Gender ratio

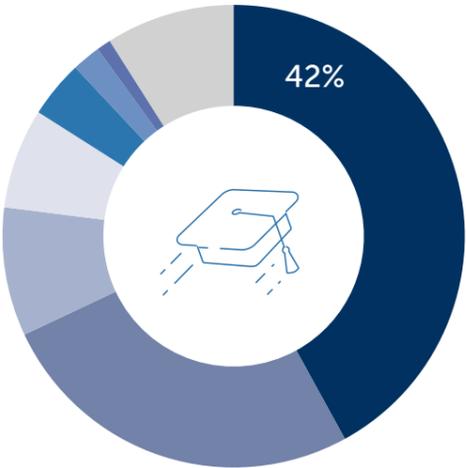


Demographic distribution



Academic background

- 42% Business and economics
- 26% Engineering
- 9% Sciences
- 7% Humanities and arts
- 4% Marketing and sales
- 2% Law
- 1% Medicine
- 9% Other



Nationalities: **30**



- | | | |
|---------------|--------------------|--------------------------|
| Argentina | Indonesia | South Africa |
| Australia | Iran | Spain |
| Bangladesh | Italy | Taiwan |
| Brazil | Kenya | United States of America |
| Chile | Mexico | Vietnam |
| China | Netherlands | Zimbabwe |
| Colombia | Pakistan | |
| Costa Rica | Peru | |
| Germany | Philippines | |
| Greece | Poland | |
| Hong Kong SAR | Russian Federation | |
| India | Saudi Arabia | |



Student life

Alongside their studies, Full-time MBA candidates are encouraged to engage and partake in activities, events, and clubs that strengthen their bonds with their classmates.



Student association

At RSM MBA, we have our very own student association. The Board includes a president, vice-president, treasurer, and chairs for marketing and communications, competitions, and corporate and alumni relations.



For the Full-time MBA Class of 2026, there are 15 clubs managed by the student association: Crypto, Energy, Entrepreneurship, Finance & Investment, Impact Investing, Marketing, Strategy & Consulting, Supply Chain, Technology & Innovation, International Culture & Social Events, Sustainability, Women in Leadership and Business, Athletics & Adventure, Sailing, and Wellness. These clubs can change yearly to reflect your cohort's interest in extracurricular activities.

Throughout your 12 months of study, there will be events and activities where you can join. These events include, but are not limited to:

- » **Gala night:** the formal highlight of the MBA year, emphasising cohort unity and creativity.
- » **MBAT (sports tournament):** a major European MBA event hosted by HEC Paris, requiring planning and co-ordination.
- » **Club-organised events:** join any event throughout the year organised by the many student association clubs, ranging from business visits like an excursion to the Port of Rotterdam to casual cohort-building picnics and pub crawls.

Impact investing competition

Not just another business case challenge, this prestigious two-day event unites MBA students from around the world to redefine the power of capital. To harness it as a force for positive change in the world and bring about substantial societal and environmental transformation.

Encounter the sustainable finance ecosystem in the Netherlands and seize this opportunity to help reshape the business world.

Led by the current MBA cohort, the RSM Impact Investing Competition invites the brightest minds from MBA programmes around the world to participate. Originally established as a private equity competition, RSM's initiative has transformed in response

to the evolving global landscape with a new focus on impact investing.

Since its inception in 2014, this annual case competition event has challenged participants to devise investment strategies that prioritise sustainable value creation. The event challenges participants to look beyond mere shareholder returns and to include significant positive societal impacts.

This event serves as a platform for innovation and leadership in responsible investing, and it demonstrates RSM's commitment to advancing the practice of impact investing through both education and practical application.



Become the leader you were meant to be

Strengthening your ability to be an impactful leader is integrated throughout the MBA learning experience. All your coursework, assignments and projects allow you to improve different elements of your knowledge and capacity to tackle complex business issues. Effective leadership, however, is only partly about what you know; it is also about who you are and how you show up in the world. The MBA offers you a deep dive into your own leadership through the Personal Leadership Development experience.

Leading knowledge

Our faculty and professional coaches stay at the forefront of global insights and best practices. Through the PLD programme, you will build and develop your leadership skillset and profile.

Leading solutions

Put your critical thinking to the test. For four weeks, you will work in teams to solve a real-world business problem for a real firm, and present your solution to executives as part of the Living Management Project.

Leading in action

Apply your managerial savvy through active lessons, such as in-class exercises, simulations, group work, leadership experiments, peer feedback, and mentoring opportunities.

The leadership mindset

Leadership is an integral part of our MBA programme, which we call **Personal Leadership Development (PLD)**. In every class, assignment, and project, we incorporate elements of leadership development, motivating you to apply theoretical concepts in practical, real-world scenarios. Our aim is to foster your ability to think and act like a genuine business leader by making well-informed decisions based on your knowledge and the immediate context.

Your personal leadership capabilities will be put into the spotlight as you participate in the PLD experience. Here, you will explore your own leadership through meaningful discussions and interactions with a diverse group of peers who are both inspirational and leaders hailing from a wide range of backgrounds, industries, and cultures. Its purpose is to help you strengthen your leadership skills through these valuable exchanges.



Supporting you every step of the way

Wherever you want to go, however you wish to specialise, the International Full-time MBA arms you with the understanding, global exposure, tools and values to lead change in our world. Our graduates pursue careers in a broad diversity of regions, sectors and roles. Doing well, while committed to doing good. Every year, over 80 per cent of our graduates stay either in the Netherlands or Europe.

Employment statistics for Full-time MBA Class of 2025

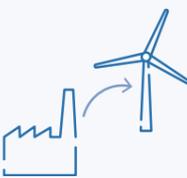
37% Actively seeking students accepted a job offer by graduation

84% Actively seeking students accepted an offer within 3 months after graduation

82% Changed region



55% Changed industry



57% Changed function



32% Changed all three of the above

70% Changed at least two out of three elements

At RSM, we are with you all the way. We support, coach and connect you with opportunities. We provide you with tools as you navigate throughout the exciting journey of achieving your goals and finding your next career.

Career coaching

From day one, we support you with personalised career coaching tailored to your unique strengths, areas for growth, and career aspirations. The RSM MBA Career Centre will pair you with a personal coach to help you navigate career transitions, develop your professional network, and connect with RSM alumni and global industry leaders. In addition, you will have access to a series of workshops designed to enhance your job search skills, improve your interview techniques, and sharpen your professional presence.

Expanding your global network

At RSM, world-leading companies and organisations recruit directly from our diverse talent pool every year. Through personalised recruitment events, company presentations and tailored interview preparation, we ensure you are well-equipped to engage with top employers. Additionally, initiatives like the Living Management Project allow you to showcase your skills in real-world business challenges while connecting with potential employers.

Internship opportunities

At RSM, we offer diverse internship opportunities across industries, allowing you to gain hands-on experience and advance your career interests. Our MBA students have worked with global leaders like Amazon, Nike, Philips, Procter & Gamble, Samsung Electronics, Unilever, ASML, and many more, ensuring exposure to both large corporations and innovative startups.

Join the RSM alumni community

Your journey at RSM doesn't end with graduation. As an MBA graduate, you'll join a global network of over 50,000 RSM alumni—leaders and innovators from all corners of the world, bringing a wide range of perspectives and expertise. This diverse community includes professionals who have made bold career transitions and are driven by a shared passion to make a positive impact on society and business.

Work in the Netherlands

As a graduate from a university in the Netherlands, you can take advantage of a 12-month orientation visa that grants you access to the Dutch labour market. This permit allows you to seek employment or work in the Netherlands without additional permits and can be a valuable stepping stone to career opportunities across Europe.

Podcast



The Career Centre: right there as you start your MBA journey

In this podcast, Meghan MacKinnon, one of RSM's career development managers, shares how the Career Centre helps guide and coach our current students during their MBA journey.



Take the first step Make it happen...

Have your profile reviewed

One of our recruitment managers will take a look at your LinkedIn profile or CV if you prefer, and then talk via phone or video call to discuss your MBA aspirations.

Tour the campus

Meet our faculty, staff and students on campus. You can e-mail us to plan your visit.

Meet us

If you cannot travel to Rotterdam, you can meet us in a city near you. We travel all over the world to meet future MBA students.

And for those of you we can't meet on the road, we organise webinars throughout the year.

Admission eligibility

- » an undergraduate degree
- » a GMAT (Classic or Focused edition), GRE or BAT report
- » at least three years of postgraduate professional experience
- » ability to contribute in a multicultural setting
- » English language assessment may apply

Find out more about our English language proficiency requirements online.

Admissions process

Admission to the programme is open throughout the year. Interviews and final evaluations take place over six rounds each year. This year, the dates are:

- » 10 February
- » 14 April
- » 2 June
- » 11 August
- » 1 October
- » 10 November*

*Please note that this application round is for applicants who do not need a student visa and/or a residence permit.

Admissions requirements

- » completed online application form
- » two professional references
- » Kira Talent video response
- » one prepared essay
- » interview
- » satisfactory GMAT (Classic or Focused edition), GRE or BAT result
- » official transcript from your college or university

Fees and financing

Tuition fee for the programme starting in 2027 is €70,000. This can be paid with an initial admissions fee of €5,000 upon registration followed by two instalments. The 1st instalment date is 11 December 2026 and the 2nd instalment date is 28 May 2027.

When deciding on doing your MBA, please consider the cost of living during the year of your study in Rotterdam. For example: you will need to budget for housing, living expenses and health insurance, which is mandatory for all full-time students in the Netherlands.

Find out if you are eligible for student loans and scholarship opportunities online.

Tuition correct at the time of publishing, and can be subject to change. An initial non-refundable admissions fee of €5,000 is required to secure your place in the programme.

Let's talk

Our team is always here to help, to guide you in your orientation and to answer questions.



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