




# Global **Executive MBA**

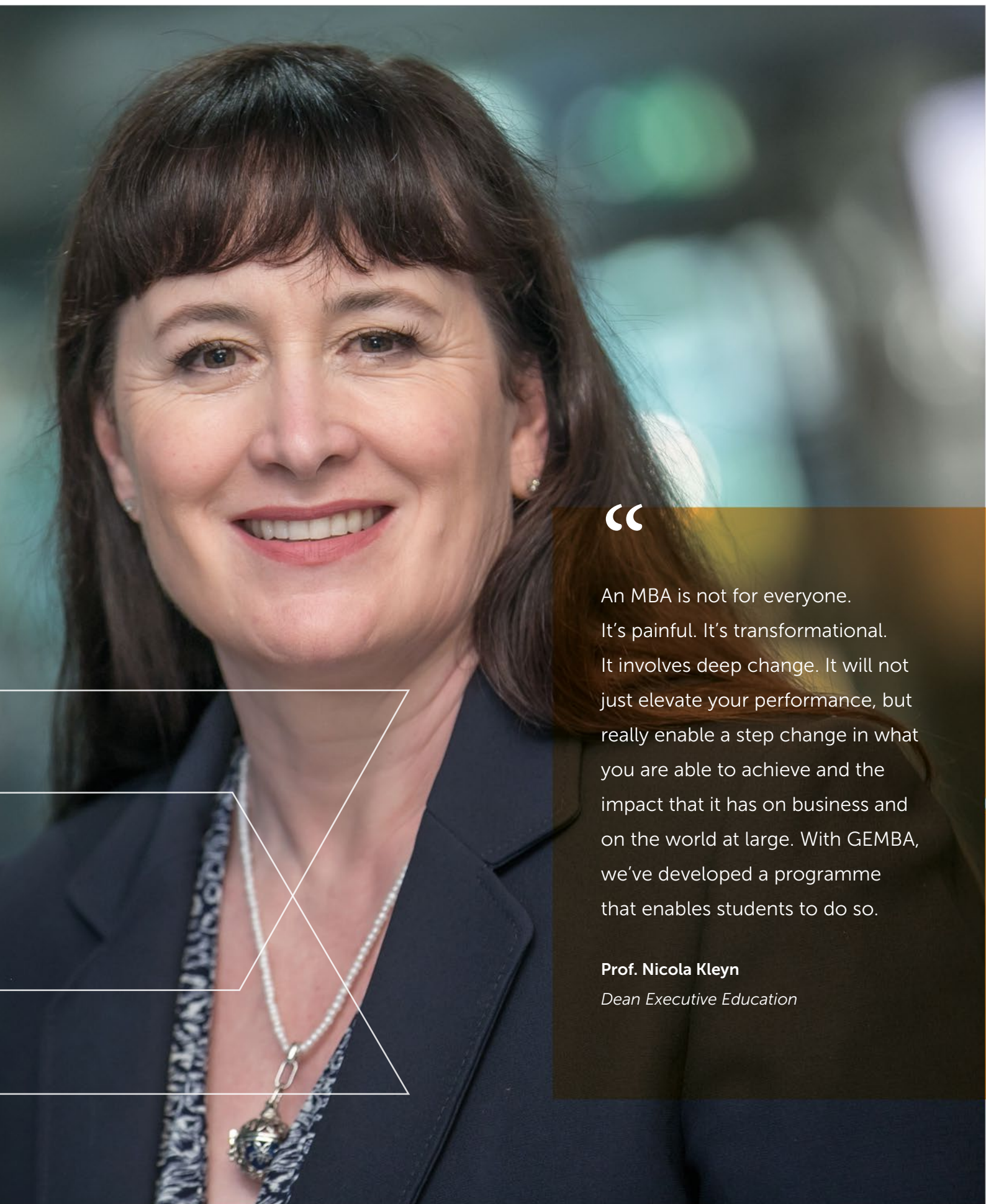


*The challenges to business and society have never been more critical. The uncertainties never greater. To navigate the newly reshaping global arena in the digital age and accelerate your career to highest levels of influence and responsibility, you will need something new to face the challenges ahead.*

Welcome to the **RSM Global Executive MBA** (GEMBA) for senior executives who aspire to be global strategic leaders. Welcome to a transformative, personally-customised learning experience that will empower you to lead with greater impact. Welcome to a learning journey that begins in the global business hub of the Netherlands and that leverages the benefits of RSM's world-class faculty, international peers and alumni and a global ecosystem of top-tier global partners and relations.

Welcome to something new.





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An MBA is not for everyone. It's painful. It's transformational. It involves deep change. It will not just elevate your performance, but really enable a step change in what you are able to achieve and the impact that it has on business and on the world at large. With GEMBA, we've developed a programme that enables students to do so.

**Prof. Nicola Kleyn**

*Dean Executive Education*

# The challenges to you

You need the strategic leadership and decision-making skills to lead your business as a whole. At RSM, we will not only challenge you to reflect on yourself and the needs of your people, but also on the future health of your business altogether.

You need the strategic vision to map the road ahead. We will question you to define the purpose of your organisation, its values, goals and position in the newly reshaping global business arena.

You need the strategic tools to mobilise, align, and prepare your business to adapt, react and pivot swiftly and decisively. We will develop your ability to communicate powerfully, while inspiring

and influencing those around you, even when you can't engage face-to-face.

Finally, you need to deeply reflect on what it means to lead responsibly, with respect for the people, the business stakeholders, and the economic, social and natural environment in which you live and operate.

We invite you on a journey to reinvent your leadership, which brings out the best version of yourself as a strategic leader. Now is the time to ascend to the highest levels of responsibility and integrity to meet the challenges of your business now and in the future.



# Leading strategic change



## Rotterdam School of Management, Erasmus University (RSM)

RSM is ranked among the best business schools in Europe, while ranked 1st worldwide according to the 2021 Shanghai Global Ranking of Academic Subjects in the category of Business Administration.

RSM is home to one of the world's most prolific management research faculties: the Erasmus

Research Institute of Management (ERIM). ERIM's 350 international researchers update RSM faculty members with the latest knowledge to guarantee innovative teaching methods and up-to-date global business science.

The RSM Global Executive MBA is a transformative and intensive 21-month





#1

Business school in  
the Netherlands



Triple Crown

Part of 1% business schools  
worldwide with Triple  
Crown accreditation



#6

European research  
rank according to  
the *Financial Times*



Experienced

More than 50 years of  
business management  
education

RSM's Global Executive MBA  
programme is taught by  
world class faculty on  
a well-connected campus,  
expertly designed for  
working senior leaders.

journey in leadership development,  
which is tailored exclusively to your needs  
and objectives. Empowering you with  
the knowledge, the insights into your  
personal leadership style, the skills and  
the strategic vision to lead your organisation  
with clarity, confidence and integrity.

Delivered in Rotterdam, one of the world's  
key economic hubs, the RSM Global  
Executive MBA connects you to a global  
network of thought leaders and change  
agents. You experience all the dynamics of  
international leadership and business, where  
it happens, as it happens.



A portrait of Prof. Hans van Oosterhout, a middle-aged man with short, light-colored hair and blue eyes. He is wearing a dark blue suit jacket over a light blue striped shirt and a dark blue patterned tie. The background is a blurred indoor setting with warm, golden light. The portrait is framed by a white geometric shape on the left and a grey geometric shape on the right.

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As our students have diverse educational backgrounds and managerial experience, we aim to customise your developmental and assessment journey as much as we can from where you are now, towards the knowledge, skills, and attitudes that senior managers need to successfully serve in strategic leadership roles.

**Prof. Hans van Oosterhout**  
*Academic Director GEMBA*



# Engage, Transform, Lead



## Customised approach

With the consultation of C-suite executives, executive recruiters for C-suite positions, and alumni in strategic leadership positions, we have designed our GEMBA to enable senior managers to transition into strategic leadership positions.

The programme aims to develop students to a C-suite level of professional competence in all functional areas of contemporary business, as well as hone the skills and attitudes that senior managers need to serve in strategic leadership roles.

To help you to develop as a strategic leader, our GEMBA programme offers you a highly personalised educational experience that involves:

- A programme individual intake, including self-assessment of your developmental needs, a (team) Leadership Challenge, and the development of a personalised strategic leadership development plan to guide your developmental journey through our programme.
- Data-driven monitoring of your educational and developmental progress throughout our programme, as well as mentoring in small teams of peers by RSM professors.
- Selective interventions designed to identify and remedy possible deficiencies in knowledge, skills and attitudes.
- A choice of electives that allows you to explore the topics that interest you most and are relevant for senior managers moving towards the C-suite.
- One-on-one coaching by experienced leadership coaches.

# Curriculum

designed to meet the needs  
of the modern executive

## Core courses

### » Global marketing management

This course integrates psychological and economic theories used in traditional marketing strategy with new insights and techniques based on data science to offer substantial efficiency in marketing endeavours. We will discuss the implications of big-data and the evolving internet economy on traditional durable goods as well as newly emerging product domains. Additionally, given the exceedingly interconnected world, we will discuss the social, environmental, and ethical implications of marketing in this new era.

### » Global operations management

This course will introduce you to concepts and techniques that are essential for the design, planning, control and improvement of global service and manufacturing operations. You will explore topics such as capacity, inventory and supply chain management and learn basic tools for analysing operations problems, methods for managing an aspect of operations in a real situation, as well as providing a strategic view, typically using cases, of that aspect of operations.

### » Managerial decision analysis

Complexity in decision making comes from many factors. This course focuses on the difficulties arising from quantitative decision making in an environment with uncertainty and risk and presents different methodologies to deal with them in real-life problems.

The course exposes you to common decision-making pitfalls and discusses how decision making is likely to change over the next decades due to the rise of Artificial Intelligence.

### » Financial accounting and analysis

This course provides a common language and a toolbox to make rational decisions that involve monetary value. Understanding this subject matter will make you a more professional manager. Moreover, understanding the limitations of financial analysis and accounting will enable you to challenge management plans more effectively. This course gives you the foundational knowledge that any C-suite member needs to use and evaluate financial information and contribute to discussions and decision-making with respect to finance and accounting.





### » **Strategy in a global arena**

Strategic management is concerned with what is perhaps the most pressing issue for strategic leaders: how can I make my firm outperform its competitors? To formulate value-creating strategies, managers must identify core competencies, analyse industry environments, and develop new ways of outcompeting their rivals. The overall aim of this course is to help you to think like a strategist and contribute to C-suite level strategic decision-making.

### » **Corporate governance**

Corporate governance is about getting “the rules of the game” right within which firms can secure resources, develop their core activities and business models, secure their societal licence to operate, and create and capture value for their shareholders and stakeholders. Rather than presenting an optimal corporate governance set-up that suits all firms, we will discuss the ownership and governance choices of the firm as a matter of strategic design and decision-making. Strategic questions that we will discuss include:

- Who would be the best owner of the firm?
- How do we secure that strategically important stakeholders such as employees, suppliers and customers continue to be ‘invested’ in the firm?
- How do we develop and maintain the firm’s societal licence to operate?

### » **Corporate finance in a global environment**

Visionary business leaders of the future need a toolbox that helps them to tackle some tough strategic decisions. In this course, we discuss some of the toughest financial decisions senior managers may have to take, such as:

- What is the best capital structure for my company?
- Should I diversify my company or should I focus, and what is the impact on my corporate cost of capital?
- What are the financial pros and cons of having a stock market listing versus being privately held?
- Given your company has a stock market listing, what can you do to improve the stock’s liquidity?
- How do you redistribute the net profits of your corporation?

# Curriculum

designed to meet the needs  
of the modern executive

## » Economics for global business managers

This course seeks to enable you to apply foundational concepts and insights from micro- and macro-economics to analyse some of the most relevant trends and issues in global businesses today. Specifically, this course will discuss concepts such as incentives and behavior, market power and market structures, asymmetric information, vertical integration, and outsourcing, for example, to analyse phenomena such as the international fragmentation in trade and FDI, economic crises and contagion, the role of multinationals in global business, regulation, trade agreements, as well as other current phenomena that are important for strategic leaders in global business.

## » Topics in global business and management

The rapid changes in global business and society mean that new perspectives are needed to prepare strategic leaders for an uncertain future. This course will not only invite top-level executives, experts, and faculty to help you to envisage and understand which global mega-trends may be coming our way, but will also offer an introduction to some practical tools (such as scenario-analysis, for example) to help strategic leaders to navigate an uncertain future.

## » Leading and managing global organisations

Managing people and organisational development is a mission critical C-suite competency that no business can afford to do without.

Managers of globally active businesses need to continuously readjust their organisations to volatile or uncertain environments; navigate international and culturally highly diverse contexts; develop and engage with a competitive workforce based on the business' value proposition; and engage in informed decision-making using evolving techniques such as people analytics, big data, and artificial intelligence. In sum, leading and managing a globally active organisation at a C-suite level requires specific knowledge, skills and attitudes. This course seeks to hone and develop these skills, so you can develop and lead organisations with purpose.





## Electives

Choose 3 electives from a selection of programme- and school offerings that will help you to customise the knowledge and skills development that you need or desire to develop further. Here are some examples of elective courses on offer:

- » Change management/strategic business change leadership
- » Managing corporate turnarounds
- » Mergers and acquisitions
- » Business negotiations
- » Financial engineering
- » Brand management

# Global Experiential Learning - converting theory into practice

The Global Experiential Learning (GEL) courses are designed to provide you an appreciation of business in context. We will zoom in on four sets of concrete strategic challenges that C-suite executives are likely to face, now or in the near future.

With a focus on the application of knowledge, models and concepts covered during the core courses, the global experiential learning tracks aim to hone the skills and contribute to the attitudinal development that senior managers need to successfully fulfil a strategic leadership role in present and future businesses.

The Global Experiential Learning courses will include the following developmental activities:

interactive content sessions on specific strategic challenges and/or decisions, senior-level guest speakers engaged in such challenges, company visits, and travel to locations around the world that are global hotbeds with respect to the business and leadership challenges at hand.

You will engage in and be assessed based on skills-development exercises and (team) assignments that respond to the evolving needs of contemporary strategic leaders. As strategic leadership challenges in contemporary businesses evolve over time, the content of the four GELs that the GEMBA programme offers is inherently dynamic and therefore subject to change.

## The programme currently incorporates four carefully curated sets of strategic challenges.

### 1. Leading Digital Transformation

How to respond to digitalisation, artificial intelligence, and automation impacting business processes and business models. Our current plans are to bring the class to hotbeds of digitalisation such as China (in cooperation with Tsinghua University), or across Northern Europe (e.g. Finland, Estonia, Stockholm\*) dependent on travel restrictions that apply at the time.

### 2. Leading Entrepreneurship and Venturing

How to address the challenge of developing and exploiting new business opportunities and activities for new or existing ventures? Our current plans are to bring our class for an experiential journey to global hotbeds of entrepreneurship and new venturing, such as Singapore, Boston, or Stockholm\*.

\* Please note that due to the current COVID situation, it's at the discretion of RSM to decide on changing the location of the GELs





### **3. Leading Corporate Strategy & Development**

How to make and lead major corporate level strategic decisions, such as entering new businesses and markets, mergers and acquisitions, divestitures, and changes in the ownership and governance of the firm? Our current plans are to bring our class for an experiential journey through selected hotbeds of corporate strategy decision- and deal making, such as New York, London, Paris, and Amsterdam\*.

### **4. Leading with Impact in Developing and Emerging Countries**

During this final GEL, you will be able to synthesise learnings from the other GELs in the programme. The class will travel to South Africa\* (in cooperation with the University of Pretoria, Gordon Institute of Business) to understand the challenges and strategies required to lead with impact in an emerging economy.

RSM enjoys an extensive and exclusive international network of top-tier business schools around the world that it will leverage to organise and host the travel for the GELs in the GEMBA programme.

# Become the strategic leader you are meant to be

## Strategic Leadership Development (SLD)

The transition into a strategic leadership role often represents a break with the past and a step into practices, routines, and responsibilities that are fundamentally different from those left behind. The Strategic Leadership Development (SLD) track focuses on the development of the skills and attitudes that managers will need to bring to the table to successfully serve as a strategic leader. These skills and attitudes comprise both personal leadership (PL) and a strategic leadership component (SL).

A portrait of Dr. Mirko Benischke, a man with short dark hair, wearing a dark suit, white shirt, and a blue and white striped tie. He is smiling and looking slightly to the right. The background is a blurred indoor setting with warm lighting. A white geometric line graphic is overlaid on the left side of the image.

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To help participants achieve their personal goals and to prepare them for their next step in their careers, I see my role as someone who inspires and engages participants to critically explore and engage with their knowledge, skills, and attitudes. I also strongly believe in community-building, creating an environment that fosters participants' desire and ability to help each other in their personal and professional development.

**Dr Mirko Benischke**

*Associate Professor*



### Personal Leadership (PL)

The PL component seeks to develop the foundational leadership competencies (skills and attitudes) that individuals need to function as a leader of organisations and/or teams. These competencies include, for example the ability to stay curious, as this is a fundamental driver of one's ability to understand and connect well with others. Research suggests that successfully mastering leadership competencies like emotional intelligence and cross-cultural sensitivity requires a fundamental curiosity about other human beings. The programme also covers mindsets of ecological well-being, power & politics, and a deeply engrained sense of purpose.

### Strategic Leadership (SL)

The SL component, in contrast, includes those competencies (skills and attitudes) that managers need to fulfil in a role as strategic leaders of the business as a whole. You will focus on the skills and attitudes required to function at – or just below – the C-suite level. Topics include:

- » monitoring the performance of the business as a whole;
- » diagnosing, identifying, and defining problems at a strategic level;
- » developing a vision for the business;
- » translating this vision into strategic objectives;
- » identifying and engaging with relevant stakeholders;
- » implementing strategic/C-suite decisions;
- » continuance of these strategic processes and activities going forward.

During the enrolment in this course, you will participate in a series of workshops, each focused on training and developing specific

skills and attitudes, while receiving feedback from peers, faculty and professionals in a safe environment.

### A curriculum design for you – right from the start

During opening week, you will experience both components of the SLD track, and will be given ample opportunity to reflect on your past and your future as a(n aspiring) strategic leader of the business. You will be required to complete self-evaluation surveys, collect 360 feedback from peers and colleagues, and feedback from a programme mentor during a leadership challenge that will take place in the first full week of the programme. At the end of this week, you will develop your personal strategic leadership development plan that will guide your journey and development through the programme.

### Strategic Leadership Development Plan

The execution of your personalised Strategic Leadership Development Plan will be supported by a programme mentor (an RSM faculty member) as well as a selected number of peers (fellow participants) that comprise a so-called 'intervision' group. This group will meet on a regular basis during the SLD trajectory to monitor, discuss, and document progress in your development as a strategic leader. The intervision group is also the forum in which you will be monitored and coached with respect to the in-company Strategic Leadership Project that you should complete at your company during your enrolment in the GEMBA programme.



# Beyond the programme

## Alumni network

During the Global Executive MBA you will be able to cultivate strong bonds and lifelong networks. You will form new connections with executives from the companies that support RSM in multiple endeavors and events. By the time you graduate from the programme, you will know people from diverse cultures in many sectors, industries and continents.

Upon graduation from the programme you will join RSM's alumni network, which includes alumni from all of RSM's degree and diploma programmes, consisting of more than 40,000 professionals across more than 100 countries.

Additionally, you will gain access to an increasingly international corporate network, and lifelong learning and professional development opportunities. The bonds you make at RSM will stay with you for life.





1,000+

Companies were founded (since 1970) by RSM alumni



270

Senior and leadership positions occupied by RSM alumni in 158 local companies with 500+ employees



40,000+

Alumni worldwide



38

Alumni chapters globally

## Career Development

Throughout your Global Executive MBA and with the continuous support of our faculty, mentors, coaches and your peers, you will acquire new skills and understanding, put new ideas and approaches to the test, and accelerate your development and progress towards the next major professional challenge ahead of you.

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



# Welcome to Rotterdam

Europe's biggest port has always welcomed trade and traders from all around the globe. A rich, entrepreneurial culture that drives innovation and interchange, and embraces diversity. Modern Rotterdam is a young, vibrant, international city; home to more than 150 different nationalities. The city is affordable, friendly, fun and infused with Dutch openness and a warmth of spirit.





# Calendar GEMBA Class of 2024

RSM RESIDENCY

ONLINE SESSIONS\*

GEL: GLOBAL EXPERIENTIAL LEARNING

ELECTIVES PERIOD

## 2022

### MAY 2022

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## 2023

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\*dates of the online sessions are indicative

Are you  
ready for the  
challenge?





## Secure your place

To join the GEMBA programme at RSM, you should have:

- » Minimum of ten years' professional post-graduate experience with demonstrable career progression
- » 3-5 years of managing people and/or leading teams
- » University degree (Bachelor, Master or PhD) or equivalent
- » Leadership skills
- » Commitment to learning
- » English proficiency
- » Analytical and communication skills
- » International exposure and breadth of perspective

## Admissions process

### 1 > Submit your online application

- » Two recommendation forms
- » Copies of your certified diploma and transcripts
- » Certified English or Dutch translations of your diplomas and transcripts (if the original language is not English or Dutch)
- » Your passport copy
- » Your CV
- » Three essays
- » Non-refundable application fee of € 100

### 2 > Interview

After your application has been submitted and reviewed, you may be invited to an admissions interview.

### 3 > Decision

Shortly after the interview, your application will be discussed in RSM's MBA Admissions Committee that will make the final decision concerning your application.

## Application closing date

For the programme starting in September 2022 the application closing date is 23 August 2022. Early submission of your application is strongly encouraged. GEMBA applications are evaluated by RSM's Admissions Committee, consisting of faculty and administrators. It is a comprehensive process and operates on a rolling basis.

The admissions interview is an essential part of the selection process. Final admissions decisions will be made after receiving comments from the interviewers. RSM's alumni network allows us to arrange and conduct personal interviews in most parts of the world.

## Tuition fee

The programme fee for the GEMBA programme starting in September 2022 is €64,000, billed over the course of the programme.

Date	Payment	Amount
Registration deadline	Admissions Fee	€ 5,000*
17 August 2022	1 <sup>st</sup> installment	€17,000
31 March 2023	2 <sup>nd</sup> installment	€21,000
31 October 2023	3 <sup>rd</sup> installment	€21,000

## Contact us

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

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