



Global **Executive MBA**



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As a technologist, I embarked on the GEMBA programme to elevate my leadership skills and broaden my understanding of the intricate world around us. The tools and frameworks empower me to navigate the complexities of business with confidence and clarity. This journey is a transformative experience for me, with lessons and skills for a brighter future. Leveraging and practising these enhance my personal growth so I can make impactful contributions in my field. In just a few years I'll be ready to inspire and drive change.

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Liwen Lin

Director at BlackRock Amsterdam
Global Executive MBA Class of 2026

The world changes. Business changes. You change.

Let's embrace the fast-changing reality. Let's successfully navigate new challenges in business. Let's advance your ability to lead strategically.

The **RSM Global Executive MBA (GEMBA)** is a transformative and highly personalised learning journey for senior corporate executives, as well as entrepreneurs running their own businesses, who aspire to lead their business at a C-suite level of professional competence. It will equip and empower you to lead with greater vision, confidence, and impact, right now and in the future.

Embark on an intensive developmental adventure – both on our campus and during experiential study trips worldwide – so you can harness the advantages of RSM's exceptional faculty as well as its excellent global network of top business schools, strategic leaders at C-suite level and alumni.

Start your journey today



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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 acquiring the knowledge, skills, and attitudes that senior managers and entrepreneurs need to successfully serve in a strategic leadership role.

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Prof. Hans van Oosterhout
Academic Director GEMBA

Success for you, your business and the world

At RSM, you will equip yourself with strategic leadership, reflection and decision-making skills so you can effectively guide, yourself, your team and the long-term health of your business as a whole.

While you envision the strategic path forward for your business, we support you to delve deep into defining your organisation's vision, purpose, and objectives. You will profoundly reflect on what it means to be a responsible strategic leader who respects individuals, business stakeholders, as well as the global economic, social, and environmental contexts in which your business operates.

Discover and hone your leadership potential so you can bring out the best version of yourself as a strategic leader on this transformative journey. Equip yourself with strategic tools to mobilise, align, and prepare your business for swift and resolute adaptation. Boost your capacity to communicate with impact, inspire and exert influence over those around you. And ultimately, rise to the highest levels of responsibility and integrity, be empowered to face the challenges of your business so you can be a force for positive change.

Leading strategic change



#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.

Rotterdam School of Management, Erasmus University (RSM)

RSM is one of Europe's top-ranked business schools, and provides ground-breaking research and education furthering excellence in all aspects of management. We are home to some of the world's most prolific management scholars. RSM faculty members share the latest business science with you through innovative teaching methods so you stay up to date and can put it into practice immediately.

RSM also has a profound network of top global business schools. These top-tier universities contribute greatly to your international study trips.

Our primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future. Our first-class

programmes encourage participants to become critical, creative, caring and collaborative thinkers and doers.

The **RSM Global Executive MBA (GEMBA)** is a transformative and intensive 21-month journey in leadership development, tailored to your needs and objectives. It empowers you with the knowledge,

the insights into your personal leadership style, and the skills and the strategic vision you need to lead your business with clarity, confidence and integrity. Delivered in Rotterdam, one of the world's key economic hubs, the GEMBA 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.



Engage, Transform, Lead

Customised approach

The Global Executive MBA programme's main objective is to equip senior managers with the skills and capabilities required to transition into strategic leadership positions in contemporary businesses.

The programme was designed in close consultations with C-suite executives, executive recruiters for C-suite positions, and RSM alumni serving in strategic leadership positions. We take you out of the classroom and put you in C-suites worldwide.

To help you to develop as a strategic leader, the GEMBA educational experience includes:

Strategic leadership development

Individual assessment and development, including a 360-degree survey, peer feedback, workshops, (team) leadership assessment challenges and simulations, and a personalised strategic leadership plan to guide your developmental journey.

Experiential learning worldwide

Visit companies and globally leading business schools to hear senior-level guest speakers in four international hot spots to experience and gain firsthand knowledge from industry experts.

Broad elective portfolio to develop your knowledge and skills

Choose electives on specific topics that allow you to explore the topics that interest and excite you most and are relevant for senior managers moving towards the C-suite.

Coaching and mentoring

One-on-one coaching with experienced leadership coaches certified by the International Coaching Federation (ICF), one-on-one mentoring by RSM professors, and intervention group mentoring in small teams of peers led by RSM professors.

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One of my motivations for joining the GEMBA programme is rooted in my company's work culture, where 'going to the gemba' is a Japanese term for understanding what's really happening and creating value. Likewise, RSM's GEMBA is my opportunity to sharpen my global leadership skills and discover new tools and insights.

The journey is challenging, but for aspiring global leaders, it's exactly where you want to be to grow, rethink and prepare for complex and dynamic leadership challenges.

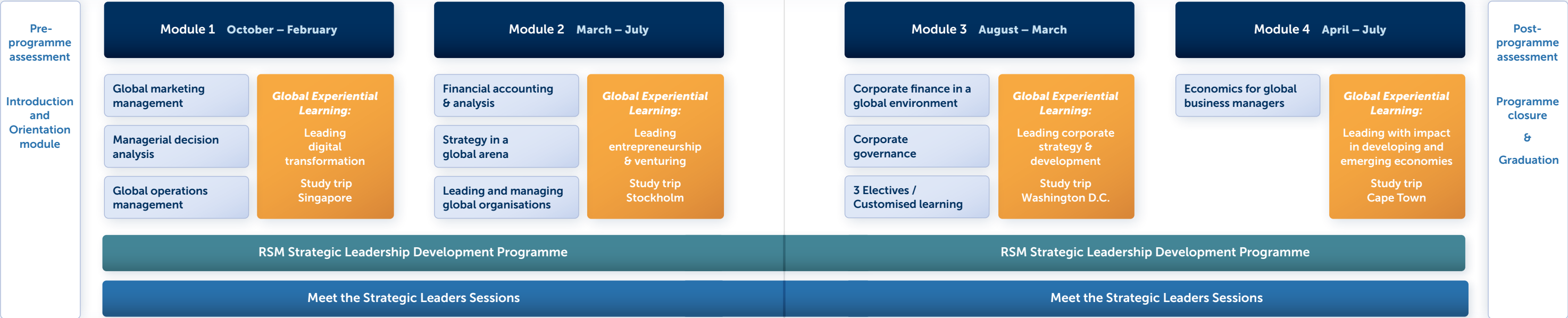
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Daniel Dorobantu

Head of product management at Yusen Logistics (Europe)
Global Executive MBA Class of 2026

A curriculum to prepare your Leadership journey

Your Global Executive MBA is a transformative 21-month journey in which you develop as a strategic leader. It is a highly personalised educational experience. The programme includes a self-assessment of your development needs, a (team) leadership challenge, a personalised strategic leadership development plan, data-driven monitoring of your progress, one-on-one coaching, and a choice of three electives.



Module 1: October – February

Build a platform for your learning journey and lay the foundations for impactful management in a world that is in transition. You'll learn how big data, artificial intelligence and the evolving internet economy affect decision-making and marketing. You'll also explore concepts and techniques essential to operations and supply chain management.

Module 2: March – July

Analyse the concerns of global strategic leaders: how can my firm outperform its competitors? How can we make decisions based on financial information? How can we manage people and develop the organisation with purposeful meaning?

Module 3: August – March

Dive deeper into key aspects of business through a range of electives. You will also take a look at strategic governance and discuss some of the toughest financial decisions senior managers have to take.

Electives: Customise your knowledge and skills development. Choose from a wide variety of elective courses, which are updated every year. Topics span multiple disciplines, including leadership, sustainability, finance and operations. Examples of electives offered in previous years:

- » Leading and managing change
- » Mergers and acquisitions
- » Creating customer value
- » Influencing with integrity
- » Innovation leadership
- » Design thinking
- » Innovation ecosystems

Module 4: April – July

To wrap up your studies, you will apply foundational concepts and insights from economics to analyse some of the most relevant trends and issues in global businesses today.

Please note:

- » Curriculum correct at time of production and is subject to change.
- » Location and number of GELs are subject to change.

Designed to meet the needs
of the modern executive

Module 1 October – February

» **Global marketing management**

Investigate psychological and economic theories used in traditional marketing strategy with new insights and techniques based on data science. Discuss the significance of big data, the evolving internet economy, and the social, environmental and ethical implications of marketing.

» **Global operations management**

Explore concepts and techniques for the design, planning, control and improvement of global service and manufacturing operations. You'll cover topics such as capacity, inventory and supply chain management, and learn to analyse, manage and develop a strategic view on operations problems in a real situation and in case studies.

» **Managerial decision analysis**

Focus on the difficulties arising from quantitative decision making in an environment with uncertainty and risk, and learn 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 due to the rise of Artificial Intelligence.

Module 2 March – July

» **Strategy in a global arena**

Learn to formulate value-creating strategies in C-suite decision making by identifying core competencies, analysing industry environments, and developing new ways of outcompeting your business' rivals. This course also offers practical tools such as scenario-analysis.

» **Financial accounting and analysis**

Discover a common language and toolbox to make rational decisions involving monetary value. Learn foundational knowledge to use and evaluate financial information and contribute to discussions and decision-making with respect to finance and accounting.

» **Leading and managing global organisations**

Develop your people and organisational skills, so you can manage people and readjust your organisation to volatile or uncertain environments; navigate culturally 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.

Module 3 August – March

» **Corporate governance**

Get "the rules of the game" right so your firm can secure resources, develop its core activities, capabilities and business models, secure its societal licence to operate, and create and capture value for shareholders and stakeholders. This isn't about a corporate governance set-up that suits all firms. We will discuss a firm's ownership and governance choices as a matter of strategic design and decision-making.

» **Corporate finance in a global environment**

Create a toolbox that helps you to tackle the main strategic financial challenges as a visionary business leader. This course examines major financial decisions, including decisions on capital structure, diversification (or not) and its impact on corporate cost of capital, financial pros and cons of having a stock market listing versus being privately held, improving your company stock's liquidity, and redistributing the net profits of your corporation.

» **Study trips: Global Experiential Learning**

Each module concludes with a Global Experiential Learning course in which you experience how the module's leadership topics play out in practice. You'll investigate major strategic challenges that current C-suites are confronted with in different locations across the world with eye-opening perspectives and experiences.

Module 4 April – July

» **Economics for global business managers**

Learn micro- and macro-economics to analyse the most relevant international business trends and issues, such as incentives and behaviour, market power and structures, asymmetric information, vertical integration, the international fragmentation in trade, economic crises and contagion, trade agreements, and other current phenomena important for strategic leaders in global business.

Curriculum correct at time of production and is subject to change. Location and number of GELs are subject to change.

Learn from Industry leaders

RSM's Global Executive MBA students benefit from exclusive access to high-level industry insights through our **Meet the Strategic Leaders** speaker series. Held throughout the duration of the programme, these sessions connect participants with C-suite executives, industry experts and renowned faculty who share strategic insights, leadership lessons and real-world experiences from across a range of sectors and global contexts.



Previous speakers have included Ivo Steffens (former IT & Commercial Director of Nederlandse Spoorwegen), Jan Peter Balkenende (advisor to EY, former Prime Minister of the Netherlands), Eelco Hoekstra (former CEO of Vopak), and René van Vlerken (CEO of Euronext Amsterdam).

An integral part of the GEMBA curriculum, the **Meet the Strategic Leaders** series bridges academic theory with real-world application. It enriches the learning journey, expands the students' global outlook, and provides a direct link to the strategic thinking and best practices that shape the future of business.

These sessions offer more than just lectures. They are interactive, dynamic and honest conversations where students are encouraged to ask questions, challenge ideas and learn from the lived experience of leaders who are shaping the future of business. Whether addressing global market disruptions, organisational transformation, innovation, or leadership in times of crisis, the series delivers insights that are immediately relevant to today's executive challenges. These sessions also create space for personal reflection, enabling students to apply new insights to their own leadership development.

Global Experiential Learning – converting theory into practice

Get a first-hand feel of global business. In the GEMBA, you explore business and leadership in broader contexts with wider perspectives in four cities around the world. Each Global Experiential Learning (GEL) course delves into a distinct set of tangible strategic challenges commonly encountered by C-suite executives.

These study trips encompass a range of developmental activities, including: interactive content sessions dedicated to addressing specific strategic challenges or decisions, senior-level guest speakers who have grappled with such challenges, and company visits.

In these GEL courses, you will apply the knowledge, models and concepts you've learned during the core courses. You will also refine your skills and the attitudes required by senior managers to effectively fulfill strategic leadership roles in business. Your participation and evaluation will be based on skill enhancement exercises and team assignments that are designed to meet the evolving demands of contemporary strategic leaders.

The content of the four GELs is dynamic and subject to change, given the evolving nature of strategic leadership challenges in global businesses.



The programme incorporates four carefully curated sets of strategic challenges.

1. Digital transformation – Singapore

In this experiential and immersive learning journey, you'll focus on the important managerial challenges that arise from digitalisation. How can you respond to digitalisation, Artificial Intelligence, and automation that affect business processes, business models, and even whole societies? How can you leverage new technologies, such as blockchain and AI in Fintech, to drive transformative change? Find the answers here. In the past, this GEL has taken place in Singapore.*

2. Entrepreneurship and venturing – Stockholm

Explore entrepreneurial processes and contexts in business in Stockholm, a European hotbed for fast-growing new businesses such as Spotify and Klarna. The fast development of new business models, new ventures, and even new product and service markets is a major concern in many business C-suites and it's hard to keep up. How can you address the challenge of developing and exploiting new business opportunities for new or existing ventures?*

3. Corporate strategy – Washington DC

Investigate how you can make and lead major corporate level strategic decisions in a geopolitical environment that has become increasingly uncertain and volatile. Examples

include: entering new markets, mergers and acquisitions, divestitures, and major changes in a firm's ownership and governance. Business and politics meet on a regular basis in Washington DC, but things are changing rapidly due to the rise of China and increasing geopolitical tensions in the world. Learn about all this in the capital of the USA.*

4. Emerging and developing economies – Cape Town

Travel to South Africa, one of the members of the BRICS countries, to understand the challenges and strategies required to lead in an emerging economy. You will explore ways to lead a business with impact in developing and emerging economies that have become increasingly important in the global economy. You will also be challenged to synthesise knowledge and experiences from the whole GEMBA programme as this is the concluding business trip in the programme.*

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

* Locations and number of the GELs can be subject to change, because of our aim to continuously update the most important strategic challenges that C-suite strategic leaders are concerned with, or because of possible travel restrictions or other situations.

Become the strategic leader you are meant to be

Strategic Leadership Development

Who you are as a person defines who you are in your strategic leadership role.

The transformational journey in GEMBA represents a huge step into practices, roles, and responsibilities that are fundamentally different from what you knew before. You will focus on the development of the skills and attitudes that you will need to bring to the table to successfully serve as a strategic leader. This track comprises both a personal leadership and a strategic leadership component.

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Leading yourself isn't easy; leading yourself and your team is an even bigger challenge. Leading yourself, your team, and the entire organisation represents an even greater challenge. To successfully tackle this, it's critical to grow as a leader and realise your full potential. This requires stepping out of your comfort zone and focusing on your development daily, in various situations – both in the GEMBA and in your everyday work.

Leadership development, deeply connected with personal growth, is often uncomfortable but also beautiful and rewarding at the same time. We are committed to supporting you on this transformational journey, making it both enriching and empowering.

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Dr Sofya Isaakyan

Associate professor of organisational behaviour



During the *Strategic Leadership Development* course that runs through the programme, we will help you to deal with many challenges that come with serving as a strategic leader on the organisational, team, and personal levels.

Leading the business

As a strategic leader in the C-suite of a strategically and financially independent business you will have to deal with challenges that you may not have faced before. How do you develop a strategic vision for the business? How do you communicate and translate that vision into concrete strategic decisions? How do you build relationships within and across the boundaries of the organisation with various stakeholders that can make or break a successful execution of your vision? How do you communicate with external stakeholders and the public at large on behalf of the business?

Leading the team

Although as a senior manager or entrepreneur you already have experience in leading a team, rising to a strategic leadership role comes with novel team dynamics and challenges. How do you lead an executive team to foster and realise change? How do you serve as a responsible team leader that does not play favourites and become a role model for organisational integrity? How do you address and resolve conflicts constructively and fairly and maintain collaborative relationships within and across teams?

Leading yourself

Serving in a strategic leadership role is very demanding and comes with novel personal challenges. To excel as a strategic leader, it is essential to also effectively lead yourself. How do you effectively maintain your health and a sustainable work-life balance? How do you become resilient over inevitable setbacks that you and your business will encounter? How do you manage your time and let go of activities that brought you where you are now, but that you need to delegate to others in order to lead strategically?

A curriculum designed for you – right from the start

You will have lots of opportunities to reflect on your past and your future as a strategic leader of your business, starting in the first full week of the programme. You will complete self-evaluation surveys, collect 360-degree feedback from peers and colleagues, and receive feedback from a mentor during a leadership assessment challenge. At the end of this week, you will start working on your personal strategic leadership development plan that will guide your journey and development throughout the programme.

Personal Strategic Leadership Development Plan

The GEMBA period is a critical time to enhance your strategic leadership capacity and effectiveness. Your leadership development journey includes three essential steps:

Step 1: Self-reflection

Step 2: Setting leadership development goals

Step 3: Developing an action plan

The *Personal Strategic Leadership Development Plan* integrates all three steps to guide your leadership development in a structured and systematic way. Throughout the GEMBA programme, you will regularly reflect on your performance, behaviours, and impact and set new leadership development goals. Throughout the process, you will be supported by an RSM faculty mentor, as well as a selected number of peers (fellow participants) who are a intervention group. This group will meet regularly during the trajectory to monitor, discuss, and document progress in your development as a strategic leader.

Strategic Leadership Project

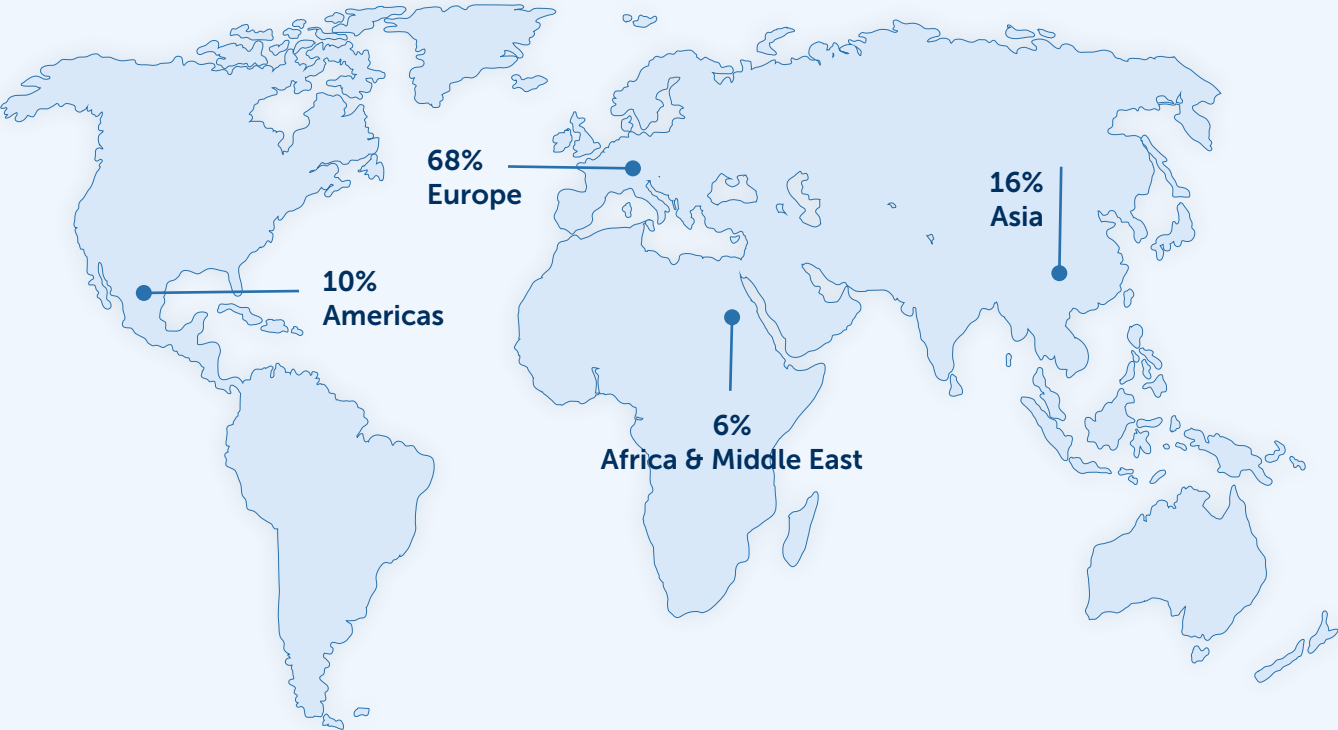
The intervention group will also monitor and coach you during your *Strategic Leadership Project (SLP)* that you should complete at your company during your GEMBA programme. The overall objective of your SLP is to use your strategic leadership development competency framework to make a positive impact.

Your future classroom

Average class size: **25**

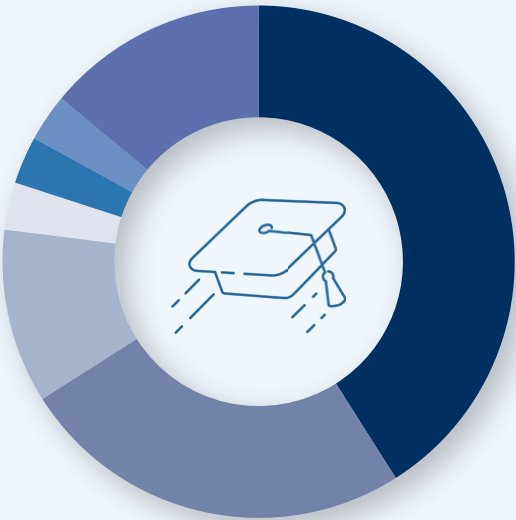
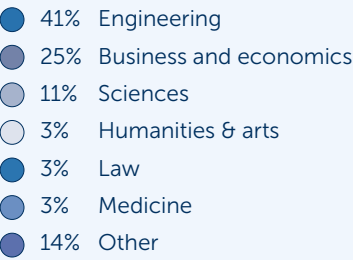


Demographic distribution



» Based on three cohorts since the start of the programme in 2022

Academic background



Industries

- | | |
|--------------------------------|-----------------------|
| Architecture | Logistics |
| Aviation | Manufacturing |
| Biotechnology | Maritime Services |
| Chemical | Mining |
| Consulting | Offshoring |
| Construction/Civil Engineering | Outsourcing |
| FMCG | Pharmaceuticals |
| Education | Professional Services |
| Electronics | Public Sector |
| Energy/Oil/Utilities | Real Estate |
| Financial Services | Retail |
| Food & Beverages | Supply Chain |
| Healthcare | Sustainability |
| Hospitality | Web Services |
| Information Technology | |
| Insurance | |

Beyond the programme



1,000+
Companies founded
by RSM alumni
since 1970



50,000+
Alumni worldwide



38
Alumni chapters globally

Alumni community

At RSM, you will cultivate strong bonds and lifelong networks. You will form new global connections with executives from the companies that support RSM in multiple endeavours and events. By the time you graduate from the GEMBA programme, you will know people from diverse cultures in many sectors, industries and continents. This continues after graduation, when you join MBA reunions, MBA Career Days, alumni local chapter events, RSM leadership events, and more.

As a member of RSM's extensive alumni network, which includes alumni from all of RSM's degree and diploma programmes, you'll be part of a community of more than 50,000 professionals across more than 100 countries. You will also have access to an increasingly international corporate network, and lifelong learning and professional development opportunities. The bonds you make at RSM – during and after your MBA studies – will stay with you for life.

Executive coaching

We'll help you unlock your individual leadership potential. In addition to the Strategic Leadership Development programme and mentoring by RSM's faculty members, you'll receive executive coaching on specific topics that you bring in yourself.

Internationally certified and accredited professional leadership coaches support you in moving forward with your personal leadership goals, for example strong presentation skills, influencing capabilities, or stepping out of your comfort zone. Your individual leadership growth and team coaching will carry you on your way to your C-suite career.



Welcome to Rotterdam

Europe's biggest port has always welcomed trade and traders from all around the world. It has 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 friendly, fun and infused with Dutch openness and a warmth of spirit.



Calendar GEMBA Class of 2027

- RSM RESIDENCY
- ONLINE SESSIONS
- GEL: GLOBAL EXPERIENTIAL LEARNING
- SEPTEMBER - DECEMBER: ELECTIVES
- GRADUATION

2025

SEPTEMBER 2025							OCTOBER 2025							NOVEMBER 2025							DECEMBER 2025						
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2026

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2027

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The dates of the online sessions are subject to change.



Are you ready for the challenge?

Start your journey today

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
 - » A well-defined goal or motivation to make the most of this programme

Admissions process Apply online

- 1. Submit your application via rsm.embark.com**
- » 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)
 - » A copy of your passport
 - » Your CV
 - » Two essays
 - » Non-refundable application fee of € 125
- 2. Interview**
- After we receive and review your application, you will be invited to an admissions interview.
- 3. Decision**
- After your interview, RSM's MBA Admissions Committee will discuss your application and make its final decision.

Application closing date

For the programme starting in October 2026, early submission of your application is strongly encouraged. GEMBA applications are evaluated by RSM's Admissions Committee, comprising of faculty and staff. 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. We can arrange and conduct in-person interviews in most parts of the world thanks to RSM's alumni network.

Tuition fee

The programme fee for the GEMBA programme starting in October 2026 is to be confirmed.

Date	Payment	Amount
Registrations deadline	Admissions fee	€5,000
tbc	1 st Instalment	tbc
tbc	2 nd Instalment	tbc
tbc	3 rd Instalment	tbc

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

Contact us

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Accredited by



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