



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? To be a trail blazer and 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 force for positive change

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, fostering transitions to innovative and responsible practices, and striving 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, 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.



"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

#1

**Full-time MBA
in the Benelux**

Financial Times, 2026

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)* runs throughout the MBA to strengthen self-awareness and the human skills needed to lead effectively. Through leadership and team coaching, you learn to build trust and psychological safety, collaborate under pressure, navigate tension and lead people through complexity.

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 and international exchange

Broaden your global perspective through an international exchange or study trip. Selected students may spend a term at a top partner school worldwide, while the study trip offers hands-on experience with global business through academic and local engagement. Both opportunities allow you to learn alongside your Full-time MBA peers and as well as the Executive MBA cohort while expanding your international network.

4. Experiential learning

Study in the vibrant city of Rotterdam, home to the largest port of Europe. Immerse yourself in the dynamic world of business – tapping into the MBA's diversity and the RSM's thriving global network – where real-world challenges become your classroom. After you graduate, you can continue to make your impact in the Dutch business landscape and utilise the 1-year orientation visa, like many of our alumni do.

5. MBA fundamentals in practical application

You will have opportunities to showcase what you are learning and apply it in real-world contexts:

» **Student leadership and clubs:** the RSM MBA Student Association offers hands-on leadership experience through elected board roles and student-led clubs. These student led clubs cover a large range of areas and evolve each year to reflect the cohort's interests. Through this, you lead initiatives, manage stakeholders and turn ideas into action.

» **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 representatives. 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

The International Full-time MBA is a 12-month learning journey that 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.

Kick-off January	Module 1 February - March	Module 2 April - May	Module 3 June - July	Module 4 July - August	Module 5 September - December
Introduction week The PIT project Skills workshops Climate & ecological emergency	Fundamentals of analytics Leading with analytics Organisational behaviour Business of sustainability Operations and supply chain management	Accounting Marketing management Strategic management Economic environment of business Markstrat simulation project	Corporate finance Management science Living Management Project	Summer school 3-week study break Study trip (choose 1)	Advanced course (choose 1 out of 5) Fall electives (choose 3)
Throughout the year					
The Craft of Managing for Positive Change (TCM)					
Personal Leadership Development (PLD) + team and individual leadership coaching					
Career coaching, events, workshops & information sessions					

Curriculum correct at the time of publication. Subject to change.

Curriculum

International Full-time MBA

Kick-off

Managing for positive change: the Purpose, Impact and Transitions (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 *February - March*

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?

Module 2 *April - May*

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.

Module 3 *June - July*

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.

Living Management Project

As a core component of the MBA experience, the *Living Management Project* (LMP) connects you directly with leading global organisations to work on real, high-impact business challenges. Each year, companies such as Unilever, Nike and Infinity Recycling, among others, partner with RSM to bring strategic projects to our MBA students. This course also strategically grants market access opportunities to our MBA students who are eager to be inspired by the dynamic business landscape found here in the Netherlands.

Over an intensive four-week period, you will work in diverse teams as consultants, tackling a real business problem and delivering actionable recommendations directly to company representatives. This immersive experience allows you to apply your learnings in a live business context while creating tangible value for your client organisation.

Through LMP, you will develop and demonstrate key MBA capabilities, including:

- » Navigating complexity and uncertainty in real-world settings
- » Making strategic decisions with incomplete information
- » Delivering results under time pressure
- » Collaborating effectively in diverse, high-performing teams
- » Communicating insights and presenting recommendations to high-level company representatives.

Module 4 *July - September*

RSM Summer School

Dive into a series of short masterclasses exploring the forces shaping the future of business, with tracks focused on AI and digitalisation, climate change and sustainability, and geopolitics and social justice. You will then integrate what you learn in an assignment analysing how an organisation is affected by at least two of these trends and giving recommendations.

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 EMBA cohort.

Module 5 *October - December*

Advanced courses

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

You can choose 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.

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

- » Mergers and acquisitions
- » Business negotiations
- » Entrepreneurial finance
- » Purpose-driven marketing

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 dedicated Personal Leadership Development (PLD) course. The PLD experience increases your self-awareness and combines individual and team coaching to build critical interpersonal skills that are key for your success in the MBA and as a leader beyond. It shapes you to become a better version of yourself that you can confidently bring to the job of leading others.

International exchange ***

As part of the RSM MBA experience, selected students have the opportunity to spend a term at one of the 40+ leading business schools within RSM’s prestigious global exchange network. This includes world-renowned institutions such as Wharton, Columbia Business School, NUS Singapore, UC Berkeley, NYU Stern and Michigan Ross, among others.

This exchange opportunity is offered as an add-on to your RSM MBA journey, allowing you to extend your learning beyond Rotterdam and immerse yourself in a new academic and cultural environment. It provides a unique platform to apply your RSM learnings in an international context, gain exposure to different teaching styles, and build a truly global perspective.

Exchanges take place from January until April, following the core programme, and are offered on a competitive basis, with selection based on academic performance and overall engagement throughout the year.

The exchange is not only outbound. Each year, RSM also welcomes students from these top global institutions to join our elective period, creating a dynamic and diverse classroom environment. This reciprocal model further enriches the MBA experience, expanding your global network both abroad and at RSM.

Curriculum correct at the time of publication. Subject to change.

* Study trip is 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. Exchange schools are subject to change

Class profile

International Full-time MBA 2027



97
Participants



99%
International



38%
Female

Average age: **31**



8% < 27 years
48% 27-31 years
44% > 31 years

Average experience: **8 yrs.**



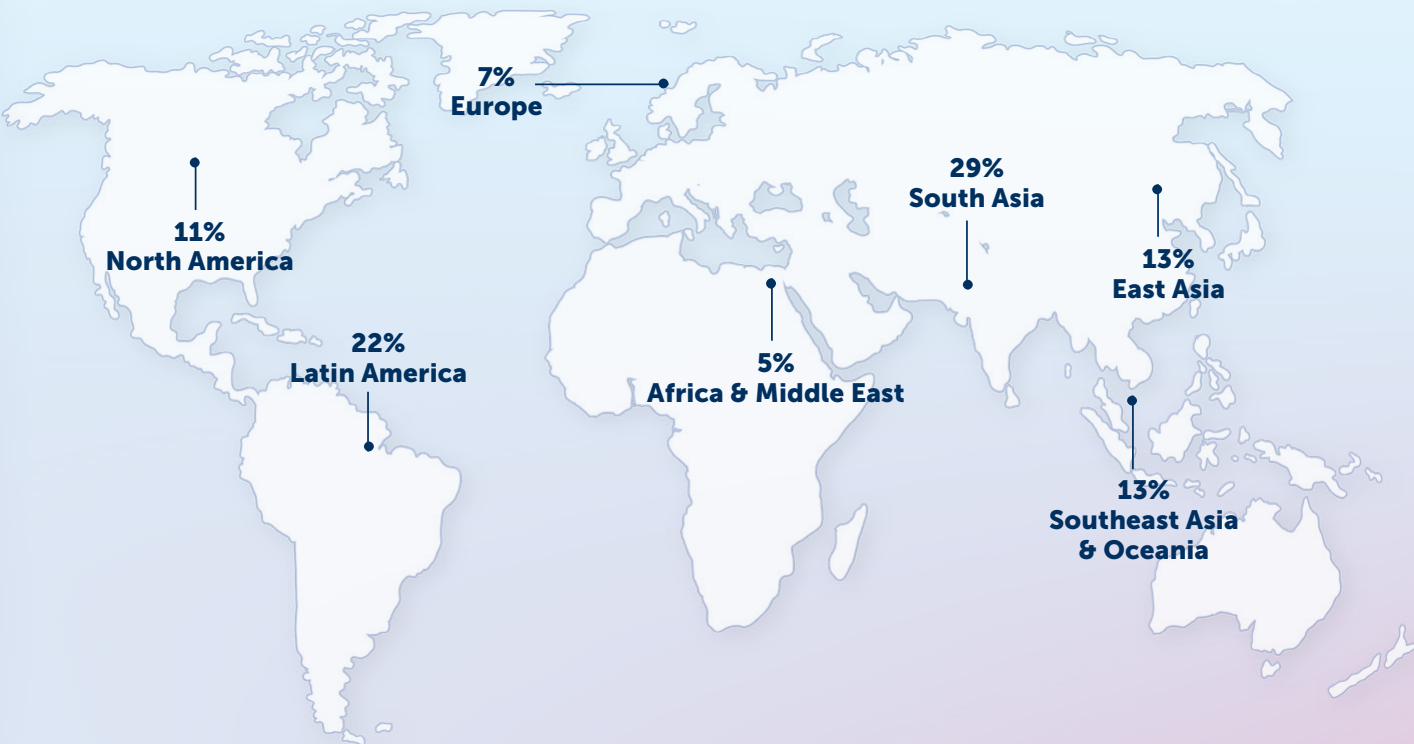
11% 3-4 years
57% 5-8 years
32% > 8 years

Nationalities: **28** (including dual nationalities)



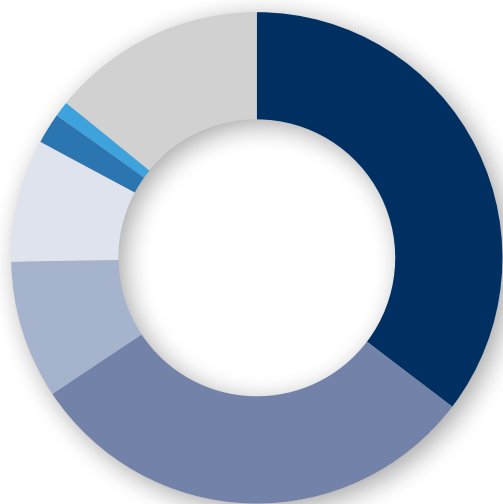
Austria	Colombia	Netherlands	Portugal	Türkiye
Bangladesh	India	Nigeria	Saudi Arabia	United States of America
Belgium	Indonesia	Pakistan	South Africa	Uzbekistan
Brazil	Italy	Panama	Sweden	Vietnam
Canada	Kenya	Peru	Taiwan	
China	Mexico	Philippines	Thailand	

Demographic distribution



Academic Background:

- 35% Business & Economics
- 31% Engineering
- 9% Sciences
- 8% Humanities & Arts
- 2% Marketing & Sales
- 1% Medicine
- 14% Other



Job Function:

- 3% Business Development
- 11% Consulting
- 19% Finance
- 3% General Management
- 5% HR Management
- 4% Information Systems
- 9% Marketing
- 12% Operations
- 4% Own Business
- 1% Professional Services
- 11% Project Management
- 4% Sales
- 8% Strategy
- 2% Supply Chain Management/Logistics
- 4% Other





Student experience

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 while expanding their network and honing their leadership skills

Student association

At RSM, we pride ourselves on delivering a deeply immersive and student-driven MBA experience, where the Student Association plays an integral role in shaping the fabric of the programme.

Far more than a representative body, the Student Association acts as a central leadership platform within the MBA. The Board — comprising roles such as President, Vice/Co-President, Treasurer, and Chairs across key domains — serves as a conduit between the cohort and the Programme Office, ensuring alignment, advocacy and continuous enhancement of the student experience.

Student leaders are not only entrusted with responsibility, but are also actively developed. Board members receive dedicated leadership coaching and support, equipping them to navigate the complexities of leading a diverse, high-performing cohort while delivering meaningful initiatives throughout the year.

A defining feature of this experience is the ownership entrusted to students. Each cohort is allocated a dedicated budget, which the Student Association strategically deploys to bring their collective vision to life. This can be through flagship events, professional initiatives, or community-building activities. This empowers students to curate an experience that reflects the unique talent, ambition and identity of their cohort.

This student-led ecosystem is fully supported by RSM’s end-to-end value chain, from Marketing & Recruitment through to the Programme Office, Career Services, and Alumni Relations. Together, these teams act as thought partners and strategic networkers, helping students connect ideas, access networks and execute initiatives at a high level.

The Student Association also oversees a diverse portfolio of student-led clubs, spanning areas such as Sustainability, Finance, Entrepreneurship, Technology & Innovation and Inclusive Leadership, among others. These clubs serve as platforms for both professional exploration and community engagement.

Throughout the year, students lead and participate in a wide range of high-impact events, including:

- » **Gala night:** the flagship social event of the MBA, celebrating creativity, collaboration, and cohort identity.
- » **MBAT (sports tournament):** a leading European MBA sports competition hosted by HEC Paris, requiring significant coordination and team spirit.
- » **RSM Impact Investing Competitions:** globally oriented case competitions connecting MBA students to real-world challenges in sustainable finance, hosted at RSM and other business schools in Europe.

RSM 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.

Over two intensive days, participants engage with real-world investment challenges, gaining exposure to the sustainable finance ecosystem in the Netherlands while developing strategies that go beyond financial returns to deliver meaningful impact.

Led by the MBA cohort, the competition reflects RSM’s long-standing commitment to responsible investing. Originally established as a private equity competition in 2014, it has evolved in line with the shifting global landscape to focus on impact investing and sustainable value creation.

In recent years, the initiative has been further elevated through **Maas Impact Ventures**, a student-driven platform born out of the MBA Class of 2026 cohort. Maas Impact Ventures aims to educate and empower the next generation of impact investors and entrepreneurs, with the long-term ambition of establishing an investment fund for the RSM MBA programme.

As part of this evolution, the competition has expanded to include an Impact Investing Summit, creating a broader platform for dialogue, thought leadership, and engagement with industry practitioners. The initiative is supported by a dynamic governance model, where current MBA students collaborate as co-leads alongside alumni, ensuring continuity, mentorship, and sustained impact.

The Impact Investing Competition stands as a powerful example of student-led innovation, positioning RSM at the forefront of advancing impact investing through both education and practice.



Maas Impact Ventures



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.

Leading knowledge

Our faculty members and professional coaches keep their fingers on the newest insights and best practices from all over the world. You will have access to all of this new knowledge through the PLD programme.

Leading solutions

Put your critical thinking to the test. During the Living Management Project, you will work in teams to solve a real-world business problem for a real firm, and present your solution to company representatives.

Leading in action

Apply your managerial savvy through active lessons, such as in-class exercises, simulations, group work, peer reviews 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.

The PLD programme is designed to boost your leadership capabilities 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.

Team and individual leadership coaching form a core part of the leadership journey, offering both personalised guidance and shared learning experiences. Through one-on-one coaching, you gain deeper self-awareness, reflect on your strengths and challenges, and define your leadership style. In team coaching, you learn how to collaborate effectively, navigate group dynamics, and enhance your impact on others. Together, these approaches help you grow into a more confident, adaptable, and effective leader.



Supporting you every step of the way

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

Having a dedicated career coach throughout your MBA offers a consistent and personalised experience that supports deeper conversations and long-term planning. Your coach gets to know your background, goals, and preferences, allowing them to tailor advice and strategies to your unique situation. This continuity builds trust and rapport, creating a safe and supportive space where you can openly explore ideas, challenges and ambitions. Your coach can help you track progress over time, spot patterns in your development, and hold you accountable in a way that's both encouraging and constructive.

Our coaching team works closely together and follows the same coaching philosophy, so you can expect a high quality, supportive experience, regardless of who you're paired with.

Each coach brings extensive experience in career development and is fully equipped to guide students exploring all career directions. While your paths and goals may differ, the coaching approach remains consistent, and every coach is committed to helping you move forward with clarity and confidence.

Connecting with opportunity

At RSM, connecting with opportunity begins from day one. The RSM Transforming Business Conference, held at the start of the programme, brings together industry leaders, alumni and peers to explore major business transitions in the Netherlands and how organisations are advancing the UN Sustainable Development Goals. It is an early opportunity to start building a meaningful professional network and discover which business issues matter the most to you.

Throughout the year, you will engage with employers through company presentations, recruitment events and personalised career support. The MBA Career Days, strategically scheduled early in the academic year, offer an intensive three-day experience designed to prepare you for your job search. This includes skills workshops, peer-to-peer practice, mock interviews with recruiters and hiring managers, case interview sessions with alumni, and a negotiations masterclass led by a globally recognised expert.

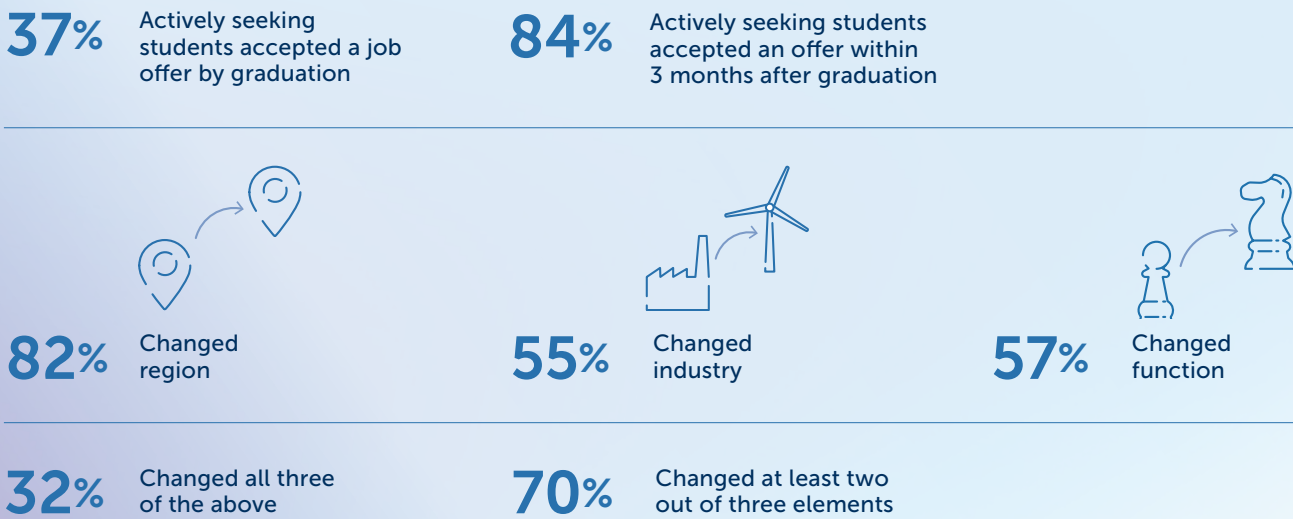
The Living Management Project further strengthens your connection to industry by enabling you to work directly with carefully selected companies across a range of sectors and business challenges. These projects provide a platform to demonstrate your skills in a real-world context while expanding your network. For many students, this experience can open doors to internships, full-time roles, or valuable connections within the local business ecosystem.

Supported by the Career Centre throughout your journey, you will be well prepared to engage with organisations and pursue the opportunities that align with your ambitions.

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

 [Read the full employment report](#)



Internship opportunities

Internships can be a valuable way to complement your MBA experience, depending on your individual career goals and progression plan. For students who choose to pursue this path, opportunities are typically explored in the latter half of the programme, allowing you to gain hands-on experience and further develop your career direction.

While internships are not a formal component of the programme, our Career Centre provides guidance and support to help you navigate the process and identify opportunities that align with your ambitions. MBA students have previously secured roles with global organisations such as Amazon, Nike, Philips, Procter & Gamble, Samsung Electronics, Unilever, and ASML, as well as with innovative startups.

Throughout the programme, your academic curriculum remains the primary focus, with internships serving as an optional addition to enhance your overall career journey.

You will be in good company

Your journey at RSM doesn't end with graduation. As an MBA graduate, you'll join a global network of over 55,000 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 free access to the Dutch labor 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.



Take the first step Make it happen...

Have your profile reviewed

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

Request a CV assessment

Become an MBA Student for a day

Experience the energy of Rotterdam, meet our world-class faculty and witness our interactive discussions and impact-oriented learning firsthand. You can read more and plan your visit via our website.

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.

See upcoming MBA events

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.

Learn more

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
- » optional: scholarship essay

Admissions process

Admission to the programme is open throughout the year. Interviews and final evaluations take place over six rounds each year.

- » 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

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.

Financing your MBA

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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Accredited by



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