

ROTTERDAM SCHOOL OF MANAGEMENT ERASMUS UNIVERSITY

MASTER PROGRAMMES 2017 – 2018



The business school that thinks
and lives in the future

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Academic home to the 'First European'

Rotterdam School of Management, Erasmus University (RSM) is the business school of the renowned Erasmus University Rotterdam. Founded in 1913, the university is home to the first Nobel Prize winner in the Economic Sciences, Jan Tinbergen. Erasmus University Rotterdam takes its name from Desiderius Erasmus, the great Dutch humanist, theologian and philosopher.

One of the foremost thinkers and doers of his time, and a widely-travelled scholar, he is recognised for his open-minded, iconoclastic and individual ideas. Among the leading lights of the Renaissance, Erasmus is widely referred to today as the 'First European' and serves as the inspiration for RSM's focus on thought leadership in business.

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WELCOME TO RSM

A TRULY INTERNATIONAL INSIGHT INTO BUSINESS AND MANAGEMENT



At RSM, we define leadership as the ability to be a leader of people and ideas, a philosophy that is reflected in each of our master programmes. Driven by state-of-the-art research, each programme combines a stimulating intellectual environment with the opportunity to gain experiences in situations very similar to those you will encounter in the business world: working and collaborating in diverse groups, conducting independent research, implementing ideas, and interacting in international settings. We offer you the best of theory and practice to enhance your business career.

All our master programmes have the following key features:

- ▶ a mix of educational formats ranging from case studies and group projects to internships and individual research
- ▶ small-scale, interactive classes that engage you in debate and discussion
- ▶ being part of a diverse and international student body
- ▶ challenging academic theory that reflects the latest business and management thinking.

Upon graduation you will have an internationally recognised qualification, and will join a network of more than 30,000 RSM alumni. Each programme is internationally oriented, accredited, taught in English, and meets the structure for bachelor and master degrees introduced by the Bologna Accord.

The selective 16-month MSc in Finance & Investments Advanced programme offers demanding content to recognise students of exceptional ability. You will be challenged with advanced academic courses as well as personal skills training, consultancy cases, superior career preparation and access to a dedicated corporate network. The programme demands extra endeavour and in return gives you a clear advantage in the job market.

Or, if you are a bachelor graduate from a non-business discipline such as law, arts, economics and engineering, you can gain a highly marketable MScBA degree. The world-class Master in Management (MiM) programme provides you with unique career possibilities.

You will find plenty of information about RSM and its master programmes in this brochure and online, including first-hand experiences from students and alumni. Please do not hesitate to contact us if you require any further information to help convince you to make RSM your choice.

A stylized, handwritten signature in black ink, appearing to read 'S. van de Velde'.

Steef van de Velde

Dean of Rotterdam School of Management, Erasmus University



MULTIPLE REASONS TO CHOOSE RSM

ROTTERDAM IS

- ▶ a gateway to Europe
- ▶ the biggest port in Europe
- ▶ a business-minded city
- ▶ a cosmopolitan city
- ▶ located in the bustling Randstad region which includes the Netherlands' largest cities with a population of more than 7.1 million.

RSM IS THE PROUD OWNER OF

- ▶ triple crown accreditation
- ▶ a consistent ranking among Europe's top business schools.

MSc FACTS

AVERAGE GMAT SCORE 650

AVERAGE AGE 24

62 NATIONALITIES IN STUDENT BODY

38% INTERNATIONAL STUDENTS

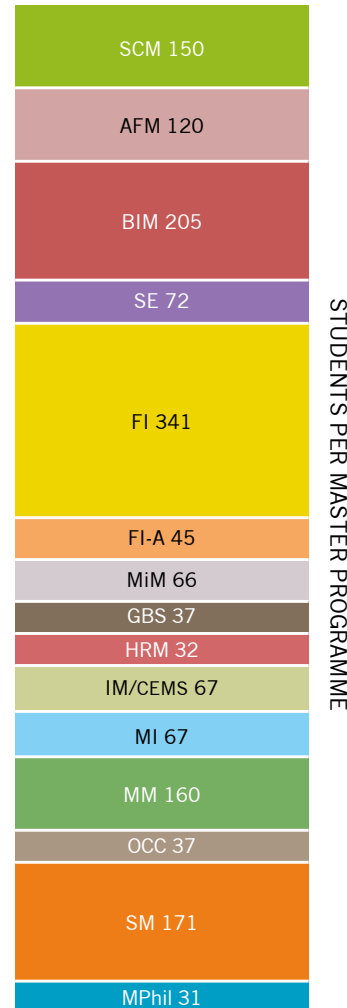
390 FACULTY & SUPPORT STAFF

15 INTERNATIONALLY ACCREDITED

MSc PROGRAMMES

30,000+ ALUMNI WORLDWIDE

46% INTERNATIONAL FACULTY



STUDENTS PER MASTER PROGRAMME

AND RSM IS ALSO

▶ Partnered with business

Our strong bond with business is a rich source of advice, guidance and mutual support for teaching, research and recruitment.

▶ An active member of international networks

RSM partners with CEMS to deliver a world-class international master programme. RSM also engages in partnerships with 100+ top business schools all over the world to create exchange opportunities and double degree programmes.

▶ Home to ERIM, one of the top three research faculties in Europe

One of Europe's largest and most-cited business research communities with 350 researchers and more than 30 expertise centres and initiatives.

▶ Home to STAR, the largest study association in Europe

A student-led organisation with more than 6,500 members which organises academic events, study trips, recruitment fairs and social events.

▶ A business school with a truly international environment

There are more than 100 nationalities in RSM's student population of 7,500+; a high proportion of MSc students and teachers are internationals.

▶ The hub of a 30,000-strong international alumni network

RSM's alumni network is active with mentoring, affinity groups, local chapters, social events and networking in more than 100 countries.

▶ The business school that thinks and lives in the future

Our forward-looking I WILL initiative encourages you to think ahead about your ambitions and about the world. www.rsm.nl/iwill

▶ Part of Erasmus University Rotterdam, with more than 100 years of heritage

The university – which now has more than 23,000 students – began in 1913 as the Netherlands School of Commerce, and is internationally recognised for education and research in four areas of expertise: health, wealth, governance, and culture.

INSPIRING RSM ALUMNI

RSM EDUCATES THE LEADERS OF THE FUTURE

When you graduate with a master degree from RSM, your next career step could take you into business or government, or into non-governmental organisations. We offer a wide range of courses so you are prepared and skilled when you apply for positions that become your initial steps into middle management and onwards.

Thousands of RSM alumni have taken this route, and many have made their way further, into top positions as business leaders, government advisors and leading thinkers. As they do so, they each become a source of inspiration to others. You will find some examples of successful RSM alumni here.

"My education at RSM has given me the opportunity to truly understand the sustainability challenges that businesses and society are confronted with."

Vincent Kneefel (MSc Global Business & Sustainability, 2011), senior consultant, Accenture

"As a student I found the guest lectures very inspiring, as they gave a hint of what we might be able to achieve in the future ourselves."

Jessica Laan (MSc in Strategic Management, 2006), key account manager, Sony

"I really believe that my study at RSM and Strategic Management gave me a basis to think outside of the box."

Wassila Hachchi (MScBA in Strategic Management, 2002), founder, Dialogue Digital Foundation

Read more about the experiences of RSM alumni, and how you will benefit from the network during and after your studies at RSM:

www.rsm.nl/alumni



TOP-LEVEL BUSINESS CAREERS

- ▶ **Marc van Rooijen**
Director, McKinsey & Company
- ▶ **Feike Sijbesma**
CEO, DSM
- ▶ **Sofya Shuster**
Vice-president, ING
- ▶ **Jessica Laan**
Key account manager, Sony
- ▶ **Wieteke Dupain**
Executive director, CEMS Alumni Association
CEO, Graduate Business Forum
- ▶ **Radboud Breukers**
Vice-president corporate strategy, ASML
- ▶ **Peter van Driel**
Vice-president investor relations,
Royal Dutch Shell
- ▶ **Tim van Wingerden**
Global customer development director
AMEA, Unilever
- ▶ **Bart Becht**
Former CEO, Reckitt Benckiser

MID-CAREER PROFESSIONALS

- ▶ **Laura Repko**
Associate, Deutsche Bank
- ▶ **Filip Shen**
International expansion consultant,
Google
- ▶ **Alvaro J. Hurtado**
Consumer offer strategy manager,
Apple
- ▶ **Philipp Stech**
Senior project manager business
development, Adidas
- ▶ **Eefke de Valk**
Continuous improvement project
lead CASC, Cargill
- ▶ **Stefanie Tzioti**
Senior portfolio development
manager, Coca-Cola Enterprises
- ▶ **Amber Sukawati**
Consultant strategy and
transformation, IBM
- ▶ **Robert Zuidgeest**
Head of digital marketing,
The Walt Disney Company

GOVERNMENTAL CAREERS AND NGOS

- ▶ **Niels Eldering**
Technology transfer officer, European Space Agency
- ▶ **Chairul Adi**
Manager, Ministry of Finance, Indonesia
- ▶ **Iwan Zunder**
Project management and training, PID Caribbean
- ▶ **Ellen Hendrix**
Senior communication and campaign manager,
World Wildlife Fund Netherlands



INTRODUCING OUR MASTER PROGRAMMES

OPTIMISE YOUR POTENTIAL

At RSM, you will find the broadest selection of business-based master programmes in the Netherlands. Each programme represents an area of business or management that is in great demand by organisations today. RSM offers the following programmes:

INTERNATIONAL MANAGEMENT/CEMS

RSM's flagship master programme is the 18-month MSc in International Management/CEMS. This dual degree programme is offered via a consortium of 30 international business schools and more than 70 corporate partners.

Admission is highly selective and restricted to top students aspiring to top international jobs.

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MASTER IN MANAGEMENT

The 16-month Master in Management (MiM) programme is specifically designed for bachelor graduates who want to broaden their horizons and acquire management skills.

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MSc IN FINANCE & INVESTMENTS ADVANCED

Our newest 16-month master programme, the MSc in Finance and Investments Advanced, is for the most talented and ambitious candidates prepared to make an extra effort in return for a premium master degree.

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ELEVEN ONE-YEAR MSC PROGRAMMES

- ▶ Accounting & Financial Management
- ▶ Business Information Management
- ▶ Finance & Investments
- ▶ Global Business & Sustainability
- ▶ Human Resource Management
- ▶ Management of Innovation
- ▶ Marketing Management
- ▶ Organisational Change & Consulting
- ▶ Strategic Entrepreneurship
- ▶ Strategic Management
- ▶ Supply Chain Management

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RESEARCH MASTER IN BUSINESS AND MANAGEMENT

The 24-month research master programme for those aspiring to a PhD degree and an academic career.

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MSc in INTERNATIONAL MANAGEMENT/CEMS

18-MONTH PROGRAMME

IF YOU'RE LOOKING FOR A **COMPETITIVE ADVANTAGE** WHEN TAKING THE FIRST STEPS IN YOUR **INTERNATIONAL CAREER** IN BUSINESS OR MANAGEMENT, THEN THIS IS ONE OF THE BEST **MASTER PROGRAMMES** YOU CAN PURSUE.

AN ACCELERATED START TO YOUR INTERNATIONAL MANAGEMENT CAREER

The MSc in International Management/CEMS brings you two degrees in one world-class 18-month programme through RSM's partnership with the global CEMS organisation. It offers an unrivalled start to your career thanks to its high-quality international teaching and superb networking prospects. You can choose to specialise through careful selection of core courses, electives and your thesis topic, or choose a track of more general management studies.

CEMS, the Global Alliance in Management Education, is a strategic alliance of leading business schools and multinational organisations, unparalleled in terms of the reputations of its members: 30 world-class academic institutions around the world collaborate with more than 70 corporate partners and 5 NGOs to offer international students a unique blend of high-quality education and professional experience. The Financial Times 2015 ranking places CEMS fourth in the world among the top master programmes in management.

This joint degree programme is for bright and socially competent students who meet strict selection criteria. Candidates already know that RSM is where they will find a solid business education. RSM is in the top five of the Financial Times' 2015 Global Masters in Management, and placed number one when it comes to our graduates' international mobility. RSM's home is in Rotterdam, a business-oriented city and the largest international port in Europe, embedded in a nation with a rich history of trading.

Our reputation is not only outstanding for business education, but also for our research institute ERIM, one of the world's largest and most-cited business school faculties. ERIM ranks among the top three research institutes in Europe.

THE IM/CEMS DIFFERENCE

The IM/CEMS at RSM is distinguished by its intensive quality and relatively small class sizes, encouraging students and staff to connect the curriculum to a broader social context. In IM/CEMS, the intertwining of education and extracurricular activities facilitates the achievement of personal targets set by the students, according to NVAO (the Accreditation Organisation of the Netherlands and Flanders), which has awarded the IM/CEMS programme special recognition for this aspect of the programme at RSM.

RSM's impressive and attractive academic credentials, its focus on the practical aspect of business education and the highly competitive selection process ensure that you will join a highly motivated and talented class, and undertake a demanding international programme.



THE GLOBAL ALLIANCE IN MANAGEMENT EDUCATION

KEY FACTORS

DURING THE PROGRAMME YOU WILL:

- ▶ PURSUE **TWO WORLD-CLASS** MANAGEMENT QUALIFICATIONS **IN ONE** PROGRAMME WHILE BASED IN AN **INTERNATIONAL CITY** AT THE COMMERCIAL **HEART OF EUROPE**
- ▶ GAIN **THOROUGH KNOWLEDGE** OF **MANAGEMENT** OF INTERNATIONAL COMPANIES
- ▶ EXPERIENCE **REAL CONSULTANCY PROJECTS** AND INTERNATIONAL INTERNSHIPS
- ▶ TRAIN IN **GENERAL AND SPECIALISED** MANAGEMENT SKILLS
- ▶ TAKE PART IN AN **INTERNATIONAL STUDY EXCHANGE**
- ▶ BECOME **PROFICIENT** IN SEVERAL LANGUAGES



WHAT ARE YOUR PROSPECTS?

A recent survey of RSM's latest graduating IM/CEMS cohort (2015) reveals that three months after graduation – and for many while they were still in the programme – 97 per cent of IM/CEMS graduates had found a job. The CEMS network helped many students find a first job: almost 40 per cent started their careers working for one of CEMS' corporate partners.

If you have ambitions for an international career, the international focus of this programme speaks for itself. The most recent RSM IM/CEMS graduates live and work across 12 countries, and 93 per cent of them speak three or more languages to professional proficiency. This international aptitude gives our graduates great flexibility

to use their skills wherever there is demand: more than 58 per cent of the most recent IM/CEMS graduates chose to work outside of their home country. Typically, IM/CEMS graduates work in management consulting, consumer goods, the financial sector, and in the tech industry.

The survey indicates that our graduates are highly satisfied with the early career success they achieve after graduating from the IM/CEMS programme. More than two-thirds of RSM IM/CEMS graduates consider themselves to be in the top 10 per cent of their age group in terms of salary.

THE CEMS NETWORK

The CEMS network is a co-operation of 30 partner schools across five continents including the London School of Economics (LSE), UK; HEC Paris, France; ESADE, Barcelona, Spain; and the Ivey Business School in Ontario, Canada. Corporate partners include companies such as A.T. Kearney, BNP Paribas, L'Oréal, Facebook, Google, ING Group, McKinsey, Nokia, and Procter & Gamble. Social partners include CARE International, Fairtrade International, United Nations Alliance of Civilizations, European Space Agency, and Transparency International.

WHO QUALIFIES?

Only the best management students from around the world are accepted into this programme. Applicants undergo a competitive selection procedure.

The following admission criteria apply:

- ▶ a research university bachelor degree in business administration or related field containing qualitative and quantitative research methods and statistics
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)

- ▶ IELTS minimum of 6.5 on all sub-scores and a minimum overall score of 7.0, or TOEFL iBT minimum of 22 on all sub-scores and a minimum overall score of 101
- ▶ proof of proficiency in two other languages – check the RSM website for the exact language requirements.

More specific information about our admission requirements can be found on page 42, and on www.rsm.nl/masteradmissions.

THE CEMS SPIRIT

CEMS students and alumni around the world share a sense of curiosity, ambition, awareness and passion for international experiences. They have a broad world view that welcomes cross-cultural differences, and embraces corporate social responsibility and sustainability as core values. This strong sense of community has often been called 'the CEMS spirit'. After graduation, lifelong membership in the CEMS Alumni Association offers you a rich source of information, and job and networking possibilities. Many students find their first job even before graduation, thanks to the close collaborations between students and CEMS partner companies that take place during the programme.



"The IM/CEMS programme at RSM has been a defining experience for me. The projects and courses in the programme are of a very high quality. But what made IM/CEMS most valuable for me were the people that I met. I think the CEMS community is exceptional because it's international but united in its values: CEMSies are smart and want to learn from each other. They're open and want to understand the world, they have impressive CVs, and care about the people around them. Seriously, you should study CEMS and enable it to let you grow personally and professionally."

Tom Krikke
MSc in International Management/CEMS, 2016
Business developer, Nova, Stockholm, Sweden



"Being part of the IM/CEMS programme at RSM has been an extremely enriching experience, both academically and culturally. My highlights include the CEMS exchange at the National University of Singapore, and the great number of social and corporate events that took place throughout the entire programme. The most valuable experience was the international business project with Google, which has led me to my current job. The project was an excellent opportunity to work on an exciting cross-cultural project with real business impact while establishing corporate relations. It truly reflected the mixture of personal and professional development that the IM/CEMS programme stands for."

Angela Lin
MSc in International Management/CEMS, 2015
Associate account strategist, Google, Dublin, Ireland

CURRICULUM

As an IM/CEMS student you will spend either the first or second semester on exchange at a CEMS partner university. All partner universities share the same curricular structure and course design. A local CEMS club at each university fosters an active social life among CEMS students, and promotes the CEMS community spirit.

An intensive one-week block seminar kicks off the first semester of the IM/CEMS programme. Additionally, you will take core courses covering the foundation of international management topics, followed by one or two elective courses.

The second semester allows more in-depth theoretical specialisation while studying and conducting a consultancy-based business project for an international company. There is scope to tailor courses to a certain functional domain, and tracks can be followed for marketing, finance, supply chain management or strategy. Or you can keep to a general

track for broader training in all functions of business to prepare for a career in higher management. If you did not go abroad in the first semester, then you spend the second semester at a CEMS partner university.

Most students plan their 10-week internship during the summer break, and this is where you really start to gather international experience. This is your opportunity to begin building your international and professional network. The third and final semester is tailored to help you produce your master thesis, considered to be the culmination of the IM/CEMS programme. This final semester begins with a research clinic, followed by academic exploration and development leading to your thesis.

WWW.RSM.NL/CEMS WWW.CEMS.ORG

First semester			Second semester					Third semester		
Block seminar (3 ECTS)	International strategy (7,5 ECTS)	Multinational financial management (7,5 ECTS)	Responsible global leadership (RGL) seminar	Management challenges in international organisations (7,5 ECTS)	Climate change strategy roleplay (6 ECTS)	Global marketing (7,5 ECTS)	International internship	Research clinic (5 ECTS)	Master thesis (20 ECTS)	
	International entrepreneurship (7,5 ECTS)				And/or choice of free elective	And/or choice of free elective				
	Global supply chain management (7,5 ECTS)									
	And/or choice of free elective									And/or choice of free elective
	Two-day business communication skill seminar (BCSS)									
	Language assessment			Language assessment						

MSc in FINANCE & INVESTMENTS ADVANCED

AN ADVANCED PROGRAMME FOR AN ADVANCED CAREER IN FINANCE

Our newest master programme, the MSc in Finance & Investments Advanced is for the most talented and ambitious candidates prepared to make an extra effort in return for a premium master degree. In this 16-month programme, you learn 50 percent more in terms of content and skills than its 12-month sister programme. This means you will have an increased advantage in the job market and superior exposure to potential employers, thanks to the programme's unique relationships with corporate partners and the embedded internship. RSM welcomed the first cohort of 45 ambitious and talented students from 15 different countries in September 2016.

You must have a strong background in business administration, finance and/or economics, be fluent in English, and possess strong interpersonal and communication skills. The advanced programme exceeds the usual contents of a master in finance, and is delivered with RSM's rigorous academic training.

KEY FEATURES

During the programme you will:

- ▶ learn in small classes taught by senior faculty and high-profile external lecturers
- ▶ explore advanced finance topics
- ▶ become closely involvement with corporate partners for content and internships
- ▶ work on enhanced career preparation and placement
- ▶ strongly focus on practising finance throughout the curriculum
- ▶ study and connect with a carefully selected international class
- ▶ learn from hands-on, action-oriented elements: Living Management Project, interpersonal skills training, case-based teaching and career coaching.



"High quality education, an international environment and great networking opportunities ... the MSc Finance & Investments programme did a great job in preparing me for the world of finance. Still, highly talented and ambitious students often need an extra challenge. I can only applaud the launch of the MSc FI Advanced programme: studying in a group of selected students and benefitting from intellectual exchange with well-respected faculty will be extremely stimulating. It will be a fantastic opportunity to enrich your experience."

Yu Ling Tjia, MSc in Finance & Investments 2014

Junior portfolio manager, BNP Paribas Investment Partners

PROGRAMME STRUCTURE

The MSc in Finance & Investment Advanced is a 90 ECTS programme with a duration of 16 months. It consists of 60 ECTS towards the master degree plus 30 ECTS of additional components: advanced courses, enhanced career preparation, an internship, high-profile external lectures, valuable and meaningful contacts with corporate partner companies, and study trips. This advanced programme is characterised by small class sizes, intensive teaching by senior faculty and experts from the corporate world.

You have two options for your master thesis: you can first write your master thesis and then do the internship, or you can integrate your master thesis into your internship from the start.

The advanced programme requires an additional fee of € 8,000 in addition to the regular tuition fee. There are scholarships available, awarded on a combination of merit and need. Scholarships are funded by the programme's corporate partners.

On graduation, you will receive an MSc in Finance & Investments plus a university certificate confirming your success in the additional components.

WWW.RSM.NL/FI-A

CORPORATE PARTNERS

The MSc in Finance & Investments Advanced is characterised by its close and numerous corporate partners from a range of industries, such as Oliver Wyman, Achmea, Rabobank, Unilever, Bank of America Merrill Lynch and Deloitte.

They offer scholarships, guest lectures, case studies, and internships in return for close contact with the programme's students – who represent the top echelon of new talent in finance and investments.

LIVING MANAGEMENT

The Living Management Programme brings together academic and practical knowledge in finance during an intensive seminar series. You will work on solving real-life finance case studies from the programme's corporate partners. This unique part of the master programme covers advanced topics such as corporate finance, asset pricing and banking. Our corporate partners bring us six case studies, and you will

work on three of them in groups. For each case there is an academic introduction, and to conclude you present your solution to a finance executive from each corporate partner.

CFA

RSM has Chartered Financial Analyst (CFA) Programme Partner status, conferred by the CFA Institute. This programme therefore enables you to qualify for an RSM master degree at the same time as preparing for the Level I CFA exam.

Our programme is also part of the academic partnership programme of the Chartered Alternative Investment Analyst (CAIA) Association. Those of you interested in alternative investments will be able to prepare for the CAIA exams.



WHO QUALIFIES?

Only the most talented and most motivated international students are admitted to this programme. The following admission criteria apply:

- ▶ a bachelor degree from a research university, with at least 60 ECTS in qualitative and quantitative research methods, statistics and advanced courses in business administration and financial methods and tools
- ▶ GPA minimum of 7.5 (out of 10 in the Dutch education system). The most competitive scores will be selected
- ▶ GMAT minimum of 650 (for non-Dutch bachelor degrees). The most competitive scores will be selected
- ▶ IELTS minimum of 6.5 on all sub-scores, or a TOEFL iBT score of at least 22 on all sub-scores
- ▶ and a minimum overall score of 91
- ▶ a successful selection interview.

More specific information about our admission requirements can be found at www.rsm.nl/masteradmissions

PROVISIONAL PROGRAMME

First semester			Second semester			Summer / Third semester
Kick off and team building	Core courses (12 ECTS)	Core courses (12 ECTS)	Study trip to international financial centre (2 ECTS)	Elective (6 ECTS)	Elective (6 ECTS)	Elective (6 ECTS)
	Management skills (2 ECTS)	Ethics and stewardship (3 ECTS)		Living management (10 ECTS)		
	Career training I (1 ECTS)	Career training II (1 ECTS)		Sustainability (3 ECTS)	Research skills / thesis proposal (2 ECTS)	Master thesis (16 ECTS)
						Internship (8 ECTS)

MScBA MASTER in MANAGEMENT

BUSINESS ADMINISTRATION FOR BACHELOR GRADUATES

The 16-month Master in Management (MiM) track of the MSc in Business Administration opens up a new sphere of career possibilities for bachelor graduates from every discipline; law, arts, sciences, economics, engineering and more general subjects. It delivers a true depth of knowledge from the most important domains in business administration.

The programme adds to your existing skills and competencies from your bachelor degree, and develops your business knowledge and managerial skills.

The RSM Master in Management enables those with specific academic knowledge and understanding to become business professionals.

KEY FEATURES

During the programme you will:

- ▶ learn and integrate all aspects of business administration
- ▶ interact with students from multidisciplinary and international backgrounds

- ▶ explore academic theory that reflects the latest business and management thinking
- ▶ develop academic, managerial and social skills through real-life business cases and company assignments.

EXTEND YOUR PROGRAMME

You can extend your programme to two years and gain extra experience with an internship, an international exchange or by following MSc electives. These options allow you to tailor the programme to your own career ambitions.

CAREER PROSPECTS

Choosing the Master in Management is a significant commitment. It is a very intensive programme, but you can be sure it will deliver an outstanding return on your investment. Career preparation is part of the programme and there are plenty of recruitment events hosted at RSM that will help you to start your career in the best possible way.



"I had a truly memorable experience at RSM. The variety of courses gave me a very holistic understanding of the concept of management, and the individual and group assignments allow you to collaborate with classmates. Our diversity made these projects especially exciting, learning from one another and becoming more adaptive in the process."

Aishani Mishra, MScBA Master in Management, 2014
Junior consultant, RebelGroup

PROGRAMME STRUCTURE

The MSc Business Administration/Master in Management is a 90 ECTS programme. It consists of 60 ECTS towards the degree and 30 ECTS as foundation. This foundation exists to prepare non-business bachelors for master-level business courses.

The 30 ECTS at foundation level are incorporated into the curriculum, generally as the first part of a course. There are no exemptions from the foundation elements of the programme.

WWW.RSM.NL/MIM

ADMISSION CRITERIA

- ▶ A research university bachelor degree in any discipline
- ▶ GMAT minimum of 600
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum of 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all sub-scores and a minimum overall score of 91.



First semester: 29 ECTS				Second semester: 41 ECTS					Third semester: 20 ECTS	
Kick off and team building	Entrepreneurial challenge I	Corporate governance	Accounting	Business and society	Managerial decision-making and negotiation	Corporate finance	Management science	Research clinic and thesis proposal	Entrepreneurial challenge II	Your future career
		Strategic management and renewal	International business strategy			Operations and supply chain management	Disruptive innovations			Thesis
		Marketing	Organisational behaviour			Human resource management	Information strategy			
		Research methods				Consultancy project				

MScBA ACCOUNTING & FINANCIAL MANAGEMENT

SPECIALISING IN INSIGHTFUL FINANCIAL INFORMATION

Financial information functions as the nervous system of all economic organisations and markets, helping managers and investors to make economically sound decisions. Specialists trained in accounting and financial management understand what financial and non-financial information managers and investors need, how such information is used, and how it can be securely gathered and distributed throughout the organisation and to the outside world.

RSM's Master in Accounting & Financial Management prepares you to be such a specialist. You will:

- ▶ prepare and analyse financial information and performance indicators to make decisions about new business opportunities, equity investments, and mergers and acquisitions
- ▶ understand how financial and non-financial performance indicators help in motivating managers and evaluating their past decisions
- ▶ develop information systems and controls, and perform audits that help to ensure the reliability of financial and non-financial information
- ▶ explore and apply international regulations and guidelines that govern accounting and financial management.

KEY FEATURES

During the programme you will:

- ▶ learn from internationally recognised faculty who are active in academic research and have strong ties to the corporate world
- ▶ explore practical applications and real-life cases through projects and renowned guest lecturers
- ▶ benefit from the clear alignment between the programme's contents and the demands of the corporate world
- ▶ choose from the specialised tracks financial assurance, financial management and control, or financial analysis and advisory, to prepare for further accounting qualifications such as CPA, ACA, RA or RC
- ▶ prepare yourself for the Certified Management Accountant (CMA) exam while studying for your MScBA degree, as part of the unique partnership between RSM and the Institute of Management Accountants (IMA).

CAREER PROSPECTS

RSM's MScBA in Accounting & Financial Management is a great start to becoming chief financial officer, senior audit partner or senior financial advisor.



PROGRAMME STRUCTURE

Core courses (22 ECTS)

- ▶ International financial reporting
- ▶ Management control
- ▶ Business analysis and valuation
- ▶ Financial information and decision-making.

Electives (18 ECTS)

- ▶ Accounting analytics
- ▶ Advanced business analysis and valuation
- ▶ Assurance services
- ▶ Taxation
- ▶ Neuroaccounting
- ▶ Controllershship
- ▶ M&A and corporate governance.

Thesis (20 ECTS)

- ▶ Research methodology and master thesis.

WWW.RSM.NL/AFM

ADMISSION CRITERIA

- ▶ A research university bachelor degree containing a minimum total of 60 ECTS in qualitative and quantitative research methods, statistics and advanced courses in business administration, and accounting and finance methods and tools
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum of 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all sub-scores and a minimum overall score of 91.



"RSM exceeded my expectations for quality education which opens a wide range of doors for professional realisation. Lectures were valuable because faculty members shared their real-life experiences. I also liked that there were many guest lectures.

This gave us the chance to compare different work fields, which contributed to my decision about the professional path I want to follow: working as an auditor in one of the Big Four largest international professional services network companies."

Tatyana Kiryakova

MScBA in Accounting & Financial Management, 2014

Associate, PWC Nederland

MSc in BUSINESS INFORMATION MANAGEMENT

AT THE INTERSECTION OF BUSINESS AND INFORMATION

This master programme sits at the intersection of business and IT, and is the ideal platform from which to launch an international career. The MSc in Business Information Management focuses on the management of information as a strategic resource for improving overall business performance, and develops professionals who combine analytical know-how and business knowledge.

You will investigate the business side of information management for unlocking IT innovations, discover the technical side of leveraging big data to identify business opportunities, and learn how to apply findings and take action. The multidisciplinary approach takes into account managerial disciplines such as strategy, marketing, operations management, human resources and finance, and gives you a broader background than information management alone.

You do not need computer programming skills to join RSM's MSc in Business Information Management.



"RSM's Business Information Management is a master degree that offers you a unique combination of IT and business. The programme has provided me with a clear understanding of the value of IT in business, and through the interesting electives I was able to further specialise myself and enhance my skills. I recommend BIM to anyone who's interested in exploring all aspects of IT in business, as it gives you an excellent basis for your future career."

Kristinka Wilmink, MSc in Business Information Management, 2015
Business developer, HousingAnywhere.com

KEY FEATURES

During the programme you will:

- ▶ focus on the business side of information management and gain a thorough understanding of the strategic value of information
- ▶ receive analytical training so you can harvest, process and analyse data to extract important insights with a breadth of business knowledge
- ▶ investigate next-generation business models so you can make well-founded decisions to develop them
- ▶ explore real-life cases through interactive learning and international experiences during company internships, and with study clubs.

CAREER PROSPECTS

RSM's MSc in Business Information Management provides the business framework for the world of IT, and is a promising stepping-stone to a career as IT business consultant, project manager, information manager, data scientist, business and system analyst, or as chief information officer at national and international companies.

PROGRAMME STRUCTURE

Core courses (22 ECTS)

- ▶ Information strategy
- ▶ Designing business applications
- ▶ Business architecture and consultancy
- ▶ Big data management and analytics
- ▶ BIM research topics.

Electives (18 ECTS)

- ▶ Customer-centric digital commerce
- ▶ Programming for managers
- ▶ Social media in business
- ▶ Big data and business analytics
- ▶ Crowd-based business models
- ▶ Interaction design
- ▶ Technology enabled business, markets and policy
- ▶ Network data analytics
- ▶ Next-generation business applications
- ▶ Platform ecosystems
- ▶ Project management
- ▶ The future of work
- ▶ Business research project
- ▶ Honours programme for selected students.

Thesis (20 ECTS)

- ▶ Research methodology and master thesis.

WWW.RSM.NL/BIM

ADMISSION CRITERIA

- ▶ A research university bachelor degree containing a minimum total of 60 ECTS in qualitative and quantitative research methods, statistics and advanced courses in business administration and information management
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum of 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all sub-scores and a minimum overall score of 91.

MSc in FINANCE & INVESTMENTS

A MANAGEMENT PERSPECTIVE ON FINANCIAL DECISION-MAKING

The MSc in Finance & Investments deals with qualitative and quantitative financial decision-making from a management perspective. You will be provided with state-of-the-art knowledge, insights and skills essential for a successful career in a financial position. The research-driven programme is based on the latest theories and applications.

KEY FEATURES

During the programme you will:

- ▶ discover how firms should be optimally financed and how they should make investment decisions
- ▶ investigate the value drivers of stocks, bonds, real estate, futures and options
- ▶ explore with a practice-based approach, achieved through individual and group assignments of case studies and exercises, and be exposed to guest speakers from the financial industry
- ▶ structure your curriculum to your own interests through a large choice of electives.

RSM has been awarded Chartered Financial Analyst (CFA) Program Partner Status by the CFA Institute and Chartered Alternative Investments Analyst (CAIA) Programme Partner Status by the CAIA Institute. In this programme, you have the unique opportunity to qualify for an RSM degree and prepare for the Level I CFA and CAIA exams at the same time.



CFA Program
Partner of



CFA Institute

CAREER PROSPECTS

The success of our graduates speaks for itself. Like them, you can work in a wide variety of companies and financial institutions such as investment and merchant banks, insurers, and pension funds. You can also have a government career, or operate in multinational companies.



"In addition to the great academic experience, RSM and its student-run organisations offer you one of the best-established connections with the financial world that you will come across, giving you a plethora of opportunities to network in all the fields of finance, for example at banks, private equity firms, hedge funds, or Fortune 500 companies."

Armin Firouzi Wahdaty, MSc in Finance & Investments, 2015
Executive corporate finance, KPMG

PROGRAMME STRUCTURE

Core courses (22 ECTS)

- ▶ Investments
- ▶ Corporate finance
- ▶ Business ethics
- ▶ Risk management
- ▶ Financial analysis and valuation.

Selected electives (18 ECTS)

- ▶ Treasury management
- ▶ Fundamentals of portfolio management
- ▶ Banking and financial intermediation
- ▶ Derivatives
- ▶ Advanced valuation and value creation
- ▶ Innovations and financial markets
- ▶ Financial modelling
- ▶ Financial distress and corporate restructuring
- ▶ Entrepreneurial finance and private equity
- ▶ Mergers and acquisitions
- ▶ Real estate finance and investments.

Thesis (20 ECTS)

- ▶ Research methodology and master thesis.

WWW.RSM.NL/FI

ADMISSION CRITERIA

- ▶ A research university bachelor degree containing a minimum total of 60 ECTS in qualitative and quantitative research methods, statistics and advanced courses in business administration, and financial methods and tools
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum of 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all sub-scores and a minimum overall score of 91.

MSc in GLOBAL BUSINESS & SUSTAINABILITY

A MASTER IN SUSTAINABLE BUSINESS

This programme focuses on a critical understanding of the strategies and responsibilities that corporations face during global economic, social and environmental challenges. It examines how business leaders manage sustainability threats and how new market opportunities are pursued through sustainable value creation.

Is your ambition to become an innovative business leader with the capacity to create future-ready firm strategies and sustainable business models? We teach you cutting-edge advancements in the theory and practice of sustainability leadership and challenge you to develop new and novel solutions.

The MSc Global Business & Sustainability investigates complex sustainability challenges in a broad, integrated and holistic manner addressing the multiple perspectives of companies, governments and NGOs. It also invites you to formulate your own ideas and propose solutions for transformative change toward more sustainable societies.

KEY FEATURES

During the programme you will:

- ▶ engage with global front-runners in corporate sustainability, governmental organisations and social enterprises
- ▶ develop skills and apply tools to analyse and evaluate sustainability strategies

- ▶ learn insights necessary for original and innovative solutions.

The programme features exclusive and highly interactive classes with a mix of educational formats including business cases, theory, company visits, conferences, and workshops. You will also conduct research, write papers and present your ideas, and join study trips and international exchanges.

Every member of RSM's international student population is committed, intellectually ambitious and determined to follow a meaningful career in business, government or the non-profit sector.

CAREER PROSPECTS

Alumni work in an extensive range of organisations, such as businesses, consultancies, governments and not-for-profit organisations. They have become consultants, sustainability officers, social entrepreneurs, product managers, portfolio analysts, supply chain managers, sustainability officers, policy advisors, journalists, strategists, and researchers.

PROGRAMME STRUCTURE

Core courses (21 ECTS)

- ▶ Sustainability leadership and planetary boundaries
- ▶ Global business strategies
- ▶ Sustainability and behavioural ethics
- ▶ Personal narrative, communication and career
- ▶ Sustainability grand challenges.

Electives (18 ECTS)

- ▶ Corporations and justice
- ▶ Social venture creation
- ▶ Managing NGOs
- ▶ Climate change strategy role-play
- ▶ Communicating sustainability
- ▶ Cradle-to-cradle and circular economy
- ▶ Sustainable business models.

Thesis (21 ECTS)

- ▶ Research methodology and master thesis.

WWW.RSM.NL/GBSM

ADMISSION CRITERIA

- ▶ A research university bachelor degree containing a minimum total of 60 ECTS in qualitative and quantitative research methods, research projects, statistics and advanced courses in some of the following fields: organisation studies, social sustainability (such as social justice, ethics, human rights, international relations), ecological sustainability (such as environmental science, energy, ecology), or business administration
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum of 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all sub-scores and a minimum overall score of 91.



“At RSM, professors inspire you to look beyond a companies’ profits. The programme has a clear focus on sustainability, which triggers students to find ways for an organisation to be of value for the environment and the society as a whole, next to its own financial survival. In this, the MSc in Global Business & Sustainability really creates a unique perspective on doing business. By carrying out real life case studies, research projects and lots of presentations in front of large groups, this programme prepares you for a career in either the profit or non-profit sector.”

Anke Verstappen, MSc in Global Business & Sustainability, 2015

Philips supply chain management trainee, ORMIT Nederland

MSc in HUMAN RESOURCE MANAGEMENT

MANAGING AND LEADING PEOPLE IN ORGANISATIONS

How can you get the most out of your employees? How can excellent leadership help you achieve your business goals? How can you create high-functioning teams and manage diversity? How can strategies be translated into action? Human resource management (HRM) deals with what arguably is the most important task in any company: managing its human capital. HR managers must understand what makes people more efficient, effective, creative and community-oriented, and at the same time be great organisational leaders. Only then can businesses meet challenges that their environments pose to them, gain a competitive edge, and become more innovating.

Are you highly motivated, interested in the people that make up an organisation, and eager to learn how to achieve business goals through those people? At RSM, you will collaborate with other professionals, learn how to apply new perspectives to offer practical solutions, and develop the business mindset you need to excel in organisations. If you already have a background in business, this programme offers

you a unique and research-based insight into what senior business leaders see as their main source of success: the ability to manage people.

KEY FEATURES

During the programme you will:

- ▶ learn how to apply recent insights to solve HR-related problems within organisations
- ▶ be inspired by an internationally oriented programme, led by respected international faculty members who will teach you the latest concepts and theories
- ▶ further develop yourself in terms of leadership, communication, co-operation, and decision-making skills
- ▶ be part of a highly energetic, enthusiastic and ambitious student community.

CAREER PROSPECTS

You will be equipped to pursue many different types of careers, for example as an HR manager, consultant, business analyst, or management development professional.



"I chose RSM because the programme offers a combination of courses from a strategic HR perspective and courses from a more social-psychological perspective. What I really liked was that the programme's teaching groups hardly ever exceeded 50 people, and consisted of students with different educational and cultural backgrounds. This facilitated the active environment in which class discussions took place."

Artur Jager, MSc in Human Resource Management, 2014

Reward and talent analyst, Hay Group

PROGRAMME STRUCTURE

Core courses (22 ECTS)

- ▶ Managing people in organisations
- ▶ Current issues in HRM
- ▶ Strategic and international HRM
- ▶ Building healthy organisations for optimal human performance.

Electives (18 ECTS)

- ▶ High-performance leadership and motivation: a psychological perspective
- ▶ Management of diversity and inclusion
- ▶ Development and training
- ▶ Organisation development and change management
- ▶ Managerial and group decision-making
- ▶ Cross-cultural management.

Thesis (20 ECTS)

- ▶ Research challenges in HRM and organisational behaviour, and master thesis.

WWW.RSM.NL/HRM

ADMISSION CRITERIA

- ▶ A research university bachelor degree containing a minimum total of 60 ECTS in qualitative and quantitative research methods, statistics and advanced courses in organisational theory and behaviour, or industrial and organisational psychology
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all subscores and a minimum overall score of 91.

MSc in MANAGEMENT OF INNOVATION

FOR FUTURE LEADERS IN INNOVATION

This programme is dedicated to the integrated and very dynamic field of innovation, which transcends traditional business domains. While becoming an expert in innovation management, you will learn how to set up an innovation strategy, how to structure the organisation to foster creativity, how to collaborate for innovation, and how to manage innovation projects. You will investigate innovation management through a unique blend of theoretical perspectives, case analyses, and by exploring practices.

The MSc in Management of Innovation alters your way of thinking towards a mindset of innovation. You will develop skills to spread this mindset through organisations, learn to overcome resistance to new ideas, negotiate, and realise innovation. You will investigate cases with classmates, faculty members and representatives from companies discussed in these cases. You will work on individual and team assignments, and regularly present your findings in class, on site at participating companies, or by creating a video.



"During this master programme, I learned that innovation is not only about designing a new product or service, but that it goes beyond that. It focuses on improving different business aspects such as business networks and profits. This master gave me the opportunity to explore ideas and to be creative when solving problems."

Leyla Tapan, premaster + MSc in Management of Innovation, 2015
Innovation consultant, Hezelburcht Subsidieadviesbureau

KEY FEATURES

During the programme you will:

- ▶ engage in highly interactive classes, company visits, internships, international experiences and study club activities
- ▶ understand what is required for successful innovation
- ▶ gain hands-on experience by working on real-world innovation projects and challenges
- ▶ master a wide range of innovation skills that will increase your employability level
- ▶ be part of a large network of innovation professionals consisting of experienced practitioners, and RSM students and alumni
- ▶ build a convincing personal profile that makes you stand out from the crowd.

CAREER PROSPECTS

The programme provides an excellent preparation for jobs in new business development, innovation project management, business model innovation and innovation consultancy in product and service contexts across a broad range of industries.

PROGRAMME STRUCTURE

Core courses (22 ECTS)

- ▶ Strategy of innovation
- ▶ Organisation of innovation
- ▶ Open innovation
- ▶ Innovation projects and teams.

Electives (18 ECTS)

- ▶ Creativity for innovation
- ▶ Mastering networks for innovation
- ▶ Innovation and interface management
- ▶ New business development
- ▶ Cradle-to-cradle and circular economy
- ▶ Patent law and strategy for managers
- ▶ Business project.

Thesis (20 ECTS)

- ▶ Research methodology and master thesis.

WWW.RSM.NL/MI

ADMISSION CRITERIA

- ▶ A research university bachelor degree containing a minimum total of 60 ECTS in qualitative and quantitative research methods, research projects, probability or statistics and advanced courses in some of the following fields: innovation management, marketing, operations management, supply chain management, decision sciences, accounting, business intelligence or organisation studies
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all sub-scores and a minimum overall score of 91.

MSc in MARKETING MANAGEMENT

MARKETING IS FUNDAMENTAL TO VISION AND STRATEGY

Marketing is an important driver of performance in organisations. By studying different aspects of the marketing process you learn how strategies and tactics result in the success or failure of products and services. People who understand marketing are better able to develop a successful vision and strategy for their businesses.

RSM's research in marketing management has a strong global reputation, and the master programme is practically oriented, research-driven and internationally focused.

After two blocks of core courses, focused on understanding consumer behaviour and marketing strategy, students will be able to select one of our three specialisation tracks:

- ▶ Brand and product management
- ▶ Digital marketing and analytics
- ▶ Individual study plan.

KEY FEATURES

During the programme you will:

- ▶ explore consumer behaviour



"My university education would not have been nearly as rich or complete if I hadn't participated in RSM's MSc in Marketing Management. I was extremely satisfied with how its content is current and interesting, and how each lecture was based on sound scientific research – not only from the field of marketing but from other relevant areas such as psychology and economics."

Camilla Zallot, MSc in Marketing Management, 2014
Junior research manager, Metrix Lab

- ▶ learn about the trends in technology and society that are fundamentally changing the way consumers interact with companies – and each other
- ▶ focus on a key functional area that provides excellent preparation for a top management position
- ▶ be part of a truly international environment with students, professors and researchers from around the globe
- ▶ collaborate with professors and practitioners outside of the classroom, giving you the chance to test your ideas with the support of experienced mentors.

CAREER PROSPECTS

Because marketing is integral to virtually all organisational decisions, from brand and communication considerations to project management and strategy, the MSc in Marketing Management at RSM is an excellent preparation for your management career, for example as a brand manager, social media specialist or advertising strategist.

PROGRAMME STRUCTURE

Core courses (22 ECTS)

- ▶ Consumer behaviour
- ▶ Consumer marketing research
- ▶ Professional personal development
- ▶ Marketing strategy
- ▶ Marketing strategy research.

Electives (18 ECTS)

- ▶ Advertising and communication
- ▶ International product management
- ▶ Digital marketing strategy
- ▶ Big data analytics for marketing insight
- ▶ Brand management
- ▶ Online customer behaviour in the age of disruption
- ▶ Marketing of new products
- ▶ Neuromarketing
- ▶ Pricing and revenue management
- ▶ Pricing: creating and capturing value
- ▶ Social media
- ▶ Nudging consumer's choice
- ▶ Marketing analytics
- ▶ Customer experience management
- ▶ Honours programme for selected students.

Thesis (20 ECTS)

- ▶ Thesis clinic and master thesis.

WWW.RSM.NL/MM

ADMISSION CRITERIA

- ▶ A research university bachelor degree containing a minimum total of 60 ECTS in qualitative and quantitative research methods, statistics and advanced courses in business administration and marketing
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all sub-scores and a minimum overall score of 91.

MSc in ORGANISATIONAL CHANGE & CONSULTING

IN THE WORLD OF BUSINESS, CHANGE IS THE ONLY CONSTANT. MASTER IT.

You can combine intellectual curiosity about the nature of modern, complex organisations with developing practical entrepreneurial skills geared towards changing such social systems. Organisations must transform themselves to cope with economic upheaval and social and technological innovation, and the demand for managers to act as change agents is sharply on the rise. Organisations are often locked into work routines by their core business focus, as well as the constraints of reorganisations and outsourcing. So they must lean on organisational change professionals to improve and maintain the quality of their changing strategy and operations.

RSM's MSc in Organisational Change & Consulting equips you with the knowledge and skills to become one of those professional knowledge workers.

KEY FEATURES

During the programme you will:

- ▶ analyse processes of organisational change as a generalist

- ▶ develop interpersonal and intercultural skills
- ▶ acquire strong experiential skills
- ▶ participate in small-scale, interactive classes with diverse and international students
- ▶ engage with your studies through a mix of case studies, internships, group projects, individual research, and skills training
- ▶ interact with leaders from the public and private sectors on and off campus
- ▶ learn from enthusiastic teaching faculty from one of Europe's top research institutes.

CAREER PROSPECTS

After you graduate, your career can begin from a variety of positions such as a change manager, management consultant, internal consultant in a leading national or multinational company, entrepreneur, or founder of your own management advisory business.



"OCC is a very special study, not like many others out there. It's not only about organisational change itself, but I've also learned to truly understand change, and seeing it from a different perspective to be able to analyse it further. It's a step deeper into the matter which is crucial when putting this knowledge into practice. The small interactive classes and time we spent together brought the best out of the students. I'm happy that I'm still regularly in touch with some of them – personally as well as professionally."

Maarten Wessels, MSc in Organisational Change & Consulting, 2014
International business development, Ayden

PROGRAMME STRUCTURE

Core courses (22 ECTS)

- ▶ Managing professional organisations
- ▶ Theories on change, behaviour and differences
- ▶ Studying change
- ▶ Foundations of consulting.

Electives (18 ECTS)

- ▶ Advisory skills
- ▶ Rhetoric for managers
- ▶ Intervention skills
- ▶ Managerial and group decision-making
- ▶ Cross-cultural management.

Thesis (20 ECTS)

- ▶ Research methodology and master thesis.

WWW.RSM.NL/OCC

ADMISSION CRITERIA

- ▶ A research university bachelor degree containing a minimum total of 60 ECTS in qualitative and quantitative research methods, statistics and advanced courses in organisation theories, organisational behaviour, methods and tools
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum of 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all subscores and a minimum overall score of 91.

MSc in STRATEGIC ENTREPRENEURSHIP

ENTREPRENEURS MAKE A DIFFERENCE – DO IT

If you want to work in an entrepreneurial organisation, or start a business of your own, this is the programme to help you do it. Entrepreneurial activities play a crucial role in society. At RSM, you will develop the knowledge and skills to enable new businesses to succeed, and to start new ventures within established companies. You will exchange ideas with renowned academics, experienced entrepreneurs and investors, and test your ideas in interactive classes. More importantly, you will practise with your own ideas, and learn from practice. You will get a taste of life as an entrepreneur on and off campus.

KEY FEATURES

During the programme you will:

- ▶ develop a set of entrepreneurial skills to capitalise on your potential
- ▶ experience real-world entrepreneurial processes
- ▶ learn from enthusiastic and international teaching faculty in an academically rigorous and practice-based curriculum
- ▶ meet and work with entrepreneurs, investors and entrepreneurial companies

- ▶ gain an advantage over other job candidates and entrepreneurs by learning from a combination of thinking and doing.

CAREER PROSPECTS

We prepare you to work in an entrepreneurial role in any dynamic environment. This could include starting your own business or a job in a fast-growing entrepreneurial company. Some students start their own ventures shortly after graduation; others begin working for small entrepreneurial firms, helping them to develop their business and expand rapidly, or in large corporate organisations in knowledge-intensive industries such as IT, consultancy, engineering, venture capital or investment banking.



"RSM's entrepreneurship programme enabled me to combine theory with practice. During classes, we worked a lot with cases that stimulate creative thinking, encourage discussions with fellow students, and allow you to step into the position of the entrepreneur and take on their roles and responsibilities. In addition, the programme enabled me to broaden my network as I worked on assignments with real-life entrepreneurs."

Rosanne van Kleef, MSc in Strategic Entrepreneurship, 2014
Sales manager, Virtual Vaults; and co-founder, Juuty

PROGRAMME STRUCTURE

Core courses (22 ECTS)

- ▶ Opportunity creation
- ▶ Entrepreneurial skillset
- ▶ Start-up and growth
- ▶ Corporate entrepreneurship.

Electives (18 ECTS)

- ▶ Competitive strategies within and between platform markets
- ▶ Social entrepreneurship
- ▶ Entrepreneurial lab
- ▶ New business development
- ▶ Dancing between the supply and demand of capital: venture capital investments
- ▶ Managing the family business
- ▶ Getting things done without resources: entrepreneurial bootstrapping.

Thesis (20 ECTS)

- ▶ Research methodology and master thesis.

WWW.RSM.NL/ENTREPRENEURSHIP

ADMISSION CRITERIA

- ▶ A research university bachelor degree containing a minimum total of 60 ECTS in qualitative and quantitative research methods, statistics and advanced courses such as management, organisational theory, marketing, sales, business development, finance, accounting, strategy, logistics, operations or entrepreneurship
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum of 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all subscores and a minimum overall score of 91.

MSc in STRATEGIC MANAGEMENT

STRATEGIES FOR INTERNATIONAL CHALLENGES

The skills needed for making strategic decisions for creating and sustaining a competitive advantage can be gained from this master programme. The MSc in Strategic Management prepares you for a future as an organisational leader or senior manager; it combines the results of first-hand research with an extensive international business network and student-centred teaching methods as you explore the latest knowledge and research in strategy. You will take an in-depth look at three key managerial activities: strategic analysis, strategy formulation and the implementation of strategies.

KEY FEATURES

During the programme you will:

- ▶ explore the latest managerial insights
- ▶ gain indispensable strategically-oriented knowledge
- ▶ take an in-depth look at strategic analyses, and the formulation and implementation of strategies

- ▶ network with young and dynamic international faculty and enthusiastic students from all continents.

CAREER PROSPECTS

RSM's strategic management graduates are sought by recruiters for top companies and can be found in a range of challenging positions such as alliance managers, business research analysts, business unit managers, strategy advisors or consultants, and venture managers.



"Imagine a world of opportunities, inhabited by high performers coming from all over the globe and ruled by challenge and fun. Summed up, that is what I felt while pursuing RSM's MSc in Strategic Management. If you're also excited to learn how to take strategic decisions and how to concretise strategy into implementable solutions, then this programme will give you the right tools to kick-start your career."

Giacomo Soliman, MSc in Strategic Management, 2014
Associate consultant, Hay Group

PROGRAMME STRUCTURE

Core courses (22 ECTS)

- ▶ Managing strategy formulation
- ▶ Managing strategy implementation
- ▶ Strategy and international business
- ▶ Corporate development: strategies for acquisitions and alliances
- ▶ Strategy skills
- ▶ Research clinic in strategic management.

Selected electives (18 ECTS)

- ▶ Strategic management consulting
- ▶ Organisational identity: managing strategic change
- ▶ Offshoring and outsourcing
- ▶ Management control
- ▶ Sustainable strategies
- ▶ Strategic leadership and corporate governance
- ▶ A managerial perspective on mergers and acquisitions
- ▶ Strategies for building an effective managerial skill set
- ▶ Competitive strategies in platforms and networked markets
- ▶ Honours class for selected students.

Thesis (20 ECTS)

- ▶ Thesis clinic and master thesis.

WWW.RSM.NL/SM

ADMISSION CRITERIA

- ▶ A research university bachelor degree containing a minimum total of 60 ECTS in qualitative and quantitative research methods, statistics and advanced courses in business strategy, organisational theory and behaviour, and finance and accounting
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum of 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all sub-scores and a minimum overall score of 91.

MSc in SUPPLY CHAIN MANAGEMENT

ROTTERDAM IS THE GATEWAY TO EUROPE

As the largest commercial port in Europe, Rotterdam is the focal point of logistics and supply chain management in the Netherlands with logistics networks that stretch far beyond Dutch borders. As a business school in Rotterdam, RSM has cultivated a wealth of knowledge and expertise on the subject, making it a recognised world leader in supply chain management research and education. You will gain a thorough knowledge of the contribution of supply chain management to strategic objectives, and be able to apply this knowledge to designing advanced logistics systems.

KEY FEATURES

During the programme you will:

- ▶ explore integrated approaches towards supply chain design
- ▶ focus on advanced logistics concepts
- ▶ gain cutting-edge insights into the application of information technology to supply chains

- ▶ be part of a truly international environment
- ▶ network with the logistics and supply chain management business community.

Based on independent evaluations of the Leiden Ranking, which compares research institutions, research carried out by RSM's Business Processes Logistics & Information Systems group is consistently ranked in the top 5 in Europe.

CAREER PROSPECTS

You will earn an outstanding qualification in logistics, supply chain management and operations, and subsequently enjoy premium prospects for coveted positions in international business. Typical management positions include supply chain manager, distribution manager, warehouse manager, operations manager, production planning and inventory manager, purchasing manager and logistics information systems manager. Careers in logistics improvement and consultancy are also achieved by many of our graduates.



"RSM provided me with qualitative insights into what supply chain management entails. The courses combined practical and theoretical knowledge, resulting in a better understanding of both. The up-to-date course materials and in-depth discussions greatly contributed to the knowledge development for each subject, which has been very valuable for me. After completing RSM's master programme in SCM, I'm confident that I have an excellent preparation for my career in supply chain management."

Inge Baars, MSc in Supply Chain Management 2015
Supply chain specialist, Hilti; and founder, GlobalLeaf

PROGRAMME STRUCTURE

Core courses (20 ECTS)

- ▶ Managing the supply chain
- ▶ Global logistics and information technology
- ▶ Facility logistics management
- ▶ Distribution networks
- ▶ Purchasing and supply chain management.

Electives (18 ECTS)

- ▶ Supply chain simulation
- ▶ Ports in global networks
- ▶ Strategic sourcing
- ▶ Pricing and revenue management
- ▶ Closed loop supply chains
- ▶ Cradle-to-cradle and circular economy
- ▶ Service logistics and operations
- ▶ Forecasting in supply chains
- ▶ Healthcare procurement and value chain management
- ▶ Company-based project.

Thesis (22 ECTS)

- ▶ Research methodology and master thesis.

WWW.RSM.NL/SCM

ADMISSION CRITERIA

- ▶ A research university bachelor degree containing a minimum total of 60 ECTS in qualitative and quantitative research methods, statistics and advanced courses in business administration, operations management and accounting
- ▶ GMAT minimum of 600 for non-Dutch bachelor degrees
- ▶ GPA minimum of 7 out of 10 in the Dutch education system (above average)
- ▶ IELTS minimum 6.5 on all sub-scores or TOEFL iBT minimum of 22 on all sub-scores and a minimum overall score of 91.



ERIM RESEARCH MASTER IN BUSINESS AND MANAGEMENT

ERASMUS DOCTORAL PROGRAMME IN BUSINESS AND MANAGEMENT

This research master programme is an integral part of the Erasmus Doctoral Programme in Business and Management, and is designed for academically talented and highly motivated students who would like to combine specialised learning with the challenge of undertaking research in that field. The ERIM research master provides the perfect preparation for a PhD in management or business, or for a research position in the wider world of business.

The ERIM research master is offered by the Erasmus Research Institute of Management (ERIM), a joint research institute of RSM and the Erasmus School of Economics (ESE). The research master programme is customised to help you maximise your potential, and develop your academic and business skills. With no more than 30 fellow students, you will experience individual supervision and a highly personal approach. The entire programme is taught in English by some of the most distinguished business research professors in the world. The two-year programme consists of 120 ECTS of coursework.

UNIQUE FEATURES

- ▶ ERIM is consistently ranked among the top research schools in Europe, according to the latest CWTS ranking
- ▶ a wide range of specialisations in management such as business processes, logistics and information systems, organisation, marketing, finance, strategy and entrepreneurship
- ▶ innovative research topics, supervised by top research professors
- ▶ highly customised study programme
- ▶ research master students may benefit from tuition fee waivers, scholarships and personal research assistantships
- ▶ excellent study and research facilities, including the state-of-the-art Erasmus Behavioural Lab and Erasmus Survey Centre.

WWW.ERIM.EUR.NL/DOCTORAL-PROGRAMME/RESEARCH-MASTER

ADMISSION CRITERIA

ERIM offers an outstanding standard of research in management, so the admissions procedure is very selective, guaranteeing entry to only high-potential researchers, and thus preserving and enhancing the top-quality research environment.

The following admission criteria apply:

- ▶ university bachelor or master degree in business or economics. We also consider applicants with bachelor degrees in fields such as psychology, sociology and engineering
- ▶ GMAT / GRE score of at least 85th percentile
- ▶ excellent GPA
- ▶ IELTS minimum of 7.5 or TOEFL iBT minimum of 100
- ▶ at least two letters of academic recommendation.



"The main reasons for highly talented candidates to choose our doctoral programme are our devotion to their personal and academic career development, the integration of doctoral projects in our international and frontier research groups, and the selective focus on top-quality publishing, right from the start. Starting your research career with us means a unique chance to work with leading scholars in research in management, and to work on your doctoral development programme in a university with a world-class reputation."

Marno Verbeek, scientific director of the Erasmus Research Institute of Management (ERIM),
Professor of finance and dean of research at RSM



"I decided to do a research master at ERIM because of its professional approach to developing my academic career. From day one, I worked with world-class faculty on developing research questions and making a research profile. There's a very wide array of courses to choose from at RSM and at ESE, which share the same campus. Also, RSM's connections to other academic institutions and to industry in the Netherlands and internationally are outstanding. Students get an excellent level of personal attention to their research needs and there's great flexibility to the process of designing your programme."

Markus Peters, ERIM research master and PhD graduate

OPPORTUNITIES

INTERNATIONAL NETWORKS, MULTINATIONAL INTERNSHIPS AND REAL-LIFE EXPERIENCE

INTERNATIONAL EXCHANGE

At RSM, you will meet international students who have chosen to spend the exchange programme portion of their studies at our business school. These students were carefully selected by our highly ranked partner schools all over the world. Likewise, RSM master students have the opportunity to spend a semester at one of these top business schools after having finished the curriculum components in Rotterdam. RSM maintains an international network of more than 150 leading business schools and universities in Europe, North America, Latin America, Oceania, Asia and the Middle East. Please note that you are required to finish your courses and thesis prior to going on exchange.

www.rsm.nl/rsm-students-going-abroad/master-exchange

If you do not take part in an international exchange, you can participate in RSM's International Consultancy Project, in which you work in an international team on a real-life consultancy project. You will apply your knowledge to a business challenge of real strategic relevance, and gain valuable working experience.

www.rsm.nl/rsm-students-going-abroad/int-consultancy-project

COMPANY INTERNSHIPS

RSM's extensive corporate network will give you ample opportunity to work at some of the world's largest multinational companies. Many students acquire their first job from the contacts they make during their internship. Please note that internships are not part of the curriculum in most of our programmes, but you can complete one after finishing your courses and thesis.

STUDENT LIFE

As student at RSM, you should join Study Association Rotterdam School of Management, Erasmus University (STAR). STAR is the largest student-led study association in Europe. Every year, STAR organises a wide range of events, including the Netherlands' largest on-campus recruitment event, international study trips, research trips, conferences and many social events.



All of RSM's MSc programmes have their own study association within STAR, called Master Study Clubs. They offer company visits, study trips and workshops based on the subjects in your specific programme. These clubs also let you meet your peers in a setting outside of the classroom.

You can become active at STAR as a member of your Master Study Club Board or study trip committee, or as consultant at the Erasmus Consultancy Project. As an active member at STAR you will develop yourself on a personal and professional level.

Have a look at www.rsmstar.nl to see what STAR can offer you.



ADVANCING YOUR CAREER

OUR SUPPORT GOES BEYOND ACADEMIC LEARNING

At RSM, we are dedicated to helping you to market yourself to future employers with maximum effect. Our Career Services department is run by an enthusiastic team of professionals who prepare you for the international job market. Our services include:

- ▶ expert advice on what your future career might look like
- ▶ how to present yourself to potential employers
- ▶ how to write outstanding CVs and application letters
- ▶ where to search for jobs
- ▶ how to use winning interview techniques.

Acting as an interface between you and company recruiters, the Career Services team organises on-campus company presentations and workshops to help you with your job applications. During these sessions, experts from companies such as Shell and Deloitte, and international recruitment organisations will offer valuable information about their recruitment policies, and give advice about careers and the labour market.

In addition, the Career Services team offers internships and job opportunities throughout the year via the RSM Career Services job board.

www.rsm.nl/career-services

www.rsm.nl/jobboard

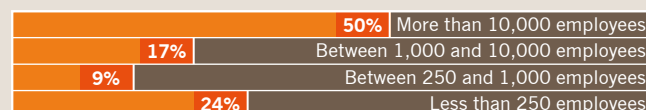
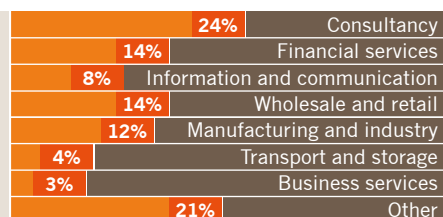
RSM Career Services and the Alumni Relations department research RSM graduates' first jobs every year.

A large number of our 2015 graduates have succeeded in finding jobs. Six months after graduation, 84 per cent are employed, 1.8 per cent running their own company and 3 per cent is still in further education. The average time taken to find a job was about 2.6 months. More than 39 per cent of our graduates work internationally; others work in the Netherlands. For those in salaried positions, the average starting salary for those working in the Netherlands was € 2,751 gross per month, plus benefits.

Many international business leaders have studied at RSM. Worldwide, the RSM alumni community has more than 30,000 members; that makes a significant pool of contacts for job opportunities, career information, networking, lifelong learning, and social activities. The RSM alumni network is an active and lively community a wide range of events throughout the year, held in locations around the world. You can stay in touch with the alumni network through its dedicated website, regular e-newsletter, and the twiceyearly alumni magazine, *RSM Outlook*.

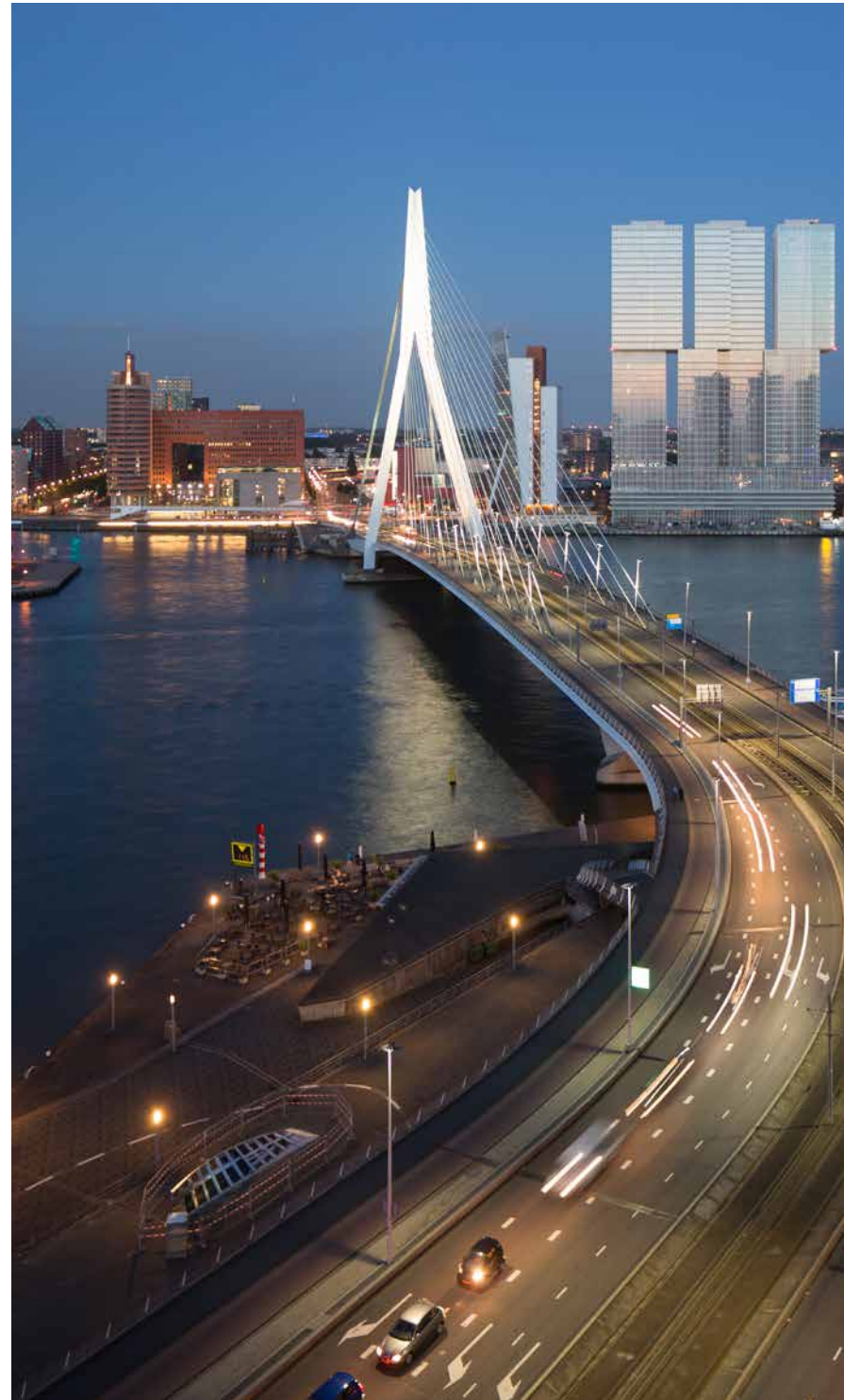
www.rsm.nl/alumni

EMPLOYMENT STATISTICS



Top 12 employers

- | | |
|------------|------------------|
| ▶ Deloitte | ▶ ING |
| ▶ PwC | ▶ KPMG |
| ▶ Unilever | ▶ KPN Consulting |
| ▶ EY | ▶ Ormit |
| ▶ Google | ▶ Vodafone |
| ▶ E.ON | ▶ Philips |





CHOOSING TO PURSUE
A MASTER AT RSM
MEANS IMMERSING
YOURSELF IN THE
RSM STUDENT LIFE,
AND THE MERCANTILE
AND COSMOPOLITAN
CULTURE OF
THE NETHERLANDS

PHOTO CREDITS: ROTTERDAM IMAGE BANK
BAS CZERWINSKI, OSSIP VAN DUIVENBODE, CLAIRE DROPPERT,
MARC HEEMAN, SOPHIA VAN DEN HOEK

LIFE IN ROTTERDAM AND AT RSM

MORE THAN 160 NATIONALITIES

A GATEWAY TO EUROPE

Within easy reach of Amsterdam, Brussels, London, Paris and other places in Europe, Rotterdam's strategic position in Western Europe makes it a highly popular location for many multinational companies. As a student of our master programmes, you will learn about international business in the commercial heart of Europe – the largest economic zone in the world.

IN A BUSTLING CITY

Rotterdam is a lively and cosmopolitan university and port city, located 80 kilometres south of Amsterdam, where two great European rivers meet the sea. Rotterdam is known as a festival city with an international film festival, the North Sea Jazz Festival and a six-day midsummer cultural festival and carnival parade each year. Rotterdam has a booming nightlife with a hip and creative young scene, and many restaurants, bars, cafés and nightclubs.

Urban life thrives in Rotterdam, as up-market shops sit side by side with ethnic restaurants. Rotterdam is also famous for its daring architecture, and experimental and influential contemporary art. www.rotterdam.nl



DID YOU KNOW?

The Dutch created the world's first multinational trading organisation, the Dutch East India Company (VOC). Founded in 1602, this also became the first company ever to issue stocks and bonds on the Amsterdam Stock Exchange (now Euronext Amsterdam) – again one of the world's first.



FEELING AT HOME

Rotterdam is a very cosmopolitan city and offers plenty of student activities, on and off campus. You'll soon feel at home, as it's a melting pot of nationalities and cultures. Through Rotterdam's many multinational organisations, you might get to know your future employer during your studies, for example through an internship. *The New York Times* and *Rough Guides* confirm the city's appeal and energy. In 2014, Rotterdam was ranked one of the world's 'ten best places to go to' by *Rough Guides*. In addition to sightseeing, the water taxi, the giant port and world-class museums, you'll love Rotterdam's vibrant hospitality scene. There's never a dull moment here!

www.rsm.nl/rotterdam

LIFE ON CAMPUS

RSM is on Woudestein campus, the main campus of Erasmus University Rotterdam which is on the eastern edge of the city. The campus is currently in the second phase of a construction programme that has already delivered a modern university campus with a vibrant heart and a unique appeal. The university offers on-campus housing, sports facilities, a food court, a supermarket, shops, financial services, social areas and the popular 'In de Smitse' café. You can also join regular recreational and cultural events.

RSM has its own calendar of social events, and offers an extensive library, expo and congress centre. All of our master programmes are taught in modern buildings with wifi, multimedia equipment, breakout rooms and computer labs.

www.rsm.nl/events



AN OUTDOOR, SPORTY CITY

RSM offers many opportunities for exercise and sports both on and off campus. Rotterdam has great sports facilities for everyone at every level; for those who want to take part and for people who prefer to watch.

The city's sporting credentials include national and international events all year round – a marathon, as well as tennis, hockey, water sports and speed-skating championships. It also boasts several world-class stadiums dedicated to the most popular sport in the Netherlands: football. You can also take part in many other sports and activities including cricket, baseball, salsa, yoga and golf.

Rotterdam is a great outdoor city too, with plenty of parks, green spaces and a superb network of cycle routes linking it to the open countryside, thanks to the city's emphasis on enabling everyone to get around by bike.



PRACTICAL INFORMATION

WITH AFFORDABLE TUITION FEES AND AN EXCEPTIONAL PORTFOLIO OF BUSINESS PROGRAMMES, YOU GET VALUE FOR MONEY AT RSM

It is important to be able to count on a good return on your investment. Among the top business schools in the Financial Times ranking 2015, RSM has some of the most affordable tuition fees. This, in combination with the moderate living costs in Rotterdam, top-quality education and its outstanding global reputation, makes RSM an excellent investment.

TUITION FEES AND OTHER COSTS

The 2017-2018 tuition fee for the MSc programmes is approximately € 17,300 per year. The Dutch government contributes towards this cost for students who hold nationality from a country belonging to the European Economic Area (EEA). These students therefore pay only the statutory fee of approximately € 2,017 per year. Students participating in the MSc in Finance & Investments Advanced programme will pay an additional € 8,000 on top of the normal tuition fee.

Please note that we are obliged by law to charge a tuition fee of approximately € 11,300 to EEA students who already have a master degree from a university in the Netherlands.

For all students, we estimate that you will need a minimum budget of around € 12,000 a year to cover living and all other expenses during your stay in Rotterdam, in addition to tuition fees. For non-EEA students: please ensure that you have sufficient funding available for the duration of the programme for yourself and for visa requirements.

Students entitled to study grants from the Dutch government are entitled to financial support for 12 months only. No exceptions are made for programmes with a longer duration.

FINANCIAL AID

You might be eligible for a full or partial scholarship. For scholarship opportunities, please visit www.rsm.nl/msc/scholarships and www.grantfinder.nl. For example, RSM offers excellent students without an EU/EEA nationality various scholarships, such as:

- ▶ RSM non-EEA Scholarship of Excellence (minimum GMAT score 700)
- ▶ Orange Tulip Scholarship (minimum GMAT score 600)
- ▶ Holland Scholarship (minimum GMAT score 600).

VISA, IMMIGRATION AND ACCOMMODATION

Our website provides you with practical information about visas, immigration permits, working in the Netherlands, accommodation in Rotterdam, health and insurance, as well as sports and recreation. www.rsm.nl/welcome

There are several ways to find suitable accommodation for the duration of your studies at RSM. Options include furnished and unfurnished accommodation, on-campus accommodation as well as housing off-campus. Once you have been accepted into one of our programmes, we will provide you with all the information you need to start your search for a place to live. Early applicants will find it easier to obtain housing than those who apply late, who may not be offered a place in time for the start of the programme, so please apply as early as you can. www.housing.eur.nl

APPLICATION AND ADMISSION

All students will be assessed on academic background, grade point average (GPA), motivation and relevant test scores such as GMAT and TOEFL or IELTS. For the MSc International Management/CEMS an interview, assessment and additional language requirements will also be part of the selection procedure. An interview will also be conducted for the MSc in Finance & Investments Advanced.

Currently enrolled RSM bachelor graduates must check SIN-Online for instructions on how to enrol in the one-year MSc programmes. Non-RSM bachelor graduates must apply for admission through our online application system (OLAF). You can find information about the entry requirements and application process on our website.

www.rsm.nl/masteradmissions

APPLICATION DEADLINES

A rolling admissions policy is in effect for all programmes except IM/CEMS and MSc FI Advanced. We will accept qualified applicants on a first come, first served basis until the programmes are full. This means that it is possible for the application phase of a programme to close before the stated deadline. To increase your chances to be accepted, we advise you to apply to a programme as early as possible. Please note that we can only offer you admission to a programme if your application is complete and you meet all of the admissions requirements. Our application deadlines are strictly upheld.

The following application deadlines apply to RSM MSc programmes:

International Management/CEMS	▶ 31 January 2017
Finance & Investments Advanced	▶ 31 March 2017
ERIM Research Master in Business and Management	▶ 1 May 2017
Accounting & Financial Management	▶ 15 May 2017
Business Information Management	▶ 15 May 2017
Finance & Investments	▶ 15 May 2017
Global Business & Sustainability	▶ 15 May 2017
Human Resource Management	▶ 15 May 2017
Management of Innovation	▶ 15 May 2017
Marketing Management	▶ 15 May 2017
Master in Management	▶ 15 May 2017
Organisational Change & Consulting	▶ 15 May 2017
Strategic Entrepreneurship	▶ 15 May 2017
Strategic Management	▶ 15 May 2017
Supply Chain Management	▶ 15 May 2017

Please note that if you want to apply for the RSM non-EEA Scholarship of Excellence OR Orange Tulip Scholarship OR Holland Scholarship, the deadline of application will be **1 March 2017**. This means that on this date you need to have submitted an application which is complete, including GMAT and English proficiency scores. If you fail to do so, we cannot process your scholarship application.



MEET US

THERE ARE SEVERAL WAYS TO FIND OUT MORE ABOUT THE MASTER PROGRAMMES AT RSM AND TO TALK TO ENROLLED STUDENTS AND STAFF MEMBERS

OPEN DAYS

We host open days where you can meet our admissions representatives, academic directors and students in person. You can also join information sessions per master programme so you can get more insights of the content of each programme.

Join our open days on 24 November 2016 and 16 March 2017.

For more details visit: www.rsm.nl/msc/meet-us

MONTHLY VIRTUAL INFORMATION SESSIONS

Our admissions team hosts a live virtual information session about our MSc programmes every month. You can also use these sessions to ask questions. You can participate in these live sessions from anywhere in the world as long as you have an internet connection. For the scheduled dates of the virtual information sessions are posted on the Meet Us webpage. www.rsm.nl/msc/meet-us

FACEBOOK

You can ask our current MSc students about studying at RSM through our Facebook page. Each master programme is represented by a student who will gladly answer your questions about life at RSM. talktoastudent.rsm.nl/graduate-masters

MASTER STUDENT FOR A DAY

Attend one of our MSc programme lectures to experience life as an RSM student for a day. Please check the Meet Us webpage for how to join in.

REPRESENTATIVES WORLDWIDE

We might have a representative in your own country who can tell you more about RSM's MSc programmes. Please check the Meet Us webpage for contact details of our representatives around the world. www.rsm.nl/msc/meet-us

BROCHURES

Tell a friend about RSM's master programmes, or request a digital version of this brochure or any other RSM material – such as our ranking overview – by sending an online request.

www.rsm.nl/msc/brochure

MORE INFORMATION

Questions? Please use our online form to contact us directly.

www.rsm.nl/contactmsc

Check out RSM's online events calendar to find out when we're visiting a city near you, how you can attend events and how to join virtual information sessions.

www.rsm.nl/events



You can also follow us on: ▶ Twitter: @RSMErasmus
▶ Weibo: 鹿特丹管理学院RSM
▶ WeChat: RSMErasmus

FINANCIAL TIMES GLOBAL MASTERS IN MANAGEMENT RANKING 2015



Master in Management Ranking 2015

2015	Three-year average	School name	Country	Programme name	Weighted salary (US\$)	Value for money rank	Careers rank	Aims achieved (%)	Placement success rank	Employed at three months (%)	International faculty (%)	International students (%)	International mobility rank	International course experience rank	Company internships (%)	Rank in 2015
1	1	University of St. Gallen	Switzerland	Master of Arts in Strategy and International Management	89.600	4	23	95	3	100 (92)	77	89	7	1	100	1
2	3	HEC Paris	France	HEC MSc in Management***	83.309	34	12	93	5	97 (68)	65	44	6	6	100	2
3	5	ESSEC Business School	France	MSc in Management***	81.712	44	4	92	11	94 (80)	51	33	9	9	100	3
4	5	CEMS	See table note*	Masters in International Management	68.774	10	34	90	28	95 (65)	98	94	5	4	100	4
5	6	Rotterdam School of Management, Erasmus University	Netherlands	MSc in International Management	80.114	16	22	91	20	87 (98)	47	70	1	5	81	5
6	-	London Business School	UK	Masters in Management	77.006	37	64	94	9	97 (96)	86	96	3	41	75	6
7	5	ESCP Europe	France, UK, Germany, Spain, Italy	ESCP Europe Master in Management***	69.359	53	26	91	12	88 (63)	71	76	13	10	100	7
8	5	WHU Beisheim	Germany	MSc in Management	98.123	14	20	94	1	95 (93)	25	21	46	34	100	8
9	13	Università Bocconi	Italy	MSc in International Management	70.193	42	19	91	8	93 (49)	30	22	4	22	100	9
10	8	IE Business School	Spain	Master in Management	72.569	50	7	89	36	95 (88)	58	65	15	45	34	10
11	-	EBS Business School	Germany	Master in Management	85.066	33	9	95	10	85 (86)	24	42	43	30	82	11
12	9	ESADE Business School	Spain	MSc in International Management	65.029	38	16	90	17	94 (95)	31	79	2	24	46	12
13	19	WU (Vienna University of Economics and Business)	Austria	Master in International Management	64.699	21	43	89	66	95 (100)	23	48	14	2	100	13
14	16	Mannheim Business School	Germany	Mannheim Master in Management	82.109	7	42	92	25	96 (80)	22	23	66	21	96	14
15	16	Indian Institute of Management, Ahmedabad	India	Post Graduate Programme in Management	99.544	65	3	86	2	100 (97)	3	0	72	56	100	15
16	16	Indian Institute of Management, Calcutta	India	Post Graduate Programme in Management	92.964	45	1	87	4	100 (98)	1	0	59	59	100	16
17	12	HHL Leipzig Graduate School of Management	Germany	MSc in Management	90.776	32	60	94	6	90 (89)	19	18	63	13	100	17
18	16	EDHEC Business School	France	EDHEC Master in Management***	57.119	61	32	88	19	96 (87)	38	37	26	18	100	18
19	17	Imperial College Business School	UK	MSc in Management	56.864	73	41	90	29	90 (96)	92	86	12	78	10	19
20	16	Grenoble Graduate School of Business	France	Master in International Business	58.499	52	17	85	72	93 (73)	45	90	8	39	85	20

Footnotes

* The CEMS programme was taught in 26 different countries in 2012.

** Data in these columns are for information only and are not used in the rankings.

*** Grande École programme

‡ Limited access at master level. Undergraduate degree in management, business or economics required.



**I WILL RE-ESTABLISH
TRUST IN FINANCIAL
SERVICES**

Dorina Juhasz, Hungarian
Student, MSc in Finance & Investment



**I WILL CONNECT IT WITH
BUSINESS**

Ken French, Dutch
Student, MSc in Business Information Management



**I WILL EMBRACE EVERY
CHALLENGE WITH A
SMILE**

Pauline Sundt, Norwegian
Student, MSc in International Management/CEMS

I WILL. IT'S OUR MOVEMENT AND THE HEART OF RSM: THE BUSINESS SCHOOL THAT THINKS AND LIVES IN THE FUTURE.

RSM is a community that is not afraid to show ambition or commitment. These are three of the thousands of commitments made by current RSM students, faculty and staff in the spirit of I WILL – a way to share ambition with the world and make it a reality. www.rsm.nl/iwill



facebook.com/iwillrsm

iWILL

**Rotterdam School of Management
Erasmus University**

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13:00 – 15:00 Central European Time
(UTC + 1 hour or 2 hours in summer)

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Member of



WWW.RSM.NL/MASTER

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