International Action Learning
Executive MBA®

www.bsnmba.org
Welcome to Business School Netherlands, a Dutch University of Applied Sciences

We have been active in the development of business professionals for around thirty years, and we continue to expand our provision of Action Learning programmes beyond the boundaries of the Netherlands, creating a global Action Learning community of business leaders, all following the same steps to success, the ever revolving; diagnose – plan – do – reflect

We established the business school in 1988 based upon our belief that the courses available failed to meet the actual training and development needs of business managers. We developed our courseware built on a sound MBA portfolio and in the process became market leader in the Netherlands. We continue to grow to this day with the same courage of our convictions and belief that our Action Learning MBA is the best option for a business world that is constantly changing and needs an MBA that focuses on real, complex organisational problems.

We have learnt from our past experience, which means that we constantly assess each new situation, and make our decisions based on our vision of success. With these values in mind, we endeavour to inspire our whole student body, so that as business managers, they will grow and develop in the best possible way, establishing themselves as true professionals within their competitive environments.

Juanita Bouwer
Head of English Programmes

Our Mission

Our ambition is to be an enabler in the development and success of managers and organisations worldwide, through unique Action Learning programmes providing answers to current Management issues.
Action Learning

Action Learning centres on the continued development of established talents, growing levels of confidence and optimising obtained competencies. The simplicity of Action Learning is that as a working methodology, it can be implemented into most training and development environments; making it one of the most flexible training tools available. Essentially, Action Learning requires asking pertinent questions to probe deep into the issue. The problem may appear to sit at surface level, but more often the real issues lie buried deep. Questioning and just as importantly listening will unveil the true issues; we will show you how.

The simple steps to the success of Action Learning are diagnosing the problem, plan a means to resolve the issue, implement the change, and finally reflect upon the results. Most MBA programmes end at the project write up, but the actual learning comes from the implementation and reflection phase.

World Institute for Action Learning

We are the first European institution to become affiliates of the World Institute for Action Learning (WIAL). With such an outstanding organisation backing our activities, these steps signal our intent to excel even further as a rigorous practitioner of this powerful learning methodology. This strengthening our internal Action Learning practices, only serves to improve our efforts to enable managers in their development towards success in their respective organisations.

An International Business School

For many years, we have maintained an international vision and scope; outside of our Netherlands head office campus, we are active throughout other European countries, the African Continent and Asia. Our programmes are offered in various languages, contributing to the professional growth of managers and business leaders internationally. Through the development of our ‘flagship’ English Language International Action Learning MBA, we have the potential to create Action Learners within a global village context.

Professional Study Environment

As a business manager, you expect a professional environment in which to study, and we are proud to say that our
approach is professional yet personal. All class environments are established with like-minded professionals, so when you share your experiences and examine your issues in a group setting, you can be confident of qualified, competent discussions with your sparring partners. Class interactions are always of the highest level and because you are reviewing workplace issues, always directly relevant to your own working environment. As a manager you learn through experience, by taking action and addressing problems, you run the risks and realise the results! That is Action Learning.

Lifelong Learning
Once established, you will soon realise that the Action Learning methodology benefits you in all aspects of your personal life and professional career. The simple cyclical process and the research methodologies learned, equip you like no other education or training programme. This working method provides a new vision on leadership techniques that will benefit your career through the management ranks and beyond.

Renowned Faculty
Our approach is a different compared to other business schools. The unique differentiation separates us from the conventional approach. This is also reflected on our faculty. Renowned professionals with extensive business experience are the requirements for our part time faculty members. Topical, relevant information is what is required in a class of busy professionals, so our faculty are equipped with the most up to date references, to ensure that you the student benefits from the highest-level interactions.

Market Leader
With an annual MBA student intake of approximately 200, we are one of the largest business schools in the Netherlands. Additionally with an undisputed “number 1 on programme content” consistently in the last three biannual rankings from the Dutch ranking body and publication, Intermediar, no wonder we are proud of our market leader status and regarded as experts in the field of MBA programmes.

We are different because . . .
It’s real time, real life, project based

The traditional approach is to teach students an overwhelming amount of theory and ask them to apply the theory on one or more specific problems or cases. You could be building a career in retail but be asked to learn all about intricacies of producing biochemical products. Would that be relevant to you? Probably not. Would that be exciting? In general, possibly not.

At Business School Netherlands, we recognise the fact that the body of knowledge is growing exponentially. Even the most sophisticated student is not going to fathom it all in a lifetime, let alone during a two-year course. That’s why we look at the academic part of the MBA from a different point of view. We start with the problem, your problem, a relevant issue that your organisation needs to solve. Once identified, you will learn to critically evaluate the available knowledge in the respective field, weigh the alternatives and propose an appropriate solution.

But it doesn’t stop there. The Action Learning concept recognises that only when we have implemented the solution and seen the result, real learning takes place – We don’t take credit for that though – Confucius worked it out ages ago with his renowned statement: ‘I hear and I forget’, ‘I see and I remember’, ‘I do and I understand’.

Mission Statement - MBA Programmes
Offering Postgraduate degree programmes for the experienced manager and management trainee in order to improve their knowledge and skills to be able to operate now or in the near future as a responsible and capable manager or director or consultant within strategic positions in profit and non-profit organisations.
Our English languaged MBA programme attracts managers and business leaders from various continents. This MBA for executives is the perfect educational training programme for the busy professional where relevance, excellence and flexibility are key criteria. Blended study methods neatly combine with international conferences; offering a true Action Learning MBA, convenient for the business traveler.

Action Learning – Project Based
From the outset, as an International Action Learning MBA student you will focus 100% on topics of relevance to you and your organisation. Through research and discussion, you will discover methods to resolve issues and implement new plans; applying change through action. You will complete four in-house assignments; Action Learning Projects (ALPs) aimed at issues of departmental level. Then the completion of the Dissertation, tackles a strategic organisational predicament where various research methodologies also come in to play.

Replicates the Global Business Environment
Those that address problems alone stand alone, but those that form a strong team and tackle a problem in a cohesive, synergistic manner, ask challenging questions and devise the strongest of formulas for change, they therefore realise their goals in an empowering fashion. For this reason, your classmates, from various business backgrounds, are your winning team. With whom you question and challenge, and formulate the perfect plan of change for the toughest of workplace issues. Initially you will be part of an intake of no more than 40 students. During the first international conference, you will be assigned to a geographically strategic set of between 4 and 8 students. This will simplify the opportunity for regular interaction, which is a fundamental aspect of Action Learning.

No Conventional Examinations
Assessment is based upon the areas that are relevant to professionals in a leadership position; we will appraise your diagnosis of the problem, your plan of action, your field research, your evaluation of the situation, and how you implement the plan to resolve the issue. Finally, we will assess your personal reflection of the situation; what you learned through the process and what if anything will change next time. This way we can gain an appreciation of how you fulfil your role as a business manager and leader, and importantly how you develop your managerial and leadership skills throughout the programme.
**Action Learning in Action**

*Having graduated over 4000 Action Learning MBA managers from various continents, we have demonstrated the flexibility of Action Learning as a highly effective method for training and development of leaders and managers within organisations.*

Through the Action Learning process, individuals are open to and respond better to change and change management. Apply this principle to a set of business leaders and the results are empowering. Whilst change is occurring in the first instance at a local level, it is the learning process and the learning outcomes that have a proliferative effect on organisational changes of a strategic nature. Therefore, an organisation that implements Action Learning processes, at its heart of defining change, only serves to potentiate the abilities and motivation of its staff. Not only does the organisation benefit from having Action Learners within its management team, the added value is the return on investment demonstrated; whilst changes occur in time, on budget and in-house.

Imagine your own internal consultancy team, keen to discuss issues, challenge decisions and implement changes that work to the good of the organisation, all based upon referenced reviews and the experiences of fellow experts. Few MBA programmes can offer such a beneficial return on investment to an organisation.

It is an age-old issue: how does an organisation foster the continued focus of key personnel whilst encouraging them to optimise skills and develop diverse perspectives? Our programmes work harder for your organisation so that you can work smarter.

Whilst following our Action Learning MBA your managers will continue their daily workload and carry out a series of change projects as they progress through the programme. They will diagnose problems and offer educated solutions for implementation. They now have a stake in the on-going change process and development of the organisation; your investment is their investment.

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*It has been a worthwhile experience. Knowledge gained during the program has been of tremendous help to my career. Thank you BSN.*

BSN provided an unprecedented action learning environment which improved my sense of administration and leadership. It is indeed worthwhile after all.
How the International Action Learning MBA® can benefit your organisation

- Subject areas are 100% relevant to your company, and learning outcomes offer significant strategic solutions
- Return on Investment is directly measurable through implementation of change projects, showing tangible results
- Action Learning methodologies will spill over into other areas of the professional environment, skill and competency enhancement
- Networking possibilities are endless and ensure learning opportunities with every interaction, broadening of horizons
- Professional development and career aspirations are met, ensuring retention of key personnel.

BSN action learning program has provided me with great leadership skills which I will apply in my personal and work life.

I never had the experience of reading. Now I do. I am able to clearly solve challenges without much effort. I think better and manage the time more effectively.

This program has been very engaging for me. I recommend this programme to every business person. There is always something new to learn.
## PROGRAMME STRUCTURE

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### ACCELERATED EXECUTIVE MBA FOR CEOs

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### 50% DISCOUNTS PER MODULE

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Our International faculty members are experts in their specific market sectors working for and with multinationals worldwide to ensure the most productive study environment. They are specialists and management development trainers with impressive service records. Business School Netherlands guarantees the latest knowledge and developments in our topical and applicable curriculum. In total, our faculty consists about 80 Tutors but we have highlighted a selection to give you an overview of their talents and expertise.
Business School Netherlands has earned worldwide accreditations for its Action Learning, practical problem solving MBA, that transforms graduates into problem solvers.

Apply for our Executive MBA and DBA Programmes today

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Excited about the BSN Action Learning MBA?
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