The background of the entire page is a solid orange color. On the left side, there is a large, semi-transparent graphic consisting of several overlapping silhouettes of people in business attire, appearing to be in a meeting or discussion. The silhouettes are filled with a pattern of diagonal white lines. The overall composition is clean and professional.

*International Action Learning MBA<sup>®</sup>*

**businessschool<sup>™</sup>  
netherlands**  
*the action learning business school*

[www.bsn.eu](http://www.bsn.eu)

**Welcome**

***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.

Our vision is to be the best business school, so that in turn our students will aspire to be the best leaders and business managers, benefitting their personal development, professional career and the organisations that have faith in their ability to deliver.

Juanita Bouwer  
Head of English Programmes

**Mission Statement – The Institution**

*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.*

# Why Business School Netherlands

## 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 the 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

By now you will have realised that our approach is a little different compared to other business schools, and we do not apologise for that. The fact is our differences just make us stand out from the norm so it will be no surprise to discover that we differ with regard our faculty too. 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 bio-chemical 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

## ***International Action Learning MBA®***

*Our English language 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 traveller.*

### ***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 you 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.





## Structure

### ***Valued Student Support***

From the outset, our specialised coaches encourage student interaction and lively discussion within the virtual class environment. Renowned module instructors and our in-house staff play a vital role during your visit with us at the international residency conferences. Here you have the opportunity to ask the most challenging of questions, dispute theories and exchange inspirational experiences. Once back in your own surroundings, the accessible virtual class is the place for continued inquisitive, taxing, and lively interaction with the whole group, your set or your set facilitator.

### ***Library Access***

With the additional support of our immense database of online journals, periodicals and management reviews, whatever your subject of interest, there is no problem in finding topical, significant and relevant information at the click of your mouse. Demonstrate that you have fully researched your topics of interest, with the aid of this incredible reference tool accessible from all corners of the globe.

### ***Accreditation***

The **International Action Learning MBA** is accredited by the American Accreditation Council for Business Schools and Programs (ACBSP) and is a variant of the Distance Learning MBA, which is accredited by the Accreditation Organisation of the Netherlands and Flanders, the NVAO. The Swiss accreditation body, eduQwa, has rewarded BSN with an institutional accreditation that ensures a high standard of quality.

### ***The Perfect Stepping Stone***

For those looking to continue beyond Master level education, the **International Action Learning MBA** is the perfect stepping-stone on the journey to continued success, learning and breakthrough.

## ***Programme Structure***

The three phases of the **International Action Learning MBA**:

### ***Phase 1***

Here we lay the theoretical foundation upon which your future study will be based; this creates a common conceptual framework for the whole set whilst you follow the **International Action Learning MBA**. You will write an Organisational Analysis of your company as well as an Action Learning Literature Review. This is based upon your current leadership skills and competencies, and you will be encouraged throughout the programme to consider areas for development.

### ***Phase 2***

Kicks off with a 9-day inspirational residential conference at one of our international campuses in The Netherlands this is the perfect setting to inspire and be inspired, share experiences and soak in the wealth of knowledge that is available during these vital days. You will meet for the first time, your fellow classmates from different countries and possibly have the opportunity to network with students from other **International Action Learning MBA** sets.

There are two 9-day residential conferences during this phase, each approximately six months apart, and subdivide the phase into two distinct blocks covering the following core modules.

.....

*“By starting the International MBA I embarked on one of my most exciting journeys so far in life. The International MBA was a logical choice for me, a wish that had been going through my mind already for several years. Working as an export manager means travelling frequently and therefore flexibility in time schedules is crucial.”*

.....

**Block 1**

- Strategic Management (SM)
- Marketing Management (MM)
- Operational Management (OM)

**Block 2**

- Human Resources Management (HRM)
- Financial Management (FM)
- Information Management & Internet Strategy (IMIS)
- International Management (IM)

Following each international conference, students work in small teams / sets, on the Action Learning Projects (ALPs) that they identified during the conference, aiding and challenging each other as a project team. Assessment for Phase 2 will comprise of core course tests as well as the submission of your 4 ALPs.

Recipients of the partial Business School Netherlands Scholarship would need to focus one of their ALPs on a community based project.

Students have access **24:7** to the virtual class environment, where continued networking, discussion, and exchanging of experiences is encouraged, supported and coached by one of our renowned specialised facilitators. Where student numbers permit (minimum 4 students), geographical sets will be established for additional face to face interaction.

**Phase 3**

Rounds up the successful conclusion of your MBA by completing the Dissertation and Research Methodology. This Dissertation differs from the previous 4 ALPs produced during Phase 2, by addressing a problem or challenge within your organisation that is considered of strategic value to the company.

The Internal Examiner provides continued support during this final phase.

**The International Action Learning MBA® Structure**

Phase 1	Phase 2				Phase 3
Organisational Analysis & Action Learning Literature Review	Block 1		Block 2		Dissertation & Research Methodology
	International Conference	ALPs & Theory Tests	International Conference	ALPs & Theory Tests	
	9 Days		9 Days		
2 Months	8 Months		8 Months		6 Months

\* Note: A maximum of 48 months is available for completion of this programme, however, an additional fee will be initiated as of month 37.

\*\* Note: We offer the opportunity to customise the **International Action Learning MBA** to country specific market requirements, which will lead to a specialised industry specific International MBA qualification.

## **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.

**The following list of organisations have benefitted from having one or more employee follow an MBA programme with Business School Netherlands:**

**Adidas**  
**Akzo Nobel**  
**Cap Gemini**  
**Columbus Stainless**  
**Daimler Chrysler**  
**Delta Lloyd**  
**KPMG**  
**Heineken**  
**ING**  
**Johnson & Johnson Medical**  
**Royal Dutch Ministry of Defence**  
**Nike Europe**  
**Old Mutual**  
**Philips**  
**PricewaterhouseCoopers**  
**Rabobank**  
**Shoprite**  
**Stefanutti Stocks**  
**Timken**  
**Unilever**



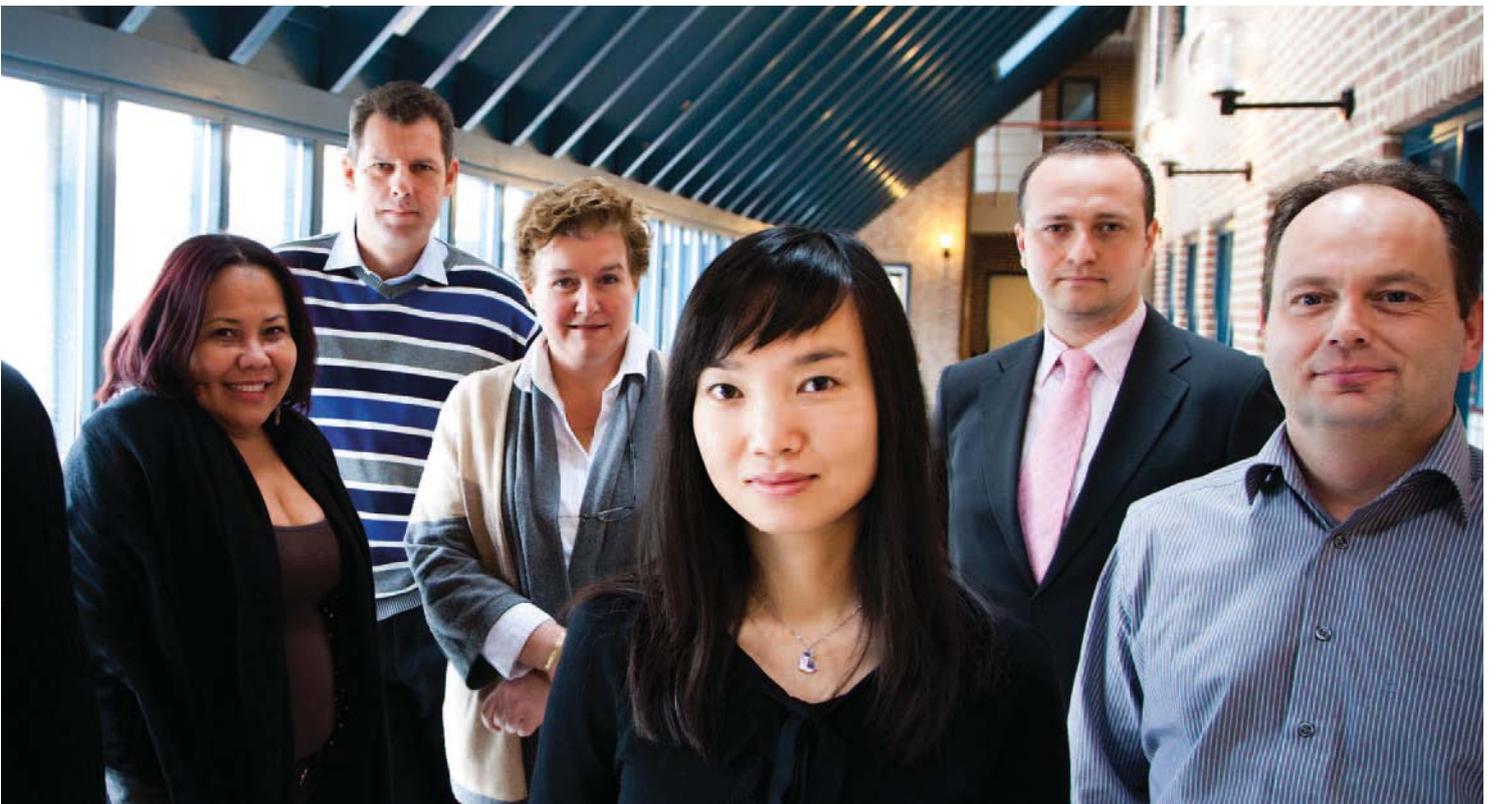
It is an age-old issue: how does an organisation foster the continued focus of key personnel whilst encouraging them to optimise skills and develop diverse perspectives? Our programmes work harder for your organisation so that you can work smarter. Whilst following our Action Learning MBA your managers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

### ***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
- Just two 9-day international residency conferences, more time dedicated to the working environment
- 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.

### ***Admission requirements International Action Learning MBA®.***

1. The applicant:
  - a. holds (an equivalent of) a Bachelor's degree or higher,
  - b. is a manager or management trainee,
  - c. has a minimum of 2 years appropriate and relevant post graduate work experience,
  - d. has approval from his/her organisation to do research and execute practical assignments within their work environment,
  - e. has internet and e-mail access and
  - f. should the applicant's mother tongue not be English he/she will require a TOEFL or IELTS language test. The minimum pass mark for TOEFL is 550 (paper); 213 (computer) or 79/80 (internet based) and IELTS 6.0.
2. In addition to 1a.: Mature and experienced applicants who do not hold such a degree, may also be considered. The guideline here is a minimum of 7 years demonstrable, appropriate and relevant postgraduate work experience.
3. In addition to 1b: Applicants who are not in a formal management position but to whose professional development the learning programme will significantly contribute, may also be considered. This would apply to professionals who operate at post graduate level but are not necessarily (continuously) involved in management of people or a department. (For instance; policy officers, accountants, consultants etc.).
4. Based on a thorough verification of submitted documents in respect to the above and, if deemed necessary, a personal interview, BSN will determine the applicant's aptitude to participate in an Action Learning MBA programme.



## Who to contact?

If you would like discuss enrolment procedures for the **International Action Learning MBA**, or learn more about business opportunities with Business School Netherlands and our international division please do not hesitate to contact:  
T.: +31 (0)344 57 90 30  
E.: [international@bsn.eu](mailto:international@bsn.eu)

The International Partners of Business School Netherlands throughout the world are:

- Algeria
- China
- Czech Republic
- Curaçao
- Egypt
- Ghana
- Nigeria
- South Africa
- Suriname
- Tanzania
- Uganda
- Zambia

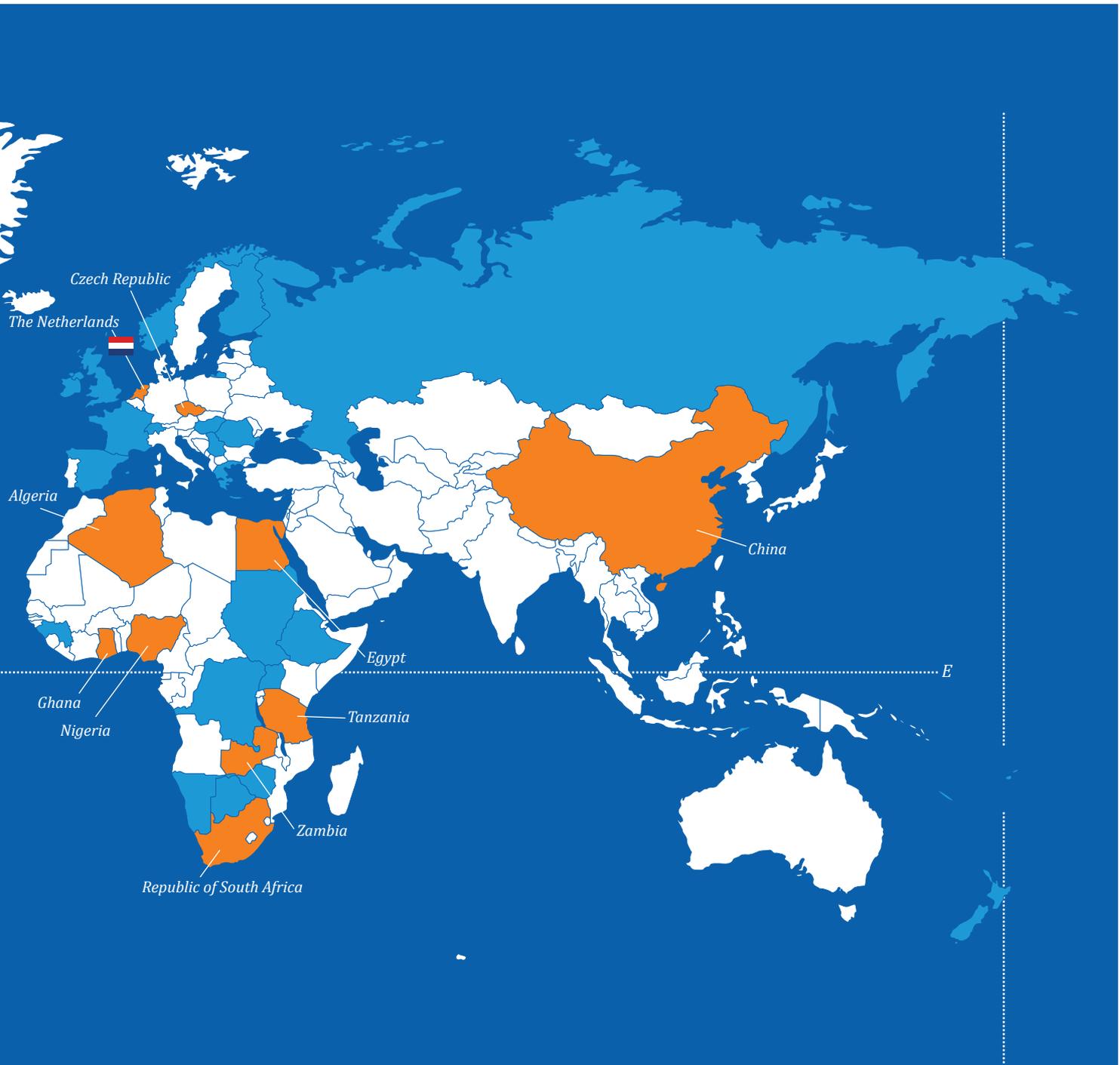
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*International Business Units*

 Countries where BSN students and alumni can be found

 Countries where BSN has a physical presence

