



*International MBA[®]
Locally Supported*

**businessschool[™]
netherlands**

the action learning business school

Welcome

***Welcome to
Business School Netherlands,
a Dutch University of Applied Sciences***

We have been active in the development of business professionals for around twenty-eight 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.



In partnership with

StatMind Institute for Management and Development

StatMind Institute for Management and Development, located in Zambia, is the African branch of the Dutch company, StatMind BV, which is situated in the Netherlands.

StatMind's aim is to set the standard for academic and applied strategy orientated research and training in Africa, and offers a range of research and education related services.

StatMind's business philosophy is focused on the links between education, research and consultancy: we advise public and private organisations on their long-term strategies based on our own ongoing economic and business research agenda.



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.

Focus on action.

While we ensure that our theoretical knowledge is fully tested during your studies, our focus is not on finding out how well you can remember hundreds of pages of theory and formulas, but rather on how well you can apply the knowledge you have gained, take action and learn then from you're actions.

As you complete each core course you will accumulate marks based on how well you have researched the available knowledge, evaluated the possible solutions and finally implemented your proposal – after all is that not what management is all about? As Peter Drucker said: 'What managers manage is change – the rest is administrative'.



But what if my next job takes me into chemical engineering or some other area that was not covered, you may ask. Would I have missed out on valuable knowledge? Probably not. Because the reality is that the shelf life of knowledge in our rapidly changing world, is not very long. If you did an MBA in E-commerce two or three years ago you would probably have to revisit the theories today, as most of what was considered the truth then is now considered obsolete. Moreover, once you have mastered the art of researching the body of knowledge and selecting the theories relevant to your current problem, you can apply this skill to any challenge you may face in the future, even if this challenge is of a completely different nature than the problems you are tackling now.

That is why we at Business School Netherlands, believe that the most important part of doing an MBA is learning to learn. If you develop the skills to analyse a problem, can identify the core issues, and know where to look for possible solutions and ideas, you are better equipped to cope with tomorrow's challenges than anyone who can recite yesterday's theories.

Simplified, it is the age-old story of how to best help a hungry man. Give him a fish or help him make a fishing rod... We are definitely more in favour of the fishing rod approach.

We realise that this is not the mainstream way of thinking – and frankly, we are quite proud of that – but this does not mean that what we offer is not a serious MBA – it is just unconventional and proactive – but then, so are most of the managers that study with us.

Seriously unconventional...

Business School Netherlands has been delivering Action Learning MBA's around 28 years now. We are the largest Dutch business school, a Dutch University of Applied Sciences and recognised by the official Dutch accreditation board, the NVAO.

Action Learning takes your MBA out of the auditorium and into your daily life

Business School Netherlands is not alone in its recognition of the value of Action Learning! Progressive organisations such as Shell, Exxon, General Electric, Unilever, Rabobank and Motorola, also believe in the Action Learning approach and have achieved amazing results in the field of problem-solving, innovative development, reducing operating costs and becoming learning organisations.

With an annual MBA student intake of approximately 600, we are one of the largest business schools in the Netherlands. Additionally with an undisputed "number 1 in 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.

You will experience...

Rather than 40+ classrooms.

The Action Learning MBA is based on maximum class size of 25 Students who interacts actively for full 3 days in a quarterly session at a serene environment. During the workshops, you will be exposed to challenging, fresh topics within the various management disciplines. Thanks to the involvement of all students from different sector of the economy and by this we exceed the quality of traditional lecturing.

You will be working closely with a small team.

A fundamental part of Action Learning is the interaction that takes place in small groups, we call them subsets: typically a group of 6-8 Students meeting each other on a bi-weekly basis face-to-face to engage in real-life problem solving. They contribute to this process with knowledge obtained during the workshops, suggestions based on their working experience and theories derived from individual research. Consequently, they provide each other with strong support and new perspectives. The workshops and the international character of the student group ensure that you will be exposed to a wide range of innovative solutions to real-life organisational situations all under the guidance of our Set Advisors who guide students during the programme physically.



Challenging study material.

Where the student of a traditional MBA basically studies, the structure and contents of established textbooks, the Action Learner utilises these books merely as reference material. The courseware of the Action Learning MBA comprises the latest subjects, covered by up-to-date articles and developed by international gurus. This does not only generate an inspiring platform for the workshops, but also ensures high quality study material that is as close to new thinking as we can possibly get. Recommended Textbooks and courseware are provided by the School to all students.

Save on study time.

From your first core course, you will be dealing with real issues in your own organisation. In fact, contrary to the traditional MBA, 40% of your study time will be spent within your own organisation on projects relevant to your work. As you learn, you experience the exciting changes taking place around you – and so will those that you work with and for.



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***Excited about the
Action Learning MBA?***

Contact us today at info@statmind.org to discuss enrolment.
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Your company will directly benefit.

In effect this means that your company will receive implementable solutions (developed under the guidance of highly proficient senior consultants) to seven key issues during the 24 months you are studying – once employers realise, that in fact they are getting valuable ‘consulting’ input, a highly competent employee and fresh perspectives on their business in the process, students normally find it easier to get their tuition fees co-sponsored by employers. It just makes plain business sense – the Return on Investment is amazing.

The Action Learning MBA®

This MBA is the perfect educational training programme for the busy professional where relevance, excellence and flexibility are key criteria. Blended study methods neatly combine with supported coaching sessions, offering a true Action Learning MBA, convenient for the business traveller.



Action Learning

From the outset, as an Action Learning MBA® student you will focus 100% of your time 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 multi-disciplinary Action Learning Projects (ALPs) during the period of your studies which broaden your learning and management and leadership ability to solve complex problems.

Your final project comprises a dissertation, during which time you will identify and research a strategic organisational problem or challenge.

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.

During the initial start-up of the programme you will be assigned to a geographically strategic subset of between 4 and 8 students. This will simplify the opportunity for regular interaction, which is a fundamental aspect of Action Learning.

Continuous Professional Assessment

At Business School Netherlands we assess your progress as a professional leader or manager based on several assessment methods which include:

- A logbook of learning for each core course in which you document your personal learning experiences
- An open-book examination at the end of each core course which tests your knowledge ability of core theory
- A number of multi-disciplinary Action Learning Projects which tests your ability to solve complex problems within your own organisation
- A dissertation which addresses a complex problem that is of strategic importance to your organisation
- Reflection of your learning experiences at the end of your studies through a self-reflection project called an Evaluation of Managerial Learning experiences during the period of your studies

Student Support

From the outset of the programme we support our students through bi-weekly subset meetings which occur throughout the period of your studies. Our students are coached by specialised learning coaches and tutors who use Action Learning principles and processes to encourage and motivate our students throughout their studies. Renowned business and academic practitioners and our in-house staff play a vital role during your visit with us at the international residency conference. 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 learning coaches and tutors continue inquisitive, taxing, and lively interaction.

Structure

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 Locally Supported Action Learning MBA is accredited by the American Accreditation Council for Business Schools and Programs (ACBSP).

The programme is a variant of the Distance Learning MBA, which is accredited by the Accreditation Organisation of the Netherlands and Flanders, the NVAO (CROHO No. 70053) and the Swiss accreditation body, eduQua, ensuring a high standard of quality.

Quality Validation

- CEDEO. Centre for Documentation and Evaluation of External Business Courses: a quality validation organisation undertaking quality assessments at Business School Netherlands clients.
- BSN is a registered University of Applied Sciences

The Perfect Stepping Stone

For those looking to continue beyond Master's level education, the Action Learning MBA® is the perfect stepping-stone on your journey to continued success and future learning.

Programme Structure

The phases of the Action Learning MBA® include:

Phase 1: Start-up Phase

During the introductory 4-day phase of your studies you will experience:

- An Introduction and Overview of the programme
- An Introduction to Action Learning from a practical perspective
- An Introduction to Research Methodology
- Training in Interpersonal Skills

Upon completion of the start-up you will be required to attend subset meetings every second week during which time you will be assisted by a Learning Coach who will coach the subset in the practical aspects of Action Learning while you research and analyse your own organisation. As an output for this phase you will produce an Organisational Analysis (OA) project of your own your company and you will also design your own Personal Development Plan based on your current leadership skills and competencies. You will be encouraged throughout the programme to continually reflect on your leadership skills and competencies and consider areas for personal on-going development.

In addition, you will be required to undertake a literature research project to develop your understanding of the theoretical fundamentals of Action Learning and present your findings in a written report.

Phase 2: Core Courses

On completion of your Organisational Analysis project and your literature review on Action Learning you will attend a series of multi-disciplinary core course workshops which focus on a range of Hot Topics in each of the seven core course disciplines. These workshops are specifically designed for you to interact and share your experiences with our

experienced and professional faculty and fellow students.

As you work through your core courses you will decide which disciplines you will focus on for your Action Learning projects. You will continue to attend subset meetings throughout the duration of your studies, during which time you will be coached through a Learning Coach who will assist you in the development of your Action Learning projects. You will be required to write an open-book examination prior to the start of each new core course.

Compulsory Core Courses include:

- Strategic Management (SM)
- Marketing Management (MM)
- Operations Management (OM)
- Human Resources Management (HRM)
- Financial Management (FM)
- Information Management (IM)
- International Management (Int. M)

In addition, the core course workshops may be supplemented with specialist Master Class electives to ensure that you receive the latest cutting edge thinking and interactive discussion in specialised areas of business management and leadership.

International Conference in Holland

You are required to undertake an international study tour to Holland for a period of six days as part of your academic studies. During this study block you will attend the following:

- A workshop on International Management
- A summary workshop in strategic management
- A Dissertation Dipstick workshop
- An advanced workshop on Research Methodology in preparation for your dissertation
- Master Classes on specialised topics
- Networking possibilities with other international students

Phase 3: Dissertation

The final phase of your studies requires you to identify a strategic problem within your organisation and then research and write a dissertation. You will be allocated an internal examiner who will provide you with support and feedback during this phase of your studies.

The IALMBA Timeline®

Phase 1	Phase 2	Phase 3
Start-up Phase (4 Days) Organisational Analysis, Personal Development Plan & Action Learning Literature Research Project	Marketing Management; Human Resources Management; Operations Management; Information Management; Financial Management; International Management & Strategic Management 6-day international conference (ACBSP accreditation) Two 9-day international conferences (NVAO and ACBSP accreditation)	Dissertation
2 Months	16 Months	6 Months
	24 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: Students are required to complete four multi-disciplinary Action Learning Projects and attend all core course workshops and write exams for all core course subjects.

Action Learning in Action

Having graduated over 3500 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
Shoprite
Rabobank
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 Action Learning MBA® can benefit your organisation:

- Return on Investment is directly measurable through implementation of the Action Learning projects
- The application of Action Learning thinking will spill over into other areas of your organisation, thereby resulting in the development of management skills and competency development
- The six-day international conference at the conclusion of your studies presents our students with significant networking opportunities
- Action Learning is a highly effective tool for leadership development
- Personal development and career development aspirations are met, ensuring retention of key personnel

Admission Criteria for the Action Learning MBA®

To make application you will need to meet the following eligibility criteria:

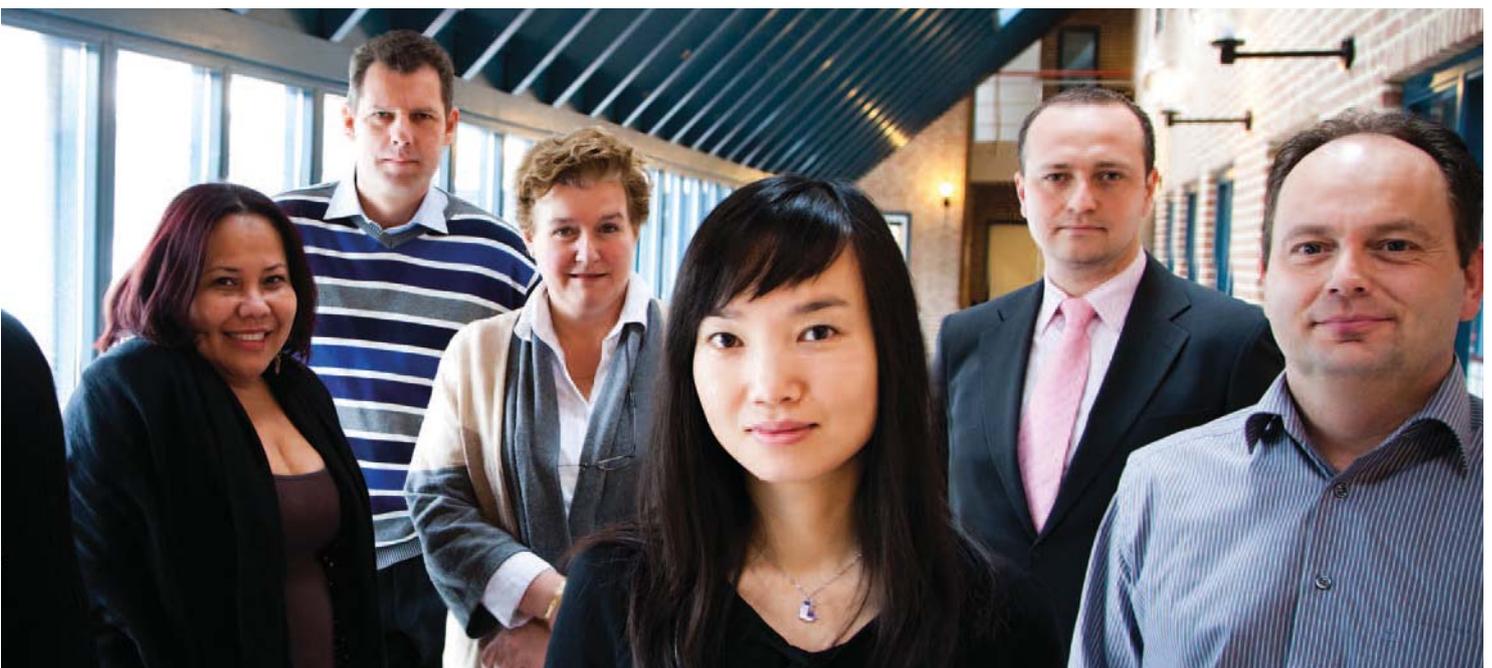
1. The applicant:
 - a. holds (an equivalent of) a Bachelor's degree or higher,
 - b. is a manager or management trainee,
 - c. has a minimum of 2 years appropriate and relevant post graduate work experience,
 - d. has approval from his/her organisation to do research and execute practical assignments 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. Additional 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. Additional 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.

Concluding

If you are:

- A busy manager with plenty of daily challenges
- Looking for a serious, but flexible MBA study
- A manager and want to interact with managers from different countries
- Interested in real time challenges

Then our Action Learning Methodology ensures that you will not only gain knowledge; you will also be advancing your career from the start.



Who to contact?

For further details and registration information please visit our national division at www.statmind.org or contact

StatMind Institute for Management and Development

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

- Algeria
- Cameroon
- China
- Czech Republic
- Curaçao
- Egypt
- Ghana
- Iran
- Nigeria
- South Africa
- Suriname
- Tanzania
- Turkey
- 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

