

Impact Education @ RSM

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Dean of Education



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Stage setting

—
Competence-based
education

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BSc & Impact

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MSc & Impact

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MBA & Impact

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Summary of strategies

Stage setting

Introducing RSM

RSM is part of Erasmus University Rotterdam

The renowned Erasmus University Rotterdam was founded in 1913

Erasmus University Rotterdam	Rotterdam School of Management, Erasmus University
	Erasmus School of Economics
	Erasmus School of Law
	Erasmus School of Social and Behavioural Sciences
	Erasmus School of History, Culture, and Communication
	Erasmus School of Health Policy & Management
	Erasmus MC
	Erasmus School of Philosophy
	International Institute of Social Studies
	Erasmus University College



Erasmus Research Institute of Management

- Full-time and part-time PhD programmes

- Bachelor programmes
- Master programmes
- MBA programmes
- Executive Education
- PhD in Management
- Open online courses

Size of the school



90+

Nationalities



184

Professors*

54% international

*Full, Associate and Assistant professors.
Researchers and lecturers are not included.



1,600+

Executive Education
participants



49,000+

Alumni

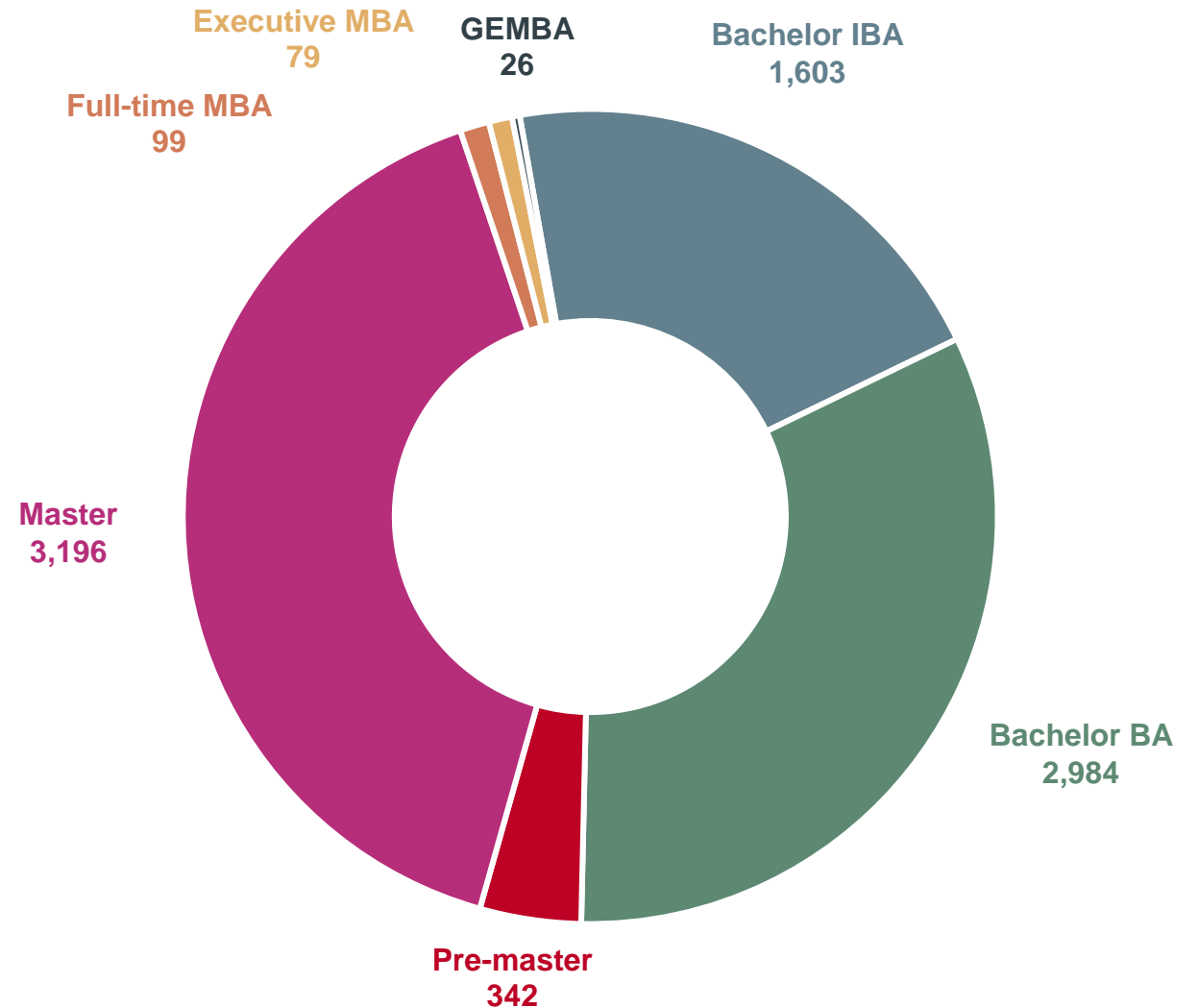
Size of the school

33% International students

67% Dutch students

99% International full-time MBA students

Total students



University rankings

**10th
worldwide**

Financial Times
Masters in Management
Ranking (2023)

**3rd
worldwide**

Shanghai / ARWU
Ranking for Business
Administration (2022)

**18th
worldwide**

QS World University
Rankings for Business
& Management
Studies (2023)

Our local alumni chapters



Our impact

Business development impact

In 2019, with the help of the Erasmus Centre for Entrepreneurship:

63

start-ups were facilitated in the Rotterdam region



9

start-ups were created in the Randstad region

Since 1970



1,000+

companies were founded by RSM alumni

RSM alumni occupy



270

senior and leadership positions in 158 local companies with 500+ employees

Financial impact

In 2019, RSM had an estimated financial impact of:



€471 million

in the Randstad region**

Educational impact

29,000

out of 42,000 alumni work in the region



Competence- based education

Moving to more application

RSM Educational strategy priorities

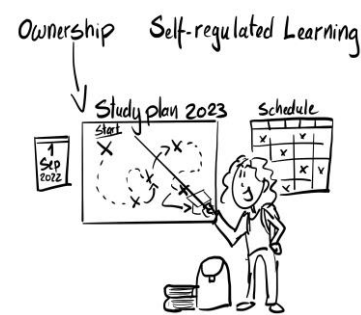
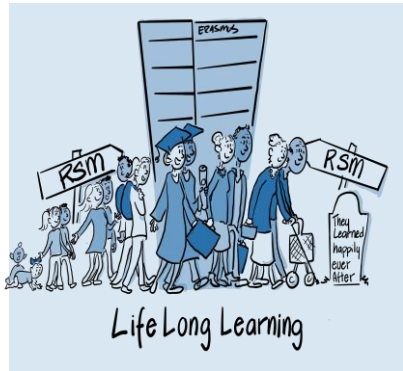
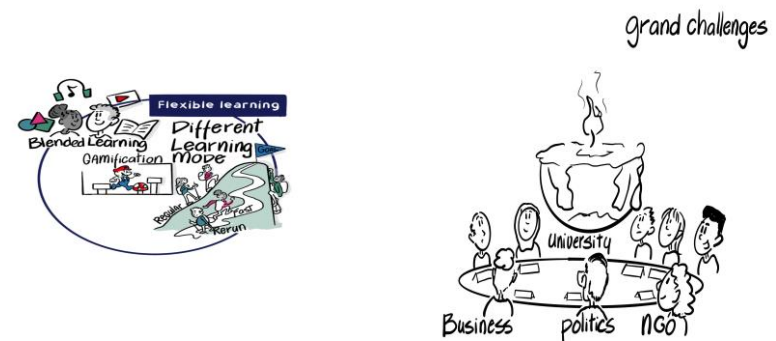
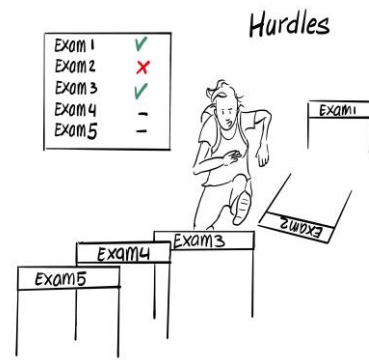
Strategic Priorities

Figure 1: RSM Strategic house

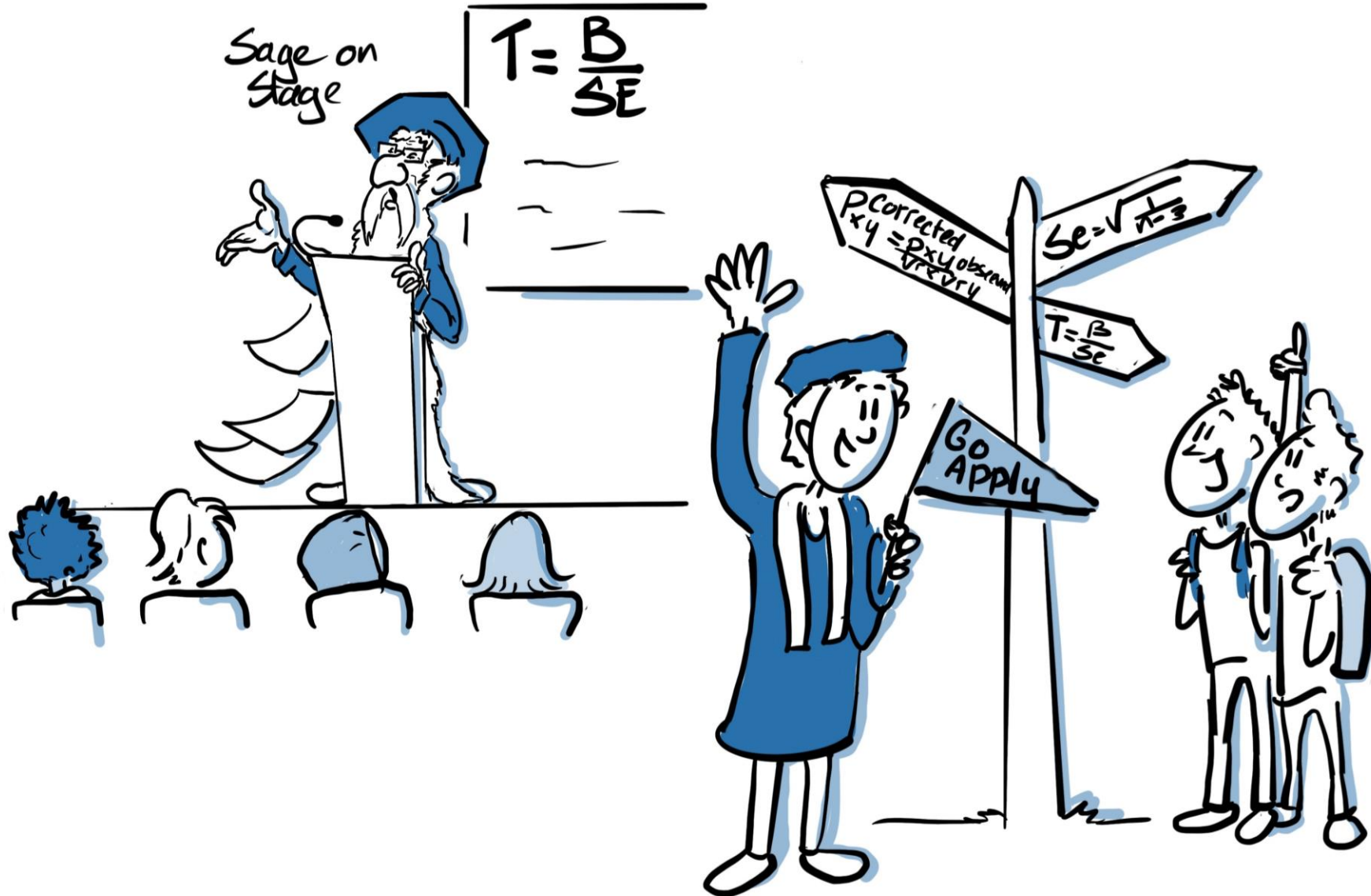


1: Enhance the quality of our educational offering		2: Ensure continuous curriculum improvements and innovation		3: Optimise our educational portfolio		4: Embed the importance of impact in education	
5: Grow our management education research footprint		6: Foster diversity, inclusiveness and well-being		7: Support and develop faculty and staff		8: Embrace digital transformation	
People	Processes		Systems		Space and facilities		Sustainability
Enabling conditions							

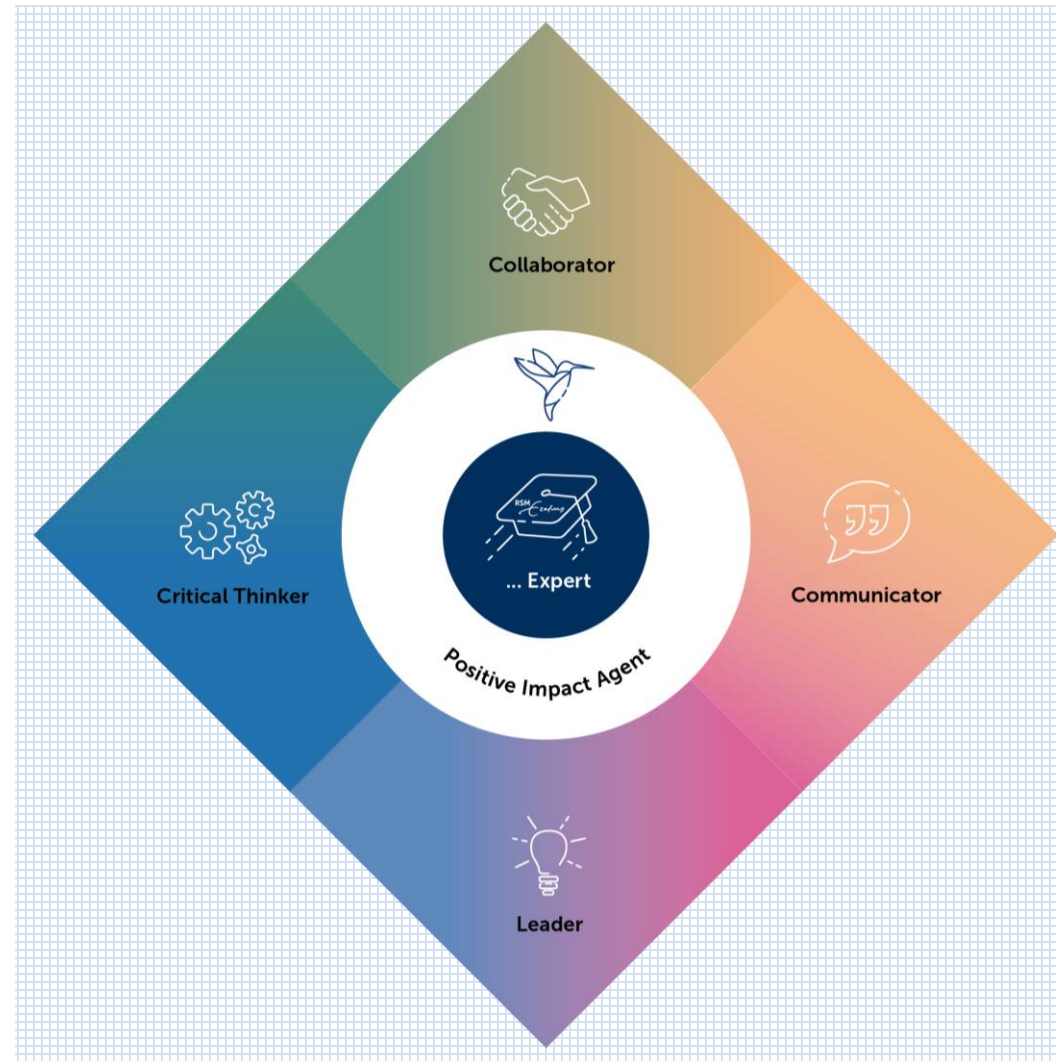
Competency-based education going forward... but why?



That also means different skill sets for (some) faculty



Competency-based education going forward



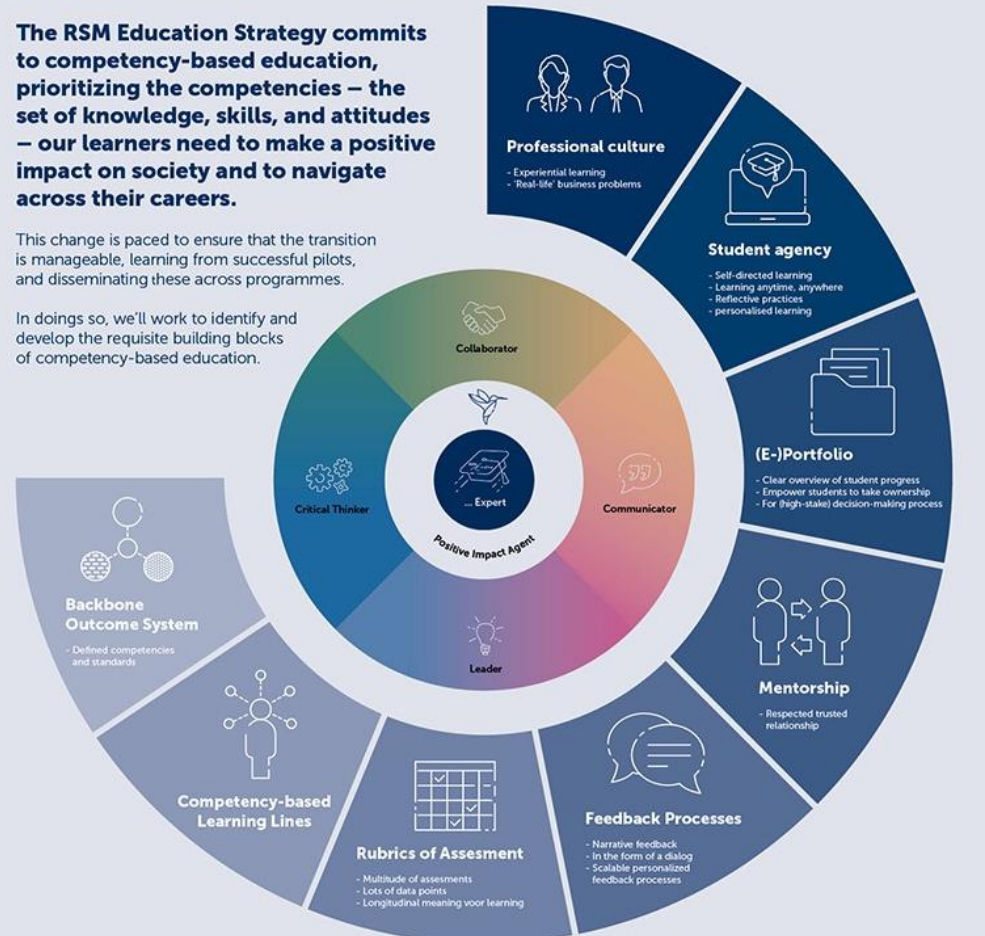
Competency-based education going forward

Competency-based Education

The RSM Education Strategy commits to competency-based education, prioritizing the competencies – the set of knowledge, skills, and attitudes – our learners need to make a positive impact on society and to navigate across their careers.


This change is paced to ensure that the transition is manageable, learning from successful pilots, and disseminating these across programmes.

In doing so, we'll work to identify and develop the requisite building blocks of competency-based education.



BSc & Impact

IBA Year 3: Broaden your horizon & deepen your knowledge

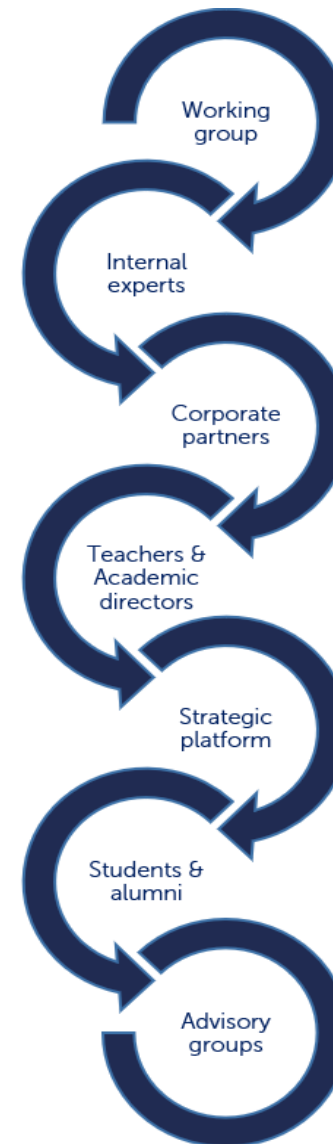
September - January			February - June		
Block 9	Block 10	Block 11	Block 12	Block 13	Block 14
<ul style="list-style-type: none"> ➤ Minor ➤ Internship ➤ Exchange <p>+ Elective(s)</p> <div style="text-align: center;">  </div>			Advanced Research Methods	Digital Business	
			<p><u>Choose a track:</u></p> <ol style="list-style-type: none"> 1. Analytical Decision-makers (data, operations) 2. Performance analysts (finance, accounting) 3. Behavioural Experts (marketing, diversity, behaviour) 4. Global Thinkers (international business, strategy, sustainability) 5. Business Developers (entrepreneurship, innovation, change) 		
			Track related course 1	Track related course 2	Track related course 3
			Bachelor Project		

MSc & Impact

How organisations are involved

Development process & implementation

- Created the competence framework 2021
- Applied it to HRM/OCC 2022
- Learning from the pilot – revising HRM in 2023
- Role out to SE/SM in 2023-2024, 2024 fully



MSc POC

Highly multi-disciplinary programme is a strength but... risks lack of coherence for students.

Create explicit coherence across the core courses

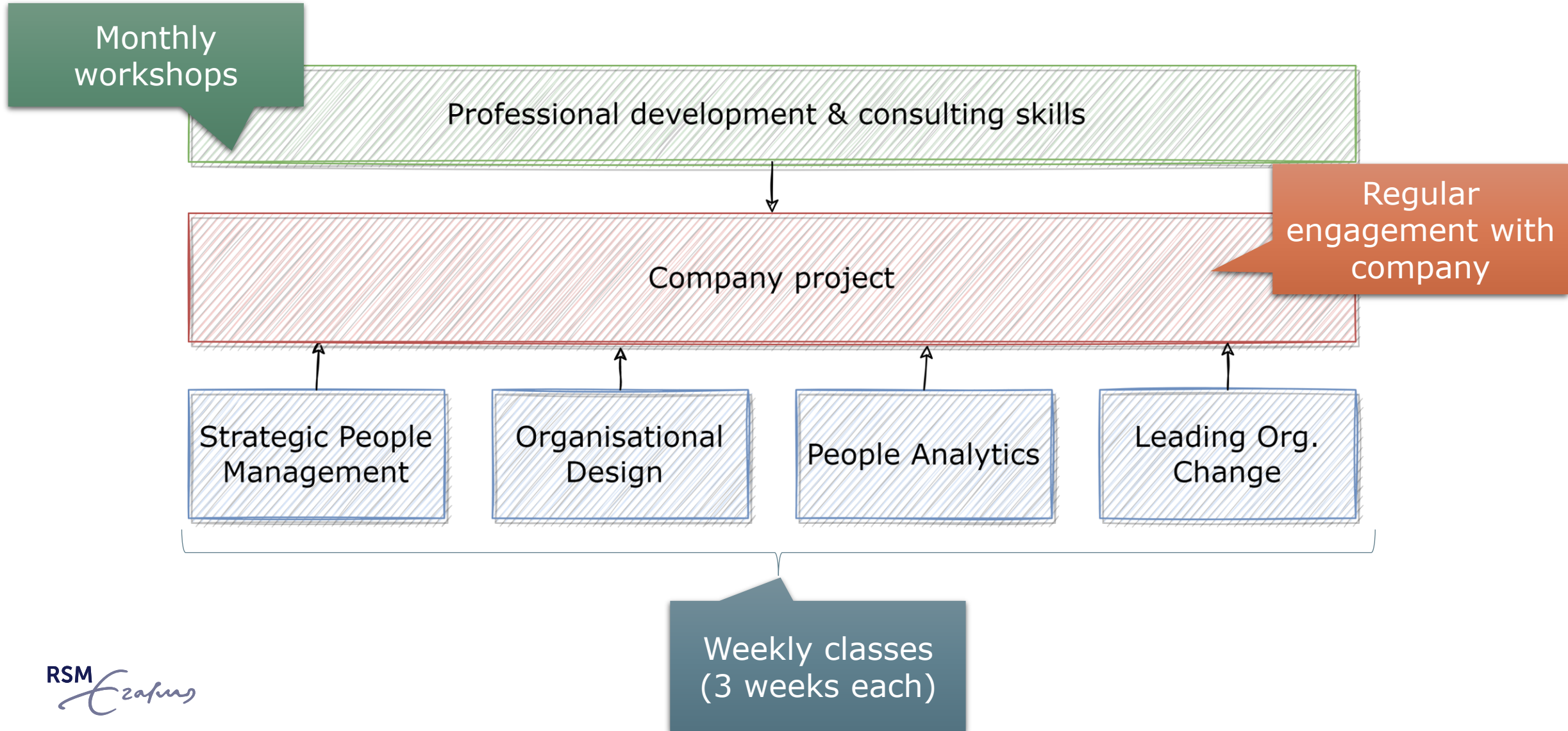
We currently over assess and spend too much time on grading... which means students focus too much on performance (and not enough on learning).

Fewer, more meaningful assessments

Programme has doubled in size, but we still want the “small group feeling” which is a key USP

Greater emphasis on self-directed learning

The solid base (September-December)



Professional Development & Consulting (PD&C) set-up

- Focuses on different elements within the course
- Took place every 4 weeks:

Company Project (CP)	Skills Workshops	Portfolio Day
Tuesday	Thursday	Friday
<p>Morning Workshop on consulting skills</p> <p>Afternoon Work in CP team to apply</p> <p>The objective is to let students step into the role of consultant and that the student consultants will develop new and interesting insights based on concrete skills learned in the course (E.g. decision-making)</p>	<p>They followed workshops to develop skills (e.g., leadership, collaboration, visualisation and decision making).</p> <p>Prepares students to enter a knowledge course by training them on skills needed in that specific course.</p>	<p>Workshops tailored to specific needs students reported took place. Students engaged in mentoring circles (3 peers and an OCC or HRM alum) aimed at students supporting each other and growing together.</p> <p>In doing so, students will be able to critically evaluate their own strengths and weaknesses and develop further.</p>
Final presentation (with companies)	Video on Application of Skills	Final conversation (with mentors)

Formative assessment through:
Feedback to and by peers (within CP team or across teams) & self-assessments

Goals of CBE implementation in MSc HRM: Summary

Creating true programme coherence across courses

Greater emphasis on self-directed learning: shift from grades to learning

Ensuring all assessment moments are of good quality and provide meaningful information and feedback opportunities

Aim for an overall reduction in the number of assessment moments

Goal supported by...

- + Company project helped students to integrate their knowledge
- + Regular teachers' meetings enabled content coherence

- + Evidence that educational activities supported a learning mindset

- + Evidence that (oral) feedback was highly appreciated and useful for assignments

- + Reduced from 29 (?) to 9 summative assessments
- + Shift from summative to formative

Goal hindered by...

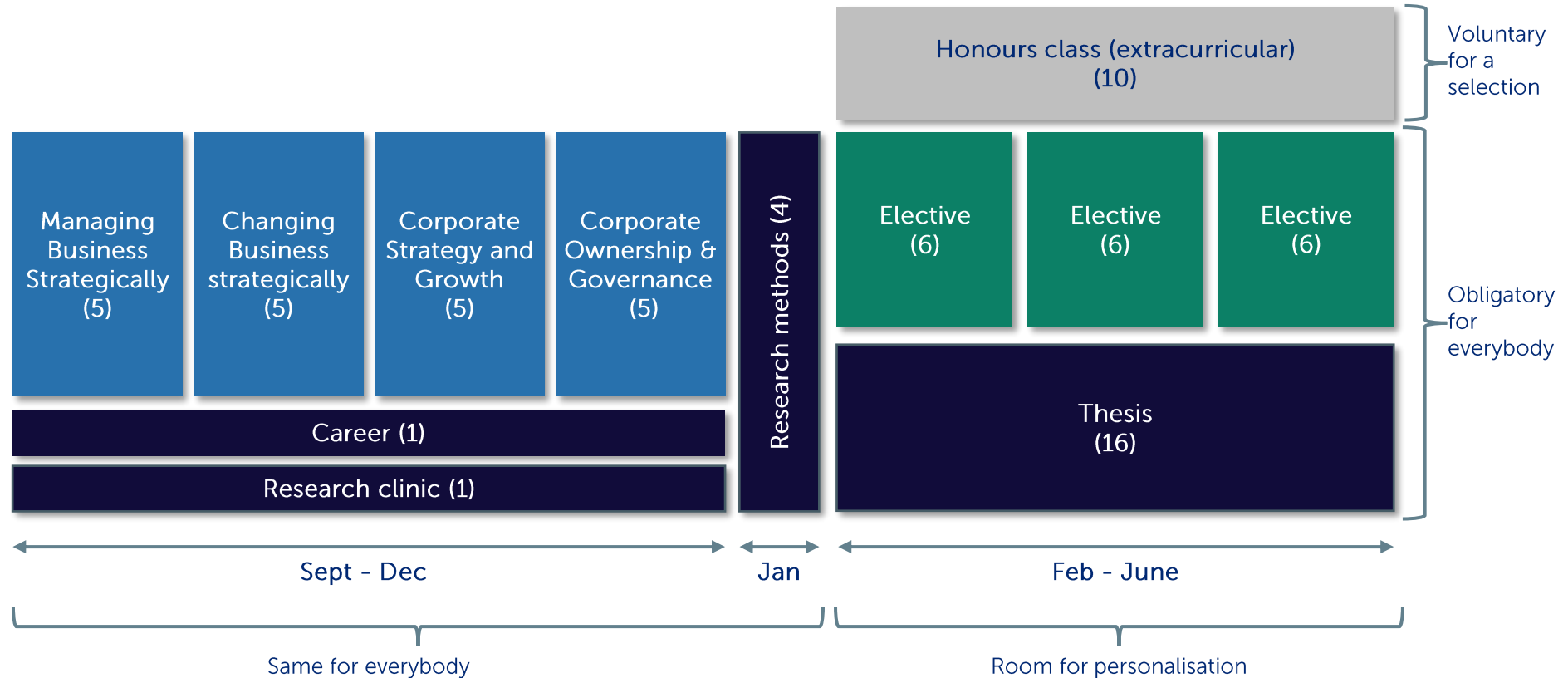
- CF was overly complex so didn't support this coherence as intended

- Overly complex CF meant students struggled to see the big picture
- Hard to achieve grade and learning goals with the CF in current setup

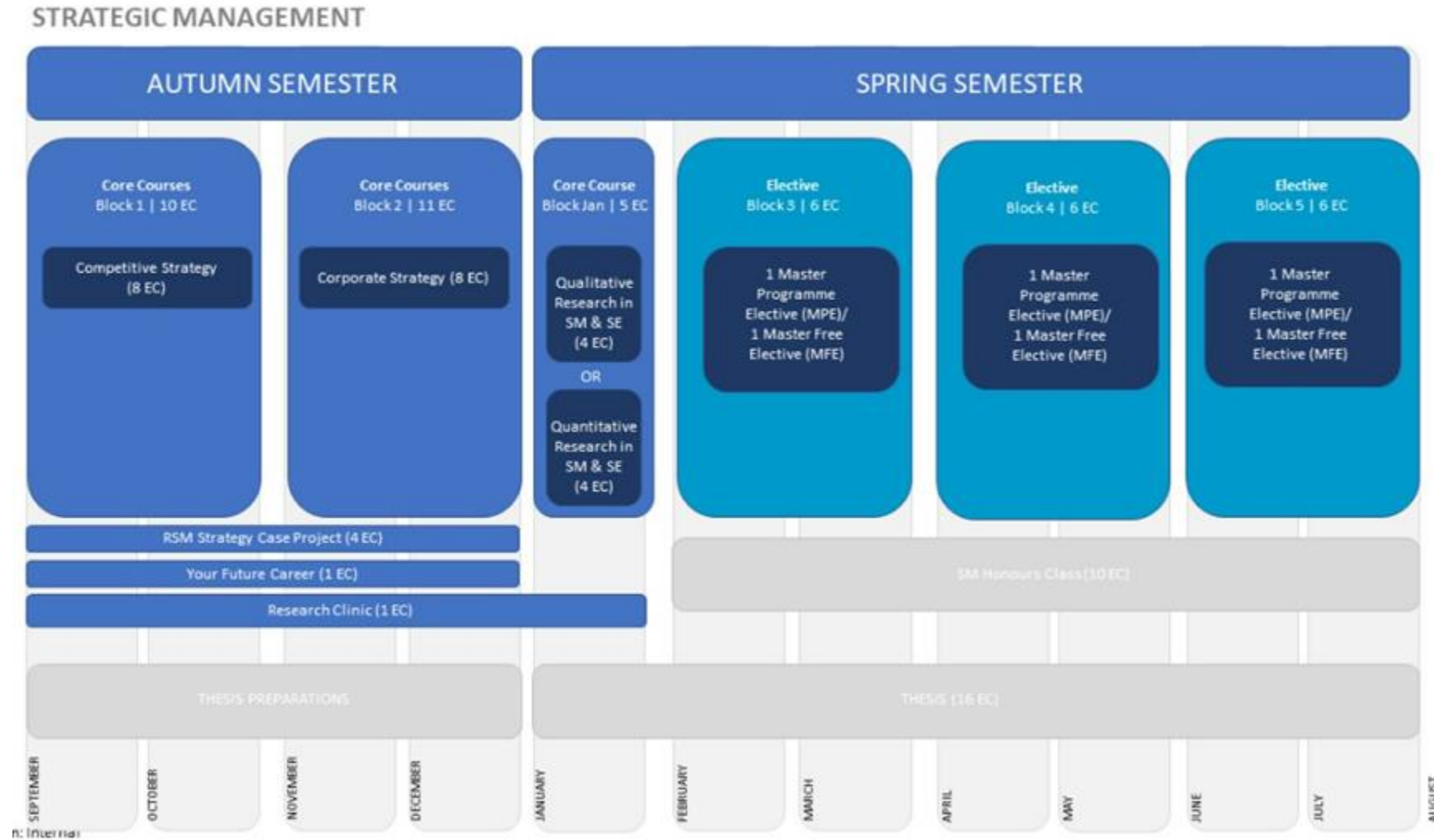
- Integration of some assessments was not always successful (e.g., presentation on content from two courses was complex)
- Some assessments were perceived as redundant (PD&C)

- Current tools (FbF) add rather than reduce workload for both students and teachers

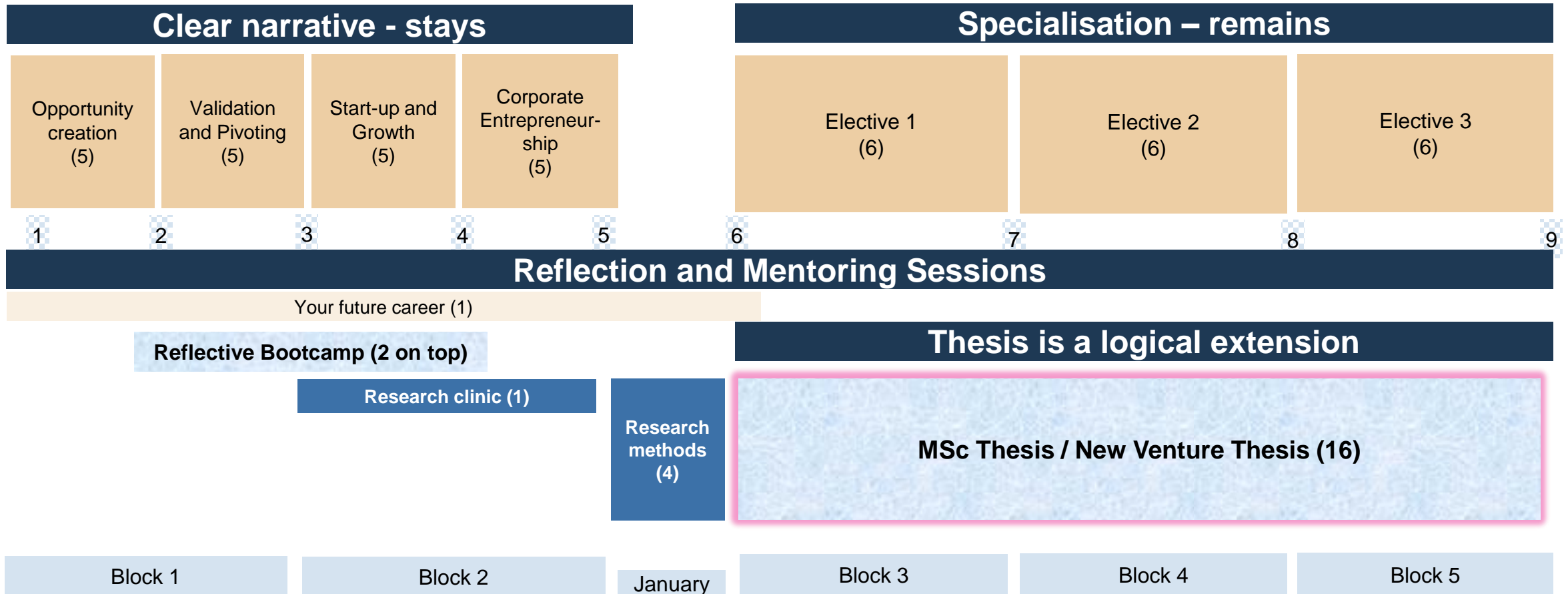
Current curriculum MSc Strategic Management



Proposed curriculum MSc Strategic Management

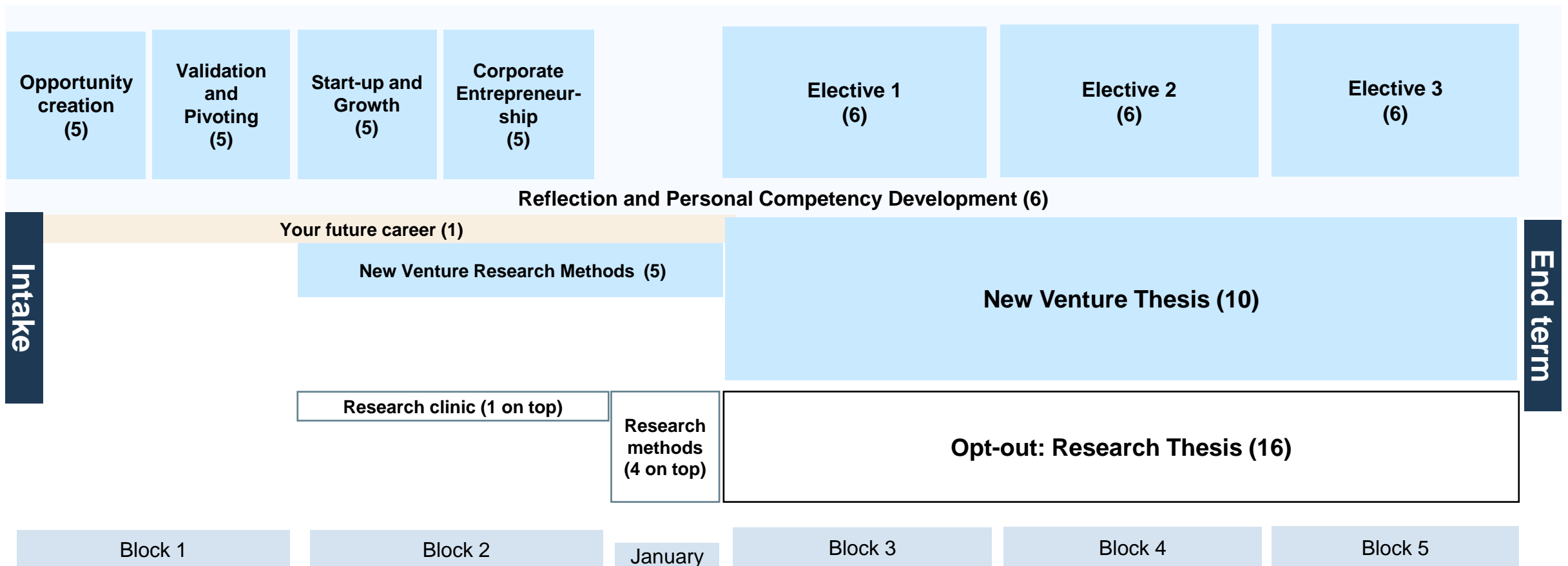


Proposed curriculum MSc Entrepreneurship



Proposed curriculum MSc Entrepreneurship

Clear narrative – Integrated learning journey – Experiential



MBA

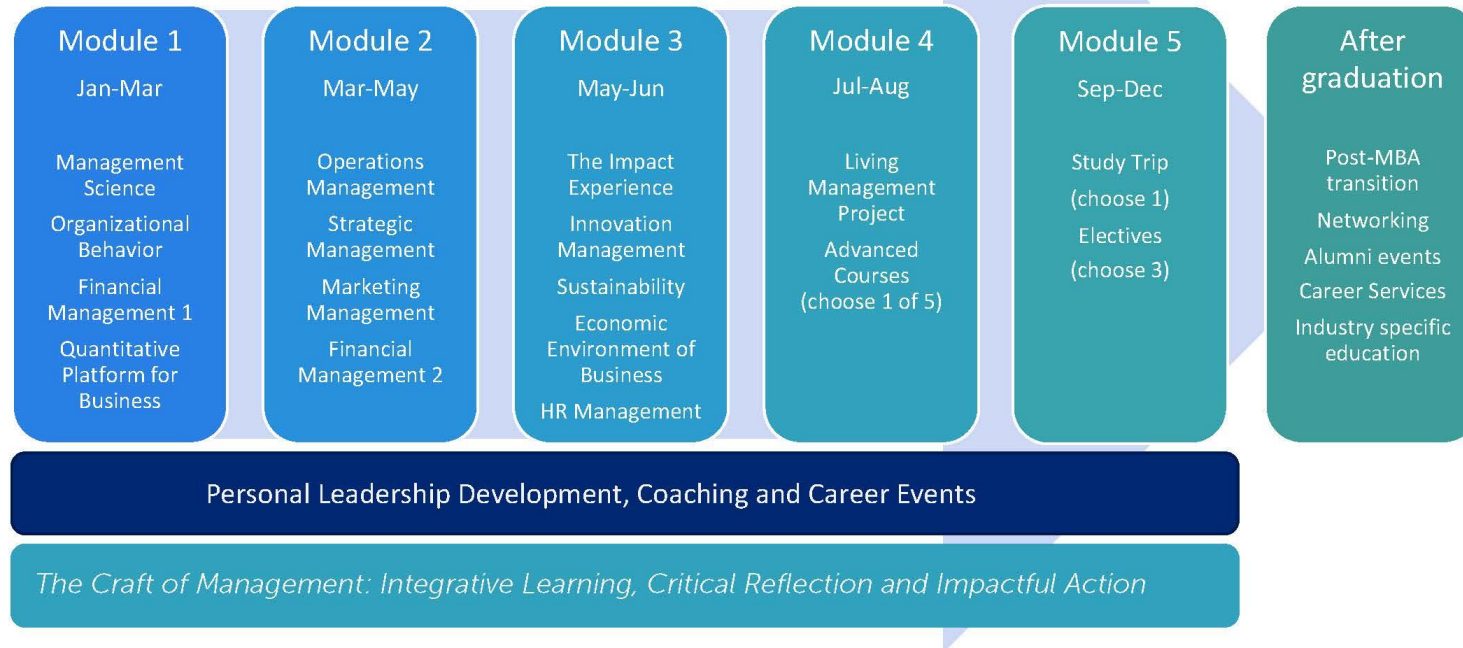
In education

Post-experience initiatives



MBA

The MBA24 Journey



Summary of strategies

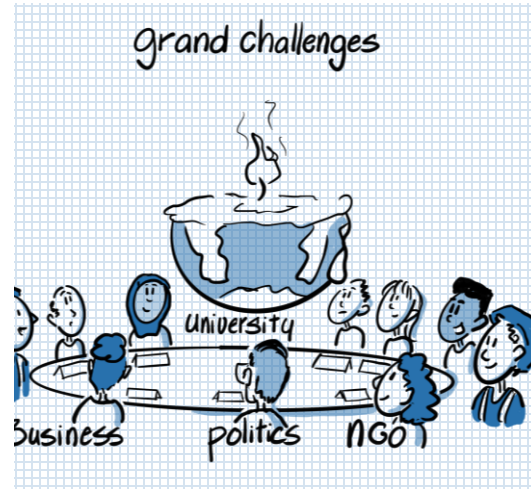
Options

Four key strategies



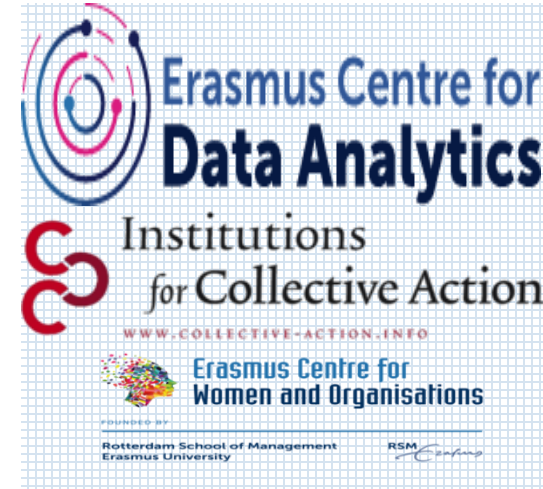
Involve

Have organizations think along



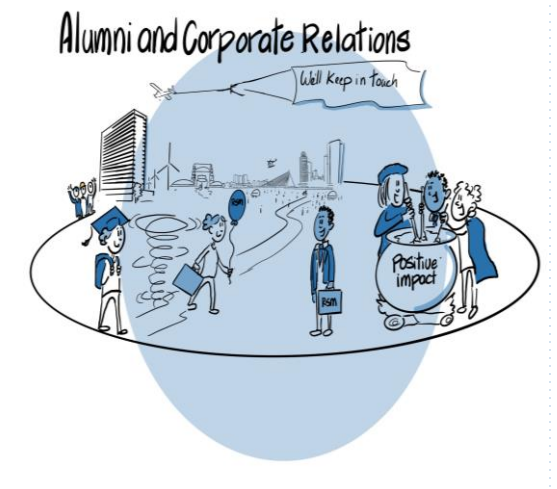
Experiential

Create big opportunities for practice



Infrastructure

Create an ecosystem



Alumni

Your extra resources

Thank you
Any burning questions?

