



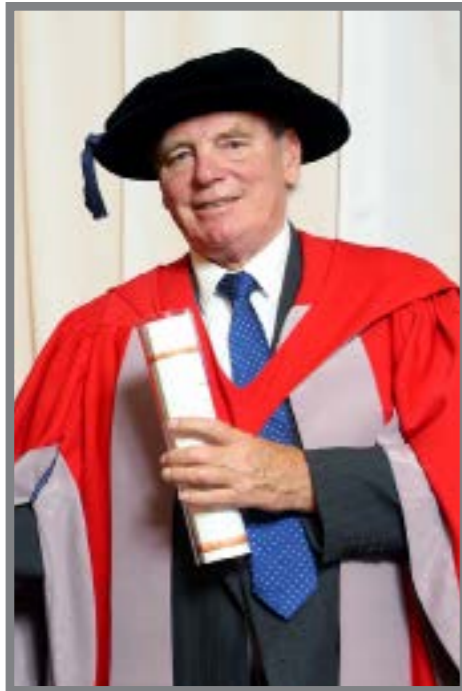
*International
Action Learning
Executive MBA®*



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



Professor Dick Gerzzen
Founder, Business School Netherlands

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 a 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.

Our Vision

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.

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.

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.

Graduation Ceremony, Buusiness School Netherlands, 21st September 2019

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.





**ICONS OF EXCELLENCE IN RESILIENCE
BEST GRADUATING STUDENTS**



**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.

**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 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.



BSN is transformational for me as I got so much clarity about organisational structure and all the factors that impact it.
Adaora Ayode



BSN improved my strategic thinking and taught me objectivity in management decisions
Bankole Oloruntoba



A life changing experience. BSN has built my capacity, improved my thought process & developed my leadership skills
Toluwatase Habib



Intense sessions and reviews have better equipped me for new challenges in the work place environment
Oluseun Onasoga

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.

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.

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



BSN contents are rich and relevant to present day. BSN teaches global business and management principles with local relevance
David Ameh



MBA at BSN provided me an educational perspective & also practical knowledge that has evidently impacted my job
Deborah Olabode-Jinadu



BSN is life-changing personally and professionally. To tackle real-time problems with real-time solutions successfully, get the BSN MBA!
Adesoye Oloruntoba



A deep experience for me. Action Learning challenged my thinking and was very practical.
Adedunmola Banu



COURSE	CONTENT	OBJECTIVES
ORGANISATIONAL ANALYSIS	Organizational Analysis is the process of appraising the growth, personnel, operations, and work environment of an entity. Undertaking an organizational analysis is beneficial as it enables management to identify areas of weakness, and then find approaches for eliminating the problems.	<ul style="list-style-type: none"> • Describe the various Leadership styles • Demonstrate how to identify and diagnose situations and apply the appropriate Leadership styles • Describe how to define problems in order to be able to choose a suitable decision-making method
TRAINING IN INTER-PERSONAL SKILLS	Training in Interpersonal Skills is designed to increase self-awareness and improve ways of relating to others in order to work more effectively and to sustain high quality working relationships.	<ul style="list-style-type: none"> • To identify personality types • To evaluate the effect of behaviour on yourself, other people and your organization • To make best use of body language, listening and oral communication
INFORMATION MANAGEMENT	Information Management is the collection and management of information from one or more sources and the distribution of that information to one or more audiences.	<ul style="list-style-type: none"> • Discuss the impact of the Information Technology revolution on the information function • Explain the purpose of information and the role of the information professional in Organisations • Indicate the process of proper Information Management System and its advantages and limitations
MARKETING MANAGEMENT	Marketing Management is the organizational discipline which focuses on the practical application of marketing orientation, techniques and methods inside enterprises and organizations and on the management of a firm's marketing resources and activities	<ul style="list-style-type: none"> • Incorporate techniques in your marketing strategy, that affect your target group's attitude • Explain the difference between identity, image, reputation and brand • Describe and understand the interrelationship between Emotional Marketing, Direct Marketing and Customer Relationship Management.
HUMAN RESOURCES MANAGEMENT	Human Resource Management is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a Emotional Marketing, Direct Marketing and Customer Relationship Management. Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees	<ul style="list-style-type: none"> • Describe the importance of the role of communications in HRM • Defining Organizational Structure and Driving Productivity • Building Coordination Between Organizational Departments
OPERATIONS MANAGEMENT	Operations Management is the administration of business practices to create the highest level of efficiency possible within an organization. It is concerned with converting materials and labor into goods and services as efficiently as possible to maximize the profit of an organization	<ul style="list-style-type: none"> • Describe the nature of Operations Management • Summarise the significance of Operations Management for all types of Organisations • Explain the position of the operations function within the Organisation, its Strategic Role, and contribution to the competitiveness of the Organization.
STRATEGIC MANAGEMENT	Strategic Management is the management of an organization's resources to achieve its goals and objectives. Strategic management involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management rolls out the strategies across the organization	<ul style="list-style-type: none"> • Elaborate on the similarity between Strategic warfare and Business Strategy (or lack thereof) • Explain and critically assess your Organisation's 'vision', 'mission' and 'objectives' • Describe your Organisation's corporate values • Elaborate on your Organisation's strategic intent
FINANCIAL MANAGEMENT	Financial Management means planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise. It means applying general management principles to financial resources of the enterprise	<ul style="list-style-type: none"> • To understand how to ensure adequate returns to the shareholders which will depend upon the earning capacity, market price of the share, expectations of the shareholders. • To understand how to ensure safety on investment, i.e, funds should be invested in safe ventures so that adequate rate of return can be achieved. • To understand the basic concepts of finance and finance from non-finance managers perspectives.
LEADERSHIP, CORPORATE GOVERNANCE AND CHANGE MANAGEMENT	Leadership provides the motivation and impulsion to make corporate governance effective. Its key role is to create a culture in the corporate which uses effective governance to achieve its purpose. This culture encourages the behaviours needed to embed corporate governance in the entity.	<ul style="list-style-type: none"> • To understand and demonstrate the eight principles/characteristics of good leadership and good governance • To understand Participation, Rule of Law, Transparency, Responsiveness, Consensus Orientation, Equity & Inclusiveness, Effectiveness & Efficiency and Accountability in corporate governance
INTERNATIONAL MANAGEMENT	This is the management of business operations for an organization that conducts business in more than one country. International management requires knowledge and skills above and beyond normal business expertise, such as familiarity with the business regulations of the nations in which the organization operates, understanding of local customs and laws, and the capability to conduct transactions that may involve multiple currencies.	<ul style="list-style-type: none"> • Identify the impacts of globalization on a firm's internationalization process • Describe cultural dimensions based on cultural frameworks and apply them to global business • Discuss ethical issues faced by businesses in a global environment
RESEARCH METHODOLOGY	Research Methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability	<ul style="list-style-type: none"> • To learn and practice the literature survey aspects of projects and prepare the scope and goals for the proposed project. • To learn, practice and improve the research presentation skill and with latest tools. • To learn and understand the research publication ethics and tools.
DISSERTATION AND VIVA VOCE	This is the Master's degree Dissertation for the Executive MBA programme. Viva Voce is an oral examination in which the Researcher presents a summary of his/her Masters Dissertation to the Examiners. A Master's Dissertation project is focused primarily on Corporate Strategy. The Examiners pose questions to the Researcher to enable the Researcher demonstrate sufficient knowledge of the subject matter.	<ul style="list-style-type: none"> • To demonstrate that sufficient knowledge has been acquired under different subjects in the earlier phases of the programme. • To demonstrate expertise in the subject matter • To demonstrate that the thesis is your own work. • To confirm that you understand what you have written and can defend it verbally. • To investigate your awareness of where your original work sits in relation to the wider research field.



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SELECT FIRMS WHERE OUR MBA ALUMNI/STUDENTS WORK



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The Hallmark of Global Distinction

BSN ranks among the World's Best
Eleven Business Schools

BSN has been ranked in the 11th position out of a group of 85 Tier-One global Universities and business schools. This reaffirms BSN's commitment to the innovative Action Learning and Students-First approach.

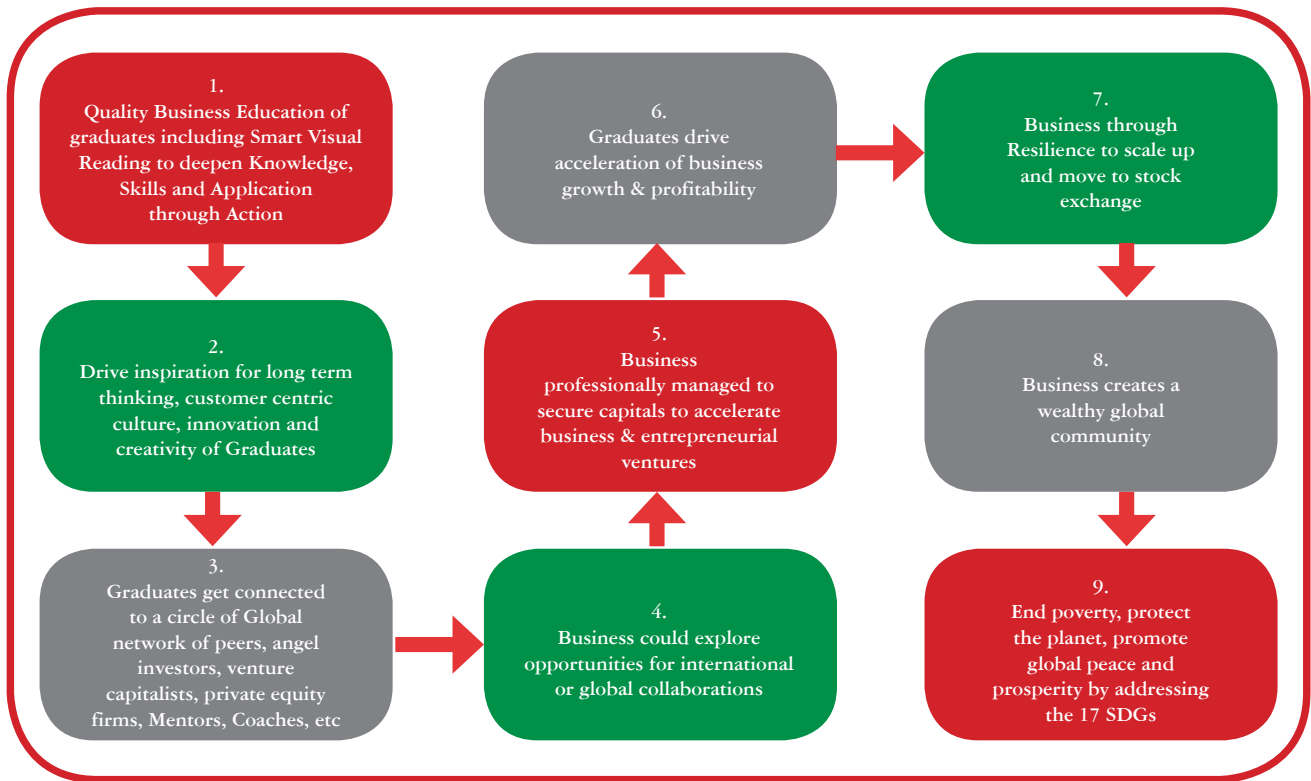
Unlock the opportunities of today and the future by enrolling for our Executive MBA and Masterclasses now.

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BSN VALUE CHAIN



My project in BSN provided the right platform to earn the trust of foreign investor capitalists for my organization, Field intelligence. This would not have been possible without BSN
Suleman Sule



BSN has equipped me with requisite managerial skills and also a problem solver. This has accelerated my career growth with my recent appointment as regional head outside Nigeria in my organization.
Olanma John-Agbaje



BSN MBA was useful in addressing real life challenges while providing me an opportunity to develop my leadership skills.
Jerry Anietie



I am today a more efficient entrepreneurial business leader with greater versatility on the use of IT to drive business growth.
Gertrude Akomaye



The broad knowledge gained in various fields and strategy gave me a helicopter view of business and the confidence to pass in flying colours
Bilikisu Belgore



The learning experience has been very awesome and expository. BSN deepened my knowledge in critical thinking and leadership skills
Akeem Durotoye



BSN brought out the eagle in me. As a science-based professional with no prior formal management training. It helped in structuring our practices in the organization.
Adenike Adenuga



BSN teaches one to ask questions so we can do things the best way possible. It is indeed excitingly different.
Mike Omotasho

Excited about the BSN Action Learning MBA?

Contact us today on:

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