



**MBA ALUMNI PERSPECTIVES SURVEY
COMPREHENSIVE REPORT
APRIL 2005**

Introduction

The MBA Alumni Perspectives Surveys are biannual follow-up studies of past participants of the Global MBA[®] Graduate Surveys. Each year, about three-quarters of the students surveyed express interest in participating in longitudinal studies tracking their career decisions and job satisfaction. The research objectives of this study are to—

- Understand current job characteristics;
- Track changes in responsibility, promotions, and salary;
- Assess the performance of graduate management education;
- Monitor the educational needs of alumni; and
- Understand work/life balance issues.

Survey Sample

The survey sample for this report include the respondents who agreed to further follow-up in the Global MBA[®] Graduate Surveys administered among the MBA classes of 2000, 2001, 2002, 2003, and 2004.

An e-mail was sent on April 20, 2005 to the 13,073 members of the sample as a heads-up, and an invitation e-mail was sent to the sample on April 27, 2005. A reminder e-mail was sent on May 11 to the sample members who had not responded to the survey or had only partially completed it. The questionnaire was available at the online survey site from April 27 to May 25. As an incentive to participate, GMAC[®] offered to place respondents in a drawing for one U.S. \$500 and four U.S. \$100 AMEX gift checks.

Of the 13,073 contacts initiated for the April 2005 MBA Alumni Perspectives Survey, 2,136 contacts were undeliverable (16%). Of the remaining contacts, 2,209 people responded—a 20% response rate.

Response Rates				
Graduation Year	Sample	Adjusted Sample	Respondents	Adjusted Response Rate
2000	1,414	1,012	186	18%
2001	2,798	2,183	325	15%
2002	2,195	1,794	327	18%
2003	2,718	2,339	437	19%
2004	3,948	3,609	934	26%
Overall	13,073	10,937	2,209	20%

NOTE: Statistical tests were performed on all contingency tables. A 95% confidence interval was used as the cut-off point for significance. Bolded items represent items in the contingency table that affect the statistic of the table.

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The MBA Degree

This section of the report examines the respondents' retrospective assessment of the value of the MBA degree, how respondents measure their return on investment (ROI), what percentage of their investment they have recouped since graduation, and their pursuit of continuing education.

Assessment of Overall Value

The overall value of the MBA degree is assessed by each respondent's evaluation of the total monetary cost of the degree compared with the career opportunities received as a result of the degree. Nearly a quarter (24%) of respondents rates the MBA as an outstanding value. Overall 62% of respondents rate the value as outstanding or excellent. On average, MBA alumni rate the degree as excellent (3.7).

Overall Value of MBA Degree	
<i>Response</i>	<i>(n = 2,207)</i>
Outstanding	24%
Excellent	38%
Good	26%
Fair	8%
Poor	4%
Total	100%
Mean*	3.7
*Scale: Outstanding = 5; Excellent = 4; Good = 3; Fair = 2; Poor = 1	

Respondents also identified up to three outcomes used in assessing whether the MBA was a good investment. Personal development (43%) is the most common assessment outcome among alumni, followed by whether the alumnus received a salary increase or their desired salary (39%) and whether the alumnus developed managerial knowledge and technical skills (35%).

The outcome assessments match closely with the values placed by prospective students in the 2004 mba.com Registrant Survey when asked how they would assess their investment. Prospective students marked the development of managerial knowledge/technical skills most often (43%). Personal development (28%) was their fourth-ranked assessment, and salary (21%) was their fifth-ranked assessment. These data show prospective students and alumni share similar perceptions as to how to assess whether the MBA degree is a good investment.

Assessment Outcomes	
<i>Responses</i>	<i>(n = 2,209)</i>
Personal development	43%
Received salary increase/desired salary on new job	39%
Development of managerial knowledge/technical skills	35%
Able to have kind of job desired	28%
Able to change occupations	23%
Increase in confidence	21%
Able to switch industries	19%
Increase my professional network	18%
Receive progressively challenging/ interesting projects	17%
Increase in visibility to upper management	12%
Receive greater recognition/respect at work	11%
Received promotion	7%
Able to start my own business	7%
Increased job security	7%
Able to obtain international assignment	6%
Other	1%
Responses may add to more than 100% due to multiple selections.	

Finally, as a measure of overall value, respondents indicated the percentage of their investment in an MBA education they have recouped. On average, MBA alumni recouped 56% of their investment. Over one-fifth (22%) of alumni state they have fully recouped their investment.

Percentage of Investment in MBA Recouped	
<i>Percentage of Investment Recouped</i>	<i>(n = 2,209)</i>
0% (not at all)	8%
10%	5%
20%	8%
30%	9%
40%	6%
50% (partially)	18%
60%	4%
70%	7%
80%	8%
90%	5%
100% (fully)	22%
Total	100%
Mean	56%

Continuing Education

Respondents indicated, using categories for skills and abilities, the areas in which they have received additional education and those in which they plan to pursue additional education in the future.

Overall, 39% of respondents state they received additional education and plan to receive more in the future, but 28% state they had not received nor plan to receive additional education in any of the listed skills and abilities.

The most sought after skill/ability that MBA alumni seek is leadership skills—in this area, 25% of respondents have already received additional education, 21% plan to receive additional education, and 5% have already received and plan to receive further education. In descending order, the next most sought after skills/abilities are computer/software, general project management, and presentation skills.

Continuing Education		
<i>Courses</i>	<i>Response</i>	Percent
Leadership skills	Do not need	59%
	Received	20%
	Plan to receive	16%
	Received, plan to receive more	5%
	Total	100%
Computer/software	Do not need	66%
	Received	20%
	Plan to receive	8%
	Received, plan to receive more	6%
	Total	100%
General project management	Do not need	68%
	Received	17%
	Plan to receive	12%
	Received, plan to receive more	3%
	Total	100%
Presentation skills	Do not need	69%
	Received	19%
	Plan to receive	9%
	Received, plan to receive more	3%
	Total	100%
Group/team dynamics	Do not need	74%
	Received	17%
	Plan to receive	7%
	Received, plan to receive more	2%
	Total	100%

Continuing Education		
<i>Courses</i>	<i>Response</i>	Percent
Performance coaching	Do not need	76%
	Received	12%
	Plan to receive	11%
	Received, plan to receive more	2%
	Total	100%
Giving/receiving constructive feedback	Do not need	76%
	Received	16%
	Plan to receive	7%
	Received, plan to receive more	2%
	Total	100%
Personnel management	Do not need	78%
	Received	10%
	Plan to receive	11%
	Received, plan to receive more	1%
	Total	100%
Communicating with diplomacy and tact	Do not need	80%
	Received	12%
	Plan to receive	7%
	Received, plan to receive more	1%
	Total	100%
Managing high performance teams	Do not need	81%
	Received	7%
	Plan to receive	12%
	Received, plan to receive more	1%
	Total	100%
Empowering employees	Do not need	82%
	Received	9%
	Plan to receive	8%
	Received, plan to receive more	1%
	Total	100%
Managing organizational transitions/shifts	Do not need	83%
	Received	8%
	Plan to receive	8%
	Received, plan to receive more	1%
	Total	100%
Cross functional communication	Do not need	84%
	Received	10%
	Plan to receive	5%
	Received, plan to receive more	1%
	Total	100%

Continuing Education		
<i>Courses</i>	<i>Response</i>	Percent
Meeting management/ organization	Do not need	84%
	Received	11%
	Plan to receive	4%
	Received, plan to receive more	1%
	Total	100%
Managing expectations/ managing UP	Do not need	84%
	Received	8%
	Plan to receive	7%
	Received, plan to receive more	1%
	Total	100%
Managing poor performance	Do not need	85%
	Received	8%
	Plan to receive	7%
	Received, plan to receive more	1%
	Total	100%
Holding employees/peers accountable	Do not need	86%
	Received	7%
	Plan to receive	6%
	Received, plan to receive more	1%
	Total	100%
Received one or more and plan to receive one or more additional education courses		39%
Received one or more educational course, but do not plan to received any other of the above		15%
Have not received additional education, but plan to receive one or more of the above		18%
Have not received and do not plan to receive additional education in any of the above		28%
Total		100%

Findings by Graduation Year

Assessment of Overall Value

The graduating class of 2000 rate the overall value of the MBA degree significantly higher compared to the graduating classes of 2002, 2003, and 2004.

Overall Value of MBA Degree, by Graduation Year*					
Response	2000	2001	2002	2003	2004
	(n = 186)	(n = 325)	(n = 308)	(n = 436)	(n = 934)
Outstanding	31%	25%	21%	23%	24%
Excellent	44%	40%	38%	39%	35%
Good	22%	23%	28%	26%	27%
Fair	3%	8%	8%	8%	9%
Poor	2%	4%	5%	4%	5%
Total	100%	100%	100%	100%	100%
Mean**	4.0	3.8	3.6	3.7	3.7
*p ≤ 0.05					
**Scale: Outstanding = 5; Excellent = 4; Good = 3; Fair = 2; Poor = 1					

Return on Investment

When asked what outcomes alumni use in assessing their investment in the MBA degree, there were no significant differences by graduation year for the majority of outcomes. However, the class of 2000 (52%) are significantly more likely compared to all other graduating classes to base part of their assessment on whether they received a salary increase or their desired salary on a new job. The class of 2003 is significantly more likely to gauge part of their assessment on their ability to switch industries.

Assessment Outcomes, by Graduation Year					
Response	2000	2001	2002	2003	2004
	(n = 186)	(n = 325)	(n = 309)	(n = 436)	(n = 934)
Received promotion	6%	9%	6%	6%	7%
Received salary increase/desired salary on new job*	52%	38%	38%	40%	37%
Able to have kind of job desired	34%	29%	26%	26%	28%
Personal development	37%	41%	42%	42%	44%
Development of managerial knowledge/technical skills	33%	40%	36%	31%	35%
Able to change occupations	24%	26%	24%	23%	21%
Able to switch industries*	17%	17%	16%	24%	19%
Able to obtain international assignment	10%	6%	6%	6%	4%
Able to start my own business	5%	4%	8%	7%	8%
Increased job security	6%	8%	7%	5%	7%
Receive greater recognition/respect at work	10%	8%	12%	8%	12%
Increase my professional network	12%	18%	18%	22%	18%
Increase in visibility to upper management	13%	9%	12%	12%	12%
Receive progressively challenging/interesting projects	16%	21%	18%	19%	16%
Increase in confidence	18%	18%	17%	21%	23%
Other	1%	0%	0%	1%	1%

*p≤0.05
Responses may add to more than 100% due to multiple selections.

As expected, the more time that has passed since graduation, the greater the percentage of investment recouped. On average, the class of 2000 recouped nearly 75% of their investment; the class of 2001, 68%; the class of 2002, 62%; the class of 2003, 54%; and the class of 2004, 48%. Slightly more than two-fifths (44%) of the graduating class of 2000 had recouped their full investment at the time of this survey.

Percentage of Investment in MBA Recouped, by Graduation Year*					
Percentage of Investment Recouped	2000	2001	2002	2003	2004
	(n = 186)	(n = 325)	(n = 309)	(n = 436)	(n = 934)
0% (not at all)	3%	5%	6%	8%	11%
10%	3%	2%	3%	6%	8%
20%	1%	6%	5%	8%	11%
30%	4%	8%	11%	9%	9%
40%	3%	3%	4%	8%	6%
50% (partially)	17%	12%	19%	19%	19%
60%	4%	4%	4%	4%	4%
70%	6%	7%	8%	7%	6%
80%	10%	9%	10%	8%	8%
90%	5%	9%	4%	4%	5%
100% (fully)	44%	34%	27%	18%	13%
Total	100%	100%	100%	100%	100%
Mean	74.7	68.3	62.1	53.8	47.9

Continuing Education

There are significant differences between graduating classes for each of the skills/abilities listed. Interestingly, the class of 2004 is the most likely to have received additional education and the classes of 2000 and 2001 are the most likely to plan to receive additional education.

Continuing Education, by Graduation Year						
Courses	Response	2000	2001	2002	2003	2004
Leadership skills*	Do not need	48%	57%	54%	63%	62%
	Received	37%	27%	22%	15%	15%
	Plan to receive	8%	12%	17%	18%	19%
	Received, plan to receive more	8%	5%	7%	4%	4%
	Total	100%	100%	100%	100%	100%
Computer/software*	Do not need	56%	60%	66%	68%	69%
	Received	32%	30%	20%	22%	13%
	Plan to receive	4%	5%	7%	7%	12%
	Received, plan to receive more	8%	5%	6%	4%	6%
	Total	100%	100%	100%	100%	100%
General project management*	Do not need	62%	62%	68%	70%	71%
	Received	25%	24%	19%	16%	12%
	Plan to receive	7%	10%	12%	10%	15%
	Received, plan to receive more	6%	4%	2%	3%	2%
	Total	100%	100%	100%	100%	100%

Continuing Education, by Graduation Year						
<i>Courses</i>	<i>Response</i>	2000	2001	2002	2003	2004
Presentation skills*	Do not need	53%	69%	68%	69%	73%
	Received	35%	22%	21%	20%	14%
	Plan to receive	7%	6%	8%	9%	11%
	Received, plan to receive more	5%	3%	3%	2%	2%
	Total	100%	100%	100%	100%	100%
Group/team dynamics*	Do not need	66%	72%	69%	76%	78%
	Received	27%	21%	21%	17%	12%
	Plan to receive	4%	5%	7%	6%	8%
	Received, plan to receive more	4%	2%	2%	1%	2%
	Total	100%	100%	100%	100%	100%
Performance coaching*	Do not need	68%	72%	74%	78%	78%
	Received	20%	18%	13%	10%	9%
	Plan to receive	8%	8%	12%	10%	12%
	Received, plan to receive more	4%	2%	2%	1%	1%
	Total	100%	100%	100%	100%	100%
Giving/receiving constructive feedback*	Do not need	62%	71%	72%	76%	82%
	Received	29%	22%	19%	15%	10%
	Plan to receive	5%	5%	6%	9%	7%
	Received, plan to receive more	4%	2%	2%	<1%	1%
	Total	100%	100%	100%	100%	100%
Personnel management*	Do not need	76%	77%	75%	82%	78%
	Received	15%	13%	14%	6%	8%
	Plan to receive	6%	9%	9%	11%	13%
	Received, plan to receive more	3%	1%	2%	1%	1%
	Total	100%	100%	100%	100%	100%
Communicating with diplomacy and tact*	Do not need	71%	78%	82%	82%	82%
	Received	25%	15%	12%	9%	9%
	Plan to receive	2%	6%	5%	8%	8%
	Received, plan to receive more	2%	1%	1%	1%	1%
	Total	100%	100%	100%	100%	100%
Managing high performance teams*	Do not need	72%	81%	79%	84%	81%
	Received	13%	10%	9%	5%	5%
	Plan to receive	12%	9%	10%	10%	13%
	Received, plan to receive more	3%	1%	2%	<1%	<1%
	Total	100%	100%	100%	100%	100%
Empowering employees*	Do not need	78%	80%	80%	85%	82%
	Received	12%	13%	11%	8%	8%
	Plan to receive	6%	6%	9%	6%	9%
	Received, plan to receive more	3%	1%	<1%	1%	1%
	Total	100%	100%	100%	100%	100%

Continuing Education, by Graduation Year						
<i>Courses</i>	<i>Response</i>	2000	2001	2002	2003	2004
Managing organizational transitions/shifts*	Do not need	76%	82%	85%	86%	84%
	Received	15%	11%	7%	7%	6%
	Plan to receive	6%	6%	7%	6%	9%
	Received, plan to receive more	3%	1%	1%	1%	1%
	Total	100%	100%	100%	100%	100%
Cross functional communication*	Do not need	81%	80%	82%	84%	87%
	Received	15%	16%	12%	10%	7%
	Plan to receive	2%	3%	6%	6%	5%
	Received, plan to receive more	3%	1%	0%	<1%	1%
	Total	100%	100%	100%	100%	100%
Meeting management/organization*	Do not need	74%	78%	83%	86%	87%
	Received	20%	18%	10%	9%	7%
	Plan to receive	4%	3%	5%	3%	5%
	Received, plan to receive more	2%	1%	2%	1%	1%
	Total	100%	100%	100%	100%	100%
Managing expectations/managing UP*	Do not need	76%	82%	84%	86%	84%
	Received	18%	12%	9%	7%	6%
	Plan to receive	5%	6%	6%	7%	9%
	Received, plan to receive more	1%	1%	1%	1%	1%
	Total	100%	100%	100%	100%	100%
Managing poor performance*	Do not need	81%	82%	83%	88%	85%
	Received	12%	11%	9%	5%	6%
	Plan to receive	5%	6%	6%	7%	8%
	Received, plan to receive more	2%	1%	1%	<1%	1%
	Total	100%	100%	100%	100%	100%
Holding employees/peers accountable*	Do not need	80%	84%	84%	89%	88%
	Received	12%	10%	9%	5%	5%
	Plan to receive	5%	5%	6%	6%	7%
	Received, plan to receive more	3%	1%	1%	<1%	<1%
	Total	100%	100%	100%	100%	100%
Received one or more and plan to receive one or more additional education courses		46%	41%	41%	37%	37%
Received one or more educational course, but do not plan to received any other of the above		4%	7%	10%	16%	21%
Have not received additional education, but plan to receive one or more of the above		30%	27%	18%	20%	13%
Have not received and do not plan to receive additional education in any of the above		21%	25%	30%	27%	29%
Total		100%	100%	100%	100%	100%
*p ≤ 0.05						

Findings by Program Type

Assessment of Overall Value

Alumni of full-time programs rate the overall value of the MBA degree, on average, significantly higher compared to alumni of part-time programs. Full-time alumni are the most likely to rate the overall value of the degree as outstanding.

Overall Value of MBA Degree, by Program Type*			
	Full-Time	Part-Time	Executive
<i>Response</i>	<i>(n = 1,642)</i>	<i>(n = 405)</i>	<i>(n = 116)</i>
Outstanding	28%	13%	16%
Excellent	38%	35%	46%
Good	24%	34%	24%
Fair	7%	13%	9%
Poor	4%	5%	4%
Total	100%	100%	100%
Mean*	3.8	3.4	3.6
*Scale: Outstanding = 5; Excellent = 4; Good = 3; Fair = 2; Poor = 1			

Return on Investment

There are many significant differences by program type in the outcomes used to assess whether the MBA degree is a good investment.

The following list includes those outcomes used significantly more by full-time program alumni.

- Received salary increase/desired salary on new job
- Able to have kind of job desired
- Able to switch industries
- Able to obtain international assignment

The following list includes those outcomes used significantly more by part-time program alumni.

- Development of managerial knowledge/technical skills
- Increased job security
- Receive greater recognition/respect at work
- Increase my professional network

The following list includes those outcomes used significantly more by executive and part-time program alumni.

- Received a promotion
- Personal development
- Increase in confidence

Additionally, alumni of executive programs are the least likely to use the ability to change occupations as a method of assessing their investment.

Assessment Outcomes, by Program Type			
<i>Responses</i>	Full-Time	Part-Time	Executive
	(n = 1,644)	(n = 405)	(n = 116)
Received promotion*	4%	13%	21%
Received salary increase/desired salary on new job*	41%	34%	31%
Able to have kind of job desired*	32%	17%	13%
Personal development*	39%	50%	53%
Development of managerial knowledge/technical skills*	33%	41%	40%
Able to change occupations*	25%	19%	13%
Able to switch industries*	21%	15%	12%
Able to obtain international assignment*	7%	1%	2%
Able to start my own business	7%	6%	10%
Increased job security*	5%	12%	8%
Receive greater recognition/respect at work*	9%	14%	11%
Increase my professional network*	20%	13%	15%
Increase in visibility to upper management	12%	12%	12%
Receive progressively challenging/ interesting projects	18%	15%	21%
Increase in confidence*	19%	25%	29%
Other	0%	1%	2%
*p ≤ 0.05 Responses may add to more than 100% due to multiple selections.			

Overall, on average, alumni of full-time programs recouped 57%, part-time alumni recouped 54%, and executive alumni recouped 56% of their investment in an MBA.

Percentage of Investment in MBA Recouped, by Program Type			
<i>Percentage of Investment Recouped</i>	Full-Time	Part-Time	Executive
	(n = 1,644)	(n = 405)	(n = 116)
0% (not at all)	7%	13%	10%
10%	5%	6%	4%
20%	8%	9%	7%
30%	9%	7%	9%
40%	6%	4%	2%
50% (partially)	18%	16%	21%
60%	4%	4%	6%
70%	7%	6%	5%
80%	9%	8%	9%
90%	5%	5%	4%
100% (fully)	21%	23%	22%
Total	100%	100%	100%
Mean	56.9	54.2	56.1

Continuing Education

Alumni of full-time programs are the most likely to have received additional education in presentation skills and group/team dynamics.

Alumni of part-time programs are the least likely to have received additional education in computer and software skills, and meeting management/organization.

Alumni of executive programs are the least likely to plan to receive additional education in performance coaching.

Continuing Education, by Program Type				
<i>Courses</i>	<i>Response</i>	Full-Time	Part-Time	Executive
Leadership skills	Do not need	59%	57%	59%
	Received	19%	20%	22%
	Plan to receive	16%	18%	13%
	Received, plan to receive more	5%	5%	5%
	Total	100%	100%	100%
Computer/software*	Do not need	64%	69%	77%
	Received	22%	16%	13%
	Plan to receive	8%	10%	7%
	Received, plan to receive more	6%	5%	3%
	Total	100%	100%	100%
General project management	Do not need	68%	70%	73%
	Received	17%	15%	12%
	Plan to receive	12%	13%	13%
	Received, plan to receive more	3%	2%	2%
	Total	100%	100%	100%
Presentation skills*	Do not need	67%	75%	78%
	Received	21%	14%	8%
	Plan to receive	9%	8%	13%
	Received, plan to receive more	3%	3%	2%
	Total	100%	100%	100%
Group/team dynamics*	Do not need	73%	80%	79%
	Received	18%	13%	12%
	Plan to receive	7%	6%	5%
	Received, plan to receive more	2%	1%	3%
	Total	100%	100%	100%
Performance coaching*	Do not need	76%	76%	84%
	Received	12%	13%	10%
	Plan to receive	11%	8%	3%
	Received, plan to receive more	1%	3%	3%
	Total	100%	100%	100%

Continuing Education, by Program Type				
Courses	Response	Full-Time	Part-Time	Executive
Giving/receiving constructive feedback	Do not need	75%	79%	82%
	Received	16%	16%	10%
	Plan to receive	7%	4%	7%
	Received, plan to receive more	2%	2%	1%
	Total	100%	100%	100%
Personnel management	Do not need	78%	80%	78%
	Received	10%	9%	12%
	Plan to receive	11%	9%	7%
	Received, plan to receive more	1%	2%	3%
	Total	100%	100%	100%
Communicating with diplomacy and tact	Do not need	79%	83%	87%
	Received	12%	11%	5%
	Plan to receive	7%	5%	7%
	Received, plan to receive more	1%	1%	1%
	Total	100%	100%	100%
Managing high performance teams	Do not need	79%	85%	80%
	Received	7%	6%	9%
	Plan to receive	12%	8%	10%
	Received, plan to receive more	1%	1%	1%
	Total	100%	100%	100%
Empowering employees	Do not need	81%	83%	84%
	Received	9%	9%	10%
	Plan to receive	9%	7%	3%
	Received, plan to receive more	1%	1%	2%
	Total	100%	100%	100%
Managing organizational transitions/shifts	Do not need	83%	85%	84%
	Received	8%	7%	7%
	Plan to receive	8%	6%	9%
	Received, plan to receive more	1%	1%	1%
	Total	100%	100%	100%
Cross functional communication	Do not need	83%	88%	90%
	Received	11%	8%	5%
	Plan to receive	5%	3%	5%
	Received, plan to receive more	1%	1%	0%
	Total	100%	100%	100%
Meeting management/ organization*	Do not need	83%	88%	88%
	Received	12%	7%	7%
	Plan to receive	4%	4%	3%
	Received, plan to receive more	1%	1%	3%
	Total	100%	100%	100%

Continuing Education, by Program Type				
Courses	Response	Full-Time	Part-Time	Executive
Managing expectations/ managing UP	Do not need	83%	85%	89%
	Received	9%	8%	4%
	Plan to receive	7%	6%	6%
	Received, plan to receive more	1%	1%	1%
	Total	100%	100%	100%
Managing poor performance	Do not need	85%	83%	86%
	Received	7%	10%	7%
	Plan to receive	7%	7%	5%
	Received, plan to receive more	1%	<1%	2%
	Total	100%	100%	100%
Holding employees/peers accountable	Do not need	86%	88%	83%
	Received	7%	6%	11%
	Plan to receive	6%	5%	4%
	Received, plan to receive more	1%	1%	2%
	Total	100%	100%	100%
Received one or more and plan to receive one or more additional education courses		40%	35%	37%
Received one or more educational course, but do not plan to received any other of the above		14%	18%	18%
Have not received additional education, but plan to receive one or more of the above		18%	19%	17%
Have not received and do not plan to receive additional education in any of the above		27%	29%	28%
Total		100%	100%	100%

Findings by Gender

Assessment of Overall Value

Men assess the overall value of the MBA degree significantly higher compared with women. Over a quarter (26%) of men compared with about a fifth (19%) of women rate the value as outstanding.

Overall Value of MBA Degree, by Gender*		
<i>Response</i>	Male	Female
	(<i>n</i> = 1,531)	(<i>n</i> = 658)
Outstanding	26%	19%
Excellent	38%	37%
Good	24%	31%
Fair	7%	9%
Poor	4%	4%
Total	100%	100%
Mean**	3.7	3.6
* $p \leq 0.05$		
**Scale: Outstanding = 5; Excellent = 4; Good = 3; Fair = 2; Poor = 1		

Return on Investment

Men are significantly more likely than women to assess their investment using the following outcomes: development of managerial knowledge and technical skills, or the ability to obtain an international assignment. On the other hand, women are more likely to base their assessment on the receipt of greater recognition and respect at work and on increased confidence.

Assessment Outcomes, by Gender		
Responses	Male	Female
	(n = 1,533)	(n = 658)
Received promotion	7%	6%
Received salary increase/desired salary on new job	39%	39%
Able to have kind of job desired	28%	29%
Personal development	42%	43%
Development of managerial knowledge/technical skills*	38%	29%
Able to change occupations	22%	24%
Able to switch industries	19%	19%
Able to obtain international assignment*	6%	4%
Able to start my own business	7%	7%
Increased job security	7%	7%
Receive greater recognition/respect at work*	9%	15%
Increase my professional network	18%	18%
Increase in visibility to upper management	12%	11%
Receive progressively challenging/ interesting projects	18%	17%
Increase in confidence*	19%	24%
Other	1%	1%

Overall, men have recouped 58% of their investment in the MBA, and women have recouped 53%, which is a statistically significant difference.

Percentage of Investment in MBA Recouped, by Gender		
Percentage of Investment Recouped	Male	Female
	(n = 1,533)	(n = 658)
0% (not at all)	8%	8%
10%	5%	7%
20%	8%	9%
30%	9%	9%
40%	5%	6%
50% (partially)	17%	20%
60%	4%	5%
70%	7%	7%
80%	9%	8%
90%	6%	3%
100% (fully)	23%	19%
Total	100%	100%
Mean*	57.6	53.4
*p<0.05		

Continuing Education

Men and women have similar additional educational requirements. Performance coaching is the only area where there is a significant difference between the genders—13% of women plan to receive additional education in performance coaching compared to 10% of men.

Continuing Education, by Gender			
<i>Courses</i>	<i>Response</i>	Male	Female
Leadership skills	Do not need	59%	59%
	Received	19%	20%
	Plan to receive	16%	16%
	Received, plan to receive more	5%	4%
	Total	100%	100%
Computer/software	Do not need	66%	65%
	Received	20%	21%
	Plan to receive	8%	9%
	Received, plan to receive more	6%	6%
	Total	100%	100%
General project management	Do not need	68%	68%
	Received	16%	17%
	Plan to receive	12%	12%
	Received, plan to receive more	3%	3%
	Total	100%	100%
Presentation skills	Do not need	70%	68%
	Received	19%	20%
	Plan to receive	9%	10%
	Received, plan to receive more	3%	2%
	Total	100%	100%
Group/team dynamics	Do not need	75%	72%
	Received	16%	19%
	Plan to receive	6%	7%
	Received, plan to receive more	2%	1%
	Total	100%	100%
Performance coaching*	Do not need	76%	76%
	Received	13%	10%
	Plan to receive	10%	13%
	Received, plan to receive more	2%	1%
	Total	100%	100%

Continuing Education, by Gender			
Courses	Response	Male	Female
Giving/receiving constructive feedback	Do not need	77%	75%
	Received	16%	16%
	Plan to receive	6%	8%
	Received, plan to receive more	2%	1%
	Total	100%	100%
Personnel management	Do not need	77%	80%
	Received	10%	9%
	Plan to receive	11%	10%
	Received, plan to receive more	1%	1%
	Total	100%	100%
Communicating with diplomacy and tact	Do not need	80%	80%
	Received	12%	12%
	Plan to receive	7%	7%
	Received, plan to receive more	1%	1%
	Total	100%	100%
Managing high performance teams	Do not need	80%	82%
	Received	8%	5%
	Plan to receive	11%	12%
	Received, plan to receive more	1%	1%
	Total	100%	100%
Empowering employees	Do not need	82%	82%
	Received	10%	8%
	Plan to receive	7%	9%
	Received, plan to receive more	1%	1%
	Total	100%	100%
Managing organizational transitions/shifts	Do not need	83%	85%
	Received	8%	7%
	Plan to receive	8%	7%
	Received, plan to receive more	1%	1%
	Total	100%	100%
Cross functional communication	Do not need	84%	83%
	Received	10%	11%
	Plan to receive	5%	5%
	Received, plan to receive more	1%	1%
	Total	100%	100%
Meeting management/organization	Do not need	84%	84%
	Received	11%	10%
	Plan to receive	4%	5%
	Received, plan to receive more	1%	1%
	Total	100%	100%

Continuing Education, by Gender			
Courses	Response	Male	Female
Managing expectations/ managing UP	Do not need	83%	84%
	Received	8%	8%
	Plan to receive	7%	7%
	Received, plan to receive more	1%	1%
	Total	100%	100%
Managing poor performance	Do not need	84%	87%
	Received	8%	6%
	Plan to receive	7%	7%
	Received, plan to receive more	1%	1%
	Total	100%	100%
Holding employees/peers accountable	Do not need	85%	88%
	Received	8%	5%
	Plan to receive	6%	6%
	Received, plan to receive more	1%	0%
	Total	100%	100%
Received one or more and plan to receive one or more additional education courses		39%	39%
Received one or more educational course, but do not plan to received any other of the above		15%	16%
Have not received additional education, but plan to receive one or more of the above		18%	20%
Have not received and do not plan to receive additional education in any of the above		28%	25%
Total		100%	100%

Findings by World Region

Assessment of Overall Value

Overall, alumni from each of the world regions rate the value of the MBA degree similarly, and there are no significant differences in the overall value rating by world region.

Overall Value of MBA Degree, by World Region					
	Asia	United States	Canada	Latin America	Europe
<i>Response</i>	(n = 245)	(n = 1,279)	(n = 150)	(n = 124)	(n = 279)
Outstanding	23%	26%	19%	20%	23%
Excellent	38%	37%	43%	40%	37%
Good	26%	26%	26%	28%	29%
Fair	11%	7%	7%	6%	8%
Poor	2%	4%	5%	6%	4%
Total	100%	100%	100%	100%	100%
Mean*	3.7	3.7	3.6	3.6	3.7
*Scale: Outstanding = 5; Excellent = 4; Good = 3; Fair = 2; Poor = 1					

Return on Investment

There are differences by world region in the outcomes used to assess whether the MBA degree was a good investment. Asians are the least likely to consider whether they received a salary increase or their desired salary on a new job. Asians and alumni from Latin America are the least likely to consider whether they are able to have the kind of job desired. Asians and Europeans regard their personal development in their assessment more than U.S. citizens do. However, U.S. citizens consider their ability to change occupation more than Asians and alumni from Latin America. The least likely to consider the ability to obtain international assignments are Canadians and U.S. citizens. Europeans are the least likely to regard the receipt of greater recognition and respect at work in their assessment. Alumni from Latin America cite receiving progressively challenging and interesting projects most often.

Assessment Outcomes, by World Region					
<i>Responses</i>	Asia	United States	Canada	Latin America	Europe
	(n = 245)	(n = 1,279)	(n = 150)	(n = 126)	(n = 279)
Received promotion	5%	8%	6%	5%	8%
Received salary increase/desired salary on new job*	30%	43%	41%	29%	39%
Able to have kind of job desired*	20%	31%	34%	18%	25%
Personal development*	51%	38%	37%	50%	51%
Development of managerial knowledge/technical skills	42%	34%	32%	33%	35%
Able to change occupations*	14%	26%	29%	6%	20%
Able to switch industries	16%	19%	19%	21%	22%
Able to obtain international assignment*	10%	2%	3%	22%	11%
Able to start my own business	6%	7%	7%	9%	6%
Increased job security	6%	8%	3%	8%	5%
Receive greater recognition/respect at work*	15%	11%	13%	6%	6%
Increase my professional network	18%	18%	18%	24%	18%
Increase in visibility to upper management	15%	11%	9%	15%	11%
Receive progressively challenging/interesting projects*	18%	16%	23%	27%	16%
Increase in confidence	26%	20%	17%	14%	22%
Other	0%	1%	1%	1%	1%
*p<0.05 Responses may add to more than 100% due to multiple selections.					

Alumni from Asia (62%) and Europe (63%) recouped a greater percentage of their investment compared to U.S. citizens (55%). Additionally, Europeans recouped more of their investment compare to alumni from Latin America (53%).

Percentage of Investment in MBA Recouped, by World Region					
<i>Percentage of Investment Recouped</i>	Asia (n = 245)	United States (n = 1,279)	Canada (n = 150)	Latin America (n = 126)	Europe (n = 279)
0% (not at all)	5%	8%	7%	6%	7%
10%	6%	6%	5%	6%	3%
20%	4%	8%	10%	11%	8%
30%	6%	10%	7%	11%	7%
40%	5%	5%	5%	6%	5%
50% (partially)	20%	18%	20%	20%	16%
60%	5%	4%	5%	4%	4%
70%	8%	7%	7%	4%	6%
80%	10%	8%	7%	12%	9%
90%	6%	5%	5%	8%	6%
100% (fully)	24%	20%	21%	13%	30%
Total	100%	100%	100%	100%	100%
Mean*	62.0	54.6	55.9	52.8	62.8
*p≤0.05					

Continuing Education

Asians and alumni from Latin America are the most likely to have received and plan to receive further education in the future. Europeans are the most likely to have not yet received additional education, but to plan to receive additional education in the future. Asians are the most likely to plan to receive additional education in communicating with diplomacy and tact. Asians are the most likely to have received additional education in empowering employees. Additionally, Asians are the most likely to have received and plan to receive education in cross-functional communication.

Continuing Education, by World Region						
<i>Courses</i>	<i>Response</i>	Asia	United States	Canada	Latin America	Europe
Leadership skills	Do not need	55%	59%	65%	57%	58%
	Received	24%	20%	15%	19%	21%
	Plan to receive	18%	15%	16%	20%	16%
	Received, plan to receive more	3%	6%	4%	4%	5%
	Total	100%	100%	100%	100%	100%

Continuing Education, by World Region						
<i>Courses</i>	<i>Response</i>	Asia	United States	Canada	Latin America	Europe
Computer/software	Do not need	67%	63%	69%	64%	72%
	Received	22%	21%	17%	17%	20%
	Plan to receive	7%	9%	8%	11%	5%
	Received, plan to receive more	4%	7%	5%	8%	3%
	Total	100%	100%	100%	100%	100%
General project management	Do not need	65%	68%	71%	65%	70%
	Received	19%	16%	9%	16%	20%
	Plan to receive	14%	12%	16%	15%	8%
	Received, plan to receive more	2%	3%	4%	4%	1%
	Total	100%	100%	100%	100%	100%
Presentation skills	Do not need	66%	69%	76%	64%	67%
	Received	22%	18%	13%	24%	23%
	Plan to receive	10%	9%	11%	10%	7%
	Received, plan to receive more	2%	3%	1%	2%	4%
	Total	100%	100%	100%	100%	100%
Group/team dynamics	Do not need	74%	74%	79%	69%	71%
	Received	16%	17%	15%	18%	21%
	Plan to receive	8%	7%	5%	10%	6%
	Received, plan to receive more	1%	2%	1%	3%	2%
	Total	100%	100%	100%	100%	100%
Performance coaching	Do not need	73%	76%	78%	70%	78%
	Received	11%	12%	12%	15%	10%
	Plan to receive	13%	10%	7%	12%	11%
	Received, plan to receive more	2%	1%	3%	3%	1%
	Total	100%	100%	100%	100%	100%
Giving/receiving constructive feedback	Do not need	78%	75%	82%	72%	75%
	Received	14%	17%	7%	21%	18%
	Plan to receive	8%	7%	8%	5%	5%
	Received, plan to receive more	0%	2%	3%	2%	2%
	Total	100%	100%	100%	100%	100%
Personnel management	Do not need	73%	78%	80%	79%	80%
	Received	16%	9%	7%	8%	12%
	Plan to receive	11%	11%	11%	11%	7%
	Received, plan to receive more	1%	1%	2%	2%	1%
	Total	100%	100%	100%	100%	100%

Continuing Education, by World Region						
<i>Courses</i>	<i>Response</i>	Asia	United States	Canada	Latin America	Europe
Communicating with diplomacy and tact*	Do not need	76%	81%	85%	81%	80%
	Received	11%	12%	10%	8%	12%
	Plan to receive	13%	6%	4%	9%	8%
	Received, plan to receive more	0%	1%	1%	2%	<1%
	Total	100%	100%	100%	100%	100%
Managing high performance teams	Do not need	74%	81%	79%	78%	83%
	Received	10%	7%	7%	6%	8%
	Plan to receive	16%	11%	14%	14%	8%
	Received, plan to receive more	<1%	1%	1%	2%	<1%
	Total	100%	100%	100%	100%	100%
Empowering employees*	Do not need	73%	83%	85%	85%	82%
	Received	16%	8%	7%	8%	11%
	Plan to receive	11%	8%	8%	6%	6%
	Received, plan to receive more	0%	1%	1%	1%	1%
	Total	100%	100%	100%	100%	100%
Managing organizational transitions/shifts	Do not need	80%	83%	85%	83%	85%
	Received	11%	8%	5%	5%	10%
	Plan to receive	9%	8%	9%	12%	4%
	Received, plan to receive more	<1%	1%	1%	1%	1%
	Total	100%	100%	100%	100%	100%
Cross functional communication*	Do not need	74%	85%	88%	84%	86%
	Received	18%	9%	9%	10%	11%
	Plan to receive	8%	5%	3%	6%	3%
	Received, plan to receive more	0%	1%	0%	1%	1%
	Total	100%	100%	100%	100%	100%
Meeting management/organization	Do not need	80%	84%	89%	83%	85%
	Received	13%	10%	7%	12%	12%
	Plan to receive	7%	4%	3%	5%	3%
	Received, plan to receive more	<1%	1%	1%	1%	1%
	Total	100%	100%	100%	100%	100%
Managing expectations/managing UP	Do not need	80%	82%	86%	86%	89%
	Received	11%	9%	7%	6%	7%
	Plan to receive	9%	8%	7%	6%	3%
	Received, plan to receive more	0%	1%	1%	2%	1%
	Total	100%	100%	100%	100%	100%

Continuing Education, by World Region						
<i>Courses</i>	<i>Response</i>	Asia	United States	Canada	Latin America	Europe
Managing poor performance	Do not need	82%	84%	88%	88%	88%
	Received	8%	8%	6%	6%	8%
	Plan to receive	10%	8%	5%	6%	3%
	Received, plan to receive more	0%	1%	1%	1%	1%
	Total	100%	100%	100%	100%	100%
Holding employees/peers accountable	Do not need	83%	86%	89%	87%	88%
	Received	9%	8%	5%	6%	6%
	Plan to receive	9%	6%	7%	5%	4%
	Received, plan to receive more	0%	1%	0%	2%	1%
	Total	100%	100%	100%	100%	100%
Received one or more and plan to receive one or more additional education courses*		47%	38%	35%	49%	36%
Received one or more educational course, but do not plan to received any other of the above		13%	15%	19%	16%	14%
Have not received additional education, but plan to receive one or more of the above*		13%	20%	15%	10%	24%
Have not received and do not plan to receive additional education in any of the above		47%	38%	35%	49%	36%
Total		100%	100%	100%	100%	100%
*p ≤ 0.05						

Findings by U.S. Subgroup

Assessment of Overall Value

There are no significant differences by U.S. subgroup in their assessment of the overall value of the MBA degree.

Overall Value of MBA Degree, by U.S. Subgroup				
<i>Response</i>	Asian American	African American	White	Hispanic
	(n = 83)	(n = 54)	(n = 1,017)	(n = 37)
Outstanding	40%	31%	24%	24%
Excellent	29%	30%	38%	41%
Good	20%	26%	26%	24%
Fair	7%	7%	7%	5%
Poor	4%	6%	4%	5%
Total	100%	100%	100%	100%
Mean*	3.9	3.7	3.7	3.7
*Scale: Outstanding = 5; Excellent = 4; Good = 3; Fair = 2; Poor = 1				

Return on Investment

There are no differences in the outcomes used by the various U.S. subgroups when assessing whether the MBA degree was a good investment.

Assessment Outcomes, by U.S. Subgroup				
<i>Response</i>	Asian American	African American	White	Hispanic
	(n = 83)	(n = 54)	(n = 1,017)	(n = 37)
Received promotion	6%	4%	8%	8%
Received salary increase/desired salary on new job	41%	52%	42%	46%
Able to have kind of job desired	31%	33%	31%	35%
Personal development	37%	37%	39%	35%
Development of managerial knowledge/technical skills	28%	35%	34%	30%
Able to change occupations	22%	24%	26%	22%
Able to switch industries	18%	17%	19%	24%
Able to obtain international assignment	4%	0%	2%	0%
Able to start my own business	2%	13%	7%	11%
Increased job security	8%	9%	7%	8%
Receive greater recognition/respect at work	13%	13%	11%	14%
Increase my professional network	25%	19%	18%	22%
Increase in visibility to upper management	19%	7%	11%	16%
Receive progressively challenging/interesting projects	18%	9%	17%	16%
Increase in confidence	22%	19%	20%	8%
Other	1%	2%	1%	0%
Responses may add to more than 100% due to multiple selections.				

There are no significant differences by U.S. subgroup in the percentage of their investment recouped.

Percentage of Investment in MBA Recouped, by U.S. Subgroup				
	Asian American	African American	White	Hispanic
<i>Percentage of Investment Recouped</i>	(n = 83)	(n = 54)	(n = 1,017)	(n = 37)
0% (not at all)	5%	4%	9%	8%
10%	6%	6%	6%	3%
20%	7%	2%	9%	11%
30%	10%	20%	9%	11%
40%	6%	11%	5%	11%
50% (partially)	13%	17%	19%	22%
60%	4%	6%	4%	3%
70%	8%	6%	7%	8%
80%	12%	4%	8%	5%
90%	5%	7%	4%	3%
100% (fully)	24%	19%	20%	16%
Total	100%	100%	100%	100%
Mean	60.1	55.2	54.0	51.1

Continuing Education

African Americans are the most likely of the U.S. subgroups to have received one or more additional education courses and to plan to receive additional education in the future.

Leadership Skills—African American are the most likely to state a need for leadership skills development. Hispanics are the most likely to have received additional education and to plan to receive more.

General Project Management—African American are the most likely to state a need for general project management training. Hispanics are the most likely to have received additional education and to plan to receive more.

Performance Coaching—African American are the most likely to plan to get additional education in performance coaching, and Hispanics are the most likely to have received additional education already.

Communicating with Diplomacy and Tact—African Americans are the most likely to have received additional education in communicating with diplomacy and tact. Asian Americans are the most likely to be planning to receive additional education.

Managing High Performance Teams—African Americans are the most likely to state a need for additional education in managing high-performance teams. Asian Americans and African

Americans are the most likely to be planning to receive additional education, and Hispanics are the most likely to have received additional education and to plan to receive more.

Empowering Employees—African Americans are the most likely to plan to receive additional education in empowering employees.

Cross-Functional Communication—African Americans are the most likely to plan to receive additional education and to have received and plan to receive further education in cross-functional communication.

Managing Expectations/Managing UP—African Americans are the most likely to plan to receive additional education in managing expectations/managing up.

Continuing Education, by U.S. Subgroup					
<i>Courses</i>	<i>Response</i>	Asian American	African American	White	Hispanic
Leadership skills*	Do not need	55%	35%	60%	51%
	Received	17%	33%	19%	19%
	Plan to receive	20%	26%	15%	16%
	Received, plan to receive more	7%	6%	6%	14%
	Total	100%	100%	100%	100%
Computer/software	Do not need	71%	56%	64%	62%
	Received	20%	26%	20%	16%
	Plan to receive	8%	11%	9%	16%
	Received, plan to receive more	0%	7%	7%	5%
	Total	100%	100%	100%	100%
General project management*	Do not need	61%	44%	71%	59%
	Received	22%	19%	16%	14%
	Plan to receive	13%	33%	10%	19%
	Received, plan to receive more	4%	4%	3%	8%
	Total	100%	100%	100%	100%
Presentation skills	Do not need	61%	61%	71%	62%
	Received	24%	22%	17%	19%
	Plan to receive	10%	11%	9%	14%
	Received, plan to receive more	5%	6%	3%	5%
	Total	100%	100%	100%	100%
Group/team dynamics	Do not need	71%	56%	76%	65%
	Received	17%	30%	16%	22%
	Plan to receive	11%	11%	6%	8%
	Received, plan to receive more	1%	4%	2%	5%
	Total	100%	100%	100%	100%

Continuing Education, by U.S. Subgroup					
<i>Courses</i>	<i>Response</i>	Asian American	African American	White	Hispanic
Performance coaching*	Do not need	80%	61%	77%	68%
	Received	10%	13%	12%	22%
	Plan to receive	8%	24%	10%	8%
	Received, plan to receive more	2%	2%	1%	3%
	Total	100%	100%	100%	100%
Giving/receiving constructive feedback	Do not need	70%	63%	76%	70%
	Received	24%	20%	16%	24%
	Plan to receive	5%	13%	7%	5%
	Received, plan to receive more	1%	4%	2%	0%
	Total	100%	100%	100%	100%
Personnel management	Do not need	69%	65%	79%	78%
	Received	13%	13%	9%	5%
	Plan to receive	18%	20%	11%	16%
	Received, plan to receive more	0%	2%	1%	0%
	Total	100%	100%	100%	100%
Communicating with diplomacy and tact*	Do not need	76%	54%	83%	68%
	Received	12%	31%	11%	19%
	Plan to receive	11%	13%	5%	11%
	Received, plan to receive more	1%	2%	1%	3%
	Total	100%	100%	100%	100%
Managing high performance teams*	Do not need	77%	57%	83%	78%
	Received	4%	11%	7%	3%
	Plan to receive	19%	31%	9%	14%
	Received, plan to receive more	0%	0%	1%	5%
	Total	100%	100%	100%	100%
Empowering employees*	Do not need	83%	61%	84%	78%
	Received	7%	15%	8%	11%
	Plan to receive	10%	24%	7%	8%
	Received, plan to receive more	0%	0%	1%	3%
	Total	100%	100%	100%	100%
Managing organizational transitions/shifts	Do not need	80%	74%	85%	76%
	Received	7%	13%	7%	11%
	Plan to receive	13%	11%	6%	14%
	Received, plan to receive more	0%	2%	2%	0%
	Total	100%	100%	100%	100%
Cross functional communication*	Do not need	80%	65%	87%	78%
	Received	11%	17%	8%	14%
	Plan to receive	7%	15%	4%	8%
	Received, plan to receive more	2%	4%	1%	0%
	Total	100%	100%	100%	100%

Continuing Education, by U.S. Subgroup					
<i>Courses</i>	<i>Response</i>	Asian American	African American	White	Hispanic
Meeting management/organization	Do not need	80%	74%	84%	86%
	Received	12%	20%	10%	5%
	Plan to receive	7%	6%	4%	8%
	Received, plan to receive more	1%	0%	1%	0%
	Total	100%	100%	100%	100%
Managing expectations/managing UP*	Do not need	81%	63%	84%	70%
	Received	10%	15%	8%	16%
	Plan to receive	8%	22%	7%	11%
	Received, plan to receive more	1%	0%	1%	3%
	Total	100%	100%	100%	100%
Managing poor performance	Do not need	83%	74%	85%	73%
	Received	7%	11%	7%	14%
	Plan to receive	10%	13%	7%	11%
	Received, plan to receive more	0%	2%	1%	3%
	Total	100%	100%	100%	100%
Holding employees/peers accountable	Do not need	81%	72%	87%	81%
	Received	11%	17%	7%	11%
	Plan to receive	8%	9%	5%	8%
	Received, plan to receive more	0%	2%	1%	0%
	Total	100%	100%	100%	100%
Received one or more and plan to receive one or more additional education courses*		39%	63%	36%	43%
Received one or more educational course, but do not plan to received any other of the above		12%	17%	15%	16%
Have not received additional education, but plan to receive one or more of the above		23%	11%	20%	27%
Have not received and do not plan to receive additional education in any of the above*		27%	9%	29%	14%
Total		100%	100%	100%	100%
*p ≤ 0.05					

Employment Status

This section of the report examines the current employment status of respondents, including the number of organizations a respondent has worked for since graduation, the length of time in their current job, and issues concerning respondents who are not currently employed.

Current Employment Status

The U.S. Bureau of Labor Statistics defines employed persons as having “done any work at all as a paid employee.¹” An *unemployed* person is not employed, but is available for work, and has made efforts to find employment. The Bureau of Labor Statistics defines someone as *not in the labor force* as a person who is not employed and not searching for work.

Overall, 94% of respondents currently are employed—87% work for an employer and 7% are self-employed. Additionally, 4% of respondents are unemployed and 2% are considered not in the labor force.

Current Employment Status	
Response	(n = 2,209)
Currently Employed	87%
Self-employed/small business owner	7%
Not currently employed	4%
Currently not in the labor force	2%
Total	100%

Self-employed respondents worked at significantly more (1.9) organizations, including their own business, compared with other employed respondents (1.4). Twice as many self-employed (19%) respondents worked at three or more organizations compared with other respondents (8%).

Number of Organizations Worked For Since Receiving MBA Degree*		
Response	Employed	Self-Employed**
	(n = 1,932)	(n = 155)
1 organization	68%	43%
2 organizations	25%	38%
3 or more organizations	8%	19%
Total	100%	100%
Mean	1.4	1.9
*p≤0.05		
** includes own businesses		

¹ U.S. Department of Labor, Bureau of Labor Statistics: BLS Glossary. Retrieved April 22, 2005, from <http://www.bls.gov/bls/glossary.htm>

There is no significant difference in the length of time employed respondents have worked for their most recent job. The median length of time for each group is at least 1 year, but less than two years.

Length of Time in Current Job		
<i>Response</i>	Employed	Self-Employed
	(n = 1,932)	(n = 155)
Less than 6 months	14%	12%
6 months, but less than 1 year	24%	21%
1 year, but less than 2 years	20%	24%
2 years, but less than 4 years	19%	21%
4 years, but less than 10 years	18%	16%
10 or more years	6%	7%
Total	100%	100%

Respondents Not Currently Employed

The next section of the report explores the status of respondents who are not currently employed. As shown previously, 6% of the respondents are not currently employed. Of these, 58% were employed at some point in the last 12 months, and 42% were not employed in the last 12 months.

Employment Status in Last 12 Months (MBA Alumni Not Currently Employed)	
<i>Response</i>	(n = 122)
Employed in the last 12 months	58%
Not employed in the last 12 months	42%
Total	100%

Respondents who are currently not employed, but worked at some point in the last 12 months indicated the reason why they left their last job. The most cited reason they state—only 17%—is lay off due to company instability. This is followed by 14% who quit in order to continue their education, 13% who quit because they were dissatisfied with the work or the quality of their clients, and 13% who quit because they were dissatisfied with the hours, the pay, the benefits, their co-workers, and/or their boss. An additional 10% quit their last job to move elsewhere.

Reason For Leaving Last Job (MBA Alumni Not Currently Employed, but Employed in the Last 12 Months)	
<i>Reason</i>	<i>(n = 71)</i>
Laid off—due to company instability	17%
Quit—to continue education	14%
Quit—dissatisfied with the work/quality of clients	13%
Quit—dissatisfied with hours, pay, benefits, co-worker, or boss	13%
Quit—to move elsewhere	10%
Terminated	9%
Quit—family reasons	6%
Quit—to start my own business	6%
Laid off—due to weak economy	3%
Quit—health reasons	3%
Other	9%
Total	100%

Job Search

Nearly three-quarters (73%) of respondents who are not currently working are searching for a job. Slightly more than a quarter (27%) are not currently searching for a job—the definition of an individual not in the labor force.

Currently Looking for Employment (MBA Alumni Not Currently Employed)	
<i>Response</i>	<i>(n = 122)</i>
Yes	73%
No*	27%
Total	100%
*A “no” response indicates that the respondent is not in the labor force according to the U.S. Bureau of Labor Statistics.	

Almost half (46%) of the respondents are not currently in the labor force because they went back to school, 39% are not in the labor force due to family reasons, and about one-in-five (21%) are in the process of starting their own business.

Reasons Not Currently Looking for Employment (MBA Alumni Not in the Labor Force*)	
<i>Reason</i>	<i>(n = 33)</i>
Went back to school	46%
Family reasons	39%
In the process of starting my own business	21%
Currently involved in an unpaid internship/work project	9%
Recently moved	6%
Taking a break from my job search	3%
Health reasons	0%
Other	6%
*Respondents not currently employed and not currently looking for work Responses may add to more than 100% due to multiple selections.	

Respondents who are not currently employed but are looking for work were asked to indicate the number of weeks they have been searching for employment. On average, unemployed respondents have been searching for a job for 24 weeks. One-in-five (20%) have been searching for 3 or fewer weeks and about a quarter (24%) for 4 to 10 weeks. Nearly one-in-five (19%) have been searching for a year or more.

Number of Weeks Looking For Employment (MBA Alumni Not Currently Employed, and Looking for Employment)	
<i>Response</i>	<i>(n = 89)</i>
3 or fewer weeks	20%
4 to 10 weeks	24%
11 to 20 weeks	21%
21 to 51 weeks	16%
52 or more weeks	19%
Total	100%
Mean	23.8

The most cited reason why respondents have been unable to find employment is lack of relevant industry or functional experience (47%). Additionally, 44% say they cannot find a job that pays enough, 40% say they cannot find a job that interests them, and 38% say they are overqualified for the jobs in which they interview.

Reason Unable To Find Employment		
(MBA Alumni Not Currently Employed, but Looking for Employment)		
<i>Reason</i>		(n = 89)
Searching, but cannot find a job that...	Pays enough	44%
	Interests me	40%
	Is close to home	24%
	Has decent benefits	9%
Interviewing, but have not received job offers because I...	Lack relevant industry/functional experience	47%
	Am over qualified	38%
	Lack sufficient years work experience	23%
	Require a work permit	17%
	Am trying to re-enter the job market after taking a break	14%
	Am being discriminated against based on my age, gender, race, etc.	11%
Other		10%
No barrier		9%
Responses may add to more than 100% due to multiple selections.		

Findings by Graduation Year

Current Employment Status

There is no significant difference between alumni of the various graduation years in their employment status.

Current Employment Status, by Graduation Year					
Response	2000	2001	2002	2003	2004
	(n = 186)	(n = 325)	(n = 309)	(n = 436)	(n = 934)
Currently Employed	87%	87%	88%	89%	87%
Self-employed/small business owner	8%	8%	7%	6%	7%
Not currently employed	3%	4%	3%	3%	5%
Currently not in the labor force	2%	1%	2%	1%	1%
Total	100%	100%	100%	100%	100%

As expected, the more time that has passed since graduation, the more likely the alumnus is to have worked for more organizations. Graduates in 2004 (82%) are the most likely to have worked for only one organization, and graduates in 2000 (30%) are the most likely to work for three or more organizations.

Number of Organizations Worked For Since Receiving MBA Degree, by Graduation Year*										
Response	Employed					Self-Employed**				
	2000	2001	2002	2003	2004	2000	2001	2002	2003	2004
	(n = 162)	(n = 283)	(n = 273)	(n = 389)	(n = 812)	(n = 14)	(n = 25)	(n = 23)	(n = 27)	(n = 64)
1 organization	46%	49%	55%	69%	82%	36%	16%	52%	33%	55%
2 organizations	24%	34%	34%	28%	16%	21%	56%	35%	41%	34%
3 or more organizations	30%	17%	11%	3%	2%	43%	28%	13%	26%	11%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Mean*	2.0	1.7	1.6	1.4	1.2	2.4	2.4	1.7	2.1	1.7

*p≤0.05
** includes own businesses

Among alumni who work for an organization, the earlier graduates are more likely to have worked for the organization longer. Alumni of the class of 2002 (17%) are the most likely to have been self-employed for 10 years or more years. Self-employed respondents from the class of 2001 (32%) are the most likely to have been self-employed for 4 years but less than 10 years.

Length of Time in Current Job, by Graduation Year										
Response	Employed*					Self-Employed*				
	2000	2001	2002	2003	2004	2000	2001	2002	2003	2004
	(n = 162)	(n = 283)	(n = 271)	(n = 389)	(n = 811)	(n = 14)	(n = 25)	(n = 23)	(n = 27)	(n = 64)
Less than 6 months	12%	11%	13%	9%	18%	7%	4%	4%	7%	17%
6 months, but less than 1 year	11%	7%	12%	13%	42%	21%	12%	9%	22%	30%
1 year, but less than 2 years	9%	16%	12%	49%	14%	14%	16%	9%	37%	30%
2 years, but less than 4 years	19%	34%	46%	14%	7%	29%	28%	35%	30%	8%
4 years, but less than 10 years	44%	21%	12%	11%	15%	28%	32%	27%	0%	11%
10 or more years	5%	12%	6%	3%	5%	0%	8%	17%	4%	5%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

*p≤0.05

Respondents Not Currently Employed

Analysis of respondents by graduation year who are currently unemployed is not published due to the small sample size.

Findings by Program Type

Current Employment Status

Twice as many alumni from executive programs (16%) are self-employed compared to part-time (8%) and full-time (6%) program alumni.

Current Employment Status, by Program Type*			
Response	Full-Time	Part-Time	Executive
	(n = 1,644)	(n = 405)	(n = 116)
Currently Employed	88%	87%	78%
Self-employed/small business owner	6%	8%	16%
Not currently employed	4%	4%	5%
Currently not in the labor force	2%	1%	2%
Total	100%	100%	100%

*p≤0.05

Full-time program alumni (9%) who work for an employer are the most likely to have worked for three or more organizations since graduation—1.5 organizations on average. There is no difference among self-employed respondents.

Number of Organizations Worked For Since Receiving MBA Degree, by Program Type						
Response	Employed*			Self-Employed**		
	Full-Time	Part-Time	Executive	Full-Time	Part-Time	Executive
	(n = 1,453)	(n = 353)	(n = 90)	(n = 102)	(n = 31)	(n = 18)
1 organization	64%	77%	79%	44%	35%	50%
2 organizations	27%	18%	20%	37%	48%	17%
3 or more organizations	9%	5%	1%	19%	16%	33%
Total	100%	100%	100%	100%	100%	100%
Mean*	1.5	1.3	1.2	1.9	2.1	2.1
*p≤0.05						
** includes own businesses						

Full-time program alumni working for an employer are the most likely to have worked for that employer for less than 2 years. Part-time program alumni are the most likely to have worked four or more years for their current employer. Executive program alumni are the most likely to have worked for their current employer for 10 or more years. Among self-employed respondents, executive program alumni are the most likely to have been self-employed for 10 or more years.

Length of Time in Current Job, by Program Type*						
Response	Employed			Self-Employed		
	Full-Time	Part-Time	Executive	Full-Time	Part-Time	Executive
	(n = 1,450)	(n = 353)	(n = 90)	(n = 102)	(n = 31)	(n = 18)
Less than 6 months	16%	8%	7%	11%	6%	11%
6 months, but less than 1 year	29%	8%	10%	28%	6%	11%
1 year, but less than 2 years	23%	11%	16%	24%	23%	33%
2 years, but less than 4 years	19%	16%	17%	22%	25%	6%
4 years, but less than 10 years	11%	42%	25%	10%	32%	22%
10 or more years	2%	16%	27%	5%	6%	17%
Total	100%	100%	100%	100%	100%	100%
*p≤0.05						

Respondents Not Currently Employed

Analysis of respondents by program type who are currently unemployed is not published due to the small sample size.

Findings by Gender

Current Employment Status

There is no significant difference in current employment status by gender.

Current Employment Status, by Gender		
<i>Response</i>	Male	Female
	(n = 1,533)	(n = 658)
Currently Employed	88%	86%
Self-employed/small business owner	7%	7%
Not currently employed	4%	5%
Currently not in the labor force	1%	2%
Total	100%	100%

Women (1.5) currently working for an employer have worked for significantly more organizations compared with men (1.4).

Number of Organizations Worked For Since Receiving MBA Degree, by Gender				
<i>Response</i>	Employed		Self-Employed**	
	Male	Female	Male	Female
	(n = 1,353)	(n = 566)	(n = 110)	(n = 43)
1 organization	69%	65%	41%	47%
2 organizations	24%	25%	37%	40%
3 or more organizations	7%	10%	22%	14%
Total	100%	100%	100%	100%
Mean*	1.4	1.5	2.0	1.8
*p≤0.05				
** includes own businesses				

There is no significant difference in the length of time respondents have been in their current job by gender.

Length of Time in Current Job, by Gender				
<i>Response</i>	Employed		Self-Employed*	
	Male	Female	Male	Female
	(n = 1,350)	(n = 566)	(n = 110)	(n = 43)
Less than 6 months	13%	16%	7%	19%
6 months, but less than 1 year	24%	25%	23%	19%
1 year, but less than 2 years	21%	20%	25%	21%
2 years, but less than 4 years	19%	16%	22%	19%
4 years, but less than 10 years	16%	19%	15%	18%
10 or more years	6%	5%	7%	5%
Total	100%	100%	100%	100%

Respondents Not Currently Employed

There is no difference in the employment status of respondents in the last 12 months by gender.

Employment Status in Last 12 Months, by Gender (MBA Alumni Not Currently Employed)		
<i>Response</i>	Male	Female
	(n = 73)	(n = 49)
Employed in the last 12 months	59%	57%
Not employed in the last 12 months	41%	43%
Total	100%	100%

There are no differences in the reasons for leaving their last job by gender—due, in part, to small sample sizes.

Reason For Leaving Last Job, by Gender (MBA Alumni Not Currently Employed, but Employed in the Last 12 Months)		
<i>Response</i>	Male	Female
	(n = 43)	(n = 28)
Laid off—due to weak economy	0%	7%
Laid off—due to company instability	21%	11%
Terminated	9%	7%
Quit—dissatisfied with the work/quality of clients	14%	11%
Quit—dissatisfied with hours, pay, benefits, co-worker, or boss	12%	14%
Quit—family reasons	2%	11%
Quit—health reasons	0%	7%
Quit—to start my own business	9%	0%
Quit—to move elsewhere	12%	7%
Quit—to continue education	14%	14%
Other	7%	11%
Total	100%	100%

Job Search

There is no difference in the percentage looking for employment by gender.

Currently Looking for Employment, by Gender (MBA Alumni Not Currently Employed)		
Response	Male	Female
	(n = 73)	(n = 49)
Yes	75%	69%
No*	25%	31%
Total	100%	100%
*A “no” response indicates that the respondent is not in the labor force according to the U.S. Bureau of Labor Statistics.		

Men are more likely compared with women to state they are not looking for work because they went back to school. Women are more likely to state family reasons.

Reasons Not Currently Looking for Employment, by Gender (MBA Alumni Not in the Labor Force)		
Response	Male	Female
	(n = 18)	(n = 15)
Went back to school*	61%	27%
Health reasons	0%	0%
Family reasons*	22%	60%
Recently moved	6%	7%
Taking a break from my job search	6%	0%
Currently involved in an unpaid internship/work project	11%	7%
In the process of starting my own business	22%	20%
Other	11%	0%
*p<0.05 Responses may add to more than 100% due to multiple selections.		

There is no significant difference in the number of weeks respondents have been looking for employment by gender.

Number of Weeks Looking For Employment, by Gender (MBA Alumni Not Currently Employed, and Looking for Employment)		
Response	Male	Female
	(n = 55)	(n = 34)
3 or fewer weeks	18%	24%
4 to 10 weeks	24%	24%
11 to 20 weeks	22%	21%
21 to 51 weeks	16%	15%
52 or more weeks	20%	18%
Total	100%	100%
Mean	24.9	22.1
Median	12.0	12.0

There are no significant differences in the reasons respondents are unable to find employment by gender.

Reason Unable To Find Employment, by Gender (MBA Alumni Not Currently Employed, but Looking for Employment)			
Reason	Male	Female	
	(n = 55)	(n = 34)	
Searching, but cannot find a job that...	Interests me	44%	35%
	Pays enough	49%	35%
	Has decent benefits	9%	9%
	Is close to home	27%	18%
Interviewing, but have not received job offers because I...	Am over qualified	44%	29%
	Lack relevant industry/functional experience	47%	47%
	Lack sufficient years work experience	22%	24%
	Am trying to re-enter the job market after taking a break	15%	12%
	Require a work permit	20%	12%
	Am being discriminated against based on my age, gender, race, etc.	9%	15%
Other	9%	12%	
No barrier	5%	15%	

Findings by World Region

Current Employment Status

There is no significant difference in current employment status by world region.

Current Employment Status, by World Region					
Response	Asia	United States	Canada	Latin America	Europe
	(n = 245)	(n = 1,279)	(n = 150)	(n = 126)	(n = 279)
Currently Employed	91%	87%	86%	87%	87%
Self-employed/small business owner	4%	7%	10%	6%	8%
Not currently employed	2%	4%	3%	8%	4%
Currently not in the labor force	3%	2%	1%	0%	1%
Total	100%	100%	100%	100%	100%

There are no significant differences in the number of organizations worked for since graduation by world region.

Number of Organizations Worked For Since Receiving MBA Degree, by World Region										
Response	Employed					Self-Employed*				
	Asia	United States	Canada	Latin America	Europe	Asia	United States	Canada	Latin America	Europe
	(n = 223)	(n = 1,118)	(n = 129)	(n = 109)	(n = 245)	(n = 10)	(n = 93)	(n = 15)	(n = 7)	(n = 22)
1 organization	65%	69%	59%	64%	71%	20%	46%	40%	14%	45%
2 organizations	26%	23%	30%	28%	25%	40%	35%	33%	71%	36%
3 or more organizations	9%	8%	11%	7%	4%	40%	18%	27%	14%	18%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Mean	1.5	1.4	1.6	1.5	1.4	2.5	1.9	2.1	2.4	2.0
Median	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0

* includes own businesses

Asians are the most likely to have been working for their current employer for less than 6 months. Europeans are the most likely to be working for their employer from 6 months to less than a year, and 2 years but less than 3 years.

Length of Time in Current Job, by World Region										
Response	Employed*					Self-Employed				
	Asia	United States	Canada	Latin America	Europe	Asia	United States	Canada	Latin America	Europe
	(n = 222)	(n = 1,117)	(n = 129)	(n = 109)	(n = 244)	(n = 10)	(n = 93)	(n = 15)	(n = 7)	(n = 22)
Less than 6 months	21%	12%	16%	13%	12%	10%	14%	0%	0%	5%
6 months, but less than 1 year	23%	26%	26%	23%	18%	10%	22%	13%	29%	36%
1 year, but less than 2 years	20%	19%	16%	35%	23%	30%	24%	27%	14%	27%
2 years, but less than 4 years	16%	18%	19%	17%	25%	20%	16%	40%	14%	23%
4 years, but less than 10 years	16%	19%	17%	10%	17%	20%	17%	20%	29%	5%
10 or more years	6%	6%	7%	2%	5%	10%	8%	0%	14%	5%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

*p≤0.05

Respondents Not Currently Employed

Analysis of respondents by world region who are currently unemployed is not published due to the small sample size.

Findings by U.S. Subgroup

Current Employment Status

There is no difference in current employment status by U.S. subgroup.

Current Employment Status, by U.S. Subgroup				
Response	Asian American	African American	White	Hispanic
	(n = 83)	(n = 54)	(n = 1,017)	(n = 37)
Currently Employed	92%	87%	87%	92%
Self-employed/small business owner	4%	9%	7%	3%
Not currently employed	1%	4%	4%	5%
Currently not in the labor force	4%	0%	2%	0%
Total	100%	100%	100%	100%

The number of self-employed respondents by U.S. subgroup is too small for analysis (3 Asian Americans; 5 African Americans; 73 White; 1 Hispanic).

There is no difference in the number of organizations worked for since graduation by U.S. subgroup.

Number of Organizations Worked For Since Receiving MBA Degree, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American (n = 76)	African American (n = 47)	White (n = 886)	Hispanic (n = 34)
1 organization	59%	64%	71%	59%
2 organizations	26%	21%	22%	35%
3 or more organizations	14%	15%	7%	6%
Total	100%	100%	100%	100%
Mean	1.6	1.6	1.4	1.5

There is no significant difference in the length of time in their current job by U.S. subgroup.

Length of Time in Current Job, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American (n = 76)	African American (n = 47)	White (n = 886)	Hispanic (n = 34)
Less than 6 months	13%	17%	12%	9%
6 months, but less than 1 year	33%	38%	26%	26%
1 year, but less than 2 years	17%	17%	18%	35%
2 years, but less than 4 years	21%	15%	18%	12%
4 years, but less than 10years	13%	12%	20%	12%
10 or more years	3%	0%	6%	6%
Total	100%	100%	100%	100%

Respondents Not Currently Employed

Analysis of respondents by U.S. subgroup who are currently unemployed is not published due to the small sample size.

Current Job

This section of the report examines the current job of employed and self-employed respondents. Employer characteristics, job characteristics, promotions, salary, and job satisfaction are explored in this section.

Employer Characteristics

About four-fifths (81%) of respondents working for an employer work in their country of citizenship and 19% work outside their country of citizenship.

Employed in Country of Citizenship (Employed MBA Alumni)	
<i>Response</i>	<i>(n = 1,932)</i>
Yes	81%
No	19%
Total	100%

Nearly two-thirds (64%) of respondents work for an organization that is multinational in scope. About one-fifth (19%) work for a national organization, 9% work for a regional organization, and 8% work for a local organization.

Scope of Organization (Employed MBA Alumni)	
<i>Response</i>	<i>(n = 1,932)</i>
Local	8%
Regional	9%
National	19%
Multinational	64%
Total	100%

One-third (32%) of the employed respondents work for organizations with 25,000 or more employees. One-fifth (21%) work for an organization with 5,000 to 24,999 employees, 17% with 1,000 to 4,999 employees, 20% with 50 to 999 employees, and 10% with fewer than 50 employees.

Number of Employees in Organization (Employed MBA Alumni)	
<i>Response</i>	<i>(n = 1,932)</i>
Fewer than 50	10%
50-999	20%
1,000-4,999	17%
5,000-24,999	21%
25,000 and over	32%
Total	100%

The largest employers of MBA alumni are the finance/accounting industry (21%) and the products/services industry (20%). Additionally, 14% of MBA alumni work in the high technology industry and 13% work in consulting.

Type of Industry (Employed MBA Alumni)	
<i>Response</i>	<i>(n = 1,932)</i>
Finance/Accounting	21%
Products/Services	20%
High Technology	14%
Consulting	13%
Healthcare/Pharmaceutical	9%
Nonprofit/Government	9%
Manufacturing	8%
Energy/Utilities	3%
Other	4%
Total	100%

Job Characteristics

MBA alumni work 50 hours per week on average.

Respondents working in the consulting (51 hours), finance/accounting (52 hours), products/services (50 hours), and healthcare/ pharmaceutical (50 hours) industries work significantly longer hours compared with respondents working in the nonprofit/government (46 hours) industry.

Number of Work Hours Per Week (Employed MBA Alumni)	
<i>Response</i>	<i>(n = 1,932)</i>
Fewer than 40 hours	3%
40 hours	15%
41 to 45 hours	20%
46 to 50 hours	31%
51 to 55 hours	11%
56 to 60 hours	12%
More than 60 hours	8%
Total	100%
Mean	50.2

Over a quarter (27%) of the respondents work in finance/accounting positions and a quarter (25%) work in marketing/sales positions. Additionally, 15% work in consulting, 11% in operations/logistics, and 10% in general management.

Current Job Function (Employed MBA Alumni)	
<i>Response</i>	<i>(n = 1,929)</i>
Finance/Accounting	27%
Marketing/Sales	25%
Consulting	15%
Operations/Logistics	11%
General Management	10%
Information Technology/MIS	6%
Human Resources	3%
Other	4%
Total	100%

Overall, 40% of the employed respondents have received a promotion since completing their MBA degree. The vast majority of those who received a promotion received a pay increase (92%), an increase in responsibility (87%), and a change in job title (83%).

Promotions with Current Employer Since Completing MBA Degree (Employed MBA Alumni)	
Response	(n = 1,932)
Received a promotion (percent yes)	40%
Promotion involved*...	
(n = 777)	
A pay increase	92%
An increase in responsibility	87%
A change in job title	83%
An increase in the number of subordinates you manage	46%
Becoming a team leader	42%
An increase in budgetary authority	40%
Other	1%
*Responses may add to more than 100% due to multiple selections.	

The employed respondents were asked to indicate how their responsibilities have changed since completing their MBA degree. The greatest increases in responsibilities include project and product responsibilities (76%) and the number of special assignments (70%). Additionally 45% of respondents report increased budget responsibility and 37% report an increase in the number of people managed.

How Responsibilities Have Changed Since Completing MBA Degree (All Employed MBA Alumni)				
Responsibility	(n = 1,932)			
	Increased	Stay the Same	Decreased	Total
Number of people managed	37%	52%	11%	100%
Budget responsibility	45%	48%	7%	100%
Projects/product responsibility	76%	19%	5%	100%
Number of special assignments	70%	26%	4%	100%

Of the employed respondents, 22% are entry-level managers/supervisors, 39% are mid-level managers/associates, and 11% are senior-level managers/partners. More than a quarter of the employed respondents are not managers or supervisors.

Highest Position Achieved in Current Job (Employed MBA Alumni)	
Response	(n = 1,932)
I am not a manager/supervisor	28%
Entry-level manager/supervisor	22%
Middle level manager/associate	39%
Senior level manager/partner	11%
Other	1%
Total	100%

The average annual base salary among MBA alumni is U.S. \$82,178.

Current Annual Salary (U.S. Dollars) (Employed MBA Alumni)	
<i>Response</i>	<i>(n = 1,573)</i>
Lower 95% Confidence Interval	\$80,531
Mean	\$82,178
Upper 95% Confidence Interval	\$83,825

The nonprofit/government industry pays significantly less compared with all other industries. Employed respondents in the consulting, finance/accounting, and energy/utility industries earn significantly more compared with employees of the products/services industries.

Current Annual Salary, by Industry Type* (Employed MBA Alumni)	
<i>Response</i>	U.S. Dollars
Consulting	\$91,218
Finance/accounting	\$86,054
Products/services	\$77,419
Manufacturing	\$79,856
High technology	\$82,548
Healthcare/ Pharmaceutical	\$86,021
Energy/utility	\$96,538
Nonprofit/government	\$63,548
*p≤0.05	

Satisfaction with Job and Employer

Overall, 80% of the employed respondents are either very satisfied (35%) or somewhat satisfied (45%) with their current job.

Job Satisfaction (Employed MBA Alumni)	
<i>Response</i>	<i>(n = 1,932)</i>
Very satisfied	35%
Somewhat satisfied	45%
Neither satisfied nor dissatisfied	7%
Somewhat dissatisfied	9%
Very dissatisfied	3%
Total	100%
Mean	4.0

The employed respondents were asked to rate their agreement with a variety of statements about the current organization for which they are employed. Respondents most strongly agree with the statement, “To know that my own work had made a contribution to the good of the organization would please me.” Four-fifths of respondents (81%) strongly or somewhat agree with the statement, “I trust my employer to behave ethically in their business practices.” About three-quarters (77%) strongly or somewhat agree with the statement, “I am quite proud to tell people whom I work for.”

Agreement with Statements about Current Organization (Employed MBA Alumni)							
Statement	Mean*	(n = 1,932)					Total
		Strongly Agree	Somewhat Agree	Neither	Somewhat Disagree	Strongly Disagree	
To know that my own work had made a contribution to the good of the organization would please me	4.6	69%	26%	4%	1%	1%	100%
I trust my employer to behave ethically in their business practices	4.2	47%	34%	10%	7%	2%	100%
I am quite proud to tell people whom I work for	4.1	42%	35%	17%	5%	2%	100%
I am extremely glad that I chose this organization to work for over other I was considering at the time I joined	3.9	37%	31%	20%	9%	3%	100%
I would take a job with another employer with about the same pay/benefits I have now [‡]	3.4	11%	18%	18%	27%	26%	100%
There's not much to be gained by sticking with this organization indefinitely [‡]	3.1	15%	22%	18%	28%	18%	100%

*Scale: Strongly Agree = 5; Somewhat agree = 4; Neither = 3; Somewhat disagree = 2; Strongly Disagree = 1
[‡]Item is a reverse scale where Strongly Agree = 1; Somewhat agree = 2; Neither = 3; Somewhat disagree = 4; Strongly Disagree = 5

The employed respondents find the following statements most accurate: “employer promotes and upholds ethical business practices,” “their supervisor is competent,” and “the work is interesting.” In the September 2004 Alumni Perspectives Survey, challenging and interesting work is the largest influencing factor in predicting satisfaction that the job measures up to the job originally sought, with the respondent’s evaluation of their job decision, and their decision to recommend their job to a friend. About a third of the employed respondents regard the statements, “they had equal opportunity in promotions and salary” (34%), “the physical surroundings are pleasant” (33%), and “the problems they are expected to solve are hard enough” (29%), as very true.

Accuracy of Statement about Employer/Position (Employed MBA Alumni)						
Statement	Mean*	(n = 1,932)				Total
		Very True	Somewhat True	Not Very True	Not At All True	
My employer promotes/upholds ethical business practices.	3.4	52%	38%	9%	2%	100%
My supervisor is competent in doing his/her job.	3.3	48%	37%	11%	5%	100%
The work is interesting.	3.3	43%	44%	11%	3%	100%
I have had equal opportunity in promotions and salary.	3.1	34%	44%	16%	7%	100%
The physical surroundings are pleasant.	3.1	33%	47%	16%	4%	100%
The problems I am expected to solve are hard enough.	3.1	29%	51%	17%	3%	100%
The job security is good.	3.0	30%	49%	15%	5%	100%
My chances for promotion are good.	3.0	29%	44%	20%	7%	100%
I am given a chance to do the things I do best.	3.0	28%	50%	18%	4%	100%
My employer really cares about individuals and wants them to succeed.	2.9	27%	46%	21%	6%	100%
I have enough time to get the job done.	2.9	22%	51%	22%	5%	100%
The pay is good.	2.9	21%	53%	18%	7%	100%
My responsibilities are clearly defined.	2.8	22%	45%	27%	7%	100%
I am not asked to do excessive amounts of work.	2.7	16%	44%	29%	11%	100%
I spend too much time in meetings that are not productive‡.	2.7	9%	32%	46%	14%	100%
*Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1						
‡ Item is a reverse scale: Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4						

Self-Employed/Small Business Owner

Among the respondents who are self-employed, 85% work in their country of citizenship and 14% work outside their country of citizenship.

Employed in Country of Citizenship (Self-Employed MBA Alumni)	
<i>Response</i>	<i>(n = 155)</i>
Yes	86%
No	14%
Total	100%

A quarter (25%) of the self-employed respondents started multinational organizations, 21% have national organizations, 18% have regional organizations, and 36% have local organizations.

Scope of Organization (Self-Employed MBA Alumni)	
<i>Response</i>	<i>(n = 155)</i>
Local	36%
Regional	18%
National	21%
Multinational	25%
Total	100%

The largest industry category of the self-employed respondents is products/services (29%), followed by consulting (25%), high technology (14%), and healthcare/pharmaceutical (10%) industries.

Type of Industry (Self-Employed MBA Alumni)	
<i>Response</i>	<i>(n = 155)</i>
Products/Services	29%
Consulting	25%
High Technology	14%
Healthcare/Pharmaceutical	10%
Finance/Accounting	8%
Nonprofit/Government	5%
Energy/Utilities	3%
Manufacturing	2%
Other	4%
Total	100%

On average, the self-employed respondent works 52 hours a week.

Number of Work Hours Per Week (Self-Employed MBA Alumni)	
<i>Response</i>	(n = 155)
Fewer than 40 hours	11%
40 hours	11%
41 to 45 hours	7%
46 to 50 hours	28%
51 to 55 hours	9%
56 to 60 hours	20%
More than 60 hours	15%
Total	100%
Mean	51.5
Median	50.0

On average, the self-employed respondents earn \$97,902 a year, which is significantly more than respondents who work for an employer (\$82,178). There is no significant difference in pay between the various industries.

Current Annual Salary (Self-Employed MBA Alumni)	
<i>Response</i>	(n = 88)
Lower 95% Confidence Interval	\$87,774
Mean	\$97,902
Upper 95% Confidence Interval	\$108,030

Findings by Graduation Year

Employer Characteristics

There is no significant difference in the location of employment by graduation year.

Employed in Country of Citizenship, by Graduation Year (Employed MBA Alumni)					
<i>Response</i>	2000 (n = 162)	2001 (n = 283)	2002 (n = 271)	2003 (n = 389)	2004 (n = 811)
Yes	78%	82%	80%	80%	83%
No	22%	18%	20%	20%	17%
Total	100%	100%	100%	100%	100%

There is no significant difference in the scope of the organization by graduation year.

Scope of Organization, by Graduation Year (Employed MBA Alumni)					
<i>Response</i>	2000	2001	2002	2003	2004
	(n = 162)	(n = 283)	(n = 271)	(n = 389)	(n = 811)
Local	7%	10%	7%	7%	9%
Regional	8%	8%	9%	9%	9%
National	13%	17%	17%	21%	22%
Multinational	72%	65%	68%	63%	60%
Total	100%	100%	100%	100%	100%

There is no significant difference in the number of employees in the organization by graduation year.

Number of Employees in Organization, by Graduation Year (Employed MBA Alumni)					
<i>Response</i>	2000	2001	2002	2003	2004
	(n = 162)	(n = 283)	(n = 271)	(n = 389)	(n = 811)
Fewer than 50	7%	10%	9%	10%	11%
50-999	18%	19%	19%	20%	22%
1,000-4,999	17%	17%	20%	18%	16%
5,000-24,999	22%	18%	24%	20%	20%
25,000 and over	36%	37%	29%	32%	30%
Total	100%	100%	100%	100%	100%

There is no significant difference in the industry by graduation year.

Type of Industry, by Graduation Year (Employed MBA Alumni)					
<i>Response</i>	2000	2001	2002	2003	2004
	(n = 162)	(n = 283)	(n = 271)	(n = 389)	(n = 811)
Consulting	12%	13%	12%	13%	14%
Finance/Accounting	23%	22%	17%	20%	21%
Products/Services	20%	14%	24%	21%	20%
Manufacturing	7%	8%	7%	8%	8%
High Technology	15%	14%	14%	11%	16%
Healthcare/Pharmaceutical	9%	9%	8%	10%	9%
Energy/Utilities	2%	4%	5%	2%	2%
Nonprofit/Government	10%	11%	8%	8%	8%
Other	2%	5%	4%	6%	3%
Total	100%	100%	100%	100%	100%

Job Characteristics

The class of 2000 work longer hours (52 hours) per week on average compared to the class of 2004 (49 hours). One-sixth (17%) of the class of 2000 works more than 60 hours per week on average.

Number of Work Hours Per Week, by Graduation Year* (Employed MBA Alumni)					
<i>Response</i>	2000 (<i>n</i> = 162)	2001 (<i>n</i> = 283)	2002 (<i>n</i> = 271)	2003 (<i>n</i> = 389)	2004 (<i>n</i> = 811)
Fewer than 40 hours	3%	1%	5%	2%	3%
40 hours	11%	14%	10%	14%	18%
41 to 45 hours	19%	23%	15%	18%	22%
46 to 50 hours	26%	34%	33%	34%	30%
51 to 55 hours	14%	10%	13%	14%	10%
56 to 60 hours	10%	12%	14%	11%	11%
More than 60 hours	17%	6%	10%	7%	6%
Total	100%	100%	100%	100%	100%
Mean*	52.4	49.9	51.3	50.2	49.4
*p<0.05					

There is no significant difference in job function by graduation year.

Current Job Function, by Graduation Year (Employed MBA Alumni)					
<i>Response</i>	2000 (<i>n</i> = 162)	2001 (<i>n</i> = 283)	2002 (<i>n</i> = 271)	2003 (<i>n</i> = 389)	2004 (<i>n</i> = 811)
Marketing/Sales	25%	20%	23%	29%	24%
Operations/Logistics	10%	11%	14%	8%	11%
Consulting	18%	11%	17%	17%	15%
General Management	10%	10%	11%	9%	9%
Finance/Accounting	25%	32%	24%	28%	26%
Human Resources	4%	3%	2%	2%	3%
Information Technology/MIS	4%	7%	5%	3%	8%
Other	4%	6%	4%	4%	3%
Total	100%	100%	100%	100%	100%

The class of 2004 is significantly less likely compared with the classes of 2000, 2001, and 2002 to have received a promotion since completing their MBA degree. Among the employed respondents who received a promotion, the class of 2004 is the least likely to have received a change in job title. There are no significant differences for each of the other items.

Promotions with Current Employer Since Completing MBA Degree, by Graduation Year*					
(Employed MBA Alumni)					
<i>Response</i>	2000 (<i>n</i> = 162)	2001 (<i>n</i> = 283)	2002 (<i>n</i> = 272)	2003 (<i>n</i> = 389)	2004 (<i>n</i> = 812)
Received a promotion (percent yes)	61%	57%	53%	42%	25%
<i>Promotion involved**...</i>	(<i>n</i> = 99)	(<i>n</i> = 162)	(<i>n</i> = 145)	(<i>n</i> = 162)	(<i>n</i> = 205)
A change in job title*	85%	88%	88%	83%	74%
A pay increase	97%	93%	90%	93%	90%
An increase in responsibility	86%	89%	86%	85%	88%
An increase in budgetary authority	38%	44%	40%	36%	41%
An increase in the number of subordinates you manage	46%	49%	47%	40%	49%
Becoming a team leader	47%	46%	39%	41%	41%
Other	2%	2%	1%	1%	1%
* $p \leq 0.05$					
**Responses may add to more than 100% due to multiple selections.					

Alumni in the classes of 2000 and 2001 are the most likely to report an increase in the number of people they manage. Furthermore, the class of 2000 and 2001 are the most likely to report an increase in their budget responsibility. The class of 2004 is the least likely to report an increase in project and product responsibility.

How Responsibilities Have Changed Since Completing MBA Degree, by Graduation Year						
(All Employed MBA Alumni)						
<i>Responsibility</i>	<i>Response</i>	2000 (<i>n</i> = 162)	2001 (<i>n</i> = 283)	2002 (<i>n</i> = 271)	2003 (<i>n</i> = 389)	2004 (<i>n</i> = 811)
Number of people managed*	Increased	51%	50%	44%	36%	28%
	Stay the same	41%	41%	46%	52%	60%
	Decreased	8%	10%	10%	11%	12%
	Total	100%	100%	100%	100%	100%
Budget responsibility*	Increased	54%	53%	49%	42%	41%
	Stay the same	41%	40%	44%	53%	52%
	Decreased	6%	7%	6%	5%	8%
	Total	100%	100%	100%	100%	100%
Projects/product responsibility*	Increased	86%	83%	79%	78%	71%
	Stay the same	11%	14%	16%	18%	24%
	Decreased	2%	3%	5%	4%	5%
	Total	100%	100%	100%	100%	100%
Number of special assignments*	Increased	77%	76%	69%	74%	66%
	Stay the same	22%	20%	28%	23%	30%
	Decreased	1%	4%	4%	3%	4%
	Total	100%	100%	100%	100%	100%
* $p \leq 0.05$						

The class of 2004 is the most likely to state that they are either not a manager/supervisor (33%) or that they are an entry-level manager/supervisor (25%). The class of 2000 is the most likely to state they are middle level managers/associates (51%). The class of 2001 is the most likely to state that they are senior level managers/partners (16%).

Highest Position Achieved in Current Job, by Graduation Year* (Employed MBA Alumni)					
<i>Response</i>	2000 (n = 162)	2001 (n = 283)	2002 (n = 271)	2003 (n = 389)	2004 (n = 811)
I am not a manager/supervisor	19%	22%	22%	29%	33%
Entry-level manager/supervisor	18%	18%	21%	21%	25%
Middle level manager/associate	51%	43%	46%	40%	33%
Senior level manager/partner	11%	16%	11%	11%	9%
Other	1%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%

The class of 2000 reports the highest annual base salary compared to all other graduating years. The classes of 2001 and 2002 report a higher annual base salary compared with the class of 2004.

Current Annual Salary, by Graduation Year (Employed MBA Alumni)					
<i>Response</i>	2000 (n = 125)	2001 (n = 229)	2002 (n = 223)	2003 (n = 321)	2004 (n = 665)
Lower 95% Confidence Interval	\$93,943	\$84,208	\$81,198	\$77,763	\$73,547
Mean*	\$99,768	\$88,836	\$85,392	\$81,512	\$75,903
Upper 95% Confidence Interval	\$105,592	\$93,464	\$89,586	\$85,262	\$78,259

Satisfaction with Job and Employer

The class of 2003 is significantly more satisfied with their job compared with the class of 2001.

Job Satisfaction, by Graduation Year*					
<i>Response</i>	2000 (n = 162)	2001 (n = 283)	2002 (n = 271)	2003 (n = 389)	2004 (n = 811)
Very satisfied	35%	31%	35%	39%	36%
Somewhat satisfied	44%	47%	45%	47%	43%
Neither satisfied nor dissatisfied	6%	7%	7%	6%	8%
Somewhat dissatisfied	9%	11%	11%	6%	10%
Very dissatisfied	6%	3%	3%	2%	4%
Total	100%	100%	100%	100%	100%
Mean*	3.9	3.9	4.0	4.2	4.0

*Scale: Very satisfied = 5; Somewhat satisfied = 4; Neither = 3; Somewhat dissatisfied = 2; Very dissatisfied = 1

There are no significant differences by graduation year in the employed respondent's agreement with each of the statements about their current organization.

Agreement with Statements about Current Organization*, by Graduation Year (Employed MBA Alumni)					
<i>Statement</i>	2000	2001	2002	2003	2004
	(n = 162)	(n = 283)	(n = 271)	(n = 389)	(n = 811)
I am quite proud to tell people whom I work for	4.0	4.1	4.1	4.2	4.1
I would take a job with another employer with about the same pay/benefits I have now [‡]	3.4	3.2	3.4	3.4	3.4
To know that my own work had made a contribution to the good of the organization would please me	4.6	4.7	4.6	4.6	4.6
I am extremely glad that I chose this organization to work for over other I was considering at the time I joined	4.0	3.8	3.9	4.0	3.9
There's not much to be gained by sticking with this organization indefinitely [‡]	3.1	3.1	3.2	3.2	3.1
I trust my employer to behave ethically in their business practices	4.1	4.1	4.2	4.3	4.2
*Scale: Strongly Agree = 5; Somewhat agree = 4; Neither = 3; Somewhat disagree = 2; Strongly Disagree = 1					
‡Item is a reverse scale where Strongly Agree = 1; Somewhat agree = 2; Neither = 3; Somewhat disagree = 4; Strongly Disagree = 5					

The class of 2003 significantly believes that their employer really cares about individuals and wants them to succeed compared to the class of 2002. Compared with the class of 2001, the class of 2004 significantly believes that they have enough time to get the job done. The class of 2003 significantly believes that the job is interesting compared with the classes of 2001 and 2004. The class of 2004 is the most likely to believe that they are not asked to do excessive amounts of work. The class of 2003 believes that their responsibilities are clearly defined compared with the class of 2004. The class of 2003 believes that they have job security compared with the class of 2002. The classes of 2000 and 2001 are most likely to believe that they spend too much time in unproductive meetings.

Accuracy of Statement about Employer/Position**, by Graduation Year (Employed MBA Alumni)					
<i>Statement</i>	2000 (n = 162)	2001 (n = 283)	2002 (n = 271)	2003 (n = 389)	2004 (n = 811)
I am given a chance to do the things I do best.	3.0	3.0	3.0	3.1	3.0
My employer really cares about individuals and wants them to succeed.*	2.8	2.9	2.8	3.0	3.0
I have enough time to get the job done.*	2.8	2.9	2.8	3.0	3.0
My supervisor is competent in doing his/her job.	3.2	3.2	3.3	3.3	3.3
My chances for promotion are good.	2.9	2.9	2.9	3.0	2.9
The work is interesting.*	3.3	3.2	3.3	3.4	3.2
I am not asked to do excessive amounts of work.*	2.6	2.6	2.5	2.7	2.7
The problems I am expected to solve are hard enough.	3.1	3.1	3.0	3.1	3.0
My responsibilities are clearly defined.*	2.9	2.8	2.8	2.9	2.7
I have had equal opportunity in promotions and salary.	3.0	3.0	3.0	3.2	3.0
The job security is good.*	3.0	3.0	2.9	3.1	3.1
The pay is good.	2.9	2.9	2.8	2.9	2.9
The physical surroundings are pleasant.	3.1	3.1	3.0	3.1	3.1
I spend too much time in meetings that are not productive‡.*	2.5	2.5	2.6	2.7	2.7
My employer promotes/upholds ethical business practices.	3.4	3.3	3.4	3.5	3.4
*p≤0.05					
**Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1					
‡ Item is a reverse scale: Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4					

Self-Employed/Small Business Owner

There is no significant difference in the location of employment by graduation year.

Employed in Country of Citizenship, by Graduation Year (Self-Employed MBA Alumni)					
<i>Response</i>	2000 (n = 14)	2001 (n = 25)	2002 (n = 23)	2003 (n = 27)	2004 (n = 64)
Yes	79%	80%	91%	89%	86%
No	21%	20%	9%	11%	14%
Total	100%	100%	100%	100%	100%

There is no significant difference in the scope the organization by graduation year.

Scope of Organization, by Graduation Year (Self-Employed MBA Alumni)					
<i>Response</i>	2000 (n = 14)	2001 (n = 25)	2002 (n = 23)	2003 (n = 27)	2004 (n = 64)
Local	64%	32%	22%	48%	30%
Regional	14%	32%	30%	11%	13%
National	7%	12%	26%	30%	22%
Multinational	14%	24%	22%	11%	36%
Total	100%	100%	100%	100%	100%

There is no significant difference in the type of industry by graduation year.

Type of Industry, by Graduation Year (Self-Employed MBA Alumni)					
<i>Response</i>	2000 (n = 14)	2001 (n = 25)	2002 (n = 23)	2003 (n = 27)	2004 (n = 64)
Consulting	29%	28%	22%	26%	23%
Finance/Accounting	7%	16%	9%	4%	5%
Products/Services	21%	28%	26%	37%	30%
Manufacturing	0%	0%	0%	0%	5%
High Technology	14%	12%	17%	11%	16%
Healthcare/Pharmaceutical	21%	8%	9%	0%	13%
Energy/Utilities	7%	0%	0%	4%	5%
Nonprofit/Government	0%	4%	13%	11%	2%
Other	0%	4%	4%	7%	3%
Total	100%	100%	100%	100%	100%

There is no significant difference in the number of hours worked per week by graduation year.

Number of Work Hours Per Week, by Graduation Year (Self-Employed MBA Alumni)					
<i>Response</i>	2000 (n = 14)	2001 (n = 25)	2002 (n = 23)	2003 (n = 27)	2004 (n = 64)
Fewer than 40 hours	7%	8%	4%	11%	16%
40 hours	29%	0%	17%	19%	5%
41 to 45 hours	7%	4%	4%	4%	9%
46 to 50 hours	0%	40%	26%	30%	30%
51 to 55 hours	21%	12%	4%	11%	6%
56 to 60 hours	21%	24%	30%	11%	17%
More than 60 hours	14%	12%	13%	15%	17%
Total	100%	100%	100%	100%	100%
Mean	53.2	52.9	52.5	50.0	50.9
Median	55.0	50.0	50.0	50.0	50.0

There is no significant difference in annual salary by graduation year, which is due primarily to the small sample sizes.

Current Annual Salary, by Graduation Year (Self-Employed MBA Alumni)					
<i>Response</i>	2000 (n = 9)	2001 (n = 17)	2002 (n = 13)	2003 (n = 12)	2004 (n = 36)
Lower 95% Confidence Interval	\$84,233	\$82,285	\$65,280	\$63,204	\$72,428
Mean	\$124,278	\$97,909	\$100,263	\$103,333	\$86,639
Upper 95% Confidence Interval	\$164,323	\$113,533	\$135,245	\$143,462	\$100,850

Findings by Program Type

Employer Characteristics

Full-time program alumni are the most likely to be working outside their country of citizenship (22%). Alumni of part-time programs are the most likely to be working within their country of citizenship (93%).

Employed in Country of Citizenship, by Program Type* (Employed MBA Alumni)			
<i>Response</i>	Full-Time (<i>n</i> = 1,450)	Part-Time (<i>n</i> = 353)	Executive (<i>n</i> = 90)
Yes	78%	93%	81%
No	22%	7%	19%
Total	100%	100%	100%
*p≤0.05			

Alumni of part-time programs are the most likely to be working in an organization with a regional scope (13%) and the least likely to be working for an organization with a multinational scope (56%).

Scope of Organization, by Program Type* (Employed MBA Alumni)			
<i>Response</i>	Full-Time (<i>n</i> = 1,450)	Part-Time (<i>n</i> = 353)	Executive (<i>n</i> = 90)
Local	8%	9%	11%
Regional	8%	13%	8%
National	19%	22%	19%
Multinational	66%	56%	62%
Total	100%	100%	100%
*p≤0.05			

Interestingly, alumni of full-time programs are the most likely to be working for an organization with less than 50 employees (12%) and for organizations with 25,000 or more employees (33%).

Number of Employees in Organization, by Program Type* (Employed MBA Alumni)			
<i>Response</i>	Full-Time (<i>n</i> = 1,450)	Part-Time (<i>n</i> = 353)	Executive (<i>n</i> = 90)
Fewer than 50	12%	6%	6%
50-999	19%	25%	23%
1,000-4,999	16%	21%	20%
5,000-24,999	20%	22%	26%
25,000 and over	33%	26%	26%
Total	100%	100%	100%
*p≤0.05			

There are significant differences in the types of industries alumni work for by program type. Alumni of part-time programs are the least likely to work for the consulting industry, but the most likely to be working in the healthcare/pharmaceutical industry. Alumni of executive

programs are the least likely to be working in the finance/accounting industry, but the most likely to be working in the manufacturing or energy/utility industries.

Type of Industry, by Program Type (Employed MBA Alumni)			
<i>Response</i>	Full-Time (n = 1,450)	Part-Time (n = 353)	Executive (n = 90)
Consulting	15%	8%	9%
Finance/Accounting	22%	17%	9%
Products/Services	20%	20%	22%
Manufacturing	8%	8%	14%
High Technology	13%	18%	19%
Healthcare/Pharmaceutical	8%	12%	10%
Energy/Utilities	2%	4%	8%
Nonprofit/Government	8%	11%	4%
Other	4%	3%	4%
Total	100%	100%	100%
*p≤0.05			

Job Characteristics

More than a quarter (26%) of alumni from part-time programs work 40 or fewer hours per week, which is a significantly higher percentage compared with other alumni. Nearly one-fifth (19%) of alumni from executive programs work 51 to 55 hours per week on average. Almost one in ten (9%) full-time alumni works more than 60 hours per week.

Number of Work Hours Per Week, by Program Type* (Employed MBA Alumni)			
<i>Response</i>	Full-Time (n = 1,450)	Part-Time (n = 353)	Executive (n = 90)
Fewer than 40 hours	2%	5%	0%
40 hours	14%	21%	11%
41 to 45 hours	19%	24%	17%
46 to 50 hours	31%	30%	39%
51 to 55 hours	12%	9%	19%
56 to 60 hours	12%	9%	12%
More than 60 hours	9%	3%	2%
Total	100%	100%	100%
Mean*	50.8	47.6	50.6
*p≤0.05			

Alumni of full-time programs are the most likely to have a consulting or finance/accounting position. Part-time and executive alumni are the more likely compared with full-time alumni to have operations/logistics positions. Alumni who hold human resources and information

technology/MIS positions are most often from part-time programs. Alumni of executive programs are the most likely to have general management positions and the least likely to have marketing/sales positions.

Current Job Function, by Program Type* (Employed MBA Alumni)			
<i>Response</i>	Full-Time (<i>n</i> = 1,448)	Part-Time (<i>n</i> = 353)	Executive (<i>n</i> = 90)
Marketing/Sales	26%	22%	12%
Operations/Logistics	8%	19%	27%
Consulting	18%	7%	11%
General Management	9%	11%	19%
Finance/Accounting	30%	21%	17%
Human Resources	2%	5%	6%
Information Technology/MIS	5%	12%	6%
Other	4%	4%	3%
Total	100%	100%	100%
*p<0.05			

Alumni from executive program are the most likely to have received a promotion with their current employer since completing the MBA degree. Among respondents who received a promotion, alumni from executive programs are the most likely to have gained an increase in budgetary authority and an increase in the number of subordinates managed.

Promotions with Current Employer Since Completing MBA Degree, by Program Type* (Employed MBA Alumni)			
<i>Response</i>	Full-Time (<i>n</i> = 1,452)	Part-Time (<i>n</i> = 353)	Executive (<i>n</i> = 90)
Received a promotion (percent yes)	39%	42%	58%
Promotion involved**...	(<i>n</i> = 563)	(<i>n</i> = 149)	(<i>n</i> = 52)
A change in job title	81%	87%	83%
A pay increase	91%	94%	94%
An increase in responsibility	86%	89%	90%
An increase in budgetary authority*	39%	41%	60%
An increase in the number of subordinates you manage*	44%	48%	63%
Becoming a team leader	42%	43%	46%
Other	1%	1%	2%
*p<0.05 **Responses may add to more than 100% due to multiple selections.			

Alumni of executive programs are the most likely to have increased their budget responsibility since completing the MBA. Part-time program alumni are the least likely to have received an increase in projects/product responsibility and the number of special assignment since completing the MBA.

How Responsibilities Have Changed Since Completing MBA Degree, by Program Type (All Employed MBA Alumni)				
<i>Responsibility</i>	<i>Response</i>	Full-Time	Part-Time	Executive
		(n = 1,450)	(n = 353)	(n = 90)
Number of people managed	Increased	36%	38%	48%
	Stay the same	52%	53%	43%
	Decreased	12%	9%	9%
	Total	100%	100%	100%
Budget responsibility*	Increased	46%	41%	64%
	Stay the same	48%	54%	32%
	Decreased	7%	5%	3%
	Total	100%	100%	100%
Projects/product responsibility*	Increased	78%	67%	79%
	Stay the same	17%	29%	19%
	Decreased	5%	4%	2%
	Total	100%	100%	100%
Number of special assignments*	Increased	72%	62%	73%
	Stay the same	24%	35%	26%
	Decreased	4%	3%	1%
	Total	100%	100%	100%
*p≤0.05				

Alumni from executive MBA programs are the least likely to hold an entry-level manager/supervisor position, but are the most likely to hold a senior level manager/partner position.

Highest Position Achieved in Current Job, by Program Type* (Employed MBA Alumni)			
<i>Response</i>	Full-Time (<i>n</i> = 1,450)	Part-Time (<i>n</i> = 353)	Executive (<i>n</i> = 90)
I am not a manager/supervisor	28%	25%	26%
Entry-level manager/supervisor	23%	20%	12%
Middle level manager/associate	39%	41%	32%
Senior level manager/partner	9%	14%	30%
Other	1%	0%	0%
Total	100%	100%	100%
*p≤0.05			

On average, alumni from executive programs earn significantly more compared to alumni of other program types.

Current Annual Salary, by Program Type (Employed MBA Alumni)			
<i>Response</i>	Full-Time (<i>n</i> = 1,169)	Part-Time (<i>n</i> = 299)	Executive (<i>n</i> = 76)
Lower 95% Confidence Interval	\$78,792	\$76,574	\$102,568
Mean*	\$80,473	\$80,642	\$113,977
Upper 95% Confidence Interval	\$82,154	\$84,711	\$125,386
*p≤0.05			

Satisfaction with Job and Employer

Alumni from part-time programs are the least satisfied with their job compared to all other alumni—22% are very or somewhat dissatisfied.

Job Satisfaction, by Program Type* (Employed MBA Alumni)			
<i>Response</i>	Full-Time (<i>n</i> = 1,450)	Part-Time (<i>n</i> = 353)	Executive (<i>n</i> = 90)
Very satisfied	38%	26%	39%
Somewhat satisfied	45%	43%	44%
Neither satisfied nor dissatisfied	7%	9%	9%
Somewhat dissatisfied	8%	15%	7%
Very dissatisfied	3%	7%	1%
Total	100%	100%	100%
Mean**	4.1	3.7	4.1
* $p \leq 0.05$ **Scale Very satisfied = 5; Somewhat satisfied = 4; Neither = 3; Somewhat dissatisfied = 2; Very dissatisfied = 1			

Alumni of part-time programs are the least likely to agree with each of the statements about their current organization, except for the statement, “I would take a job with another employer with about the same pay/benefits I have now.”

Agreement with Statements about Current Organization*, by Program Type (Employed MBA Alumni)			
<i>Response</i>	Full-Time (<i>n</i> = 1,450)	Part-Time (<i>n</i> = 353)	Executive (<i>n</i> = 90)
I am quite proud to tell people whom I work for*	4.2	3.9	4.2
I would take a job with another employer with about the same pay/benefits I have now [†]	3.4	3.3	3.5
To know that my own work had made a contribution to the good of the organization would please me*	4.6	4.5	4.6
I am extremely glad that I chose this organization to work for over other I was considering at the time I joined*	3.9	3.8	4.1
There's not much to be gained by sticking with this organization indefinitely ^{†*}	3.2	2.9	3.2
I trust my employer to behave ethically in their business practices*	4.2	4.0	4.2
*Scale: Strongly Agree = 5; Somewhat agree = 4; Neither = 3; Somewhat disagree = 2; Strongly Disagree = 1 [†] Item is a reverse scale where Strongly Agree = 1; Somewhat agree = 2; Neither = 3; Somewhat disagree = 4; Strongly Disagree = 5			

Alumni of full-time programs find the following statements to be more accurate compared with alumni of part-time programs: “My employer really cares about individuals and wants them to succeed;” “I have enough time to get the job done;” “My chances for promotion are good;” “The

work is interesting;” “I have had equal opportunity in promotions and salary;” and “My employer promotes/upholds ethical business practices.” Alumni of executive programs are the most likely to believe that the pay is good with their current employer. Furthermore, alumni of executive programs are the most likely to state, “I spend too much time in meetings that are not productive.”

Accuracy of Statement about Employer/Position*, by Program Type (Employed MBA Alumni)			
<i>Response</i>	Full-Time (n = 1,450)	Part-Time (n = 353)	Executive (n = 90)
I am given a chance to do the things I do best.	3.0	3.0	3.2
My employer really cares about individuals and wants them to succeed.*	3.0	2.8	2.9
I have enough time to get the job done.*	3.0	2.8	2.8
My supervisor is competent in doing his/her job.	3.3	3.2	3.2
My chances for promotion are good.*	3.0	2.7	2.8
The work is interesting.*	3.3	3.0	3.4
I am not asked to do excessive amounts of work.	2.7	2.6	2.6
The problems I am expected to solve are hard enough.	3.1	3.0	3.1
My responsibilities are clearly defined.	2.8	2.8	2.8
I have had equal opportunity in promotions and salary.*	3.1	2.9	3.1
The job security is good.	3.1	3.0	3.0
The pay is good.*	2.9	2.9	3.1
The physical surroundings are pleasant.	3.1	3.0	3.1
I spend too much time in meetings that are not productive‡.*	2.7	2.6	2.5
My employer promotes/upholds ethical business practices.*	3.4	3.3	3.5
*Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1			
‡ Item is a reverse scale: Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4			

Self-Employed/Small Business Owner

There is no significant difference in the location of employment among the self-employed respondents by program type.

Employed in Country of Citizenship, by Program Type (Self-Employed MBA Alumni)			
<i>Response</i>	Full-Time (n = 102)	Part-Time (n = 31)	Executive (n = 18)
Yes	83%	90%	89%
No	17%	10%	11%
Total	100%	100%	100%

Self-employed alumni of part-time programs are the most likely to have their business service a regional area.

Scope of Organization, by Program Type* (Self-Employed MBA Alumni)			
<i>Response</i>	Full-Time (<i>n</i> = 102)	Part-Time (<i>n</i> = 31)	Executive (<i>n</i> = 18)
Local	39%	29%	28%
Regional	15%	39%	6%
National	20%	13%	39%
Multinational	26%	19%	28%
Total	100%	100%	100%
*p<0.05			

There is no significant difference in the type of industry among the self-employed respondents by program type.

Type of Industry, by Program Type (Self-Employed MBA Alumni)			
<i>Response</i>	Full-Time (<i>n</i> = 102)	Part-Time (<i>n</i> = 31)	Executive (<i>n</i> = 18)
Consulting	24%	26%	33%
Finance/Accounting	5%	13%	11%
Products/Services	32%	26%	22%
Manufacturing	1%	6%	0%
High Technology	14%	16%	11%
Healthcare/Pharmaceutical	9%	13%	6%
Energy/Utilities	4%	0%	6%
Nonprofit/Government	7%	0%	6%
Other	5%	0%	6%
Total	100%	100%	100%

There is no significant difference in the number of hours worked among the self-employed respondents by program type.

Number of Work Hours Per Week, by Program Type (Self-Employed MBA Alumni)			
<i>Response</i>	Full-Time (n = 102)	Part-Time (n = 31)	Executive (n = 18)
Fewer than 40 hours	9%	16%	17%
40 hours	10%	16%	0%
41 to 45 hours	7%	3%	11%
46 to 50 hours	31%	13%	39%
51 to 55 hours	9%	10%	11%
56 to 60 hours	21%	19%	11%
More than 60 hours	14%	23%	11%
Total	100%	100%	100%
Mean	52.2	51.1	48.4
Median	50.0	55.0	50.0

There is no significant difference in the annual salary among the self-employed respondents by program type.

Current Annual Salary, by Program Type (Self-Employed MBA Alumni)			
<i>Response</i>	Full-Time (n = 58)	Part-Time (n = 16)	Executive (n = 11)
Lower 95% Confidence Interval	\$81,189	\$80,011	\$74,795
Mean	\$93,397	\$104,928	\$112,000
Upper 95% Confidence Interval	\$105,605	\$129,845	\$149,205

Findings by Gender

Employer Characteristics

Men are significantly more likely compared with women to be working outside their country of citizenship.

Employed in Country of Citizenship, by Gender* (Employed MBA Alumni)		
<i>Response</i>	Male (<i>n</i> = 1,350)	Female (<i>n</i> = 566)
Yes	80%	85%
No	20%	15%
Total	100%	100%
* $p \leq 0.05$		

Men are significantly more likely to be working in a multinational organization, and women are significantly more likely to be working for a local organization.

Scope of Organization, by Gender* (Employed MBA Alumni)		
<i>Response</i>	Male (<i>n</i> = 1,350)	Female (<i>n</i> = 566)
Local	7%	11%
Regional	8%	10%
National	18%	23%
Multinational	67%	56%
Total	100%	100%

There is no significant difference in the size of the organization by gender.

Number of Employees in Organization, by Gender (Employed MBA Alumni)		
<i>Response</i>	Male (<i>n</i> = 1,350)	Female (<i>n</i> = 566)
Fewer than 50	9%	12%
50-999	20%	21%
1,000-4,999	17%	16%
5,000-24,999	21%	19%
25,000 and over	32%	32%
Total	100%	100%

Men are significantly more likely to work in the manufacturing, high technology, and energy/utilities industries. Women are more likely to work in the healthcare/pharmaceutical and nonprofit/government industries.

Type of Industry, by Gender* (Employed MBA Alumni)		
<i>Response</i>	Male	Female
	(n = 1,350)	(n = 566)
Consulting	14%	12%
Finance/Accounting	20%	21%
Products/Services	19%	21%
Manufacturing	9%	5%
High Technology	16%	11%
Healthcare/Pharmaceutical	8%	12%
Energy/Utilities	4%	2%
Nonprofit/Government	7%	13%
Other	4%	3%
Total	100%	100%
*p≤0.05		

Job Characteristics

On average, men (51 hours) work significantly longer hours per week compared to women (48 hours). In addition, women are significantly more likely to work 45 hours or less per week compared to men, and men are significantly more likely to work more than 60 hours per week compared to women.

Number of Work Hours Per Week, by Gender* (Employed MBA Alumni)		
<i>Response</i>	Male	Female
	(n = 1,350)	(n = 566)
Fewer than 40 hours	2%	4%
40 hours	13%	19%
41 to 45 hours	18%	25%
46 to 50 hours	32%	29%
51 to 55 hours	12%	9%
56 to 60 hours	12%	10%
More than 60 hours	9%	4%
Total	100%	100%
Mean*	51.0	48.2

Men are significantly more likely to work in an operations/logistics and information technology/MIS position. Women are more likely to work in marketing/sales and human resource positions.

Current Job Function, by Gender* (Employed MBA Alumni)		
<i>Response</i>	Male	Female
	(n = 1,349)	(n = 564)
Marketing/Sales	22%	30%
Operations/Logistics	12%	7%
Consulting	16%	13%
General Management	9%	11%
Finance/Accounting	28%	24%
Human Resources	2%	5%
Information Technology/MIS	7%	4%
Other	3%	5%
Total	100%	100%

There is no significant difference in the rate of promotion by gender. However, among respondents who received a promotion, men are significantly more likely to have received an increase in responsibility, an increase in budget authority, and are more likely to have become a team leader compared to women.

Promotions with Current Employer Since Completing MBA Degree, by Gender (Employed MBA Alumni)		
<i>Response</i>	Male	Female
	(n = 1,352)	(n = 566)
Received a promotion (percent yes)	41%	38%
<i>Promotion involved*...</i>	(n = 559)	(n = 214)
A change in job title	83%	83%
A pay increase	92%	93%
An increase in responsibility*	89%	83%
An increase in budgetary authority*	44%	31%
An increase in the number of subordinates you manage	48%	42%
Becoming a team leader*	46%	34%
Other	1%	2%
*Responses may add to more than 100% due to multiple selections.		

Since receiving the MBA degree, the only significant difference in the change in responsibilities by gender is that men are significantly more likely compared to women to have decreased the number of people they manage.

How Responsibilities Have Changed Since Completing MBA Degree, by Gender (All Employed MBA Alumni)			
Responsibility	Response	Male	Female
		(n = 1,350)	(n = 566)
Number of people managed*	Increased	38%	35%
	Stay the same	50%	57%
	Decreased	12%	8%
	Total	100%	100%
Budget responsibility	Increased	47%	41%
	Stay the same	47%	52%
	Decreased	6%	7%
	Total	100%	100%
Projects/product responsibility	Increased	76%	78%
	Stay the same	19%	19%
	Decreased	5%	3%
	Total	100%	100%
Number of special assignments	Increased	70%	72%
	Stay the same	27%	25%
	Decreased	4%	3%
	Total	100%	100%
*p≤0.05			

Women are more likely to state that they are not managers/supervisors. Men are more likely to state that they are middle level managers/supervisors.

Highest Position Achieved in Current Job, by Gender* (Employed MBA Alumni)		
Response	Male	Female
	(n = 1,350)	(n = 566)
I am not a manager/supervisor	25%	34%
Entry-level manager/supervisor	22%	23%
Middle level manager/associate	41%	34%
Senior level manager/partner	12%	9%
Other	1%	0%
Total	100%	100%
*p≤0.05		

On average, men (\$85,900) earn significantly more than women (\$73,204).

Current Annual Salary, by Gender (Employed MBA Alumni)		
<i>Response</i>	Male (n = 1,109)	Female (n = 454)
Lower 95% Confidence Interval	\$83,873	\$70,569
Mean*	\$85,900	\$73,204
Upper 95% Confidence Interval	\$87,962	\$75,840
*p≤0.05		

Satisfaction with Job and Employer

There is no significant difference in job satisfaction by gender.

Job Satisfaction, by Gender (Employed MBA Alumni)		
<i>Response</i>	Male (n = 1,350)	Female (n = 566)
Very satisfied	35%	36%
Somewhat satisfied	45%	44%
Neither satisfied nor dissatisfied	7%	7%
Somewhat dissatisfied	9%	10%
Very dissatisfied	3%	3%
Total	100%	100%
Mean*	4.0	4.0
*Scale Very satisfied = 5; Somewhat satisfied = 4; Neither = 3; Somewhat dissatisfied = 2; Very dissatisfied = 1		

Women are more likely compared to men to agree with the statement, “To know that my own work had made a contribution to the good of the organization would please me.”

Agreement with Statements about Current Organization**, by Gender (Employed MBA Alumni)		
<i>Response</i>	Male	Female
	(n = 1,350)	(n = 566)
I am quite proud to tell people whom I work for	4.1	4.1
I would take a job with another employer with about the same pay/benefits I have now [‡]	3.4	3.4
To know that my own work had made a contribution to the good of the organization would please me*	4.6	4.7
I am extremely glad that I chose this organization to work for over other I was considering at the time I joined	3.9	4.0
There's not much to be gained by sticking with this organization indefinitely [‡]	3.1	3.2
I trust my employer to behave ethically in their business practices	4.2	4.2
*p≤0.05 **Scale: Strongly Agree = 5; Somewhat agree = 4; Neither = 3; Somewhat disagree = 2; Strongly Disagree = 1 ‡Item is a reverse scale: Strongly Agree = 1; Somewhat agree = 2; Neither = 3; Somewhat disagree = 4; Strongly Disagree = 5		

Women are more likely to consider the following statements to be more accurate compared to men: “I am given a chance to do the things I do best;” “My employer really cares about individuals and wants them to succeed;” “My supervisor is competent in doing his/her job;” and “The job security is good.” On the other hand, men are significantly more likely to consider that they had equal opportunity in promotions and salary compared to women.

Accuracy of Statement about Employer/Position**, by Gender (Employed MBA Alumni)		
<i>Response</i>	Male	Female
	(n = 1,350)	(n = 566)
I am given a chance to do the things I do best.*	3.0	3.1
My employer really cares about individuals and wants them to succeed.*	2.9	3.0
I have enough time to get the job done.	2.9	2.9
My supervisor is competent in doing his/her job.*	3.2	3.3
My chances for promotion are good.	3.0	2.9
The work is interesting.	3.2	3.3
I am not asked to do excessive amounts of work.	2.6	2.7
The problems I am expected to solve are hard enough.	3.1	3.1
My responsibilities are clearly defined.	2.8	2.8
I have had equal opportunity in promotions and salary.*	3.1	3.0
The job security is good.*	3.0	3.1
The pay is good.	2.9	2.8

Accuracy of Statement about Employer/Position**, by Gender (Employed MBA Alumni)		
<i>Response</i>	Male (n = 1,350)	Female (n = 566)
The physical surroundings are pleasant.	3.1	3.1
I spend too much time in meetings that are not productive‡.	2.6	2.7
My employer promotes/upholds ethical business practices.	3.4	3.4
*p<0.05 **Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1 ‡ Item is a reverse scale: Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4		

Self-Employed/Small Business Owner

Among self-employed respondents, women are significantly more likely to be working in their country of citizenship compared with men.

Employed in Country of Citizenship, by Gender* (Self-Employed MBA Alumni)		
<i>Response</i>	Male (n = 110)	Female (n = 43)
Yes	82%	95%
No	18%	5%
Total	100%	100%
*p<0.05		

There is no significant difference in the scope of the organization of self-employed respondents by gender.

Scope of Organization, by Gender (Self-Employed MBA Alumni)		
<i>Response</i>	Male (n = 110)	Female (n = 43)
Local	35%	35%
Regional	21%	12%
National	20%	23%
Multinational	24%	30%
Total	100%	100%

There is no significant difference in the industry of self-employed respondents by gender.

Type of Industry, by Gender (Self-Employed MBA Alumni)		
<i>Response</i>	Male	Female
	(n = 110)	(n = 43)
Consulting	22%	33%
Finance/Accounting	9%	2%
Products/Services	28%	33%
Manufacturing	2%	2%
High Technology	15%	12%
Healthcare/Pharmaceutical	10%	9%
Energy/Utilities	5%	0%
Nonprofit/Government	5%	7%
Other	5%	2%
Total	100%	100%

Among self-employed respondents, men work an average of 54 hours a week—significantly longer compared to women, who work 45 hours. Women are also significantly more likely to work fewer than 40 hours per week.

Number of Work Hours Per Week, by Gender* (Self-Employed MBA Alumni)		
<i>Response</i>	Male	Female
	(n = 110)	(n = 43)
Fewer than 40 hours	5%	26%
40 hours	7%	19%
41 to 45 hours	8%	2%
46 to 50 hours	29%	26%
51 to 55 hours	11%	5%
56 to 60 hours	23%	12%
More than 60 hours	16%	12%
Total	100%	100%
Mean*	54.2	44.6

There is no significant difference in the annual salary among self-employed respondents by gender.

Current Annual Salary, by Gender* (Self-Employed MBA Alumni)		
<i>Response</i>	Male	Female
	(n = 66)	(n = 21)
Lower 95% Confidence Interval	\$87,720	\$68,032
Mean	\$99,379	\$89,526
Upper 95% Confidence Interval	\$111,039	\$111,620

Findings by World Region

Employer Characteristics

U.S. citizens are the most likely to be working in their country of citizenship and the least likely to be working outside the United States.

Employed in Country of Citizenship, by World Region* (Employed MBA Alumni)					
<i>Response</i>	Asia (n = 222)	United States (n = 1,117)	Canada (n = 129)	Latin America (n = 109)	Europe (n = 244)
Yes	57%	96%	81%	52%	59%
No	43%	4%	19%	48%	41%
Total	100%	100%	100%	100%	100%
*p≤0.05					

Citizens of the United States are more likely compared to Europeans to be working for regional organizations, and U.S. citizens are more likely than Asians to be working for national organizations. Europeans and respondents from Latin America are more likely compared to citizens of the United States to be working for multinational organizations.

Scope of Organization, by World Region* (Employed MBA Alumni)					
<i>Response</i>	Asia (n = 222)	United States (n = 1,117)	Canada (n = 129)	Latin America (n = 109)	Europe (n = 244)
Local	10%	8%	11%	6%	5%
Regional	9%	11%	9%	4%	3%
National	13%	22%	18%	12%	16%
Multinational	68%	59%	63%	78%	76%
Total	100%	100%	100%	100%	100%
*p≤0.05					

There is no significant difference in the size of the organization by world region.

Number of Employees in Organization, by World Region (Employed MBA Alumni)					
<i>Response</i>	Asia (n = 222)	United States (n = 1,117)	Canada (n = 129)	Latin America (n = 109)	Europe (n = 244)
Fewer than 50	7%	10%	15%	6%	10%
50–999	23%	19%	23%	19%	20%
1,000–4,999	18%	17%	16%	20%	17%
5,000–24,999	23%	20%	17%	18%	21%
25,000 and over	29%	33%	29%	36%	33%
Total	100%	100%	100%	100%	100%

Europeans are significantly more likely to work in the finance/accounting industry compared to U.S. citizens. Respondents from Latin America are more likely than Europeans to work in the product/services industry. U.S. citizens are more likely than Asians and Europeans to work in the nonprofit/government industry.

Type of Industry, by World Region* (Employed MBA Alumni)					
<i>Response</i>	Asia (n = 222)	United States (n = 1,117)	Canada (n = 129)	Latin America (n = 109)	Europe (n = 244)
Consulting	9%	14%	9%	15%	16%
Finance/Accounting	24%	18%	21%	19%	28%
Products/Services	19%	21%	24%	30%	11%
Manufacturing	9%	8%	7%	6%	11%
High Technology	18%	13%	16%	11%	14%
Healthcare/Pharmaceutical	9%	10%	7%	6%	9%
Energy/Utilities	3%	3%	3%	2%	3%
Nonprofit/Government	4%	11%	8%	6%	4%
Other	6%	3%	5%	5%	5%
Total	100%	100%	100%	100%	100%
*p≤0.05					

Job Characteristics

On average, there is no significant difference in the number of hours worked by world region. However, Asians are the most likely to work 40 hours a week. Canadians and Europeans are the most likely to work more than 60 hours per week.

Number of Work Hours Per Week, by World Region* (Employed MBA Alumni)					
	Asia	United States	Canada	Latin America	Europe
<i>Response</i>	(n = 222)	(n = 1,117)	(n = 129)	(n = 109)	(n = 244)
Fewer than 40 hours	3%	2%	5%	2%	3%
40 hours	21%	15%	16%	10%	11%
41 to 45 hours	14%	22%	19%	16%	20%
46 to 50 hours	33%	33%	29%	33%	30%
51 to 55 hours	9%	12%	5%	17%	11%
56 to 60 hours	13%	10%	12%	17%	14%
More than 60 hours	7%	7%	14%	6%	11%
Total	100%	100%	100%	100%	100%
Mean	50.0	49.8	50.8	51.0	51.2
*p≤0.05					

Europeans are the most likely to be working in the consulting industry.

Current Job Function, by World Region * (Employed MBA Alumni)					
	Asia	United States	Canada	Latin America	Europe
<i>Response</i>	(n = 222)	(n = 1,114)	(n = 129)	(n = 109)	(n = 244)
Marketing/Sales	27%	25%	26%	18%	24%
Operations/Logistics	10%	11%	12%	8%	9%
Consulting	11%	15%	16%	15%	20%
General Management	9%	9%	12%	14%	10%
Finance/Accounting	31%	25%	21%	36%	30%
Human Resources	2%	3%	5%	2%	1%
Information Technology/MIS	8%	6%	5%	6%	5%
Other	2%	5%	3%	2%	1%
Total	100%	100%	100%	100%	100%
*p≤0.05					

Europeans are the most likely to have received a promotion since completing the MBA. Among those who received a promotion, respondents from Latin America and Europe are the least likely to have had a change in job title. Additionally, respondents from Latin America are the most likely to have become a team leader.

Promotions with Current Employer Since Completing MBA Degree, by World Region* (Employed MBA Alumni)					
<i>Response</i>	Asia	United States	Canada	Latin America	Europe
	(n = 222)	(n = 1,118)	(n = 129)	(n = 109)	(n = 245)
Received a promotion (percent yes)	35%	40%	40%	46%	48%
<i>Promotion involved**...</i>	(n = 77)	(n = 445)	(n = 51)	(n = 50)	(n = 117)
A change in job title*	87%	86%	84%	70%	75%
A pay increase	91%	93%	92%	84%	91%
An increase in responsibility	88%	86%	86%	90%	89%
An increase in budgetary authority	39%	40%	39%	50%	36%
An increase in the number of subordinates you manage	40%	44%	53%	50%	50%
Becoming a team leader*	47%	39%	53%	58%	43%
Other	0%	2%	2%	0%	0%

*p<0.05
**Responses may add to more than 100% due to multiple selections.

There is no significant difference in the change in responsibility by world region.

How Responsibilities Have Changed Since Completing MBA Degree, by World Region (All Employed MBA Alumni)						
<i>Responsibility</i>	<i>Response</i>	Asia	United States	Canada	Latin America	Europe
		(n = 222)	(n = 1,117)	(n = 129)	(n = 109)	(n = 244)
Number of people managed	Increased	36%	35%	36%	51%	41%
	Stay the same	52%	54%	53%	39%	49%
	Decreased	12%	11%	10%	10%	11%
	Total	100%	100%	100%	100%	100%
Budget responsibility	Increased	48%	44%	43%	58%	45%
	Stay the same	46%	50%	52%	39%	46%
	Decreased	6%	7%	5%	4%	8%
	Total	100%	100%	100%	100%	100%
Projects/product responsibility	Increased	73%	77%	82%	78%	76%
	Stay the same	21%	20%	16%	17%	19%
	Decreased	6%	4%	2%	6%	5%
	Total	100%	100%	100%	100%	100%

How Responsibilities Have Changed Since Completing MBA Degree, by World Region (All Employed MBA Alumni)						
<i>Responsibility</i>	<i>Response</i>	Asia	United States	Canada	Latin America	Europe
		<i>(n = 222)</i>	<i>(n = 1,117)</i>	<i>(n = 129)</i>	<i>(n = 109)</i>	<i>(n = 244)</i>
Number of special assignments	Increased	74%	69%	78%	73%	70%
	Stay the same	23%	27%	20%	22%	28%
	Decreased	3%	4%	2%	5%	2%
	Total	100%	100%	100%	100%	100%

Respondents from the United States are the most likely to be in a non-managerial/supervisory role. Europeans are the most likely to be in a middle level manager/associate role.

Highest Position Achieved in Current Job, by World Region* (Employed MBA Alumni)					
<i>Response</i>	Asia	United States	Canada	Latin America	Europe
	<i>(n = 222)</i>	<i>(n = 1,117)</i>	<i>(n = 129)</i>	<i>(n = 109)</i>	<i>(n = 244)</i>
I am not a manager/supervisor	24%	32%	26%	22%	18%
Entry-level manager/supervisor	23%	23%	19%	23%	20%
Middle level manager/associate	43%	36%	43%	42%	48%
Senior level manager/partner	10%	9%	11%	13%	14%
Other	0%	<1%	2%	0%	<1%
Total	100%	100%	100%	100%	100%

*p≤0.05

Europeans (\$93,178) earn the most on average, followed by citizens of the United States (\$83,500). There are no other significant differences in earnings by world region.

Current Annual Salary, by World Region * (Employed MBA Alumni)					
<i>Response</i>	Asia	United States	Canada	Latin America	Europe
	<i>(n = 150)</i>	<i>(n = 946)</i>	<i>(n = 98)</i>	<i>(n = 82)</i>	<i>(n = 205)</i>
Lower 95% Confidence Interval	\$65,362	\$81,541	\$66,791	\$63,662	\$87,584
Mean*	\$70,856	\$83,500	\$72,544	\$69,974	\$93,178
Upper 95% Confidence Interval	\$76,351	\$85,458	\$78,297	\$76,287	\$98,771

*p≤0.05

Satisfaction with Job and Employer

Asians are the least likely to be very satisfied with their job, but they are the most likely to be somewhat satisfied with their job.

Job Satisfaction, by World Region*					
	Asia	United States	Canada	Latin America	Europe
<i>Response</i>	(n = 222)	(n = 1,117)	(n = 129)	(n = 109)	(n = 244)
Very satisfied	25%	37%	38%	39%	38%
Somewhat satisfied	54%	43%	43%	44%	44%
Neither satisfied nor dissatisfied	9%	6%	10%	10%	7%
Somewhat dissatisfied	9%	10%	5%	7%	7%
Very dissatisfied	2%	3%	4%	0%	4%
Total	100%	100%	100%	100%	100%
Mean*	3.9	4.0	4.1	4.1	4.1

*Scale: Very satisfied = 5; Somewhat satisfied = 4; Neither = 3; Somewhat dissatisfied = 2; Very dissatisfied = 1

Canadians and respondents from the United States are the most likely to agree with the statement, “To know that my own work had made a contribution to the good of the organization would please me.” U.S. citizens are the most likely to agree with the statement, “I am extremely glad that I chose this organization to work for over other I was considering at the time I joined.” U.S. citizens are more likely to disagree with the following statement compared to Canadians, “There’s not much to be gained by sticking with this organization indefinitely.” Additionally, U.S. citizens are more likely compared with Asians to agree with the following statement, “I trust my employer to behave ethically in their business practices.”

Agreement with Statements about Current Organization**, by World Region (Employed MBA Alumni)					
	Asia	United States	Canada	Latin America	Europe
<i>Statement</i>	(n = 222)	(n = 1,117)	(n = 129)	(n = 109)	(n = 244)
I am quite proud to tell people whom I work for	4.0	4.2	4.0	4.1	4.0
I would take a job with another employer with about the same pay/benefits I have now [†]	3.5	3.3	3.4	3.5	3.5
To know that my own work had made a contribution to the good of the organization would please me*	4.5	4.6	4.7	4.6	4.6
I am extremely glad that I chose this organization to work for over other I was considering at the time I joined*	3.8	4.0	3.9	3.8	3.8

Agreement with Statements about Current Organization**, by World Region (Employed MBA Alumni)					
Statement	Asia	United States	Canada	Latin America	Europe
	(n = 222)	(n = 1,117)	(n = 129)	(n = 109)	(n = 244)
There's not much to be gained by sticking with this organization indefinitely*‡	3.1	3.2	2.9	3.0	3.0
I trust my employer to behave ethically in their business practices*	4.0	4.2	4.1	4.3	4.1

*p≤0.05
 **Scale: Strongly Agree = 5; Somewhat agree = 4; Neither = 3; Somewhat disagree = 2; Strongly Disagree = 1
 ‡Item is a reverse scale where Strongly Agree = 1; Somewhat agree = 2; Neither = 3; Somewhat disagree = 4; Strongly Disagree = 5

Asians and Europeans are the least likely to believe the accuracy of the statement, “My employer really cares about individuals and wants them to succeed.” Canadians and U.S. citizens are the most likely to believe the accuracy of the following statements, “My supervisor is competent in doing his/her job” and “I am not asked to do excessive amounts of work.” Asians are less likely compared with U.S. citizens to believe “My chances for promotion are good,” and “The job security is good.” Additionally, Asians are the least likely to believe that their work is interesting, the pay is good, and their employer promotes/upholds ethical business practices.

Accuracy of Statement about Employer/Position**, by World Region* (Employed MBA Alumni)					
Statement	Asia	United States	Canada	Latin America	Europe
	(n = 222)	(n = 1,117)	(n = 129)	(n = 109)	(n = 244)
I am given a chance to do the things I do best.	3.0	3.0	3.1	3.0	3.0
My employer really cares about individuals and wants them to succeed.*	2.7	3.0	3.0	2.9	2.8
I have enough time to get the job done.	2.9	2.9	2.9	2.8	2.9
My supervisor is competent in doing his/her job.*	3.0	3.3	3.3	3.2	3.2
My chances for promotion are good.*	2.8	3.0	3.0	2.9	2.9
The work is interesting.*	3.1	3.3	3.3	3.3	3.4
I am not asked to do excessive amounts of work.*	2.6	2.7	2.8	2.4	2.5
The problems I am expected to solve are hard enough.	3.0	3.1	3.1	3.1	3.0
My responsibilities are clearly defined.	2.8	2.8	2.9	3.0	2.8
I have had equal opportunity in promotions and salary.	2.9	3.1	3.2	2.9	3.0
The job security is good.*	2.8	3.1	3.0	2.9	3.0
The pay is good.*	2.7	2.9	3.0	2.7	2.9
The physical surroundings are pleasant.	3.0	3.1	3.1	3.1	3.0

Accuracy of Statement about Employer/Position**, by World Region* (Employed MBA Alumni)					
<i>Statement</i>	Asia (n = 222)	United States (n = 1,117)	Canada (n = 129)	Latin America (n = 109)	Europe (n = 244)
I spend too much time in meetings that are not productive‡.	2.7	2.6	2.8	2.7	2.6
My employer promotes/upholds ethical business practices.*	3.2	3.5	3.4	3.5	3.3

*p≤0.05
 **Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1
 ‡ Item is a reverse scale: Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4

Self-Employed/Small Business Owner

Asians and Europeans are the most likely to be self-employed outside their country of citizenship.

Employed in Country of Citizenship, by World Region (Self-Employed MBA Alumni)					
<i>Response</i>	Asia (n = 10)	United States (n = 93)	Canada (n = 15)	Latin America (n = 7)	Europe (n = 22)
Yes	50%	95%	87%	86%	64%
No	50%	5%	13%	14%	36%
Total	100%	100%	100%	100%	100%

*p≤0.05

There is no significant difference in the scope of the organization by world region.

Scope of Organization, by World Region (Self-Employed MBA Alumni)					
<i>Response</i>	Asia (n = 10)	United States (n = 93)	Canada (n = 15)	Latin America (n = 7)	Europe (n = 22)
Local	40%	38%	27%	57%	18%
Regional	30%	22%	13%	14%	9%
National	20%	17%	27%	14%	32%
Multinational	10%	24%	33%	14%	41%
Total	100%	100%	100%	100%	100%

There is no significant difference in industry by world region.

Type of Industry, by World Region (Self-Employed MBA Alumni)					
<i>Response</i>	Asia (n = 10)	United States (n = 93)	Canada (n = 15)	Latin America (n = 7)	Europe (n = 22)
Consulting	30%	25%	20%	29%	32%
Finance/Accounting	10%	8%	13%	0%	0%
Products/Services	30%	28%	33%	43%	27%
Manufacturing	10%	2%	0%	0%	0%
High Technology	10%	12%	7%	14%	27%
Healthcare/Pharmaceutical	0%	15%	0%	0%	0%
Energy/Utilities	0%	2%	0%	14%	9%
Nonprofit/Government	0%	6%	13%	0%	0%
Other	10%	2%	13%	0%	5%
Total	100%	100%	100%	100%	100%

There is no significant difference in the number of hours worked by world region.

Number of Work Hours Per Week, by World Region (Self-Employed MBA Alumni)					
<i>Response</i>	Asia (n = 10)	United States (n = 93)	Canada (n = 15)	Latin America (n = 7)	Europe (n = 22)
Fewer than 40 hours	0%	16%	7%	0%	5%
40 hours	10%	11%	13%	14%	9%
41 to 45 hours	0%	6%	7%	0%	14%
46 to 50 hours	10%	26%	33%	57%	32%
51 to 55 hours	10%	10%	7%	29%	0%
56 to 60 hours	50%	15%	20%	0%	32%
More than 60 hours	20%	16%	13%	0%	9%
Total	100%	100%	100%	100%	100%
Mean	59.0	50.3	50.5	50.0	52.3
Median	60.0	50.0	50.0	50.0	50.0

There is no significant difference in annual salary by world region.

Current Annual Salary, by World Region (Self-Employed MBA Alumni)					
<i>Response</i>	Asia (n = 5)	United States (n = 55)	Canada (n = 9)	Latin America (n = 5)	Europe (n = 10)
Lower 95% Confidence Interval	\$71,934	\$85,623	\$52,758	\$1,721	\$84,396
Mean	\$91,469	\$98,264	\$75,559	\$66,000	\$124,350
Upper 95% Confidence Interval	\$111,004	\$110,865	\$98,359	\$130,279	\$164,304

Findings by U.S. Subgroup

Employer Characteristics

There is no significant difference in the location of employment by U.S. subgroup.

Employed in Country of Citizenship, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American (n = 76)	African American (n = 47)	White (n = 886)	Hispanic (n = 34)
Yes	92%	100%	97%	100%
No	8%	0%	3%	0%
Total	100%	100%	100%	100%

There is no significant difference in the scope of the organization by U.S. subgroup.

Scope of Organization, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American (n = 76)	African American (n = 47)	White (n = 886)	Hispanic (n = 34)
Local	9%	17%	8%	9%
Regional	11%	9%	12%	9%
National	20%	23%	22%	21%
Multinational	61%	51%	59%	62%
Total	100%	100%	100%	100%

There is no significant difference in the number of employees in the organization by U.S. subgroup.

Number of Employees in Organization, by U.S. Subgroup (Employed MBA Alumni)				
Response	Asian American	African American	White	Hispanic
	(n = 76)	(n = 47)	(n = 886)	(n = 34)
Fewer than 50	9%	11%	10%	12%
50-999	16%	17%	20%	15%
1,000-4,999	21%	6%	18%	15%
5,000-24,999	17%	23%	21%	18%
25,000 and over	37%	43%	32%	41%
Total	100%	100%	100%	100%

There is no significant difference in the industry by U.S. subgroup.

Type of Industry, by U.S. Subgroup (Employed MBA Alumni)				
Response	Asian American	African American	White	Hispanic
	(n = 76)	(n = 47)	(n = 886)	(n = 34)
Consulting	17%	19%	13%	12%
Finance/Accounting	17%	17%	18%	12%
Products/Services	20%	30%	21%	21%
Manufacturing	5%	2%	8%	9%
High Technology	17%	9%	13%	21%
Healthcare/Pharmaceutical	11%	6%	10%	12%
Energy/Utilities	3%	4%	3%	6%
Nonprofit/Government	9%	13%	12%	3%
Other	1%	0%	3%	6%
Total	100%	100%	100%	100%

Job Characteristics

There is no significant difference in the number of hours worked by U.S. subgroup.

Number of Work Hours Per Week, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American	African American	White	Hispanic
	(n = 76)	(n = 47)	(n = 886)	(n = 34)
Fewer than 40 hours	1%	2%	3%	6%
40 hours	28%	11%	15%	6%
41 to 45 hours	18%	23%	22%	26%
46 to 50 hours	29%	34%	33%	35%
51 to 55 hours	8%	19%	12%	6%
56 to 60 hours	8%	6%	10%	9%
More than 60 hours	8%	4%	6%	12%
Total	100%	100%	100%	100%
Mean	48.5	49.4	49.6	51.0

There is no significant difference in the job function worked by U.S. subgroup.

Current Job Function, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American	African American	White	Hispanic
	(n = 76)	(n = 47)	(n = 886)	(n = 34)
Marketing/Sales	24%	28%	25%	32%
Operations/Logistics	12%	13%	12%	9%
Consulting	17%	15%	14%	18%
General Management	8%	11%	9%	9%
Finance/Accounting	29%	26%	25%	24%
Human Resources	5%	0%	3%	3%
Information Technology/MIS	4%	6%	7%	6%
Other	1%	2%	6%	0%
Total	100%	100%	100%	100%

There is no significant difference in percentage receiving a promotion by U.S. subgroup. However, among those who received a promotion, Hispanics are the least likely to have had an increase in responsibilities.

Promotions with Current Employer Since Completing MBA Degree, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American	African American	White	Hispanic
	(n = 76)	(n = 47)	(n = 886)	(n = 34)
Received a promotion (percent yes)	34%	28%	41%	41%
Promotion involved**...	(n = 26)	(n = 13)	(n = 366)	(n = 14)
A change in job title	92%	85%	85%	79%
A pay increase	85%	92%	94%	100%
An increase in responsibility*	88%	69%	87%	64%
An increase in budgetary authority	38%	54%	39%	50%
An increase in the number of subordinates you manage	50%	54%	43%	43%
Becoming a team leader	46%	46%	38%	43%
Other	4%	0%	2%	0%

*Responses may add to more than 100% due to multiple selections.

There is no significant difference in the change in responsibilities by U.S. subgroup.

How Responsibilities Have Changed Since Completing MBA Degree, by U.S. Subgroup (All Employed MBA Alumni)					
<i>Responsibility</i>	<i>Response</i>	Asian American	African American	White	Hispanic
		(n = 76)	(n = 47)	(n = 886)	(n = 34)
Number of people managed	Increased	37%	28%	36%	29%
	Stay the same	49%	62%	54%	62%
	Decreased	14%	11%	10%	9%
	Total	100%	100%	100%	100%
Budget responsibility	Increased	36%	45%	44%	41%
	Stay the same	54%	51%	49%	56%
	Decreased	11%	4%	6%	3%
	Total	100%	100%	100%	100%
Projects/product responsibility	Increased	68%	70%	78%	79%
	Stay the same	26%	21%	19%	18%
	Decreased	5%	9%	3%	3%
	Total	100%	100%	100%	100%
Number of special assignments	Increased	63%	57%	70%	74%
	Stay the same	30%	40%	26%	21%
	Decreased	7%	2%	3%	6%
	Total	100%	100%	100%	100%

There is no significant difference in the highest position achieved by U.S. subgroup.

Highest Position Achieved in Current Job, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American (n = 76)	African American (n = 47)	White (n = 886)	Hispanic (n = 34)
I am not a manager/supervisor	39%	40%	31%	32%
Entry-level manager/supervisor	25%	17%	23%	18%
Middle level manager/associate	29%	36%	36%	41%
Senior level manager/partner	5%	6%	10%	9%
Other	1%	0%	<1%	0%
Total	100%	100%	100%	100%

There is no significant difference in annual salary by U.S. subgroup.

Current Annual Salary, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American (n = 47)	African American (n = 41)	White (n = 763)	Hispanic (n = 29)
Lower 95% Confidence Interval	\$82,989	\$74,765	\$80,381	\$73,718
Mean	\$90,745	\$81,723	\$82,621	\$84,713
Upper 95% Confidence Interval	\$98,502	\$88,681	\$84,862	\$95,707

Satisfaction with Job and Employer

There is no significant difference in job satisfaction by U.S. subgroup.

Job Satisfaction, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American (n = 76)	African American (n = 47)	White (n = 886)	Hispanic (n = 34)
Very satisfied	33%	23%	38%	32%
Somewhat satisfied	45%	47%	43%	47%
Neither satisfied nor dissatisfied	12%	15%	6%	3%
Somewhat dissatisfied	7%	13%	10%	15%
Very dissatisfied	4%	2%	4%	3%
Total	100%	100%	100%	100%
Mean*	4.0	3.8	4.0	3.9
*Scale: Very satisfied = 5; Somewhat satisfied = 4; Neither = 3; Somewhat dissatisfied = 2; Very dissatisfied = 1				

There is no significant difference in agreement with the statements about the current organization by U.S. subgroup.

Agreement with Statements about Current Organization*, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American (n = 76)	African American (n = 47)	White (n = 886)	Hispanic (n = 34)
I am quite proud to tell people whom I work for	4.1	4.1	4.1	4.1
I would take a job with another employer with about the same pay/benefits I have now [‡]	3.2	3.3	3.3	3.4
To know that my own work had made a contribution to the good of the organization would please me	4.8	4.5	4.7	4.5
I am extremely glad that I chose this organization to work for over other I was considering at the time I joined	4.0	3.9	4.0	3.8
There's not much to be gained by sticking with this organization indefinitely [‡]	3.1	2.9	3.2	3.5
I trust my employer to behave ethically in their business practices	4.1	4.1	4.2	4.3
*Scale: Strongly Agree = 5; Somewhat agree = 4; Neither = 3; Somewhat disagree = 2; Strongly Disagree = 1				
‡Item is a reverse scale where Strongly Agree = 1; Somewhat agree = 2; Neither = 3; Somewhat disagree = 4; Strongly Disagree = 5				

There is no significant difference in accuracy of statements about employer/position by U.S. subgroup.

Accuracy of Statement about Employer/Position*, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American (n = 76)	African American (n = 47)	White (n = 886)	Hispanic (n = 34)
I am given a chance to do the things I do best.	3.1	2.9	3.0	2.9
My employer really cares about individuals and wants them to succeed.	3.0	3.0	3.0	3.0
I have enough time to get the job done.	3.1	2.9	2.9	2.9
My supervisor is competent in doing his/her job.	3.3	3.4	3.3	3.3
My chances for promotion are good.	2.9	3.1	3.0	3.1
The work is interesting.	3.2	3.2	3.3	3.1
I am not asked to do excessive amounts of work.	2.8	2.7	2.7	2.6
The problems I am expected to solve are hard enough.	3.1	2.9	3.1	2.9
My responsibilities are clearly defined.	2.9	2.8	2.8	3.0
I have had equal opportunity in promotions and salary.	2.9	3.0	3.1	3.2

Accuracy of Statement about Employer/Position*, by U.S. Subgroup (Employed MBA Alumni)				
Response	Asian American	African American	White	Hispanic
	(n = 76)	(n = 47)	(n = 886)	(n = 34)
The job security is good.	3.3	3.1	3.1	3.2
The pay is good.	2.9	2.9	2.9	3.1
The physical surroundings are pleasant.	3.1	2.9	3.1	3.2
I spend too much time in meetings that are not productive‡.	2.7	2.6	2.6	2.8
My employer promotes/upholds ethical business practices.	3.4	3.5	3.5	3.6
*Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1				
‡ Item is a reverse scale: Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4				

Managing Work/Life Balance

This section of the report examines the issues pertaining to work/life balance. Work/life balance is explored through the various scheduling opportunities in which companies allow employees to participate, the use and perception of leave of absences in relation to the MBA degree, and a variety of statements that aim to understand the outcome of the work/life balance issue.

Scheduling Opportunities

Two-thirds (67%) of the employed respondents state their company sponsors education and training. Half (50%) of the respondents are allowed flexible scheduling/flextime. Nearly half (46%) are allowed to work from home occasionally, but only 11% are allowed to work from home regularly. Additionally, 43% of respondents believe that they have flexible career paths—the 2005 Global MBA[®] Graduate Survey finds that 65% of graduating MBAs prefer an organization with flexible career opportunities.

Work Scheduling Opportunities (Employed MBA Alumni)	
<i>Response</i>	<i>(n = 1,932)</i>
Company-sponsored education/training	67%
Flexible scheduling/flextime	50%
Work from home occasionally	46%
Flexible career paths	43%
Maternity leave with pay	38%
Paternity leave with pay	28%
Work from home regularly	11%
None of the above	10%
Responses may add to more than 100% due to multiple selections.	

Overall, 4% of respondents have left the workforce for two years or more for reasons other than going back to school. Respondents who are currently not employed are the most likely to have left the workforce for two or more years—half of these respondents are currently looking for work. Among those respondents who are not working or looking for employment, 88% state that they are not in the labor force due to family reasons.

Plan To Take a Leave of Absence*				
	Employed	Self-Employed	Not Employed	All MBA Alumni
<i>Response</i>	<i>(n = 1,932)</i>	<i>(n = 155)</i>	<i>(n = 122)</i>	<i>(n = 2,209)</i>
Yes, I have left the workforce in the past	4%	6%	13%	4%
Yes, I plan to leave the workforce for two or more years in the future	6%	8%	10%	6%
No	91%	86%	77%	90%
Total	100%	100%	100%	100%
*p≤0.05				

About one-in-six respondents (17%) state that an MBA degree definitely makes it easier to return to work after an absence; 63% state that it probably makes it easier. Self-employed respondents (23%) are the most likely to state that returning to work after a leave of absence would definitely be easier with an MBA degree. Respondents who are not employed (8%) are the most likely to state that it is definitely not easier to return to work after a leave of absence even with an MBA degree.

Does Having an MBA Make It Easier To Return To Work After Absence*				
	Employed	Self-Employed	Not Employed	All MBA Alumni
<i>Response</i>	<i>(n = 1,932)</i>	<i>(n = 155)</i>	<i>(n = 122)</i>	<i>(n = 2,209)</i>
Definitely yes	17%	23%	15%	17%
Probably yes	64%	59%	54%	63%
Probably no	18%	14%	23%	18%
Definitely no	1%	3%	8%	2%
Total	100%	100%	100%	100%
*p≤0.05				

Respondents who have left the workforce for two or more years in the past (27%) are the most likely to state that having an MBA degree definitely makes it easier to return to work.

Returning To Work After Absence, by Plans for Leave of Absence					
(All MBA Alumni)					
<i>Plan for Leave of Absence</i>	Does having an MBA make it easier to return to work?				
	Definitely yes	Probably yes	Probably no	Definitely no	Total
Yes, I have left the workforce in the past	27%	61%	11%	1%	100%
Yes, I plan to leave the workforce for two or more years in the future	20%	64%	16%	0%	100%
No	16%	63%	18%	2%	100%

Work/Life Balance

Respondents believe the following statement to be most true, “personal issues do not hinder my ability to perform effectively at work,” “I am able to balance my work and personal life,” and “I have time to reach my personal and career goals.”

Work/Life Balance (Employed MBA Alumni)						
Statement	Mean*	(n = 1,932)				Total
		Very True	Somewhat True	Not Very True	Not At All True	
Personal issues do not hinder my ability to perform effectively at work	3.2	39%	41%	17%	3%	100%
I am able to balance my work and personal life	3.2	33%	53%	11%	2%	100%
I have the time to reach my personal and career goals satisfactorily	3.0	21%	59%	17%	3%	100%
I need to make many adjustments to fit into my work environment [‡]	2.8	7%	25%	47%	22%	100%
Careers in business are incompatible with work/life balance [‡]	2.8	4%	33%	43%	20%	100%
My personal and work demands are overwhelming [‡]	2.7	7%	34%	45%	14%	100%
*Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1						
‡ Item is a reverse scale where Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4						

Similarly, self-employed respondents believe the following statements to be most true, “I am able to balance my work and personal life,” “personal issues do not hinder my ability to perform effectively at work,” and “I have time to reach my personal and career goals.”

Work/Life Balance (Self-Employed MBA Alumni)						
Statement	Mean*	(n = 155)				Total
		Very True	Somewhat True	Not Very True	Not At All True	
I am able to balance my work and personal life	3.2	36%	48%	14%	2%	100%
Personal issues do not hinder my ability to perform effectively at work	3.0	34%	38%	21%	7%	100%
I have the time to reach my personal and career goals satisfactorily	3.0	25%	54%	19%	2%	100%
I need to make many adjustments to fit into my work environment [‡]	2.9	6%	30%	37%	27%	100%

Work/Life Balance (Self-Employed MBA Alumni)						
<i>Statement</i>	Mean*	(n = 155)				Total
		Very True	Somewhat True	Not Very True	Not At All True	
Careers in business are incompatible with work/life balance [‡]	2.9	6%	29%	39%	36%	100%
My personal and work demands are overwhelming [‡]	2.6	5%	41%	41%	13%	100%

*Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1
[‡] Item is a reverse scale where Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4

Findings by Graduation Year

Scheduling Opportunities

Alumni from the class of 2003 (40%) are the least likely to have the opportunity to work occasionally from home.

Work Scheduling Opportunities, by Graduation Year (Employed MBA Alumni)					
<i>Response</i>	2000	2001	2002	2003	2004
	(n = 162)	(n = 283)	(n = 271)	(n = 389)	(n = 811)
Flexible scheduling/ flextime	55%	51%	44%	48%	52%
Flexible career paths	48%	40%	40%	43%	44%
Work from home occasionally*	54%	52%	44%	40%	47%
Work from home regularly	14%	13%	10%	10%	9%
Maternity leave with pay	46%	36%	38%	37%	38%
Paternity leave with pay	33%	29%	27%	26%	29%
Company-sponsored education/training	73%	70%	64%	67%	67%
None of the above	10%	6%	11%	9%	10%

*p≤0.05
 Responses may add to more than 100% due to multiple selections.

There is no significant difference in the percentage who have taken a leave of absence by graduation year.

Plan To Take a Leave of Absence, by Graduation Year					
(All MBA Alumni)					
<i>Response</i>	2000	2001	2002	2003	2004
	(n = 186)	(n = 325)	(n = 309)	(n = 437)	(n = 934)
Yes, I have left the workforce in the past	5%	5%	3%	4%	4%
Yes, I plan to leave the workforce for two or more years in the future	10%	5%	6%	5%	6%
No	85%	90%	92%	91%	89%
Total	100%	100%	100%	100%	100%

There is no significant difference in the percentage who responded that an MBA degree makes it easier to return to work after a leave of absence by graduation year.

Does Having an MBA Make It Easier To Return To Work After Absence, by Graduation Year					
(All MBA Alumni)					
<i>Response</i>	2000	2001	2002	2003	2004
	(n = 186)	(n = 325)	(n = 309)	(n = 437)	(n = 934)
Definitely yes	15%	17%	20%	19%	16%
Probably yes	62%	65%	58%	62%	65%
Probably no	21%	17%	20%	17%	17%
Definitely no	2%	2%	2%	2%	2%
Total	100%	100%	100%	100%	100%

Work/Life Balance

The class of 2004 is significantly more likely to believe that they are able to balance their work and personal life compared to the class of 2001. The class of 2000 is significantly more likely compared to the classes of 2003 and 2004 to believe that careers in business are incompatible with work/life balance.

Mean Work/Life Balance**, by Graduation Year (Employed/Self-Employed MBA Alumni)					
<i>Statement</i>	2000	2001	2002	2003	2004
	<i>(n = 176)</i>	<i>(n = 308)</i>	<i>(n = 294)</i>	<i>(n = 416)</i>	<i>(n = 875)</i>
My personal and work demands are overwhelming [‡]	2.6	2.6	2.7	2.7	2.7
I am able to balance my work and personal life*	3.1	3.1	3.1	3.1	3.2
I have the time to reach my personal and career goals satisfactorily	2.9	3.0	2.9	3.0	3.0
Personal issues do not hinder my ability to perform effectively at work	3.2	3.1	3.1	3.2	3.1
I need to make many adjustments to fit into my work environment [‡]	2.7	2.8	2.9	2.9	2.8
Careers in business are incompatible with work/life balance* [‡]	2.6	2.7	2.8	2.8	2.9
*p<0.05 **Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1 ‡ Item is a reverse scale where Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4					

Findings by Program Type

Scheduling Opportunities

Alumni of part-time programs are the least likely to state they have flexible career paths. Alumni of executive programs are the most likely to have the opportunity to participate in company-sponsored education/training.

Work Scheduling Opportunities, by Program Type (Employed MBA Alumni)			
<i>Response</i>	Full-Time	Part-Time	Executive
	<i>(n = 1,450)</i>	<i>(n = 353)</i>	<i>(n = 90)</i>
Flexible scheduling/ flextime	49%	56%	52%
Flexible career paths*	46%	32%	36%
Work from home occasionally	46%	47%	54%
Work from home regularly	11%	9%	11%
Maternity leave with pay	39%	37%	32%
Paternity leave with pay	28%	28%	29%
Company-sponsored education/training*	66%	70%	77%
None of the above	10%	9%	7%
*p<0.05 Responses may add to more than 100% due to multiple selections.			

Alumni of part-time programs are the least likely to have left the workforce in the past, and respondents of executive programs are the least likely to plan to leave the workforce in the future.

Plan To Take a Leave of Absence, by Program Type*			
(All MBA Alumni)			
<i>Response</i>	Full-Time (n = 1,644)	Part-Time (n = 405)	Executive (n = 116)
Yes, I have left the workforce in the past	5%	2%	5%
Yes, I plan to leave the workforce for two or more years in the future	7%	5%	2%
No	89%	94%	93%
Total	100%	100%	100%
*p≤0.05			

There is no significant difference by program type in the percentage who reported that an MBA degree makes it easier to return to work after a leave of absence.

Does Having an MBA Make It Easier To Return To Work After Absence, by Program Type			
(All MBA Alumni)			
<i>Response</i>	Full-Time (n = 1,644)	Part-Time (n = 405)	Executive (n = 116)
Definitely yes	18%	14%	17%
Probably yes	62%	65%	69%
Probably no	18%	19%	11%
Definitely no	2%	3%	3%
Total	100%	100%	100%

Work/Life Balance

Alumni of part-time programs are significantly more likely than alumni of full-time programs to believe that their personal work demands are overwhelming. Additionally, alumni of part-time programs are the least likely to believe that they have the time to reach their personal and career goals satisfactorily. Furthermore, part-time program alumni are more likely compared with full-time alumni to believe that careers in business are incompatible with work/life balance.

Mean Work/Life Balance**, by Program Type (Employed/Self-Employed MBA Alumni)			
<i>Statement</i>	Full-Time (n = 1,552)	Part-Time (n = 384)	Executive (n = 108)
My personal and work demands are overwhelming*‡	2.7	2.6	2.6
I am able to balance my work and personal life	3.2	3.1	3.2
I have the time to reach my personal and career goals satisfactorily*	3.0	2.8	2.9
Personal issues do not hinder my ability to perform effectively at work	3.1	3.1	3.2
I need to make many adjustments to fit into my work environment‡	2.8	2.8	2.9
Careers in business are incompatible with work/life balance*‡	2.8	2.7	2.8
*p≤0.05 **Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1 ‡ Item is a reverse scale where Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4			

Findings by Gender

Scheduling Opportunities

Women are significantly more likely to say they have the opportunity to work from home occasionally compared with men. Two-thirds of women state they have the opportunity to take maternity leave with pay compared to 31% of men who say they can take paternity leave with pay.

Work Scheduling Opportunities, by Gender (Employed MBA Alumni)		
<i>Response</i>	Male (n = 1,350)	Female (n = 566)
Flexible scheduling/ flextime	50%	51%
Flexible career paths	43%	42%
Work from home occasionally*	45%	50%
Work from home regularly	10%	11%
Maternity leave with pay*	26%	67%
Paternity leave with pay*	31%	20%
Company-sponsored education/training	66%	69%
None of the above	10%	8%
*p≤0.05 Responses may add to more than 100% due to multiple selections.		

Women are significantly more likely compared with men to have taken a leave of absence in the past and are more likely planning to take a leave of absence in the future.

Plan To Take a Leave of Absence, by Gender* (All MBA Alumni)		
<i>Response</i>	Male (<i>n</i> = 1,533)	Female (<i>n</i> = 658)
Yes, I have left the workforce in the past	4%	6%
Yes, I plan to leave the workforce for two or more years in the future	2%	16%
No	94%	79%
Total	100%	100%
*p≤0.05		

Although men are least likely to take or plan a leave of absence, they are the most likely to state that having an MBA degree would definitely make it easier to return to work.

Does Having an MBA Make It Easier To Return To Work After Absence, by Gender* (All MBA Alumni)		
<i>Response</i>	Male (<i>n</i> = 1,533)	Female (<i>n</i> = 658)
Definitely yes	20%	11%
Probably yes	61%	69%
Probably no	18%	18%
Definitely no	2%	2%
Total	100%	100%
*p≤0.05		

Work/Life Balance

Women are significantly more likely compared to men to state that they are able to balance their work and personal life.

Mean Work/Life Balance**, by Gender (Employed/Self-Employed MBA Alumni)		
<i>Statement</i>	Male (n = 1,460)	Female (n = 609)
My personal and work demands are overwhelming [‡]	2.7	2.7
I am able to balance my work and personal life*	3.1	3.3
I have the time to reach my personal and career goals satisfactorily	3.0	3.0
Personal issues do not hinder my ability to perform effectively at work	3.1	3.2
I need to make many adjustments to fit into my work environment [‡]	2.8	2.9
Careers in business are incompatible with work/life balance [‡]	2.8	2.8
*p≤0.05 **Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1 ‡ Item is a reverse scale where Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4		

Findings by World Region

Scheduling Opportunities

Europeans are the least likely to be offered flexible career paths, but they are the most likely to be offered paternity leave with pay. Respondents from the U.S. are more likely than Asians and respondents from Latin America to have the opportunity to work from home occasionally, and they are the most likely to have the opportunity to participate in company-sponsored education/training.

Work Scheduling Opportunities, by World Region (Employed MBA Alumni)					
<i>Response</i>	Asia (n = 222)	United States (n = 1,117)	Canada (n = 129)	Latin America (n = 109)	Europe (n = 244)
Flexible scheduling/ flextime	47%	52%	48%	40%	55%
Flexible career paths*	39%	46%	49%	37%	35%
Work from home occasionally*	32%	51%	51%	33%	46%
Work from home regularly	9%	11%	11%	8%	11%
Maternity leave with pay	39%	40%	38%	29%	39%
Paternity leave with pay*	28%	28%	28%	20%	36%
Company-sponsored education/training*	60%	71%	64%	62%	62%
None of the above	11%	8%	11%	11%	11%
*p≤0.05 Responses may add to more than 100% due to multiple selections.					

There is no significant difference in the percentage who left or plan to leave the workforce for two or more years by world region.

Plan To Take a Leave of Absence, by World Region (All MBA Alumni)					
<i>Response</i>	Asia (n = 245)	United States (n = 1,279)	Canada (n = 150)	Latin America (n = 126)	Europe (n = 279)
Yes, I have left the workforce in the past	5%	4%	5%	4%	4%
Yes, I plan to leave the workforce for two or more years in the future	8%	6%	9%	3%	5%
No	87%	90%	87%	93%	91%
Total	100%	100%	100%	100%	100%

Although there is no difference in the percentage who take a leave of absence, Asians and respondents from Latin America are the most likely to state that an MBA degree will definitely make it easier to return to work after a leave of absence.

Does Having an MBA Make It Easier To Return To Work After Absence, by World Region* (All MBA Alumni)					
<i>Response</i>	Asia (n = 245)	United States (n = 1,279)	Canada (n = 150)	Latin America (n = 126)	Europe (n = 279)
Definitely yes	26%	15%	15%	24%	17%
Probably yes	52%	67%	69%	52%	59%
Probably no	20%	16%	16%	21%	21%
Definitely no	2%	2%	1%	4%	4%
Total	100%	100%	100%	100%	100%
*p<0.05					

Work/Life Balance

Canadians and U.S. citizens are the least likely to believe that their personal and work demands are overwhelming. U.S. citizens are the most likely to believe that they are able to balance their work and personal life. Respondents from Latin America are the least likely to believe that they have the time to reach their personal and career goals satisfactorily. Citizens of the United States are more likely compared with respondents from Latin America to believe that their personal issues do not hinder their ability to perform effectively at work. Asians are the most likely to believe that they need to make many adjustments to fit into their work environment. Europeans are the most likely to believe that careers in business are incompatible with work/life balance.

Mean Work/Life Balance, by World Region (Employed/Self-Employed MBA Alumni)					
<i>Statement</i>	Asia	United States	Canada	Latin America	Europe
	<i>(n = 232)</i>	<i>(n = 1,210)</i>	<i>(n = 144)</i>	<i>(n = 116)</i>	<i>(n = 266)</i>
My personal and work demands are overwhelming*‡	2.5	2.7	2.8	2.5	2.6
I am able to balance my work and personal life*	3.1	3.2	3.2	3.0	3.0
I have the time to reach my personal and career goals satisfactorily*	2.9	3.0	3.0	2.8	2.9
Personal issues do not hinder my ability to perform effectively at work*	3.0	3.2	3.1	3.0	3.1
I need to make many adjustments to fit into my work environment*‡	2.6	2.9	2.9	2.8	2.9
Careers in business are incompatible with work/life balance*‡	2.7	2.8	2.8	2.9	2.7

*Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1
‡ Item is a reverse scale where Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4

Findings by U.S. Subgroup

Scheduling Opportunities

Asian Americans are the least likely to have the opportunity to work from home occasionally.

Work Scheduling Opportunities, by U.S. Subgroup (Employed MBA Alumni)				
<i>Response</i>	Asian American	African American	White	Hispanic
	<i>(n = 76)</i>	<i>(n = 47)</i>	<i>(n = 886)</i>	<i>(n = 34)</i>
Flexible scheduling/flextime	57%	51%	52%	59%
Flexible career paths	46%	55%	45%	56%
Work from home occasionally*	46%	68%	50%	65%
Work from home regularly	14%	13%	11%	9%
Maternity leave with pay	46%	40%	41%	32%
Paternity leave with pay	36%	21%	27%	29%
Company-sponsored education/training	75%	81%	72%	62%
None of the above	9%	11%	7%	6%

Responses may add to more than 100% due to multiple selections.

There is no significant difference in the percentage who have taken a leave of absence by U.S. subgroup.

Plan To Take a Leave of Absence, by U.S. Subgroup (All MBA Alumni)				
<i>Response</i>	Asian American	African American	White	Hispanic
	(n = 83)	(n = 54)	(n = 1,017)	(n = 37)
Yes, I have left the workforce in the past	2%	9%	4%	5%
Yes, I plan to leave the workforce for two or more years in the future	6%	11%	6%	8%
No	92%	80%	90%	86%
Total	100%	100%	100%	100%

There is no significant difference in the percentage who reported that an MBA degree makes it easier to return to work after a leave of absence by U.S. subgroup.

Does Having an MBA Make It Easier To Return To Work After Absence, by U.S. Subgroup (All MBA Alumni)				
<i>Response</i>	Asian American	African American	White	Hispanic
	(n = 83)	(n = 54)	(n = 1,017)	(n = 37)
Definitely yes	23%	19%	14%	19%
Probably yes	64%	67%	67%	78%
Probably no	13%	11%	17%	3%
Definitely no	0%	4%	2%	0%
Total	100%	100%	100%	100%

Work/Life Balance

Asian Americans and African Americans are the more likely compared with whites to need to make many adjustments to fit into their work environment.

Mean Work/Life Balance, by U.S. Subgroup (Employed/Self-Employed MBA Alumni)				
<i>Statement</i>	Asian American (n = 79)	African American (n = 52)	White (n = 959)	Hispanic (n = 35)
My personal and work demands are overwhelming [‡]	2.7	2.7	2.7	2.7
I am able to balance my work and personal life	3.3	3.1	3.3	3.3
I have the time to reach my personal and career goals satisfactorily	3.2	2.9	3.0	3.2
Personal issues do not hinder my ability to perform effectively at work	3.3	3.0	3.2	3.3
I need to make many adjustments to fit into my work environment* [‡]	2.6	2.6	2.9	3.0
Careers in business are incompatible with work/life balance [‡]	2.6	2.8	2.9	2.9
*Scale: Very true = 4; Somewhat true = 3; Not very true = 2; Not at all true = 1 ‡ Item is a reverse scale where Very true = 1; Somewhat true = 2; Not very true = 3; Not at all true = 4				

Who Are the Alumni?

This section of the report presents the demographic characteristics of the survey respondents. The analysis of these characteristics acquaints the reader to the respondents of the April 2005 MBA Alumni Perspectives Survey.

Characteristics of the Respondents

Who responded to the April 2005 MBA Alumni Perspectives survey? Overall, 42% of respondents graduated in 2004, 20% graduated in 2003, 15% graduated in 2002, 15% graduated in 2001, and 8% graduated in 2000.

Year of Graduation	
<i>Graduation Year</i>	<i>(n = 2,209)</i>
2000	8%
2001	15%
2002	15%
2003	20%
2004	42%
Total	100%

Males outnumber females by a margin of two-and-a-third to one.

Gender of Respondent	
<i>Gender</i>	<i>(n = 2,191)</i>
Male	70%
Female	30%
Total	100%

Citizens of the United States (58%) represent the largest group of respondents, followed by citizens of Europe (13%) and Asia (11%).

Country of Citizenship	
<i>Country of Citizenship (World Region)</i>	<i>(n = 2,191)</i>
United States	58%
Europe	13%
Asia	11%
Canada	7%
Latin America and the Caribbean	6%
Other	5%
Total	100%

Whites (non-Hispanic) comprise 82% of the United States' respondents. The next largest race/ethnic groups from the United States are Asian American (7%), African American (5%), and Hispanic (non-white) (4%).

U.S. Subgroup	
<i>U.S. Subgroup (Race/Ethnicity)</i>	(n =1,274)
White (non-Hispanic)	80%
Asian American	7%
African American	4%
Hispanic (non-white)	3%
Multiracial	1%
Native American	1%
Other	1%
Prefer not to say	4%
Total	100%

Three-quarters (75%) of the respondents graduated from a full-time program. About one-fifth (19%) graduated from a part-time program. One-in-twenty (5%) graduated from an executive program.

Program Type	
<i>Program Type</i>	(n = 2,191)
Full-time	75%
Part-time	19%
Executive	5%
Other	1%
Total	100%

Characteristics of the Respondents by Program Type

The 2004 alumni responding to the current survey have a significantly different distribution among program types compared to other graduation years. There are significantly more part-time and executive respondents and fewer full-time respondents.

Program Type, by Graduation Year*					
<i>Program Type</i>	2000	2001	2002	2003	2004
Full-Time	86%	73%	81%	83%	70%
Part-Time	13%	22%	15%	15%	22%
Executive	2%	5%	4%	3%	8%
Total	100%	100%	100%	100%	100%
* p ≤ 0.05					

Respondents from the United States are the least likely to have graduated from a full-time program, but the most likely to have graduated from a part-time program. Respondents from Latin America and Europe, on the other hand, were the most likely to graduate from full-time programs and the least likely to graduate from part-time programs. Canadians have the greatest representation of alumni from executive programs, and Asians are the least likely to represent an executive program.

Program Type, by Citizenship*					
<i>Program Type</i>	Asia	United States	Canada	Latin America	Europe
Full-Time	82%	71%	77%	94%	86%
Part-Time	17%	23%	14%	4%	9%
Executive	1%	6%	10%	2%	6%
Total	100%	100%	100%	100%	100%
* p ≤ 0.05					

Among respondents from the United States, Hispanics were the most likely to have graduated from a full-time program. African Americans and Hispanics were the least likely to graduate from a part-time program.

Program Type, by U.S. Subgroup				
<i>Program Type</i>	Asian American	African American	White	Hispanic
Full-Time	72%	81%	68%	95%
Part-Time	25%	11%	25%	3%
Executive	2%	8%	7%	3%
Total	100%	100%	100%	100%
* p ≤ 0.05				

Characteristics of the Respondents by Gender

The gender distribution of the respondents by graduation year is stable. There are no significant differences in the distribution.

Gender, by Graduation Year					
<i>Gender</i>	2000	2001	2002	2003	2004
Male	67%	72%	73%	70%	69%
Female	33%	28%	27%	30%	31%
Total	100%	100%	100%	100%	100%

Although respondents from executive programs represent the greatest percentage of males among programs, due to sample sizes, there is no significant difference between programs.

Gender, by Program Type			
<i>Gender</i>	Full-Time	Part-Time	Executive
Male	70%	69%	79%
Female	30%	31%	21%
Total	100%	100%	100%

Respondents from the United States (35%) are significantly more likely compared with respondents from Latin America (17%) and Europe (19%) to be female.

Gender, by World Region*					
<i>Gender</i>	Asia	United States	Canada	Latin America	Europe
Male	73%	65%	68%	83%	81%
Female	27%	35%	32%	17%	19%
Total	100%	100%	100%	100%	100%
* $p \leq 0.05$					

Among U.S. citizens, African American respondents have the greatest representation of females.

Gender, by U.S. Subgroup				
<i>Gender</i>	Asian American	African American	White	Hispanic
Male	60%	44%	66%	73%
Female	40%	56%	34%	27%
Total	100%	100%	100%	100%
* $p \leq 0.05$				

Characteristics of the Respondents by World Region

The class of 2000 has the fewest respondents from Asia represented. The class of 2003 has the greatest percentage of respondents from Latin America represented. Among Europeans, the graduating class of 2003 has the greatest representation and 2001 has the lowest representation.

World Region, by Graduation Year*					
World Region	2000	2001	2002	2003	2004
Asia	6%	14%	14%	9%	13%
United States	71%	66%	54%	58%	62%
Canada	5%	7%	9%	5%	8%
Latin America	4%	5%	8%	9%	5%
Europe	14%	8%	16%	18%	12%
Total	100%	100%	100%	100%	100%
* $p \leq 0.05$					

Contact Information

For questions or additional information regarding the study, please contact the GMAC[®] Research and Development department at research@gmac.com.

Authorship

The following individual(s) made significant contributions to the concept and design or analysis and interpretation of data, drafting/revising of the manuscript for intellectual content, and final approval of the manuscript to be published:

Gregg Schoenfeld, Project Manager, Applied Research, GMAC[®].

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