

MBA Alumni Perspectives Survey 2001
Overall Interpretations

Respondent Profile

Graduates who were enrolled in full-time programs make up 81% of this sample of 692 Year 2000 graduates, as shown in [Table A](#). The balance was enrolled in either part-time or executive programs (nine part-time students for every one student in an executive program). Two-thirds (67%) are male. Over half (57%) were between the ages of 28 and 34 when they participated in the Global MBA Survey 2000.

Among U.S. citizens who were asked their race/ethnicity, 85% are white (non-Hispanic). Asian Americans make up the next largest group at 6%, followed by Black/African Americans and Hispanics at 4% each.

Ninety percent of respondents attended MBA programs in the United States, and 6% attended programs in Western Europe. Two-thirds are citizens of the United States. Citizens of other countries in all parts of the world round out the sample.

Among graduates of schools located in the United States, 25% each attended school in the Northeast and the West—the two regions most represented in the sample. Nearly equal portions (16% and 15%, respectively) attended schools in the Southeast and Middle States.

Overall, this follow-up sample is representative of the original sample of graduates in the Global MBA Survey 2000. *Among graduates in the follow-up sample, 86% completed their MBAs one year or more prior to the current survey ([Table B](#)).*

MBA Satisfaction

In terms of what the MBA has given them, graduates overall are *extremely* satisfied with an increase in career options (43%), the opportunity to improve themselves personally (43%), an increase in earning power (37%), and credentials they desired (37%) ([Table C](#)).

As the above would indicate, if the responses for *extremely* satisfied are used to rank factors in terms of current satisfaction with the degree, there are a number of ties. In the Global MBA Survey 2000, graduates selected the three factors with which they were most satisfied, and their responses to this question were used to rank the factors at the time of graduation. If the ranks in 2000 are compared with those for 2001 (taking ties into account), the results are as shown in the following table:

**Refer to the Appendix for Table Information.

MBA Alumni Perspectives Survey 2001
Overall Interpretations

Satisfaction Factors	Rank 2000	Rank 2001
Increase in your career options	1	1
Development of your management knowledge/technical skills	2	7
Opportunity to improve yourself personally	3	1
Increase in earning power	4	2
Preparation to get a good job in the business world	5	5
Getting desired credentials	6	2
Opportunity for quicker advancement	7	6

The following factors appear in the “top 4” at both times in the careers of these graduates: “increase in your career options,” “opportunity to improve yourself personally,” and “an increase in earning power.” While “getting desired credentials” was sixth as a source of satisfaction at the time of graduation, it now springs into second place. Development of management knowledge/technical skills, in second place at graduation, now slips to seventh place (again, based on the percentages for *extremely* satisfied). It appears that graduates now value the MBA credential itself even more than they did at the time they received it. And, perhaps with a year of post-MBA work experience, they are not feeling quite as satisfied with what they learned as they did at the time of graduation. Indeed, they later tell us the areas in which they wish they had received more education/training.

Use of Skills and Abilities

Graduates answered questions on how much they are using on their current jobs the skills and abilities developed during their MBA programs. They could respond along a five-point scale: a great deal, a good amount, some, a little, or not at all. Based on those who indicated a great deal or a good amount of use, *graduates are using most their ability to think analytically (84%) and their interpersonal skills (83%) (Table D)*. Other skills/abilities are used a great deal/good amount as follows:

- Ability to integrate information from a wide variety of sources (79%)
- Written communication skills (76%)
- Oral communication skills (75%)
- Computer/technological skills (68%)
- Decision-making ability (67%)
- Ability to think strategically (65%)
- Technical skills for specialty (64%)
- Creative skills (60%)
- Leadership skills (52%)
- Networking skills (51%)

MBA Alumni Perspectives Survey 2001
Overall Interpretations

In the Global MBA Survey 2000, graduates rated “the ability to think strategically” as the area in which they had improved most during their MBA program. In the current survey, however, they indicate they have the opportunity to use this ability much less than many others.

Retrospective Educational/Training Desires

Graduates reviewed a list of 21 areas in which they may have had education/training during their MBA program and indicated those in which they wished they had had *more*. Results are shown in [Table E](#). The top three areas are:

Developing a strategic plan	31%
Managing your career	31%
Conducting financial analyses and preparing a budget	28%

As noted earlier, when they graduated, these respondents rated the ability to think strategically as the number one area of improvement during their MBA program. It is interesting that after one year of post-MBA work experience, many now want even more education on strategy. This could be because the translation of strategic thoughts into a strategic plan is quite different from being able to have the thoughts in the first place. Or it could be because strategic planning is such a complex process that many feel they have never learned quite enough about it.

Another interesting point about this top-3 “wish list” is that all three areas relate in some way to the planning process. Those responsible for MBA curricula may want to review how the planning process is taught, including a review of how the tools used in the planning process are applied to the development of a strategic plan.

Finally, these graduates are clearly saying they wish they had had more education on managing their careers. It is their number 2 choice out 21 possible choices. Since career management is not normally part of the MBA curriculum, this finding may also be meaningful to curriculum planners, as well as career services professionals.

How Graduates Stay Current

Asked how they stay current on developments in their field and in business practices, graduates responded as shown in [Table F](#). They use the Internet more than anything else, followed by reading industry magazines and national newspapers. Forty-seven percent read industry newsletters. Nearly equal percentages (29% and 26%, respectively) attend professional development seminars and belong to professional associations. Only 7.5% attend executive education programs.

MBA Alumni Perspectives Survey 2001
Overall Interpretations

Work Experience

Ninety-one percent of the sample is currently working full-time ([Table G](#)). While nearly four-fifths (79%) are working in their country of citizenship, a fairly substantial 21% are not.

Over three-fourths have worked four or more years since completing their undergraduate degree. The typical graduate has worked for two or three different organizations (31% and 29%, respectively), although nearly one-fourth (24%) have worked for four or more organizations. Slightly over four-fifths (81%) have been with their current employer less than two years. A relatively small 9% have been with their current employer six years or more.

Job Selection

Applicability

With regard to how they selected their current employer, respondents reported whether they had weighed each of 16 factors: “too much, about right, too little, or not applicable.” This makes it possible to first identify which factors were actually used, based on applicable versus not applicable responses. Results are shown below.

JOB SELECTION FACTOR	% Using Factor
The opportunity to do challenging work	99.8%
The opportunity to learn new things	99.8%
Extending your range of abilities	98.7%
Competitive salary	98.6%
Opportunity to use skills to the maximum	98.6%
Opportunity for advancement	98.4%
The opportunity to make your own decisions	97.8%
Positive organizational climate	97.6%
Achieving something that you personally value	97.6%
Job security	95.4%
Benefits	94.1%
Company image and reputation	93.3%
Location	93.1%
Opinions of peers in your MBA class	71.0%
Stock option or ownership program	65.9%
Opinions of spouse/significant other	61.6%

Over nine-tenths of respondents used all of the factors except three. Interestingly, two of these relate to the opinions of others. Supplemental analysis of married versus not-married graduates reveals that 91% of married graduates relied on a spouse, while 41% of those not married relied on a spouse or significant other. So the low reliance appearing in the table above is somewhat misleading. That is, reliance on a spouse (for those with a spouse) is also relevant for over nine-tenths of married graduates.

MBA Alumni Perspectives Survey 2001
Overall Interpretations

Twenty-nine percent did not rely on the opinion of peers in selecting their current job or deciding to stay with their current employer, while 71% did. It is sometimes thought that graduates rely too much on peers when making their job-choice decisions. While 71% do rely on peers, the above table suggests that, *relatively*, graduates rely less on peers than on many other factors affecting the job-selection decision.

Weighing of Factors

Table H shows how respondents weighed factors, based on the number of respondents using each factor. The table below sorts factors based on the percent that say they weighed a factor “too much.”

JOB SELECTION FACTOR	HOW WEIGHED		
	Too Much	About Right	Too Little
Location	14.9%	66.1%	19.0%
Company image and reputation	13.5%	71.6%	14.9%
Job security	10.9%	66.4%	22.7%
Opportunity for advancement	9.2%	67.6%	23.2%
Stock option or ownership program	9.2%	56.9%	33.9%
The opportunity to do challenging work	8.9%	73.5%	17.6%
The opportunity to learn new things	8.6%	78.6%	12.8%
Extending your range of abilities	8.6%	69.3%	22.1%
Competitive salary	8.4%	66.5%	25.1%
Opinions of peers in your MBA class	8.3%	77.3%	14.4%
Opportunity to use skills to the maximum	8.3%	68.6%	23.1%
The opportunity to make your own decisions	7.8%	73.2%	18.9%
Benefits	5.9%	75.9%	18.1%
Opinions of spouse/significant other	5.4%	79.5%	15.0%
Positive organizational climate	5.4%	68.6%	26.0%
Achieving something that you personally value	5.4%	74.8%	19.8%

In general, respondents thought they had weighed factors “about right.” This is clearest for opinions of peers and spouse/significant others and the opportunity to learn new things. Location tops the list of factors weighed “too much” at 15%, but an even higher percentage said they weighed the factor “too little” (19%). Company image and reputation is also high on the list of factors weighed “too much” (14%), but again this is balanced by 15% who believe they weighed the factor “too little.”

MBA Alumni Perspectives Survey 2001
Overall Interpretations

Sorting these factors based on the percentage that weighed the factor “too little” presents a somewhat different picture, as shown below.

JOB SELECTION FACTOR	HOW WEIGHED		
	Too Much	About Right	Too Little
Stock option or ownership program	9.2%	56.9%	33.9%
Positive organizational climate	5.4%	68.6%	26.0%
Competitive salary	8.4%	66.5%	25.1%
Opportunity for advancement	9.2%	67.6%	23.2%
Opportunity to use skills to the maximum	8.3%	68.6%	23.1%
Job security	10.9%	66.4%	22.7%
Extending your range of abilities	8.6%	69.3%	22.1%
Achieving something that you personally value	5.4%	74.8%	19.8%
Location	14.9%	66.1%	19.0%
The opportunity to make your own decisions	7.8%	73.2%	18.9%
Benefits	5.9%	75.9%	18.1%
The opportunity to do challenging work	8.9%	73.5%	17.6%
Opinions of spouse/significant other	5.4%	79.5%	15.0%
Company image and reputation	13.5%	71.6%	14.9%
Opinions of peers in your MBA class	8.3%	77.3%	14.4%
The opportunity to learn new things	8.6%	78.6%	12.8%

Over one-third of respondents say they weighed a stock option or ownership program “too little.” And this is followed closely by those believe they weighed positive organizational climate and competitive salary “too little.”

Attitudes toward Current Job

Asked if they would recommend their current job to a friend interested in working with their employer, 62% of graduates said they would strongly recommend the job, 34% said they would have doubts about recommending it, and 4% said they would strongly advise a friend against the job ([Table I](#)).

Asked separately whether they would take their current if they could decide all over again, over half (56%) said they would decide without hesitation to take the same job; 37% said they would have some second thoughts. And 7% said they would definitely not take the same job.

How does their current job measure up to the sort of job they wanted when they took it? Forty-four percent say it’s very much like the job they wanted; and another 44 percent say it’s somewhat like the job they wanted. The balance say it is not very much like the job they wanted.

MBA Alumni Perspectives Survey 2001
Overall Interpretations

Current Employer and Industry

Over one-third of graduates (35%) are employed by organizations that have over 25,000 employees in all locations ([Table J](#)). Twenty-two percent work for employers who have 100-499 employees in the location where they work; and another 23% work for employers who have from 1,000-4,999 employees in the location where they work.

Over seven-tenths of the graduates work for multinational organizations, while a much smaller 13% work for national organizations. Eight percent and 7%, respectively, work for local and regional organizations. [Table K](#) shows the business or industry in which these graduates are employed.

General Job Function

[Table L](#) shows the general job functions of respondents. Twenty-four percent are employed in finance/accounting. Twenty percent each are employed in marketing/sales and consulting. Lower percentages are employed in other general functional areas.

[Table L.1](#) shows the specific functions of graduates within each general functional area. For example, 41% of those employed in marketing/sales are in product management. Thirty-nine percent of those in operations/logistics are in operations. Fifty-nine percent of those in consulting are in strategy. Thirty-nine percent of those in finance/accounting are in corporate finance, and so on.

Finally, [Table L.2](#) shows the distribution of specific job functions across all respondents. For example, 9.8% of all respondents are in product management; 13.8% are in strategy; 11.1% are in corporate finance, and so on.

Job Characteristics and Budget

Forty-four percent of graduates have not reached a managerial position in their current job ([Table M](#)), while another 29% are first or entry-level managers or supervisors. It is logical, then, that 53% do not personally manage anyone, while another 27% manage from 1 to 4 people. These facts are consistent with the median highest total annual budget of \$0. The budgets of those in the top half of the distribution, however, give the overall sample a mean highest total annual budget of over \$184 million ([Table N](#)).

Annual Base Salary and Additional Compensation

The median annual base salary of graduates is \$78,000 and the mean is \$78,224. The range is from a low of \$17,000 to a high of \$250,000 ([Table O](#)). [Table P](#) shows salary distributions for the overall sample.

Mean salaries differ significantly across general job functions ([Table O.1](#)). The mean salary in consulting is \$88,242--\$10,000 above the mean salary for the overall sample.

MBA Alumni Perspectives Survey 2001
Overall Interpretations

Seventy percent of graduates overall have received a benefits package since starting to work for their current employer ([Table Q](#)). Over half have received a performance-based bonus (57%) and a signing bonus (54%). Forty-two percent have received moving allowances, and over one-third (34%) have received stock options. Twenty percent have received a first-year bonus.

Additional compensation differs significantly between general job functions in four areas: stock options, signing bonuses, performance-based bonuses, and first-year bonuses ([Table Q.1](#)).

Company Support for Career Development

Graduates report in-house training (69%) and professional performance appraisals (61%) as the principal company support for career development ([Table R](#)). Fifty-four percent report educational support or reimbursement. Forty-three percent say their companies use mentoring, and 35% say they use coaching. Only 11% of graduates report that their companies do not support career development.

The type of company support available varies widely according to general job function. For each of the following possibilities there are statistically significant differences: in-house training, educational support or reimbursement, coaching, mentoring, and professional performance appraisals.

As [Table R.1](#) shows, the availability of in-house training ranges from a high of 84% of those in consulting to a low of 53% of those in general management. Educational support and reimbursement is highest for those in human resources and information technology/MIS and lowest for those in consulting. Coaching is highest for those in consulting and human resources and lowest for those performing other functions. The same is true for mentoring. Professional performance appraisals are highest for those in consulting, operations/logistics, and human resources. Across all of these comparisons, though, it should be noted that the sample sizes vary considerably and are especially low for human resources.

Appendix: Tables

A: RESPONDENT PROFILE

Type of MBA Program	Count	Col %
Full-time	561	81
Part-time & Executive	128	19
Total	689	100
Gender		
Male	464	67
Female	228	33
Total	692	100
Marital Status		
Married	277	40
Not married	415	60
Total	692	100
Race/Ethnicity		
White (U.S.)	375	85
All Others (U.S.)	68	15
Total	443	100
Age		
27 and under	222	32
28-34	396	57
35 and over	74	11
Total	692	100
World Regions (School Location)		
United States	623	90
Western Europe	44	6
Other Countries	25	4
Total	692	100
World Regions (Citizenship)		
Central & South America	34	5
Eastern Mediterranean	12	2
North America	482	70
Pacific Islands	13	1.884
Southeast Asia	33	5
Southwest Asia	20	3
Western Europe	58	8
Eastern Europe	23	3
Other	15	2.174
Total	690	100
U.S. School Location		
Northeast	155	25
New England	12	2
Middle States	93	15
Northcentral	55	8.828
Southeast	99	16
Southcentral	54	9
West	155	25
Total	623	100

Appendix: Tables

B: LENGTH OF TIME SINCE COMPLETING MBA

	Count	Col %
Not yet graduated	18	3
Less than six months	29	4
Six months, but less than a year	48	7.101
1 year, but less than 2 years	570	84
2 years, but less than 3 years	11	2
Total	676	100

C: MBA SATISFACTION

		Count	Col %
Increase in your career options	Extremely Satisfied	295	43
	Very Satisfied	273	39
	Somewhat Satisfied	102	15
	Not Very Satisfied	16	2
	Not at All Satisfied	6	1
	Total	692	100
Opportunity to improve personally	Extremely Satisfied	295	43
	Very Satisfied	282	41
	Somewhat Satisfied	91	13
	Not Very Satisfied	15	2
	Not at All Satisfied	9	1
	Total	692	100
Credentials you desired	Extremely Satisfied	258	37
	Very Satisfied	322	47
	Somewhat Satisfied	98	14
	Not Very Satisfied	13	2
	Not at All Satisfied	1	0
	Total	692	100
Increase in earning power	Extremely Satisfied	255	37
	Very Satisfied	254	37
	Somewhat Satisfied	139	20
	Not Very Satisfied	31	4
	Not at All Satisfied	13	2
	Total	692	100
Opportunity for quicker advancement	Extremely Satisfied	214	31
	Very Satisfied	274	40
	Somewhat Satisfied	170	25
	Not Very Satisfied	20	3
	Not at All Satisfied	14	2
	Total	692	100

Appendix: Tables

Preparation to get a good job	Extremely Satisfied	210	30
	Very Satisfied	322	47
	Somewhat Satisfied	134	19
	Not Very Satisfied	16	2
	Not at All Satisfied	10	1
	Total	692	100
Opportunity to network	Extremely Satisfied	205	30
	Very Satisfied	235	34
	Somewhat Satisfied	187	27
	Not Very Satisfied	52	8
	Not at All Satisfied	13	2
	Total	692	100
Development of knowledge/tech skills	Extremely Satisfied	198	29
	Very Satisfied	345	50
	Somewhat Satisfied	120	17
	Not Very Satisfied	22	3
	Not at All Satisfied	7	1
	Total	692	100
Increase in work environment flexibility	Extremely Satisfied	145	21
	Very Satisfied	242	35
	Somewhat Satisfied	240	35
	Not Very Satisfied	53	8
	Not at All Satisfied	12	2
	Total	692	100

Appendix: Tables

D: USE OF SKILLS AND ABILITIES

		Count	Col %
Ability to think analytically	A Great Deal	321	51
	A Good Amount	205	33
	Some	77	12
	A Little	20	3
	Not At All	4	1
	Total	627	100
Ability to integrate information	A Great Deal	290	46
	A Good Amount	205	33
	Some	100	16
	A Little	26	4
	Not At All	6	1
	Total	627	100
Interpersonal skills	A Great Deal	264	42
	A Good Amount	254	41
	Some	84	13
	A Little	19	3
	Not At All	6	1
	Total	627	100
Written communication skills	A Great Deal	260	41
	A Good Amount	214	34
	Some	107	17
	A Little	39	6
	Not At All	7	1
	Total	627	100
Oral communication skills	A Great Deal	244	39
	A Good Amount	225	36
	Some	116	19
	A Little	37	6
	Not At All	5	1
	Total	627	100
Ability to think strategically	A Great Deal	201	32
	A Good Amount	205	33
	Some	133	21
	A Little	64	10
	Not At All	24	4
	Total	627	100
Decision-making ability	A Great Deal	184	29
	A Good Amount	235	37
	Some	139	22
	A Little	60	10
	Not At All	9	1
	Total	627	100

Appendix: Tables

Computer/ technological skills	A Great Deal	169	27
	A Good Amount	257	41
	Some	146	23
	A Little	47	7
	Not At All	8	1
	Total	627	100
Technical skills for specialty	A Great Deal	167	27
	A Good Amount	237	38
	Some	163	26
	A Little	53	8
	Not At All	7	1
	Total	627	100
Creative skills	A Great Deal	139	22
	A Good Amount	235	37
	Some	169	27
	A Little	69	11
	Not At All	15	2
	Total	627	100
Leadership skills	A Great Deal	132	21
	A Good Amount	194	31
	Some	191	30
	A Little	80	13
	Not At All	30	5
	Total	627	100
Networking skills	A Great Deal	130	21
	A Good Amount	188	30
	Some	191	30
	A Little	88	14
	Not At All	30	5
	Total	627	100

Appendix: Tables

E: RETROSPECTIVE EDUCATIONAL/TRAINING DESIRES

	Count	Col %
Developing a strategic plan	216	31
Managing your career	214	31
Conducting financial analyses and preparing a budget	194	28
Conducting cost/benefit analyses of proposed changes	175	25
Computer and related technology skills	171	25
Analyzing, organizing, and interpreting statistical data	164	24
Leadership skills	164	24
Networking skills	159	23
Designing and conducting market research	153	22
Analytical thinking	143	21
Recruiting, managing, and maintaining staff	142	21
Developing creative problem-solving skills	131	19
Stress management	124	18
Managing change	119	17
Developing Web-based marketing	108	16
Interpersonal skills	107	15
Oral communication skills	103	15
Integration of information from a wide variety of sources	95	14
Technical skills for your specialty	79	11
Written communication skills	55	8
None of the above	35	5
Other	25	4

F: HOW GRADUATES STAY CURRENT

	Count	Col %
Internet	554	80
Read industry magazines	514	74
Read national newspapers	475	69
Industry newsletters	324	47
In-house training	306	44
Attend professional development seminars	200	29
Belong to professional associations	180	26
Attend executive education programs	52	8
Do nothing	13	2
Other	20	3

Appendix: Tables

G: WORK EXPERIENCE

	Count	Col %
Number of years worked since undergraduate degree	Less than six months	2
	Six months, but less than a year	2
	1 year, but less than 2 years	6
	2 years, but less than 3 years	4
	3 years, but less than 4 years	10
	4 years, but less than 6 years	27
	6 years, but less than 8 years	21
	8 years, but less than 10 years	15
	10 years or more	13
	Total	100
Number of different organizations worked for	None	1
	1	14
	2	31
	3	29
	4	14
	5	6
	6 or more	4
	Total	100
Currently working full-time	Yes	91
	No	9
	Total	100
Length of time with current employer	Less than six months	11
	Six months, but less than a year	15
	1 year, but less than 2 years	55
	2 years, but less than 3 years	5
	3 years, but less than 4 years	2
	4 years, but less than 6 years	4
	6 years, but less than 8 years	4
	8 years, but less than 10 years	2
	10 years or more	3
	Total	100
Working in your country of citizenship?	Yes	79
	No	21
	Total	100

Appendix: Tables

H: WEIGHING JOB SELECTION FACTORS

	Count	Col %
Opinions of spouse/significant other	Too Much	21 5
	About Right	307 80
	Too Little	58 15
	Total	386 100
The opportunity to learn new things	Too Much	54 9
	About Right	492 79
	Too Little	80 13
	Total	626 100
Opinions of peers in your MBA class	Too Much	37 8
	About Right	344 77
	Too Little	64 14
	Total	445 100
Benefits	Too Much	35 6
	About Right	448 76
	Too Little	107 18
	Total	590 100
Achieving something that you personally value	Too Much	33 5
	About Right	458 75
	Too Little	121 20
	Total	612 100
The opportunity to make your own decisions	Too Much	48 8
	About Right	449 73
	Too Little	116 19
	Total	613 100
The opportunity to do challenging work	Too Much	56 9
	About Right	460 73
	Too Little	110 18
	Total	626 100
Company image and reputation	Too Much	79 14
	About Right	419 72
	Too Little	87 15
	Total	585 100
Extending your range of abilities	Too Much	53 9
	About Right	429 69
	Too Little	137 22
	Total	619 100
Positive organizational climate	Too Much	33 5
	About Right	420 69
	Too Little	159 26
	Total	612 100

Appendix: Tables

Opportunity to use skills to the maximum	Too Much	51	8
	About Right	424	69
	Too Little	143	23
	Total	618	100
Opportunity for advancement	Too Much	57	9
	About Right	417	68
	Too Little	143	23
	Total	617	100
Competitive salary	Too Much	52	8
	About Right	411	67
	Too Little	155	25
	Total	618	100
Location	Too Much	87	15
	About Right	386	66
	Too Little	111	19
	Total	584	100
Job security	Too Much	65	11
	About Right	397	66
	Too Little	136	23
	Total	598	100
Stock option or ownership program	Too Much	38	9
	About Right	235	57
	Too Little	140	34
	Total	413	100

Appendix: Tables

I: ATTITUDES TOWARD CURRENT JOB

Recommend job?

Count Layer %

Strongly recommend this job	387	62
Have doubts about recommending it	213	34
Strongly advise them against this sort of job	27	4
Total	627	100

Decide all over again?

Decide without hesitation to take the same job	353	56
Have some second thoughts	233	37
Decide definitely not to take the same job	41	7
Total	627	100

Current job - expectations vs. reality

Very much like	278	44
Somewhat like	278	44
Not very much like	71	11
Total	627	100

Appendix: Tables

J: CURRENT EMPLOYER

Number of people employed at all locations	Count	Col %
Fewer than 5	10	2
5-9	9	1
10-24	21	3
25-49	29	5
50-99	31	5
100-249	30	5
250-499	18	3
500-999	27	4
1,000-2,499	51	8
2,500-4,999	57	9
5,000-9,999	58	9
10,000-24,999	63	10
Over 25,000	217	35
Don't Know	6	1
Total	627	100
Number people employed at the location where you work		
Fewer than 5	32	5
5-9	20	3
10-24	42	7
25-49	53	8
50-99	56	9
100-249	77	12
250-499	63	10
500-999	49	8
1,000-2,499	92	15
2,500-4,999	54	9
5,000-9,999	38	6
10,000-24,999	27	4
Over 25,000	10	2
Don't Know	14	2
Total	627	100
Local, regional, national, or multinational?		
Local	52	8
Regional	44	7
National	83	13
Multinational	448	71
Total	627	100

Appendix: Tables

K: BUSINESS OR INDUSTRY

	Count	Col %
Consulting Services	101	16
Finance and Insurance	45	7
Investment banking/management	43	7
Manufacturing	43	7
Information Technology or Services	41	7
Banking	39	6
Telecommunications	26	4
Health Care or Pharmaceutical	22	4
Internet and/or E-commerce	20	3
Consumer Goods	18	3
Marketing Services	17	3
Management Consulting	14	2
Automotive	13	2
Education or Educational Services	13	2
Non profit or Not for profit	11	2
Retail/Wholesale	11	2
Engineering	10	2
Transportation and Warehousing	10	2
Aerospace and Defense	9	1
Arts and Entertainment	9	1
Food, Beverage, and Tobacco	9	1
Legal Services	9	1
Energy and Utilities	8	1
Insurance	8	1
Accounting	7	1
Aviation and Airlines	7	1
Venture Capital	6	1
Biotechnology	5	1
Construction and Installation	4	1
Real estate and Rental and/or Leasing	4	1
Sales	4	1
Advertising	3	0
Government	3	0
Hotel, Gaming, Leisure, and Travel	3	0
Logistics	3	0
Agriculture, Forestry, Fishing, and Hunting	2	0
Professional, Scientific, and Technical Services	2	0
Restaurant and Food Services	2	0
Science and Research	2	0
Sports and Recreation	2	0
Human Resources	1	0
Utilities	1	0
Waste Management and Redemption Services	1	0
Other	16	3
	627	100

Appendix: Tables

L: GENERAL JOB FUNCTION

	Count	Col %
Finance/Accounting	148	24
Marketing/Sales	126	20
Consulting	122	19
General Management	58	9
Operations/Logistics	28	4
Information Technology/MIS	27	4
Human Resources	13	2
Other Function	105	17
Total	627	100

Appendix: Tables

L.1: SPECIFIC JOB FUNCTIONS (W/IN GENERAL JOB FUNCTION)

		Count	Col %
Marketing/Sales	Product Management	51	40
	Sales Management	15	12
	Market Research	11	9
	Advertising	5	4
	Communications	5	4
	Public Relations	3	2
	Other Marketing/Sales function	36	29
	Total	126	100
Operations/Logistics	Operations	11	39
	Logistics	5	18
	Purchasing	2	7
	Engineering	2	7
	Production/Manufacturing	2	7
	Other Operations/Logistics function	6	21
Total	28	100	
Consulting	Strategy	72	59
	Change Management	11	9
	Product Management	5	4
	Other Consulting function	34	28
Total	122	100	
General Management	General Management	37	64
	Entrepreneurial	12	21
	Other General Management function	9	16
	Total	58	100
Finance/Accounting	Corporate Finance	58	39
	Accounting/Auditing	20	14
	Investments	17	11
	Mergers & Acquisitions	11	7
	Treasury and Financial Analysis	10	7
	Real Estate	3	2
	Other Finance/Accounting function	29	20
	Total	148	100
Human Resources	Staffing and Training	3	23
	Compensation and Benefits	3	23
	Industrial/Labor Relations	1	8
	Change Management	1	8
	Other Human Resource function	5	38
	Total	13	100
Information Technology/MIS	Systems Analysis	5	19
	Systems Consulting	4	15
	Electronic Commerce	4	15
	Telecommunications	3	11
	Other Information Technology/MIS function	11	41
	Total	27	100

Appendix: Tables

L.2: SPECIFIC JOB FUNCTIONS (ACROSS TOTAL SAMPLE)

	Count	Layer %
Strategy	72	14
Corporate Finance	58	11
Product Management	51	10
General Management	37	7
Other Marketing/Sales function	36	7
Other Consulting function	34	7
Other Finance/Accounting function	29	6
Accounting/Auditing	20	4
Investments	17	3
Sales Management	15	3
Entrepreneurial	12	2
Market Research	11	2
Operations	11	2
Change Management	11	2
Mergers & Acquisitions	11	2
Other Information Technology/MIS function	11	2
Treasury and Financial Analysis	10	2
Other General Management function	9	2
Other Operations/Logistics function	6	1
Advertising	5	1
Communications	5	1
Logistics	5	1
Product Management	5	1
Other Human Resource function	5	1
Systems Analysis	5	1
Systems Consulting	4	1
Electronic Commerce	4	1
Public Relations	3	1
Real Estate	3	1
Staffing and Training	3	1
Compensation and Benefits	3	1
Telecommunications	3	1
Purchasing	2	0
Engineering	2	0
Production/Manufacturing	2	0
Industrial/Labor Relations	1	0
Change Management	1	0
Total	522	100

Appendix: Tables

M: JOB CHARACTERISTICS

Highest position	Count	Col %
I am not a manager or supervisor	275	44
I am a first or entry-level manager or supervisor	179	29
I am a middle level manager	107	17
I am a senior level manager	53	8
I am self-employed	8	1
I am a small business owner	5	1
Total	627	100
Number of people personally manage		
None	335	53
1-4 people	169	27
5-9 people	61	10
10-24 people	31	5
25-49 people	18	3
50-99 people	5	1
100-199 people	3	0
200 or more people	5	1
Total	627	100

N: HIGHEST TOTAL ANNUAL BUDGET

Mean	\$184,100,255.23
------	------------------

O: ANNUAL BASE SALARY

Minimum	\$17,000.00
Maximum	\$250,000.00
Median	\$78,000.00
Mean	\$78,224.47

P: ANNUAL BASE SALARY

	Count	Col %
\$40,000 or less	41	7
\$41,000 to \$50,000	50	8
\$51,000 to \$60,000	60	10
\$61,000 to \$70,000	81	13
\$71,000 to \$80,000	118	20
\$81,000 to \$90,000	109	18
\$91,000 to \$100,000	67	11
More than \$100,000	78	13
Total	604	100

Annual Base Salary Collapsed

\$60,000 or less	151	25
\$61,000 to \$90,000	308	51
\$91,000 or more	145	24
Total	604	100

Appendix: Tables

Q: ADDITIONAL COMPENSATION

	Count	Col %
Benefits package	440	70
Performance-based bonus	358	57
Signing bonus	339	54
Moving allowance	266	42
Stock options	214	34
First-year bonus	127	20
Other Compensation	68	11
No additional compensation	51	8

R: COMPANY SUPPORT FOR CAREER DEVELOPMENT

	Count	Col %
In-house training	432	69
Professional performance appraisals	385	61
Educational support or reimbursement	341	54
Mentoring	272	43
Developmental work assignments	241	38
Coaching	217	35
Company sponsored career advice/guidance	88	14
Fast track development programs	88	14
Company does not support career development	71	11
Other	23	4