

2009

Graduate
Management
Admission
Council®

Corporate Recruiters Survey

SURVEY REPORT



The **Corporate Recruiters Survey** is a product of the Graduate Management Admission Council® (GMAC®), a global nonprofit education organization of leading graduate business schools and the owner of the Graduate Management Admission Test® (GMAT®). The GMAT exam is an important part of the admissions process for more than 4,600 graduate management programs around the world. GMAC is dedicated to creating access to and disseminating information about graduate management education; these schools and others rely on the Council as the premier provider of reliable data about the graduate management education industry. This year, GMAC partnered with the European Foundation for Management Development (EFMD) and MBA Career Services Council (MBA CSC) in developing questions for the survey and increasing business school participation worldwide.

EFMD is an international membership organization based in Brussels, Belgium. With more than 650 member organizations from academia, business, public service, and consultancy in 75 countries, EFMD provides a unique forum for information, research, networking, and debate on innovation and best practice in management development. EFMD is recognized globally as an accreditation body of quality in management education and has established accreditation services for business schools and business school programs, corporate universities, and technology-enhanced learning programs.

The MBA CSC is an international professional association representing individuals in the field of MBA career services and recruiting. The MBA CSC provides a forum for the exchange of ideas and information and addresses issues unique to the needs of MBA career services and recruiting professionals. They also provide professional development and networking opportunities for their members and develop and promote their *Standards for Reporting MBA Employment Statistics*.

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The Graduate Management Admission Council® (GMAC®) is pleased to bring you these results from the 2009 Corporate Recruiters Survey. Conducted annually since 2002, this survey examines the job market for graduate business students as well as employer needs and expectations. GMAC once again partnered with the European Foundation for Management Development and MBA Career Services Council in designing the survey and in soliciting survey partnerships.

The objectives of this annual study are to obtain a picture of the current employment landscape, gauge the demand for master's-level business graduates, better understand employer needs, and provide insight into hiring practices. The survey examines hiring trends for graduates from MBA, Masters in Management, and specialized master's programs (such as master's in accounting, business information technology, finance, and financial engineering). For MBA graduates, there is further differentiation at the program level by program length, including part-time and executive, and by delivery format, such as online.

Responses to this eighth annual survey of graduate business student employers were collected from mid-February to mid-March. Data reflect the responses of 2,825 participants representing 2,092 companies in 63 countries worldwide; 147 of the global Fortune 500 companies participated. Respondents in the United States represent firms in 48 states and the District of Columbia and include 172 of the US Fortune 500 companies. This broad representation of the employer spectrum was possible due to the 157 business schools in 30 countries worldwide that facilitated the administration of the survey.

Key Findings

The employment outlook for 2009 business graduates is consistent with expectations for other industries. Participating employers report that sustained economic strain has precipitated a downturn in the number of positions they anticipate filling in 2009. In 2008, respondents hired more than 35,000 candidates from graduate management programs. The same respondents expect to hire approximately 22,000 graduates in 2009. Jobs will be available, but competition will be fierce in many employment sectors. Other findings include the following:

- The value of an MBA degree seems undiminished by current economic turmoil—98 percent of respondents from small to multinational businesses alike were satisfied with their MBA employees. A comparative analysis of average expected starting salaries for recent graduates showed that employers consistently paid MBA graduates almost double the average starting salary offered to undergraduate school students and 30 percent to 35 percent more than they paid graduates with other management degrees.
- Respondents nearly unanimously agreed that student quality was their number one school selection criterion (99%). The more selective the company, the more important past experience at the school appeared to be.

- Demand for MBA graduates remained strong in the sectors of consulting, health care and pharmaceuticals, and energy and utilities. Demand for graduates with Masters in Management degrees was highest in the consulting and high technology sectors, whereas graduates with specialized master's in business degrees appeared to have more opportunities in the fields of finance and accounting.
- The job market for MBAs was expected to grow between 10 percent and 20 percent each year from 2002 to 2008. In 2009, however, the overall market for MBAs is expected to be quite soft. Respondents indicated that the number of companies hiring MBAs will decline from 59 percent hiring in 2008 to 50 percent hiring in 2009. The average number of new hires in those companies will also drop from 12 new employees in 2008 to 6 new employees in 2009.

Methodology

To develop the survey sample, all GMAC, EFMD, and MBA CSC member schools and a number of nonmember institutions representing a cross-section of the graduate management industry worldwide were invited to participate. Schools that accept the invitation provide contact information for employers that worked with their career services office during the past recruiting year to hire MBAs or other graduate business students. One hundred fifty-seven business schools chose to facilitate the survey administration for an overall response rate of 15 percent. The joint effort of participating schools contributed to a sample of more than 28,000 invited employers, of which 2,825 (or 10%) completed the online questionnaire.¹

The reader should note that the findings reported here are based on a sampling of data made by the responding employers and do not represent a census of all employers of graduate business students.



**Respondents expect to hire
approximately 22,000 graduates
in 2009, a significant reduction in
graduate hires compared to last year.**



¹ Special care was taken with employer contact information to ensure confidentiality throughout the project. Contact information was separated from the survey responses and encrypted using specialized software. After completion of the project, all contact information from nonresponding employers was deleted from GMAC systems. GMAC does not share individual-level respondent information with any other institutions, companies, or individuals.

The global economic crisis is deeply affecting economies around the world. According to International Monetary Fund (IMF) projections for 2009, advanced economies will suffer the worst recession since the Second World War, and growth in emerging and developing economies will slow down considerably from the 7.2 percent seen in 2007 and 6.1 percent seen in 2008 to an estimated 1.5 percent to 2.5 percent this year.² In the United States, economic conditions significantly deteriorated within the last year. Among other indicators, real GDP decreased at an annual rate of 6.3 percent in the fourth quarter of 2008,³ and the unemployment rate in March 2009 rose to 8.5 percent, the highest level since November 1982.⁴ Governments around the world attempted to take key roles in moderating the economic decline through

regulations and stimulus packages. With such intervention, gradual restoration of global economic stability is forecasted for 2010. In the United States, the economic recovery may begin as soon as the end of 2009. “Implementation of a substantial stimulus package combined with continued monetary ease by the Federal Reserve should bring the economy out of recession before the end of the year,” said Bruce Kasman, the chair of the ABA Economic Advisory Committee and chief economist of JPMorgan Chase.⁵

When participating employers were asked to evaluate the impact of the global economic slowdown on their companies in 2008, nearly 6 in 10 (59%) stated it was negative, and even more employers expected negative implications in 2009 (77%). Survey results reflect this negative impact on companies’ hiring plans—most organizations across industries and geographic locations project a hiring freeze for all types of new employee

candidates. The harder the companies felt the impact of the economy in 2008, the less optimistic their 2009 hiring projections are (Figure 1). Even companies that will continue hiring expect to reduce their number of new hires by one half, on average, compared with last year.

Overall, participating companies hired 35,261 candidates from graduate management programs in 2008, of which 19,746 were recent MBA graduates. These companies expect to offer only 21,855 positions in 2009. This reduction marks the first time in the last five years when employer projections were less optimistic than hiring results from preceding periods: Unlike the anticipated 10 percent to 20 percent annual increases in the number of new business graduate hires expected in the past, 10 percent to 50 percent declines were expected in 2009. These data suggest that the 2009 job market for recent graduates will be extremely competitive.

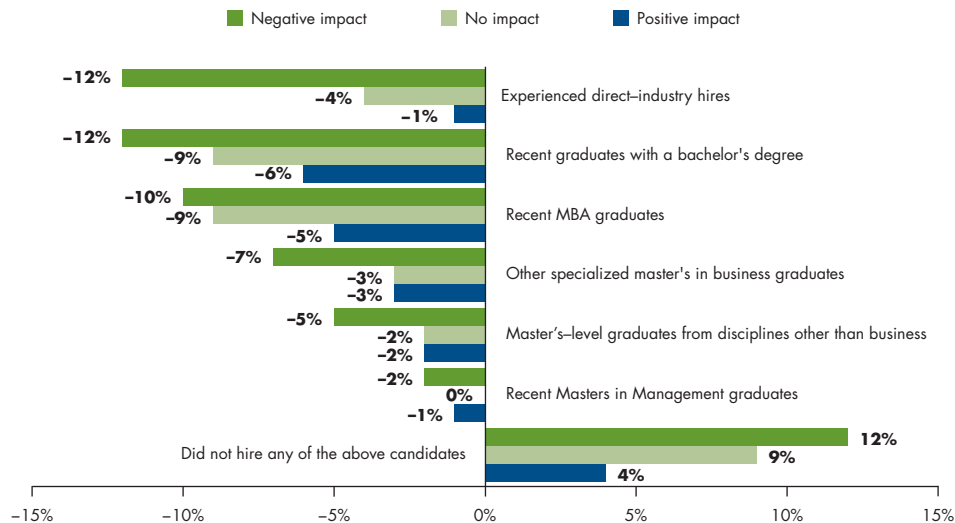


Figure 1.
Expected Change in the Number of Companies That Plan to Hire Candidates in 2009 Compared With Their Actual 2008 Hiring, by 2008 Economic Impact

²International Monetary Fund (2009). *Group of twenty. Global economic policies and prospects*. Note by the Staff of the International Monetary Fund, Washington, D.C.: Author.

³United States Department of Commerce, Bureau of Economic Analysis (BEA). *Gross domestic product: Fourth quarter 2008 (final)* News Release, March 26, 2009. Washington, D.C.: Author.

⁴United States Department of Labor, Bureau of Labor Statistics (BLS). *Employment situation* News Release, April 3, 2009. Washington, D.C.: Author.

⁵American Bankers Association (2009). *Bank economists see recession deepening; Policy action key to second half recovery*. News Release, January 16, 2009. Washington, D.C.: Author.

Although the recession in the United States that caused a ripple effect on the world economy started in December 2007, 2008 MBA graduate hiring was little affected. There was a moderate reduction in the number of companies that hired graduating MBAs from 2007 (64%) to 2008 (58%), but the average number of new MBA graduate hires per company marginally increased by 3 percent. The job market in 2009, however, is expected to be more challenging for MBA graduates. With a projected 9 percent decline in the number of hiring companies (Figure 2), the number of new MBA graduate hires per company is expected to drop from an average of 12 new employees in 2008 to 6 new employees in 2009 (Figure 3).

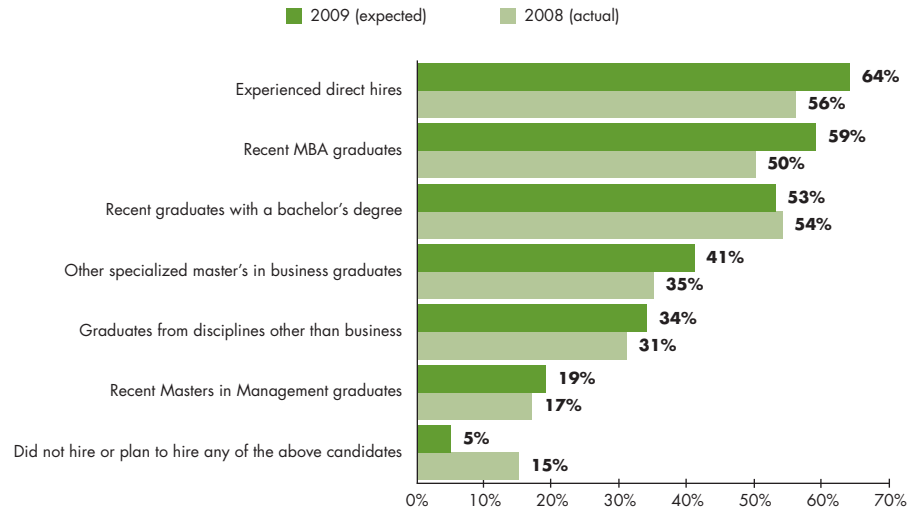
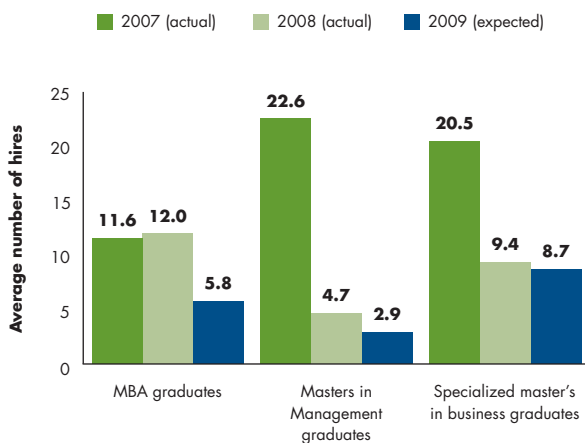


Figure 2.
Companies That Hired New Employees in 2008 and Plan to Hire in 2009, by Category of Candidate



^a Data analysis using the weighted average yielded the same results.

Figure 3.
Average Actual and Expected Number of New Graduate Business Hires^a

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Gradual restoration of global economic stability is forecasted for 2010; in the United States, economic recovery may begin by the end of 2009.

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The proportion of companies that hired Masters in Management graduates remained unchanged in 2008 (19%) compared with 2007; however, a drastic decline in the average number of new hires was observed—the surveyed companies reported hiring five times fewer graduates from Masters in Management programs in 2008 than in 2007 (Figures 2-3). In spite of an increase in the proportion of firms that hired specialized master’s in business graduates, from 31 percent in 2007 to 40 percent in 2008, hiring companies cut their number of new hires by more than half. Employer projections

for 2009 suggest that the worst year might be behind graduates from Masters in Management and other specialized master’s in business programs, however.

As firms cut back on hiring all types of new employees, from recent graduates to experienced hires, the overall proportion of recent graduate hires in the companies’ hiring mix remained essentially unchanged (Figure 4). Moreover, employers expected that the proportion of graduate hires with master’s-level degrees in business and management, including MBAs, might grow in 2009 as the proportion of recent graduates with bachelor’s degrees declines.

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The overall proportion of new graduates and experienced candidates in the corporate hiring mix is expected to remain essentially unchanged.

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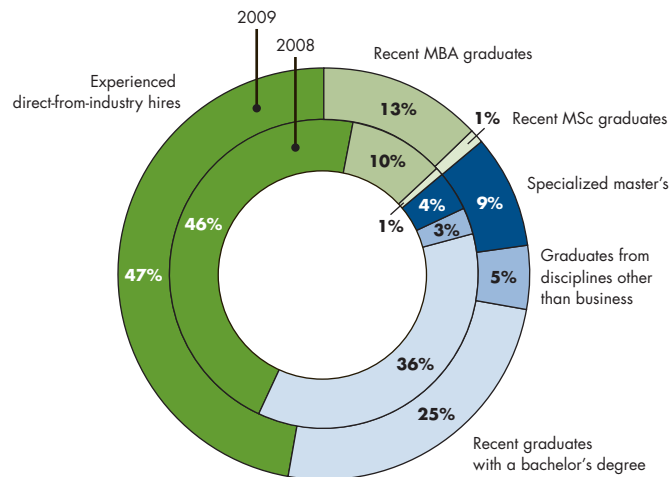


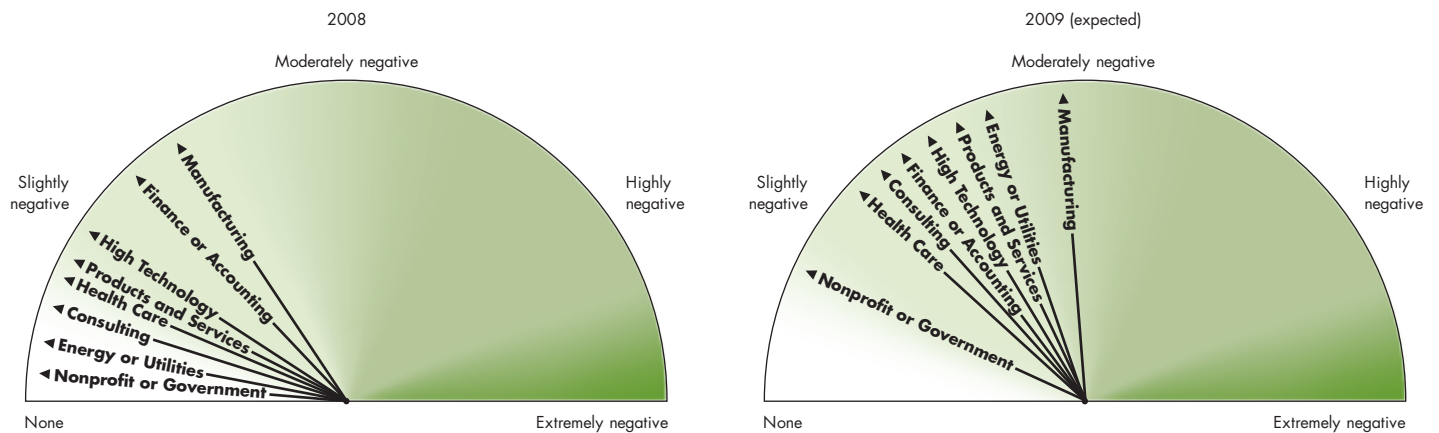
Figure 4.
Proportion of New Hires in Company Hiring Mix,
2008 (Actual)—2009 (Expected)

Industry Outlook

According to the US Bureau of Labor Statistics, job opportunities “result from the relationships between the population, labor force, and the demand for goods and services.”⁶ Whereas population limits the size of a labor force, demand for goods and services drives the employment in industries providing those goods and services. By industry, two major factors drove the 2009 job outlook for recent graduates: the overall propensity to hire—demand for skills needed within specific industries—and the extent to which businesses were affected by the economic crisis. Undoubtedly, economic stressors have hit all segments of the economy; however, survey results showed that the economic downturn of 2008 had

the biggest impact on manufacturing and finance and accounting firms (Figure 5). Against a background of pessimistic projections for 2009 across all industry sectors, energy and utility companies predicted the most dramatic change, with a jump from 46 percent of employers that reported negative impact from economic conditions on their businesses in 2008 to 85 percent of employers that anticipated a negative impact in 2009. Nonprofit and government organizations were the least affected in 2008 and expected to be the least affected by the crisis in 2009. In addition, The Economist Intelligence Unit assessed that health care, telecom, and information technology are “better placed to navigate tougher times” in 2009 than other industries.⁷

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Nonprofit and government organizations were the least affected by the economy in 2008 and expect to be the least affected in 2009.

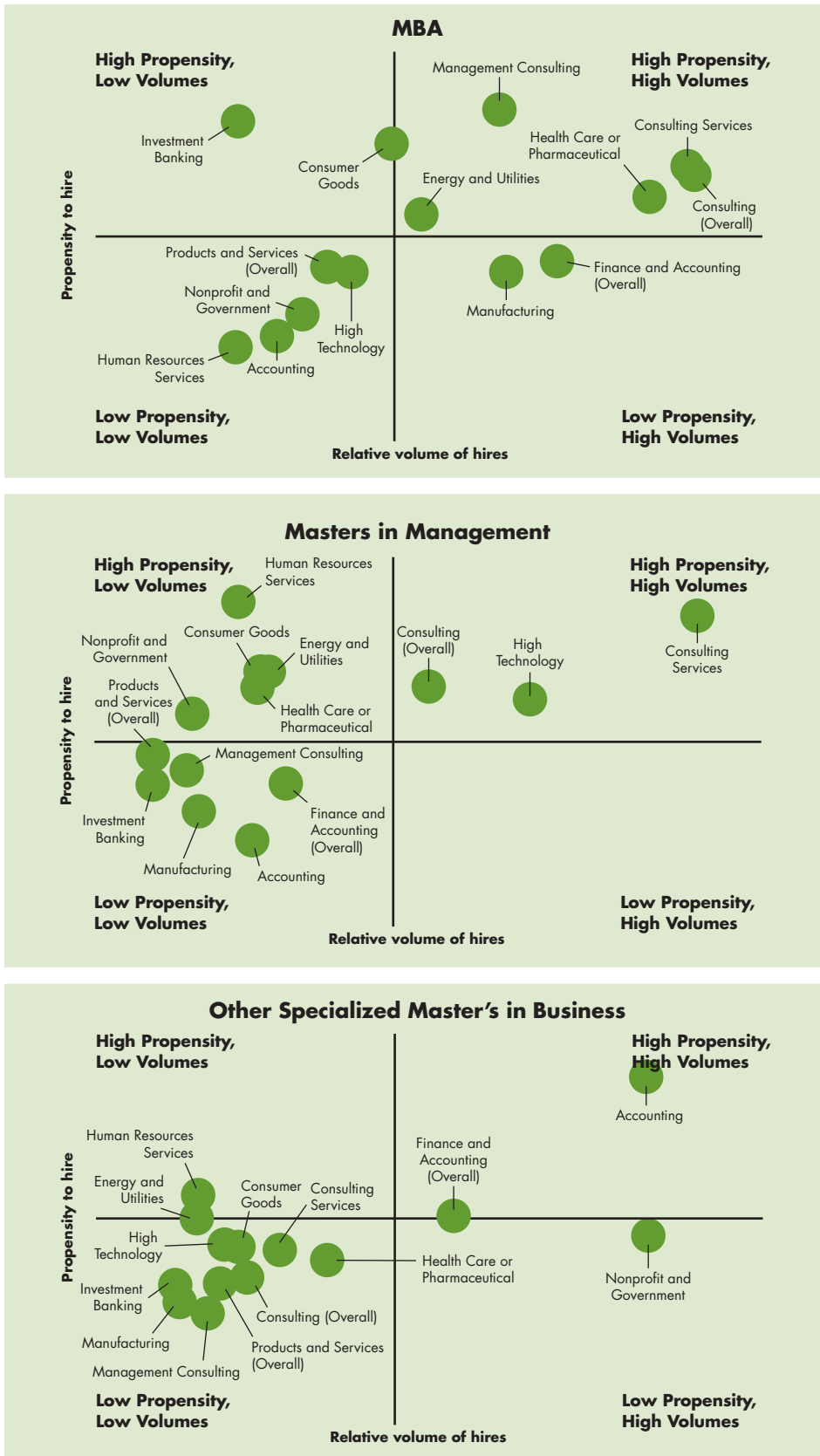


a. Based on the average rating: 1 = extremely positive; 5 = none; 9 = extremely negative.

Figure 5.
 Industry Economic Barometer: Effect of the Global Economic Slowdown on Companies, 2008 and 2009 (Expected)^a

⁶ United States Department of Labor Bureau of Labor Statistics (2007). *Tomorrow's Jobs. The Occupational Outlook Handbook 2008-09*. Washington D.C.: Author.

⁷ *The Economist* (2009). *The world in 2009*. Economist Newspaper Ltd. London, UK: Author.



Analysis of the demand for specific skills within industries showed that employment projections for recent MBA graduates in 2009 were expected to be best in consulting (including consulting services and management consulting), health care and pharmaceuticals, and energy and utilities (Figure 6). Consulting, including consulting services, and high technology anticipated a greater need for Masters in Management graduates in 2009 compared with other sectors, and finance and accounting companies reported a higher demand for specialized master's in business graduates, especially among accounting firms.

Recruitment Strategies and School Selection

The vast majority of employers overall used employee referrals (80%) or their companies' own websites for job postings and resume submissions (77%) when searching for new candidates. By region, however, companies across the world appeared to favor different strategies (Figure 7). Companies in Latin America, for example, widely used recruitment agencies or executive recruiters (sometimes called headhunters). Of employers in that region, 70 percent used such recruitment agencies or executive recruiter services, compared with 46 percent of employers in the United States. Companies in the United States were least likely to post job announcements in print (35%), but more than half of the employers in the European Union (57%) and Latin America (56%) continued to use this practice. Among the newest strategies were social media applications.

Figure 6. 2009 Industry Outlook for MBA, Masters in Management, and Specialized Master's in Business Graduates

Cluster analysis using a two-step algorithm revealed three distinct groups of companies based on the combination of recruitment strategies they used: 1) a low-cost strategy group of firms that largely relied on their internal and low-cost resources (30%); 2) a high-touch strategy group of those that assigned a big role to organizing and participating in large-scale, face-to-face events (31%); and 3) a sophisticated strategy group of those that used a wide array of recruitment methods, including high-cost methods such as recruitment agencies (39%) (Figure 8).

Although sophisticated-strategy firms were nearly equally represented across world regions (33% to 40%), proportionally more high-touch strategy companies were found among respondents in the United States (37%) and the European Union (21%). A greater number of low-cost strategy firms were found among survey respondents in Latin America (61%) and the Asia-Pacific area (53%). These employers that favored low-cost strategies were least likely to recruit graduate business students on campus, a strategy that typically requires a substantial investment, including staff time.

Rank	United States	European Union	Asia-Pacific	Latin America	Other world regions
#1	Use employee referrals	Use own website	Use employee referrals	Use recruitment agencies	Use online job search
#2	Use own website	Use online job search	Use online job search	Use online job search	Use employee referrals
#3	Employ interns	Use recruitment agencies	Use own website	Use employee referrals	Use own website
#4	Use online job search	Use employee referrals	Use recruitment agencies	Announce jobs in print	Use recruitment agencies
#5	Recruit on campus	Announce jobs in print	Announce jobs in print	Sponsor employees to business schools	Use career fairs

Figure 7.
Top Five Companies' Recruitment Strategies, by World Region

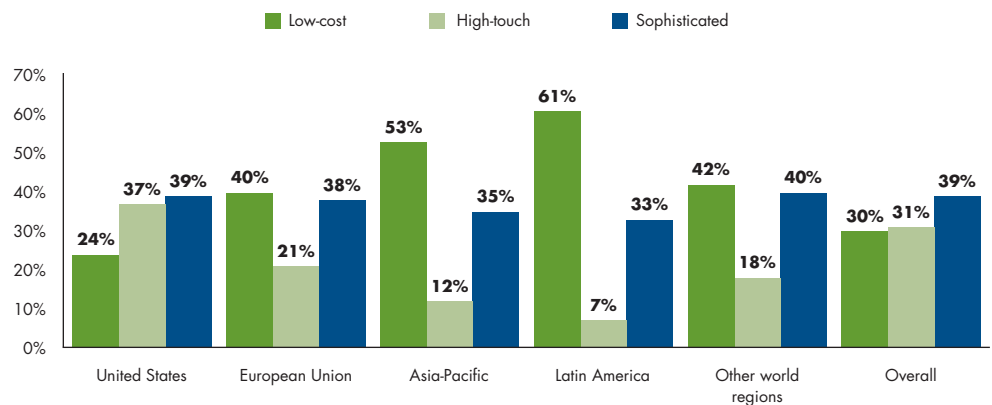


Figure 8.
Recruitment Strategy Group, by World Region

Who Is on Campus?

Overall, 6 in 10 companies recruited graduate business school students on campus (61%). Companies in the United States were more likely to recruit on campus (68%) than firms in other regions; organizations with 10,000 or more employees were more likely to do so (85%) than smaller institutions; and highly selective companies that work only with top-ranked business schools were more likely (86%) than less selective firms to recruit on campus. Nonprofit and government organizations (26%) as well as companies with fewer than 100 employees (33%) were least likely to conduct on-campus recruitment.

Schools Where Companies Recruit Graduates

Respondents nearly unanimously agreed (99%) that student quality was their number one school selection criterion. Despite the similarity in school selection approaches, companies with different levels of selectiveness tended to assign different levels of importance to certain criteria. For example, the more selective the company, the more importance respondents placed on past experience at the school—88 percent of companies that worked with first-tier business schools compared with 69 percent of those that worked with third-tier schools reported that past experience was very or extremely important.

Quality of students, past experience at the school, and quality of the curriculum appeared to have remained as important to employers in deciding where to recruit in 2009 as they were five years ago (Figure 9). The influence of alumni on a company's school recruitment choices has diminished over the years. A wide use of employee referrals, however, suggests that alumni recommendations may yet have a key role in shaping companies' hiring decisions on the individual level.

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Ninety-nine percent of respondents agreed that student quality was their number one school selection criteria.
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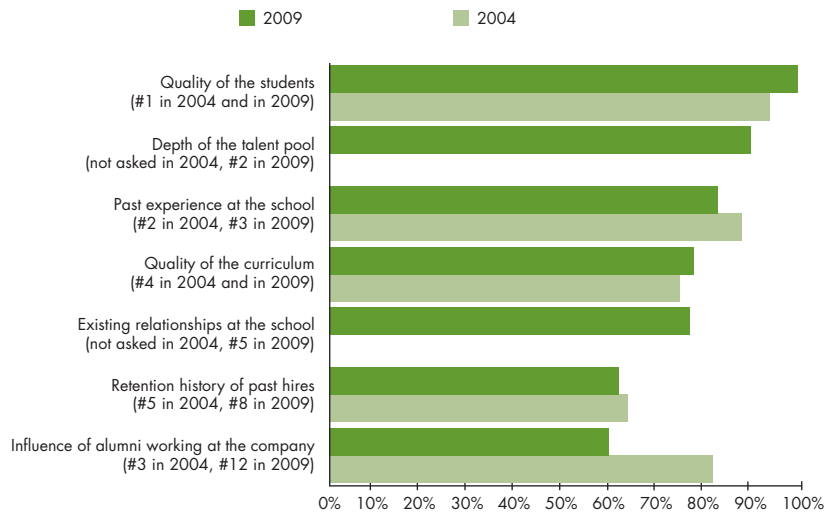


Figure 9.
 Top School Selection Criteria, 2004 and 2009

“Every other leadership skill is meaningless if you don’t first put a premium on having the right talent in your management and crew,” wrote Jim Sullivan, an HR consultant in hospitality and retail.⁸ Recognizing the importance of quality personnel, employers generally base their hiring decisions on candidates’ past successes through validation of their tangible skills and experiences, as well as through assessment of intangible personality traits. According to the survey

results, when employers hired MBA graduates, they primarily sought good oral and written communication skills (89%), a proven ability to perform (73%), strategic skills (69%), and sound core business knowledge (67%). Initiative (82%), professionalism (81%), and integrity (81%) were among the most demanded intangible traits and abilities sought in MBA candidates.

Factor analysis using principal component analysis with varimax rotation was applied to summarize tangible and intangible aspects

of employers’ choices in the MBA selection process. The 18 examined tangible variables describing primary skills, knowledge, and experience that employers sought in potential 2009 MBA hires formed four factors: ability to manage, technical foundation, work experience, and execution. Another 18 intangible variables describing the primary personal traits and abilities that employers sought in MBA candidates centered around three factors: professionalism, divergent thinking, and interpersonal skills (Figure 10).

TANGIBLE FACTORS			
Ability to Manage	Technical Foundation	Work Experience	Execution
Ability to manage change	Technical or quantitative skills	Occupation in prior work experience	Proven ability to perform
Ability to manage human capital	Core business knowledge	Industry of prior work experience	Communication skills
Ability to manage decision making	Strong academic success	Sufficient years of work experience	Ability to establish business structure, processes, and procedures

INTANGIBLE FACTORS		
Professionalism	Divergent Thinking	Interpersonal Skills
Professionalism	Innovation and creativity	Empathy
Motivation	Collaboration	Diplomacy/Tact
Discipline	Initiative	Listening ability

a. Principal component analysis with varimax rotation, 41 percent of variance explained (tangible factors), 43 percent of variance explained (intangible factors).
 b. Based on the highest factor loadings.

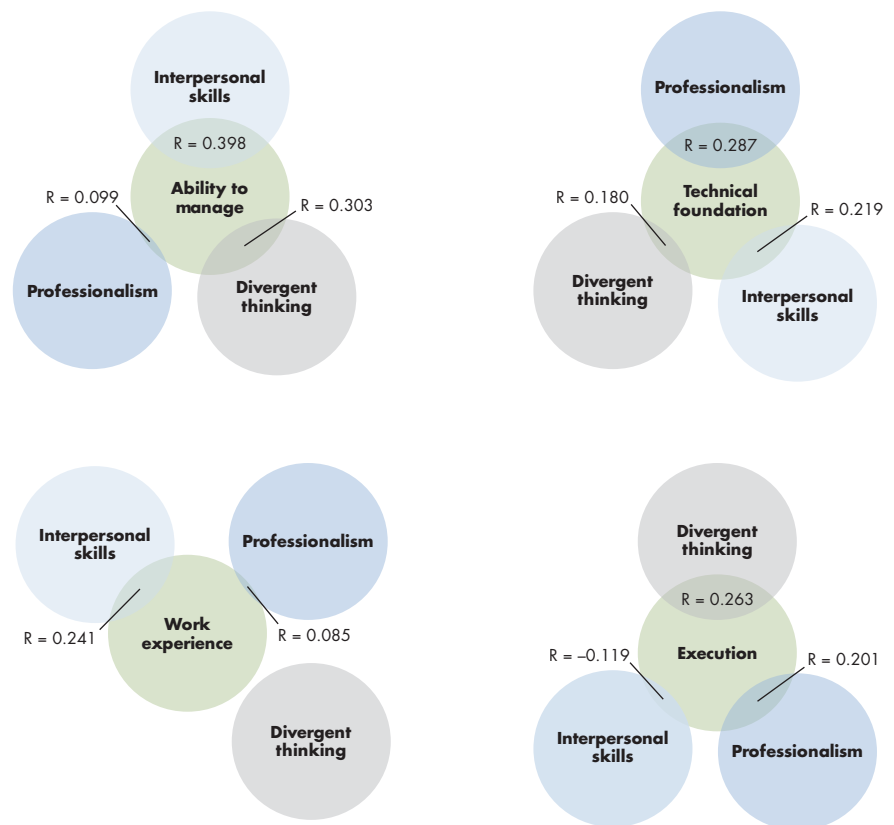
Figure 10. Tangible and Intangible Factors^a and Their Most Prominent Components^b in the MBA Selection Process

⁸Sullivan, Jim (2007). Be a talent scout and build your dream team. *Nation's Restaurant News*, March 5, 2007.

A correlation analysis of the relationship of intangible MBA selection factors with each of the tangible factors showed that employers whose choice was driven by the ability of MBA candidates to manage were more likely to consider candidates' interpersonal skills (Figure 11). Those that paid more attention to candidates' technical foundation tended to value

professionalism as well. Although a strong relationship was also observed among employers looking for work experience and interpersonal skills, it appeared that employers who primarily sought candidates based on work experience were not expecting such candidates to be strong divergent thinkers. Divergent thinking was instead strongly correlated with the candidates' ability to execute.

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Initiative, professionalism, and integrity were among the most demanded intangible traits and abilities sought in MBA candidates.



a. Based on correlation analysis of factor scores resulting from the principal component analysis; 41 percent of variance explained (tangible factors), 43 percent of variance explained (intangible factors). R is statistically significant, $p < .05$.

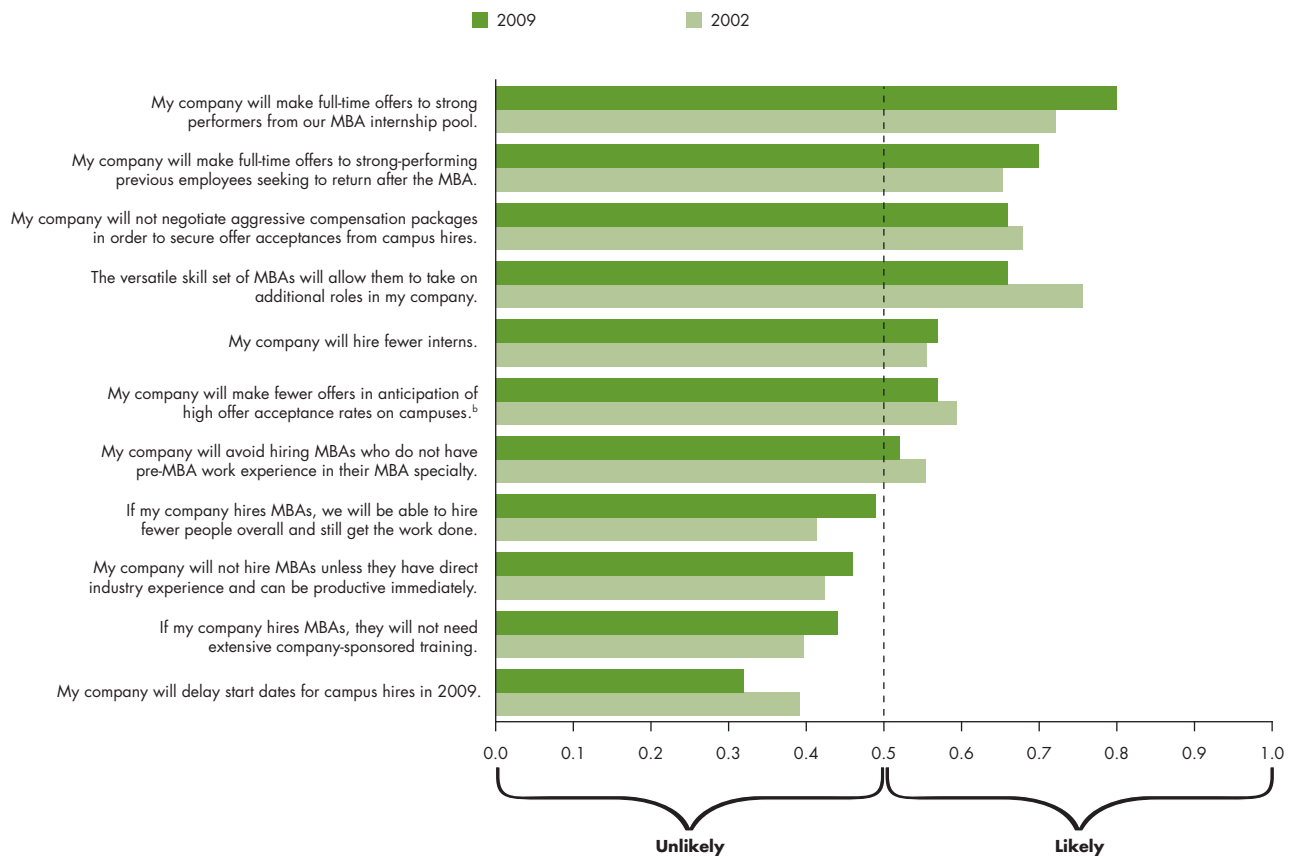
Figure 11.
 Relationship Between Tangible and Intangible MBA Selection Factors^a

From Recession to Recession

Since the inception of the GMAC Corporate Recruiters Survey in 2002, the peak employment level for recent MBA graduates was registered in 2006, which saw the highest proportion of companies hiring recently graduated MBAs (76%) and the highest reported average number of new hires per company (12.3). Survey data collected in 2002, right after the burst of the “dot-com bubble” linked to the global recession in the early 2000s—which mostly affected the

European Union and the United States—allow for an interesting comparison with corporate MBA hiring strategies in the current recession. Driven by economic challenges, companies both then and now expected high offer acceptance rates and were unlikely to negotiate aggressive compensation packages with campus hires (Figure 12). Despite a probable reduction in the number of interns—another reflection of the worsening economic reality—2002 and 2009 respondents were most likely to hire strongly performing MBA interns.

Although companies appeared to take a similar approach to hiring MBA graduates during the two recessions, there was a significant increase in the likelihood of hiring strong performers from the MBA internship pool from 2002 to 2009 (Figure 12). Employers in 2009 were also significantly more likely to believe that by hiring MBAs they would be able to hire fewer people and still get the work done. Survey respondents in 2009, however, were less likely to think that the versatile skill set of MBAs would allow them to take on additional roles in the company.



a. Based on statement assessments: 0 = strongly disagree; 0.5 = neither agree nor disagree; 1 = strongly agree.
 b. In 2009, respondents were asked to assess two statements: A) My company will make fewer offers to MBA graduates in 2009 (p = 0.57) and B) We expect that the offer acceptance rate from on-campus recruiting will be higher in 2009 (p = 0.72). P(A|B) is used for comparison.

Figure 12.
Likelihood of Using Different MBA Hiring Strategies 2002 and 2009^a

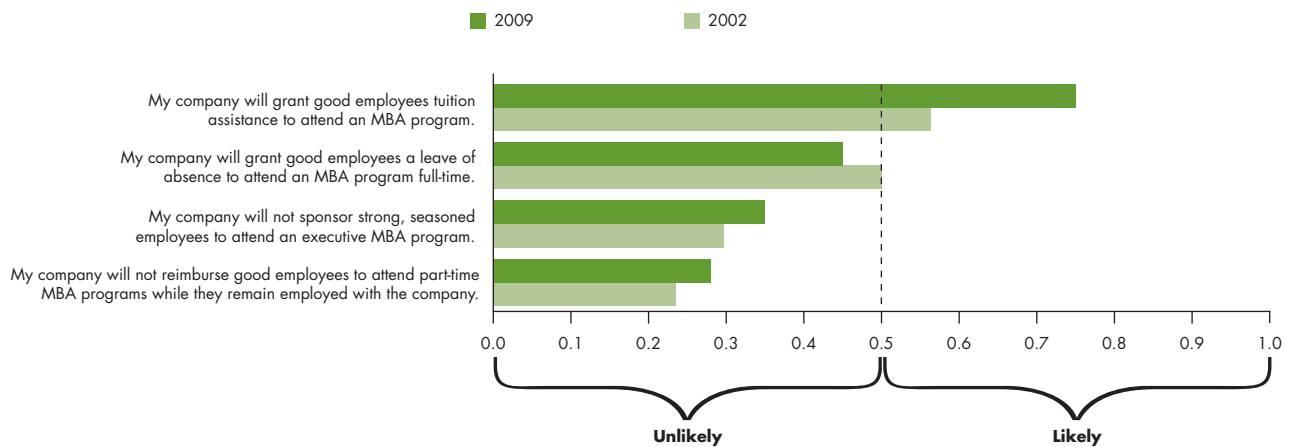
Both in 2002 and 2009, companies continued to grow their own graduate management talent by providing good employees with tuition assistance and opportunities to attend part-time and executive MBA programs (Figure I3). The likelihood of offering tuition assistance for employees to attend an MBA program has significantly increased since 2002, but companies have become less likely to grant employees a leave of absence to attend a full-time MBA program. Such support for part-time and executive MBA programs may be reduced, however, if companies see a need for further budget cuts.

Undiminished Value of the MBA Degree

Whereas a tendency to find the culprit, i.e., to hold certain groups or individuals responsible for events or consequences perceived as negative or “wrong” is common in all spheres of life,⁹ organizations that typically are more powerful than groups or individuals are “labeled” or blamed for nonexistent traits or variables relatively infrequently.¹⁰ Business schools, however, appear to be an exception. Unlike medical schools, which are not blamed for outbreaks of disease, or law schools, which are not held liable for increases in criminal activity, business schools are frequently identified as responsible for wrongdoings in the corporate world. Nevertheless, in a time when business schools are again the “victims of a public witch-hunt,”¹¹ the survey feedback from employers confirmed that companies from small to multinational in size continued to value

the strong foundation of management skills from MBAs hired. For example, the proportion of new employees that hold MBA degrees, including new graduates and experienced hires, remained steady in the companies’ hiring mix (Figure I4). Moreover, the vast majority of respondents (98%) continued to express satisfaction about their MBA employees.

A comparative analysis of average expected starting salaries for recent graduates showed that employers consistently paid MBA graduates almost double the average starting salary offered to undergraduate school students and 30 percent to 35 percent more than they paid graduates with other management degrees. Survey responses from the last five years suggest that about 40 percent of the salary offered to MBAs could be attributed to a degree-based add-on for an MBA over a bachelor’s degree or a 25 percent degree-based add-on for an MBA over other types of business-related master’s degrees.



a. Based on statement assessments: 0 = strongly disagree; 0.5 = neither agree nor disagree; 1 = strongly agree.

Figure 13.
Likelihood of Employee Sponsorship to MBA Programs Strategies 2002 and 2009^a

⁹ Becker, Howard S. (1963). *Outsiders. Studies in the sociology of deviance.* The Free Press, New York, NY.

¹⁰ George, Binoy Oomen (2002). *A labeling perspective explanation of organizational deviance.* Department of Sociology, University of Louisville Kentucky.

¹¹ James, Adam (2009). *Academies of the apocalypse?* *The Guardian*, April 7, 2009. Retrieved from <http://www.guardian.co.uk/education/2009/apr/07/mba-business-schools-credit-crunch> on April 10, 2009.

While everyone seems to be in the same boat trying to ease the economic crisis at state, enterprise, community, and individual levels, the class of 2009 may believe that nothing could be worse than graduating in today's depressed economy. People who lived through the Great Depression, however, assure us that they would prefer the modern economy any day.¹² "The economy is better grounded today to sustain such shocks," says Ernest Kurnow, a 96-year old professor of statistics at New York University who graduated from City College of New York in 1933.¹³ Undoubtedly, many students in 2009 will face difficulties finding a job after graduation, but good opportunities still exist for both graduating students and their potential employers. For example, alternate industries outside consulting or financial services may draw more graduate

management talent. "Uncle Sam is hiring" with more than 46,000 job openings posted by the US government.¹⁴ This job availability may overturn the previously low attractiveness of public sector careers for MBA and other master's-level business school graduates and provide an opportunity for the public sector to follow up on an ongoing discussion of applying graduate management skills within that industry.

In addition, small businesses rather than large multinational firms may appear more frequently on MBA job-search radars. "For years, small companies have had trouble competing with the larger firms that typically hire business school students, but that is starting to change," Allison Damast of *BusinessWeek* pointed out.¹⁵ "We hired an MBA graduate in May of 2006. He has worked out great and plays a crucial role in the daily operations of our business,"

shared an owner of a small 22-employee family business that participated in the survey. During an economic downturn, small businesses have broader access to business graduates, and MBAs and other graduate business students have an opportunity for quicker advancement, building up their managerial experience by directly influencing companies' decisions, and by contributing to the bottom line at smaller organizations.

The market will eventually get better. Today's economic crisis offers current graduates the valuable experience of overcoming challenges, long-term planning, flexibility, and applying business knowledge in a personal "case study." By 2011, today's graduates are likely to get their dream jobs and be ahead of the game if they make the most of this opportunity for experience.

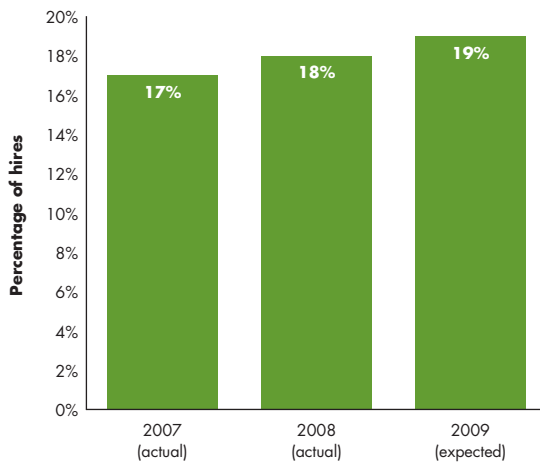


Figure 14.
Proportion of All Hires With MBA Degrees in Companies' Hiring Mix, 2007, 2008, and 2009 (Expected)

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Companies continued to grow their own graduate management talent by providing good employees with tuition assistance and opportunities to attend part-time and executive MBA programs.

¹² D'Igler, Aimee (2009). Today's recession not as bad as Great Depression. *timesleader.com*. April 5, 2009. Retrieved from http://www.timesleader.com/news/Today_rsquo_s_recession_not_as_bad_as_Great_Depression_04-05-2009 on April 10, 2009.
¹³ *The new hard times* Prof. Ernest Kurnow (video). Retrieved from <http://www.nytimes.com/packages/html/national/thenewhardtimes/index.html#/kurnow> on April 10, 2009.
¹⁴ Pope, Justin (2009). College grads face worst job market in years. *USA Today* April 3, 2009. Retrieved from http://www.usatoday.com/news/education/2009-04-02-college-graduates-jobs_N.htm on April 7, 2009.
¹⁵ Damast, Alison (2009). MBAs go micro. *BusinessWeek* April 2, 2009. Retrieved from http://www.businessweek.com/bschools/content/apr2009/bs2009042_102239.htm on April 4, on April 4, 2009.

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Findings presented in this publication are based on analysis of survey data found in the *2009 Corporate Recruiters Comprehensive Data Report*.

The *Comprehensive Data Report*, which is available exclusively to participating business schools and employers, contains detailed data tables and analysis of the survey responses by industry group, company size, world region, US region, recruitment strategy, economic impact, and employer selectiveness, in addition to the overall analysis. The *Comprehensive Data Report* also provides a complete list of verbatim comments from employers on changes that graduate business schools should make to better meet workplace needs. A list of business schools and companies that participated in the survey is publicly available at <http://www.gmac.com/surveys>.

In addition to copies of this survey report and the *Comprehensive Data Report*, participating business schools receive individualized benchmarking reports that compare aggregate responses from employers that work with their school with the responses of employers that work with other schools. A summary of employer database analysis is also available to each of the participating business schools.

This publication and *2009 Corporate Recruiters Comprehensive Data Report* are available in simplified Mandarin Chinese and Spanish, in addition to English.

Contact Information

For questions or comments regarding the study findings, methodology, or data, please contact the GMAC® Research and Development department at research@gmac.com.

Authorship

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Acknowledgements

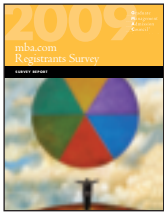
Kip Harrell, Associate Vice President, Professional and Career Development, Thunderbird School of Global Management and Joyce Rothenberg, Director Career Management Center, Vanderbilt Owen Graduate School of Management—members of the MBA Career Services Council—survey questionnaire development, school recruitment, and insights into the data; Martine Plompen, Director, Knowledge Services Unit, EFMD and Christophe Terrasse, Project Advisor, EFMD—survey questionnaire development, school recruitment, and insights into the data.

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The **Corporate Recruiters Survey** is one in a series of five annual or biannual surveys produced by the Graduate Management Admission Council®. The surveys are designed to explore relevant issues, offering data at various depths, depending on the desire of the user and the participation of the school. Survey reports provide an overview of the data in addition to giving context for and implications of the research. They are frequently used to help drive strategic decision-making processes in graduate business schools. All survey reports are available on the Web (www.gmac.com/surveys). Print copies (while supplies last) are free upon request from the GMAC® Research and Development department at research@gmac.com.

Other surveys include—



mba.com Registrants Survey

Who is in the pipeline for a degree? What makes them decide to apply now or wait? Launched

in 2003, this annual survey tells who prospective students are (including detailed profiles), how and why they move through the pipeline, and what motivates them and gets their attention.



Application Trends Survey

How does a school's application volume compare with that of other schools? Since

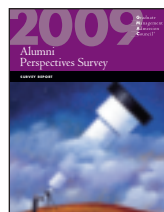
1999, this annual survey has gathered comparative application data for the current and previous year from business school programs worldwide.



Global Management Education Graduate Survey

What do students think about their management education

experience as they prepare to graduate? Launched in 2000, this annual survey is conducted every February to provide a comprehensive picture of who these students are and where they are headed after they graduate, as well as how they chose their schools and how satisfied they are with their education.



Alumni Perspectives Survey

What happens to graduate management students after they graduate and begin to

evaluate the value of their degrees? Launched in 2001, these biannual surveys follow graduates long-term to understand their career progression, their expectations, their attitudes about work, their assessment of their education, and general market trends.

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