Market Intelligence

B-School Alumni Employment Report

Alumni Perspectives Survey 2018
The B-School Alumni Employment Report, Alumni Perspectives Survey 2018 report is a product of the Graduate Management Admission Council (GMAC), a nonprofit organization of 223 leading graduate business schools from around the world actively committed to advancing the art and science of admissions. The Council provides the solutions necessary for business schools and candidates to discover and evaluate one another to ensure that talent never goes undiscovered. GMAC owns and administers the Graduate Management Admission Test® (GMAT®) exam, used by more than 7,000 graduate programs worldwide, as well as the NMAT by GMAC™ exam, used for entrance into graduate management programs in India. The Council is based in Reston, VA. with offices in London, New Delhi, and Hong Kong.
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  - Products/Services
  - Technology
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Introduction

10,882 Alumni from 274 Institutions Responded to the GMAC Alumni Perspectives Survey

During the fourth quarter of 2017, the Graduate Management Admission Council (GMAC) partnered with 51 institutions to facilitate the Alumni Perspectives Survey. In addition, GMAC surveyed past alumni participants, which increased institutional representation to 274. In total, nearly 11,000 alumni responded and provided detailed information about their graduate management education and employment experiences.

Alumni who responded represent various MBA and business master’s program categories, including full-time MBA, professional MBA, executive MBA, quantitative business master’s, and non-quantitative business master’s programs. Full-time MBA programs include two- and one-year programs. Professional MBA programs include part-time, flexible, and online MBA programs. Quantitative business master’s programs include master in accounting, data analytics, and finance programs. Non-quantitative business master’s programs include master’s in management, international management, marketing, and entrepreneurship.

This report—the second in a series of topical reports based on this year’s Alumni Perspectives Survey—presents the findings associated with business school alumni employment, including employment status, entrepreneurship, industry, job functions, and salary. In addition, detailed data is shown for eight industries, including products/services, technology, finance/accounting, and consulting.

Explore with Interactive and Benchmark Reports

An Interactive Data Report and Benchmark Report tool accompany the 2018 Alumni Perspectives Survey, available exclusively to institutions that participated in the survey. The Interactive Data Report is an online tool that lets users customize data searches by multiple survey response variables such as overall value, career preparation, employment characteristics, and more. The Benchmark Report tool allows schools to benchmark their program’s responses against aggregated response from their peers.

Business School Participation in GMAC Research

The Graduate Management Admission Council offers graduate business schools opportunities to gather data and generate insights about the business school pipeline.

Schools can sign-up to participate in the GMAC Application Trends Survey, Corporate Recruiters Survey, and Alumni Perspectives Survey at http://www.gmac.com/surveysignup.
Introduction

Demographic Profile of B-School Alumni

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Respondents</th>
<th>Gender</th>
<th>Median Age At Graduation</th>
<th>Median Years Since Graduation</th>
<th>School Location</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Male</td>
<td>Female</td>
<td></td>
<td>U.S.</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>10,882</strong></td>
<td>74%</td>
<td>26%</td>
<td>30</td>
<td>6</td>
</tr>
<tr>
<td>Program Categories</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time MBA</td>
<td>5,897</td>
<td>77%</td>
<td>23%</td>
<td>29</td>
<td>8</td>
</tr>
<tr>
<td>Professional MBA</td>
<td>2,318</td>
<td>71%</td>
<td>29%</td>
<td>32</td>
<td>6</td>
</tr>
<tr>
<td>Executive MBA</td>
<td>1,102</td>
<td>82%</td>
<td>18%</td>
<td>37</td>
<td>6</td>
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<tr>
<td>Quantitative Master’s</td>
<td>429</td>
<td>62%</td>
<td>38%</td>
<td>25</td>
<td>4</td>
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<tr>
<td>Non-Quantitative Master’s</td>
<td>911</td>
<td>54%</td>
<td>46%</td>
<td>26</td>
<td>3</td>
</tr>
<tr>
<td>Program Types</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time two-year program (FT2MBA)</td>
<td>4,195</td>
<td>78%</td>
<td>22%</td>
<td>29</td>
<td>9</td>
</tr>
<tr>
<td>Full-time one-year MBA (FT1MBA)</td>
<td>1,664</td>
<td>75%</td>
<td>25%</td>
<td>30</td>
<td>5</td>
</tr>
<tr>
<td>Part-time lockstep MBA (PT Cohort)</td>
<td>1,016</td>
<td>74%</td>
<td>26%</td>
<td>32</td>
<td>5</td>
</tr>
<tr>
<td>Part-time self-paced MBA (PT Self-Paced)</td>
<td>967</td>
<td>70%</td>
<td>30%</td>
<td>32</td>
<td>7</td>
</tr>
<tr>
<td>Specific Program Types</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master of Accounting (MAcc)</td>
<td>223</td>
<td>53%</td>
<td>47%</td>
<td>24</td>
<td>6</td>
</tr>
<tr>
<td>Master in Finance (MFin)</td>
<td>153</td>
<td>71%</td>
<td>29%</td>
<td>26</td>
<td>3</td>
</tr>
<tr>
<td>Master in Management/Global Management (MiM)</td>
<td>521</td>
<td>56%</td>
<td>44%</td>
<td>25</td>
<td>3</td>
</tr>
</tbody>
</table>
Executive Summary

B-School Alumni Find Career Success Across a Range of Industries and Job Functions, with Variation by Graduation Year

The vast majority of b-school alumni are employed, whether for a company (79%) or as self-employed entrepreneurs (10%). B-school alumni working for companies tend to work for multinational organizations (61%) and a third (33%) work for companies with more than 25,000 employees. Nearly 1 in 10 alumni work at start-ups (8%).

B-school alumni are employed across a range of industries and job functions. The top industries include products/services (20%), technology (17%), and finance/accounting (15%). The most common job functions include general management (24%), finance/accounting (21%), and marketing/sales (18%). Recent alumni are more likely than earlier alumni to work in the technology and products/services industries. Earlier alumni are more likely to work in the finance/accounting and consulting industries.

The majority of business school alumni feel their graduate management education advanced their careers at a faster rate compared with peers who do not have a graduate management education. Recent alumni tend to be employed in mid-level positions (49%), while those who graduated earlier have climbed into senior, executive, or c-suite positions.

The median base salary among alumni is US$115,000, with variation by job level and location. For instance, the median salary of b-school alumni working at mid-level positions in the US is US$105,000 compared with US$85,000 in Canada, US$75,000 in Europe, and US$55,000 in Asia-Pacific. At the executive level, b-school alumni working in the US earn US$185,000 compared with US$135,000 in Canada, US$145,000 in Europe, and US$130,000 in Asia-Pacific.

One in 10 b-school alumni are entrepreneurs. The rate of entrepreneurship among alumni increases with years removed from graduation. For instance, 5 percent of the class of 2017 are self-employed compared with 17 percent of the class of 2001 and 23 percent of the class of 1991.

Entrepreneurs most often found their own business (85%) rather than purchasing a business (8%) or other means of acquisition. Only 14 percent of alumni entrepreneurs sought venture capital, but the majority of those that did received at least some venture capital (69%). Entrepreneurs are driven by the desire to be their own boss, they see self-employment as the best avenue for their ideas, and they believe entrepreneurship is an opportunity for greater income.
Current Employment Status
Overall, 89 percent of responding b-school alumni are employed, including 79 percent that work for a company and 10 percent that are self-employed entrepreneurs. The unemployment rate among respondents is 6 percent. Alumni who were domestic students during their studies currently have an unemployment rate of 4 percent compared with an unemployment rate of 11 percent among alumni who were international students during their studies.

*Employment statistics are recalculated to align with Bureau of Labor Statistics U-3 “Total unemployed, as a percent of the civilian labor force,” which removes individuals not in the workforce (6% of the alumni sample) from the calculation (https://www.bls.gov/news.release/empsit.t15.htm)
B-School Alumni Entrepreneurs
B-School Alumni Entrepreneurs

B-School Alumni Tend To Embark on Entrepreneurial Ventures Several Years After Graduation

One in 10 (10%) b-school alumni are entrepreneurs today.

Rate of Entrepreneurship, by Graduation Year

% of b-school alumni who are entrepreneurs

Graduation Year

B-School Alumni Entrepreneurs

Most Entrepreneurs Founded Their Own Company in the Consulting or Products/Services Industry, Few Sought VC

**Business Acquisition**
- Founded: 85%
- Purchased: 8%
- Inherited: 4%

**Received transfer of ownership**
- Founded: 2%

**Industry**
- Consulting: 36%
- Products/services: 26%
- Finance/accounting: 13%
- Technology: 8%
- Health care: 6%
- Manufacturing: 5%
- Energy/utilities: 3%
- Government/nonprofit: 2%
- Other: 1%

**Venture Capital, by Industry**

- **Energy/utilities**
  - Sought VC: 33%
  - Received VC: 75%
- **Technology**
  - Sought VC: 29%
  - Received VC: 73%
- **Manufacturing**
  - Sought VC: 23%
  - Received VC: 92%
- **Health care**
  - Sought VC: 14%
  - Received VC: 87%
- **Products/services**
  - Sought VC: 14%
  - Received VC: 50%
- **Finance/accounting**
  - Sought VC: 14%
  - Received VC: 84%
- **Consulting**
  - Sought VC: 6%
  - Received VC: 55%
**Most B-School Entrepreneurs Are Motivated to Be Their Own Boss and See Self-Employment as the Best Avenue for Their Ideas**

### Motivation for Pursuing Entrepreneurship

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Very important</th>
<th>Somewhat important</th>
<th>Not at all important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wanted to be my own boss</td>
<td>65%</td>
<td>28%</td>
<td>7%</td>
</tr>
<tr>
<td>Best avenue for my ideas/goods/services</td>
<td>64%</td>
<td>29%</td>
<td>7%</td>
</tr>
<tr>
<td>Opportunity for greater income</td>
<td>61%</td>
<td>30%</td>
<td>10%</td>
</tr>
<tr>
<td>Flexible hours</td>
<td>58%</td>
<td>28%</td>
<td>14%</td>
</tr>
<tr>
<td>Balance work and family</td>
<td>56%</td>
<td>31%</td>
<td>12%</td>
</tr>
<tr>
<td>Always wanted to start my own business</td>
<td>52%</td>
<td>27%</td>
<td>21%</td>
</tr>
<tr>
<td>Working for someone else did not appeal to me</td>
<td>31%</td>
<td>40%</td>
<td>29%</td>
</tr>
<tr>
<td>An entrepreneurial friend/family was a role model</td>
<td>27%</td>
<td>25%</td>
<td>48%</td>
</tr>
<tr>
<td>Couldn’t find a job</td>
<td>8%</td>
<td>14%</td>
<td>78%</td>
</tr>
</tbody>
</table>

**Average annual revenue stream of nearly US$7 million**
B-School Alumni Employees
Organizational Characteristics

B-School Alumni Work in a Variety of Organizational Types/Sizes; Larger Organizations Have More Int’l Clientele

Type of Organization

- Global Fortune 100: 17%
- Global Fortune 500: 19%
- Publicly traded: 29%
- Family owned: 13%
- Start-up: 8%

Size of Organization

- Fewer than 25: 7%
- 25-100: 9%
- 101-500: 12%
- 501-1,000: 6%
- 1,001-5,000: 14%
- 5,001-10,000: 8%
- 10,001-25,000: 10%
- More than 25,000: 33%

Clientele, by Organization Size

- Domestically located clients: 76%
- International clients: 24%
- Small (≤ 1,001): 24%
- Mid (1,001-10,000): 33%
- Large (10,001+): 44%
Industry of Employment

B-School Alumni Continue To Work in a Variety of Industries, with Some Variation by Gender and Program Type

<table>
<thead>
<tr>
<th>Industry</th>
<th>Overall</th>
<th>Products/services</th>
<th>Technology</th>
<th>Finance/accounting</th>
<th>Government/nonprofit</th>
<th>Manufacturing</th>
<th>Consulting</th>
<th>Health care</th>
<th>Energy/utilities</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>FT2MBA</td>
<td>20%</td>
<td>22%</td>
<td>17%</td>
<td>15%</td>
<td>13%</td>
<td>10%</td>
<td>9%</td>
<td>9%</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>FT1MBA</td>
<td>17%</td>
<td>14%</td>
<td>13%</td>
<td>12%</td>
<td>11%</td>
<td>10%</td>
<td>9%</td>
<td>9%</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>PT Cohort</td>
<td>18%</td>
<td>15%</td>
<td>12%</td>
<td>13%</td>
<td>10%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>PT Self-Paced</td>
<td>18%</td>
<td>14%</td>
<td>13%</td>
<td>12%</td>
<td>10%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>EMBA</td>
<td>19%</td>
<td>15%</td>
<td>13%</td>
<td>12%</td>
<td>10%</td>
<td>10%</td>
<td>7%</td>
<td>7%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>MAcc</td>
<td>18%</td>
<td>12%</td>
<td>10%</td>
<td>9%</td>
<td>10%</td>
<td>10%</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
<td>1%</td>
</tr>
<tr>
<td>MFin</td>
<td>17%</td>
<td>13%</td>
<td>10%</td>
<td>9%</td>
<td>7%</td>
<td>7%</td>
<td>8%</td>
<td>8%</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>MiM</td>
<td>22%</td>
<td>14%</td>
<td>12%</td>
<td>10%</td>
<td>5%</td>
<td>8%</td>
<td>9%</td>
<td>8%</td>
<td>6%</td>
<td>0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Type</th>
<th>FT2MBA</th>
<th>FT1MBA</th>
<th>PT Cohort</th>
<th>PT Self-Paced</th>
<th>EMBA</th>
<th>MAcc</th>
<th>MFin</th>
<th>MiM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products/services</td>
<td>19%</td>
<td>24%</td>
<td>17%</td>
<td>18%</td>
<td>19%</td>
<td>18%</td>
<td>17%</td>
<td>22%</td>
</tr>
<tr>
<td>Technology</td>
<td>19%</td>
<td>17%</td>
<td>16%</td>
<td>14%</td>
<td>21%</td>
<td>8%</td>
<td>8%</td>
<td>14%</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>16%</td>
<td>14%</td>
<td>12%</td>
<td>13%</td>
<td>12%</td>
<td>42%</td>
<td>36%</td>
<td>13%</td>
</tr>
<tr>
<td>Government/nonprofit</td>
<td>12%</td>
<td>11%</td>
<td>10%</td>
<td>18%</td>
<td>13%</td>
<td>11%</td>
<td>5%</td>
<td>20%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>10%</td>
<td>8%</td>
<td>13%</td>
<td>15%</td>
<td>9%</td>
<td>7%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Consulting</td>
<td>10%</td>
<td>13%</td>
<td>9%</td>
<td>5%</td>
<td>6%</td>
<td>8%</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>Health care</td>
<td>8%</td>
<td>6%</td>
<td>11%</td>
<td>12%</td>
<td>8%</td>
<td>3%</td>
<td>12%</td>
<td>8%</td>
</tr>
<tr>
<td>Energy/utilities</td>
<td>7%</td>
<td>5%</td>
<td>11%</td>
<td>4%</td>
<td>10%</td>
<td>4%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
Recent B-School Alumni Are More Likely To Work in Tech and Products/Services Compared with Finance and Consulting
B-School Alumni Continue to Work in a Variety of Job Functions, with Some Variation by Gender and Program Type

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Overall</th>
<th>Gender</th>
<th>Program Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>General management</td>
<td>24%</td>
<td>25%</td>
<td>FT2MBA</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>21%</td>
<td>21%</td>
<td>FT1MBA</td>
</tr>
<tr>
<td>Marketing/sales</td>
<td>18%</td>
<td>22%</td>
<td>PT Cohort</td>
</tr>
<tr>
<td>Consulting</td>
<td>13%</td>
<td>18%</td>
<td>PT Self-Paced</td>
</tr>
<tr>
<td>Operations/logistics</td>
<td>10%</td>
<td>16%</td>
<td>EMBA</td>
</tr>
<tr>
<td>IT/MIS</td>
<td>6%</td>
<td>12%</td>
<td>MAcc</td>
</tr>
<tr>
<td>Human resources</td>
<td>4%</td>
<td>4%</td>
<td>MFin</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
<td>4%</td>
<td>MiM</td>
</tr>
</tbody>
</table>

For each functional area, the percentages are shown for both men and women, as well as for different program types.
Recent B-School Alumni Are More Likely To Work in Marketing/Sales, Consulting, and Operations/Logistics

Job Function, by Graduation Year

- General management
- Finance/accounting
- Marketing/sales
- Operations/logistics
- IT/MIS
- Human resources

Percent of employed alumni by job function and graduation year.
Most alumni from the classes of 2016 and 2017 currently work in mid-level (49%) or senior-level (23%) positions. An additional 19 percent are in entry-level positions. As alumni accumulate experience, they tend to rise to higher job levels. For example, most alumni that graduated between 1996 and 2000 currently work in senior level (34%) and executive level (29%) positions.

Overall, most alumni are satisfied with their career progression to date (76%). Earlier alumni express higher levels of satisfaction with their career progression than recent alumni.
## Job Progression

### Graduate Management Education Advances Careers of Alumni Compared with Peers Without a Business Degree

Respondents were asked to indicate their level of agreement with statements about their career progression relative to peers who do not have a graduate management education.

**Overall**
- The skills I developed in b-school advanced my career: 87%
- My GME moved me further along in my career: 84%
- I received more promotions after graduation: 68%
- I could not have obtained my current job without my GME: 64%

### Program Type*

<table>
<thead>
<tr>
<th>Program Type</th>
<th>I could not have obtained my current job without my GME</th>
<th>The skills I developed in b-school advanced my career</th>
<th>My GME moved me further along in my career</th>
<th>I received more promotions after graduation</th>
</tr>
</thead>
<tbody>
<tr>
<td>FT2MBA</td>
<td>73%</td>
<td>88%</td>
<td>90%</td>
<td>74%</td>
</tr>
<tr>
<td>FT1MBA</td>
<td>63%</td>
<td>81%</td>
<td>84%</td>
<td>65%</td>
</tr>
<tr>
<td>PT Cohort</td>
<td>57%</td>
<td>80%</td>
<td>84%</td>
<td>66%</td>
</tr>
<tr>
<td>PT Self-paced</td>
<td>54%</td>
<td>79%</td>
<td>84%</td>
<td>66%</td>
</tr>
<tr>
<td>EMBA</td>
<td>58%</td>
<td>83%</td>
<td>89%</td>
<td>66%</td>
</tr>
<tr>
<td>Macc</td>
<td>56%</td>
<td>80%</td>
<td>86%</td>
<td>54%</td>
</tr>
<tr>
<td>MFIn</td>
<td>63%</td>
<td>80%</td>
<td>83%</td>
<td>56%</td>
</tr>
<tr>
<td>MiM</td>
<td>55%</td>
<td>76%</td>
<td>78%</td>
<td>52%</td>
</tr>
</tbody>
</table>

*Respondents were asked to indicate their level of agreement with statements about their career progression relative to peers who do not have a graduate management education.
B-School Alumni Tend to Grow Their Roles Over Time; Recent Alumni Are More Likely to Work on Virtual Teams

### Job Activities

**Overall**

- Work on virtual teams: 69%
- Supervise employees: 68%
- Manage a budget: 62%
- Make hiring decisions: 55%
- Manage vendors/suppliers: 55%

**Job Activities, by Job Level**

- Manage a budget:
  - Entry level: 28%
  - Mid-level: 46%
  - Senior level: 67%
  - Executive level: 87%
  - C-Suite: 97%

- Make hiring decisions:
  - Entry level: 9%
  - Mid-level: 35%
  - Senior level: 55%
  - Executive level: 65%
  - C-Suite: 96%

- Supervise employees:
  - Entry level: 23%
  - Mid-level: 50%
  - Senior level: 68%
  - Executive level: 77%
  - C-Suite: 57%

- Work on virtual teams:
  - Entry level: 44%
  - Mid-level: 66%
  - Senior level: 72%
  - Executive level: 75%
  - C-Suite: 65%

- Manage vendors/suppliers:
  - Entry level: 31%
  - Mid-level: 45%
  - Senior level: 57%
  - Executive level: 65%
  - C-Suite: 85%

**Job Activities, by Job Function**

- Manage a budget:
  - Marketing/sales: 64%
  - Operations/logistics: 59%
  - Consulting: 47%
  - General management: 47%
  - Finance/accounting: 21%
  - Human resources: 50%
  - IT/MIS: 80%

- Make hiring decisions:
  - Marketing/sales: 59%
  - Operations/logistics: 50%
  - Consulting: 49%
  - General management: 52%
  - Finance/accounting: 49%
  - Human resources: 50%
  - IT/MIS: 50%

- Supervise employees:
  - Marketing/sales: 54%
  - Operations/logistics: 49%
  - Consulting: 49%
  - General management: 49%
  - Finance/accounting: 52%
  - Human resources: 52%
  - IT/MIS: 52%

- Work on virtual teams:
  - Marketing/sales: 61%
  - Operations/logistics: 44%
  - Consulting: 44%
  - General management: 47%
  - Finance/accounting: 47%
  - Human resources: 47%
  - IT/MIS: 60%

- Manage vendors/suppliers:
  - Marketing/sales: 65%
  - Operations/logistics: 45%
  - Consulting: 45%
  - General management: 40%
  - Finance/accounting: 47%
  - Human resources: 47%
  - IT/MIS: 60%
## Employment Location

**Most B-School Alumni Work in the Same Region Pre- and Post-Graduation and in their Region of Citizenship**

### Location of Employment

- **United States, 73%**
- Asia-Pacific, 6%
- Europe, 8%
- Latin America, 6%
- Africa/Middle East, 3%
- Canada, 4%

### Work Location, by Citizenship

<table>
<thead>
<tr>
<th>Region of Citizenship</th>
<th>In region</th>
<th>Outside region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia-Pacific</td>
<td>45%</td>
<td>5%</td>
</tr>
<tr>
<td>Europe</td>
<td>28%</td>
<td>72%</td>
</tr>
<tr>
<td>Latin America</td>
<td>33%</td>
<td>67%</td>
</tr>
<tr>
<td>Africa/Middle East</td>
<td>27%</td>
<td>73%</td>
</tr>
<tr>
<td>Canada</td>
<td>21%</td>
<td>79%</td>
</tr>
<tr>
<td>United States</td>
<td>3%</td>
<td>97%</td>
</tr>
</tbody>
</table>

### Current Work Location, by Pre-Business School Work Location

<table>
<thead>
<tr>
<th>Pre-Business School Work Location</th>
<th>Asia-Pacific</th>
<th>Europe</th>
<th>Latin America</th>
<th>Africa/Middle East</th>
<th>Canada</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia-Pacific</td>
<td>57%</td>
<td>5%</td>
<td>0%</td>
<td>2%</td>
<td>3%</td>
<td>33%</td>
</tr>
<tr>
<td>Europe</td>
<td>3%</td>
<td>72%</td>
<td>1%</td>
<td>3%</td>
<td>4%</td>
<td>16%</td>
</tr>
<tr>
<td>Latin America</td>
<td>1%</td>
<td>5%</td>
<td>68%</td>
<td>1%</td>
<td>2%</td>
<td>23%</td>
</tr>
<tr>
<td>Africa/Middle East</td>
<td>1%</td>
<td>7%</td>
<td>0%</td>
<td>71%</td>
<td>3%</td>
<td>17%</td>
</tr>
<tr>
<td>Canada</td>
<td>3%</td>
<td>3%</td>
<td>1%</td>
<td>2%</td>
<td>81%</td>
<td>10%</td>
</tr>
<tr>
<td>United States</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>97%</td>
</tr>
</tbody>
</table>
Compensation: Base Salary*

B-School Alumni Earn a Median Base Salary of US$115,000

*Salary and additional compensation data was collected from alumni categorically using $10,000 intervals. For instance, an alumnus who earns $106,000 per year would select the category, $100,000 to $109,999. The center point of the category is assigned to each alumnus. Finally, the median of the assigned values is used to provide an estimate of compensation for alumni. Data shown where the number of responses is 50 or greater.
Industry Highlights
Industry Highlights

Products/Services
67% of b-school alumni in the products/services industry work for companies with locations in multiple countries.

- **Type of Organization**
  - Global Fortune 100: 14%
  - Global Fortune 500: 22%
  - Publicly traded: 32%
  - Family owned: 26%
  - Start-up: 7%

- **Size of Organization**
  - Fewer than 25: 9%
  - 25-100: 10%
  - 101-500: 14%
  - 501-1,000: 5%
  - 1,001-5,000: 14%
  - 5,001-10,000: 8%
  - 10,001-25,000: 9%
  - More than 25,000: 30%

- **Clientele, by Organization Size**
  - Small (< 1,001): 16% Domestic Clients, 85% International Clients
  - Mid (1,001-10,000): 36% Domestic Clients, 64% International Clients
  - Large (10,001+): 42% Domestic Clients, 58% International Clients
Products/Services Industry

Employment Characteristics

**Job Functions of B-School Alumni**

<table>
<thead>
<tr>
<th>Function</th>
<th>% of employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>General management</td>
<td>27%</td>
</tr>
<tr>
<td>Marketing/sales</td>
<td>25%</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>18%</td>
</tr>
<tr>
<td>Operations/logistics</td>
<td>12%</td>
</tr>
<tr>
<td>Consulting</td>
<td>8%</td>
</tr>
<tr>
<td>IT/MIS</td>
<td>5%</td>
</tr>
<tr>
<td>Human resources</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>

**Job Levels, by Graduation Year**

- **2001 to 2005**
  - Entry level: 10%
  - Mid-level: 31%
  - Senior level: 17%
  - Executive level: 5%
  - C-Suite: 2%

- **2006 to 2010**
  - Entry level: 6%
  - Mid-level: 40%
  - Senior level: 17%
  - Executive level: 38%
  - C-Suite: 23%

- **2011 to 2015**
  - Entry level: 5%
  - Mid-level: 39%
  - Senior level: 39%
  - Executive level: 43%
  - C-Suite: 22%

- **2016 to 2017**
  - Entry level: 7%
  - Mid-level: 30%
  - Senior level: 40%
  - Executive level: 23%
  - C-Suite: 38%

**Satisfaction with Career Progression**

- **Very dissatisfied**: 4%
- **Dissatisfied**: 7%
- **Neutral**: 16%
- **Satisfied**: 43%
- **Very satisfied**: 30%
Products/Services Industry

Job Characteristics

Job Activities, by Job Function

- Marketing/sales
- Operations/logistics
- Consulting
- General management
- Finance/accounting
- Human resources
- IT/MIS

<table>
<thead>
<tr>
<th>Job Activity</th>
<th>Marketing/sales</th>
<th>Operations/logistics</th>
<th>Consulting</th>
<th>General management</th>
<th>Finance/accounting</th>
<th>Human resources</th>
<th>IT/MIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage a budget</td>
<td>71%</td>
<td>65%</td>
<td>43%</td>
<td>50%</td>
<td>62%</td>
<td>73%</td>
<td>82%</td>
</tr>
<tr>
<td>Make hiring decisions</td>
<td>50%</td>
<td>52%</td>
<td>47%</td>
<td>47%</td>
<td>54%</td>
<td>52%</td>
<td>62%</td>
</tr>
<tr>
<td>Supervise employees</td>
<td>57%</td>
<td>54%</td>
<td>62%</td>
<td>69%</td>
<td>69%</td>
<td>54%</td>
<td>67%</td>
</tr>
<tr>
<td>Work on virtual teams</td>
<td>72%</td>
<td>67%</td>
<td>72%</td>
<td>67%</td>
<td>71%</td>
<td>72%</td>
<td>78%</td>
</tr>
<tr>
<td>Manage vendors/suppliers</td>
<td>69%</td>
<td>69%</td>
<td>73%</td>
<td>69%</td>
<td>61%</td>
<td>68%</td>
<td>79%</td>
</tr>
</tbody>
</table>
### Annual Base Salary, by Job Function and Job Level

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Entry level</th>
<th>Mid-level</th>
<th>Senior level</th>
<th>Executive level</th>
<th>C-Suite</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing/sales</td>
<td>$45,000</td>
<td>$95,000</td>
<td>$125,000</td>
<td>$155,000</td>
<td>$210,000</td>
</tr>
<tr>
<td>Operations/logistics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consulting</td>
<td>$90,000</td>
<td>$120,000</td>
<td>$125,000</td>
<td>$155,000</td>
<td></td>
</tr>
<tr>
<td>General management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance/accounting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT/MIS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Salary and additional compensation data was collected from alumni categorically using $10,000 intervals. For instance, an alumnus who earns $106,000 per year would select the category, $100,000 to $109,999. The center point of the category is assigned to each alumnus. Finally, the median of the assigned values is used to provide an estimate of compensation for alumni. ND: Data shown where the number of responses is 50 or greater.
Industry Highlights

Technology
Technology Industry

Employer Characteristics

Type of Organization

- Global Fortune 100: 31%
- Global Fortune 500: 21%
- Publicly traded: 34%
- Family owned: 8%
- Start-up: 19%

Size of Organization

- Fewer than 25: 6%
- 25-100: 9%
- 101-500: 12%
- 501-1,000: 5%
- 1,001-5,000: 10%
- 5,001-10,000: 8%
- 10,001-25,000: 11%
- More than 25,000: 40%

Clientele, by Organization Size

- Small (< 1,001): 25% Domestic Clients, 75% International Clients
- Mid (1,001-10,000): 38% Domestic Clients, 62% International Clients
- Large (10,001+): 50% Domestic Clients, 50% International Clients

84% of b-school alumni in the technology industry work for companies with locations in multiple countries.
### Job Functions of B-School Alumni

<table>
<thead>
<tr>
<th>Function</th>
<th>% of employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing/sales</td>
<td>25%</td>
</tr>
<tr>
<td>General management</td>
<td>24%</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>12%</td>
</tr>
<tr>
<td>IT/MIS</td>
<td>12%</td>
</tr>
<tr>
<td>Operations/logistics</td>
<td>11%</td>
</tr>
<tr>
<td>Consulting</td>
<td>10%</td>
</tr>
<tr>
<td>Human resources</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Job Levels, by Graduation Year

<table>
<thead>
<tr>
<th>Graduation Year</th>
<th>Entry level</th>
<th>Mid-level</th>
<th>Senior level</th>
<th>Executive level</th>
<th>C-Suite</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001 to 2005</td>
<td>5%</td>
<td>24%</td>
<td>43%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>2006 to 2010</td>
<td>6%</td>
<td>17%</td>
<td>50%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>2011 to 2015</td>
<td>3%</td>
<td>8%</td>
<td>48%</td>
<td>4%</td>
<td>10%</td>
</tr>
<tr>
<td>2016 to 2017</td>
<td>0%</td>
<td>5%</td>
<td>61%</td>
<td>24%</td>
<td>24%</td>
</tr>
</tbody>
</table>

### Satisfaction with Career Progression

<table>
<thead>
<tr>
<th>Level</th>
<th>2001 to 2005</th>
<th>2006 to 2010</th>
<th>2011 to 2015</th>
<th>2016 to 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very dissatisfied</td>
<td>3%</td>
<td>7%</td>
<td>16%</td>
<td>31%</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>7%</td>
<td>16%</td>
<td>37%</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very satisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

Alumni Perspectives Survey 2018
Technology Industry

Job Characteristics

Job Activities, by Job Function

- Marketing/sales
- Operations/logistics
- Consulting
- General management
- Finance/accounting
- Human resources
- IT/MIS

- Manage a budget
- Make hiring decisions
- Supervise employees
- Work on virtual teams
- Manage vendors/suppliers
Technology Industry

Annual Base Salary, by Job Function and Job Level

Base Salary* (Median), by Job Function and Job Level

*Salary and additional compensation data was collected from alumni categorically using $10,000 intervals. For instance, an alumnus who earns $106,000 per year would select the category, $100,000 to $109,999. The center point of the category is assigned to each alumnus. Finally, the median of the assigned values is used to provide an estimate of compensation for alumni. ND: Data shown where the number of responses is 50 or greater.
Industry Highlights

Finance/Accounting
Finance/Accounting Industry

Employer Characteristics

Type of Organization

- Global Fortune 100: 19%
- Global Fortune 500: 23%
- Publicly traded: 37%
- Family owned: 10%
- Start-up: 5%

Size of Organization

- Fewer than 25: 10%
- 25-100: 6%
- 101-500: 11%
- 501-1,000: 5%
- 1,001-5,000: 12%
- 5,001-10,000: 7%
- 10,001-25,000: 12%
- More than 25,000: 37%

Clientele, by Organization Size

- Domestic Clients:
  - Small (<1,001): 86%
  - Mid (1,001-10,000): 80%
  - Large (10,001+): 71%

- International Clients:
  - Small (<1,001): 14%
  - Mid (1,001-10,000): 20%
  - Large (10,001+): 29%

66% of b-school alumni in the finance/accounting industry work for companies with locations in multiple countries.
Finance/Accounting Industry

Employment Characteristics

<table>
<thead>
<tr>
<th>Job Functions of B-School Alumni</th>
<th>% of employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance/accounting</td>
<td>51%</td>
</tr>
<tr>
<td>General management</td>
<td>17%</td>
</tr>
<tr>
<td>Marketing/sales</td>
<td>11%</td>
</tr>
<tr>
<td>Consulting</td>
<td>7%</td>
</tr>
<tr>
<td>IT/MIS</td>
<td>6%</td>
</tr>
<tr>
<td>Operations/logistics</td>
<td>4%</td>
</tr>
<tr>
<td>Human resources</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
</tbody>
</table>

Job Levels, by Graduation Year

<table>
<thead>
<tr>
<th>Graduation Year</th>
<th>Entry level</th>
<th>Mid-level</th>
<th>Senior level</th>
<th>Executive level</th>
<th>C-Suite</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001 to 2005</td>
<td>13%</td>
<td>18%</td>
<td>43%</td>
<td>25%</td>
<td>1%</td>
</tr>
<tr>
<td>2006 to 2010</td>
<td>5%</td>
<td>16%</td>
<td>50%</td>
<td>27%</td>
<td>4%</td>
</tr>
<tr>
<td>2011 to 2015</td>
<td>3%</td>
<td>6%</td>
<td>54%</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>2016 to 2017</td>
<td>1%</td>
<td>4%</td>
<td>34%</td>
<td>34%</td>
<td>46%</td>
</tr>
</tbody>
</table>

Satisfaction with Career Progression

<table>
<thead>
<tr>
<th>% of employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very dissatisfied</td>
</tr>
<tr>
<td>3%</td>
</tr>
</tbody>
</table>

Alumni Perspectives Survey 2018
Finance/Accounting Industry

Job Characteristics

Job Activities, by Job Function

- Marketing/sales
- Operations/logistics
- Consulting
- General management
- Finance/accounting
- Human resources
- IT/MIS

- Manage a budget
- Make hiring decisions
- Supervise employees
- Work on virtual teams
- Manage vendors/suppliers

- Manage a budget: 60% (Marketing/sales), 47% (Operations/logistics), 53% (Consulting), 40% (General management), 33% (Finance/accounting), 47% (Human resources), 40% (IT/MIS)
- Make hiring decisions: 53% (Marketing/sales), 53% (Operations/logistics), 46% (Consulting), 39% (General management), 53% (Finance/accounting), 39% (Human resources), 46% (IT/MIS)
- Supervise employees: 63% (Marketing/sales), 55% (Operations/logistics), 73% (Consulting), 66% (General management), 60% (Finance/accounting), 66% (Human resources), 57% (IT/MIS)
- Work on virtual teams: 66% (Marketing/sales), 68% (Operations/logistics), 73% (Consulting), 71% (General management), 60% (Finance/accounting), 70% (Human resources), 57% (IT/MIS)
- Manage vendors/suppliers: 67% (Marketing/sales), 45% (Operations/logistics), 43% (Consulting), 41% (General management), 61% (Finance/accounting), 61% (Human resources), 44% (IT/MIS)
Technology Industry

Annual Base Salary, by Job Function and Job Level

*Salary and additional compensation data was collected from alumni categorically using $10,000 intervals. For instance, an alumnus who earns $106,000 per year would select the category, $100,000 to $109,999. The center point of the category is assigned to each alumnus. Finally, the median of the assigned values is used to provide an estimate of compensation for alumni. ND: Data shown where the number of responses is 50 or greater.
Industry Highlights

Government/Nonprofit
## Employer Characteristics

### Type of Organization

<table>
<thead>
<tr>
<th>Type</th>
<th>0%</th>
<th>0%</th>
<th>0%</th>
<th>2%</th>
<th>1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Fortune 100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Fortune 500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publicly traded</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family owned</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Start-up</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Size of Organization

<table>
<thead>
<tr>
<th>Size</th>
<th>6%</th>
<th>9%</th>
<th>14%</th>
<th>11%</th>
<th>11%</th>
<th>15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fewer than 25</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25-100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>101-500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>501-1,000</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,001-5,000</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,001-10,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10,001-25,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than 25,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Clientele, by Organization Size

<table>
<thead>
<tr>
<th>Size</th>
<th>Domestic Clients</th>
<th>International Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small (&lt;1,001)</td>
<td>90%</td>
<td>10%</td>
</tr>
<tr>
<td>Mid (1,001-10,000)</td>
<td>88%</td>
<td>12%</td>
</tr>
<tr>
<td>Large (10,001+)</td>
<td>82%</td>
<td>18%</td>
</tr>
</tbody>
</table>

36% of b-school alumni in the gov’t/nonprofit industry work for companies with locations in multiple countries.
Government/Nonprofit Industry

Employment Characteristics

### Job Functions of B-School Alumni

- **General management**: 31%
- **Finance/accounting**: 15%
- **Marketing/sales**: 11%
- **Consulting**: 8%
- **Operations/logistics**: 8%
- **IT/MIS**: 7%
- **Human resources**: 4%
- **Other**: 17%

### Job Levels, by Graduation Year

- **2001 to 2005**
  - Entry level: 6%
  - Mid-level: 17%
  - Senior level: 43%
  - Executive level: 32%
  - C-Suite: 4%

- **2006 to 2010**
  - Entry level: 9%
  - Mid-level: 13%
  - Senior level: 41%
  - Executive level: 34%
  - C-Suite: 3%

- **2011 to 2015**
  - Entry level: 3%
  - Mid-level: 8%
  - Senior level: 45%
  - Executive level: 45%
  - C-Suite: 18%

- **2016 to 2017**
  - Entry level: 3%
  - Mid-level: 9%
  - Senior level: 34%
  - Executive level: 49%
  - C-Suite: 21%

### Satisfaction with Career Progression

- **Very dissatisfied**: 4%
- **Dissatisfied**: 9%
- **Neutral**: 14%
- **Satisfied**: 41%
- **Very satisfied**: 32%
Government/Nonprofit Industry

Job Characteristics

Job Activities, by Job Function

- Marketing/sales
- Operations/logistics
- Consulting
- General management
- Finance/accounting
- Human resources
- IT/MIS

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Marketing/sales</th>
<th>Operations/logistics</th>
<th>Consulting</th>
<th>General management</th>
<th>Finance/accounting</th>
<th>Human resources</th>
<th>IT/MIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage a budget</td>
<td>64%</td>
<td>66%</td>
<td>69%</td>
<td>63%</td>
<td>58%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make hiring decisions</td>
<td>53%</td>
<td>49%</td>
<td>36%</td>
<td>49%</td>
<td>55%</td>
<td>72%</td>
<td></td>
</tr>
<tr>
<td>Supervise employees</td>
<td>63%</td>
<td>64%</td>
<td>60%</td>
<td>63%</td>
<td>62%</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td>Work on virtual teams</td>
<td>48%</td>
<td>63%</td>
<td>61%</td>
<td>55%</td>
<td>38%</td>
<td>49%</td>
<td>57%</td>
</tr>
<tr>
<td>Manage vendors/suppliers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>31%</td>
<td>42%</td>
</tr>
</tbody>
</table>
Government/Nonprofit Industry

Annual Base Salary, by Job Function and Job Level

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Entry level</th>
<th>Mid-level</th>
<th>Senior level</th>
<th>Executive level</th>
<th>C-Suite</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing/sales</td>
<td>$45,000</td>
<td>$75,000</td>
<td>$105,000</td>
<td>$135,000</td>
<td>$145,000</td>
</tr>
<tr>
<td>Operations/logistics</td>
<td>$75,000</td>
<td>$75,000</td>
<td>$105,000</td>
<td>$135,000</td>
<td>$145,000</td>
</tr>
<tr>
<td>Consulting</td>
<td>$75,000</td>
<td>$75,000</td>
<td>$105,000</td>
<td>$135,000</td>
<td>$145,000</td>
</tr>
<tr>
<td>General management</td>
<td>$85,000</td>
<td>$85,000</td>
<td>$100,000</td>
<td>$135,000</td>
<td>$145,000</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$115,000</td>
<td>$135,000</td>
<td>$145,000</td>
</tr>
<tr>
<td>Human resources</td>
<td>$115,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT/MIS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consulting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing/sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance/accounting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT/MIS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Salary and additional compensation data was collected from alumni categorically using $10,000 intervals. For instance, an alumnus who earns $106,000 per year would select the category, $100,000 to $109,999. The center point of the category is assigned to each alumnus. Finally, the median of the assigned values is used to provide an estimate of compensation for alumni. ND: Data shown where the number of responses is 50 or greater.
Manufacturing Industry

Employer Characteristics

Type of Organization

- Global Fortune 100: 20%
- Global Fortune 500: 28%
- Publicly traded: 39%
- Family owned: 25%
- Start-up: 2%

84% of b-school alumni in the manufacturing industry work for companies with locations in multiple countries.

Size of Organization

- Fewer than 25: 3%
- 25-100: 6%
- 101-500: 11%
- 501-1,000: 5%
- 1,001-5,000: 16%
- 5,001-10,000: 9%
- 10,001-25,000: 9%
- More than 25,000: 41%

Clientele, by Organization Size

- Domestic Clients
  - Small (< 1,001): 76%
  - Mid (1,001-10,000): 64%
  - Large (10,001+): 50%
- International Clients
  - Small (< 1,001): 24%
  - Mid (1,001-10,000): 36%
  - Large (10,001+): 50%
Manufacturing Industry

Employment Characteristics

<table>
<thead>
<tr>
<th>Job Functions of B-School Alumni</th>
<th>% of employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>General management</td>
<td>25%</td>
</tr>
<tr>
<td>Marketing/sales</td>
<td>22%</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>20%</td>
</tr>
<tr>
<td>Operations/logistics</td>
<td>19%</td>
</tr>
<tr>
<td>Human resources</td>
<td>6%</td>
</tr>
<tr>
<td>IT/MIS</td>
<td>4%</td>
</tr>
<tr>
<td>Consulting</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
</tbody>
</table>

Job Levels, by Graduation Year

<table>
<thead>
<tr>
<th>Graduation Year</th>
<th>Entry level</th>
<th>Mid-level</th>
<th>Senior level</th>
<th>Executive level</th>
<th>C-Suite</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001 to 2005</td>
<td>11%</td>
<td>25%</td>
<td>40%</td>
<td>25%</td>
<td>11%</td>
</tr>
<tr>
<td>2006 to 2010</td>
<td>6%</td>
<td>20%</td>
<td>42%</td>
<td>47%</td>
<td>32%</td>
</tr>
<tr>
<td>2011 to 2015</td>
<td>4%</td>
<td>32%</td>
<td>47%</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td>2016 to 2017</td>
<td>3%</td>
<td>32%</td>
<td>45%</td>
<td>45%</td>
<td>45%</td>
</tr>
</tbody>
</table>

Satisfaction with Career Progression

<table>
<thead>
<tr>
<th>% of employed</th>
<th>Very dissatisfied</th>
<th>Dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2%</td>
<td>9%</td>
<td>13%</td>
<td>45%</td>
<td>32%</td>
</tr>
</tbody>
</table>
Manufacturing Industry

Job Characteristics

Job Activities, by Job Function

- Marketing/sales
- Operations/logistics
- Consulting
- General management
- Finance/accounting
- Human resources
- IT/MIS

<table>
<thead>
<tr>
<th>Job Activity</th>
<th>Marketing/sales</th>
<th>Operations/logistics</th>
<th>Consulting</th>
<th>General management</th>
<th>Finance/accounting</th>
<th>Human resources</th>
<th>IT/MIS</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage a budget</td>
<td>74%</td>
<td>48%</td>
<td>56%</td>
<td>74%</td>
<td>67%</td>
<td>68%</td>
<td>85%</td>
<td>56%</td>
</tr>
<tr>
<td>Make hiring decisions</td>
<td>46%</td>
<td>48%</td>
<td>77%</td>
<td>77%</td>
<td>61%</td>
<td>65%</td>
<td>48%</td>
<td>55%</td>
</tr>
<tr>
<td>Supervise employees</td>
<td>46%</td>
<td>48%</td>
<td>48%</td>
<td>54%</td>
<td>55%</td>
<td>56%</td>
<td>67%</td>
<td>85%</td>
</tr>
<tr>
<td>Work on virtual teams</td>
<td>74%</td>
<td>68%</td>
<td>68%</td>
<td>67%</td>
<td>67%</td>
<td>69%</td>
<td>67%</td>
<td>74%</td>
</tr>
<tr>
<td>Manage vendors/suppliers</td>
<td>46%</td>
<td>67%</td>
<td>55%</td>
<td>77%</td>
<td>88%</td>
<td>73%</td>
<td>67%</td>
<td>87%</td>
</tr>
</tbody>
</table>

Graduate Management Admission Council®
Manufacturing Industry

Annual Base Salary, by Job Function and Job Level

Base Salary* (Median), by Job Function and Job Level

*Salary and additional compensation data was collected from alumni categorically using $10,000 intervals. For instance, an alumnus who earns $106,000 per year would select the category, $100,000 to $109,999. The center point of the category is assigned to each alumnus. Finally, the median of the assigned values is used to provide an estimate of compensation for alumni. ND: Data shown where the number of responses is 50 or greater.
Industry Highlights

Consulting
Consulting Industry

Employer Characteristics

Type of Organization

- Global Fortune 100: 13%
- Global Fortune 500: 13%
- Publicly traded: 15%
- Family owned: 14%
- Start-up: 10%

Size of Organization

- Fewer than 25: 15%
- 25-100: 15%
- 101-500: 10%
- 501-1,000: 5%
- 1,001-5,000: 12%
- 5,001-10,000: 5%
- 10,001-25,000: 7%
- More than 25,000: 31%

Clientele, by Organization Size

- Domestic Clients
  - Small (< 1,001): 85%
  - Mid (1,001-10,000): 64%
  - Large (10,001+): 58%

- International Clients
  - Small (< 1,001): 16%
  - Mid (1,001-10,000): 36%
  - Large (10,001+): 42%

75% of b-school alumni in the consulting industry work for companies with locations in multiple countries.
Consulting Industry

Employment Characteristics

### Job Functions of B-School Alumni

<table>
<thead>
<tr>
<th>Job Function</th>
<th>% of Employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>69%</td>
</tr>
<tr>
<td>General management</td>
<td>11%</td>
</tr>
<tr>
<td>Marketing/sales</td>
<td>8%</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>6%</td>
</tr>
<tr>
<td>Operations/logistics</td>
<td>3%</td>
</tr>
<tr>
<td>IT/MIS</td>
<td>2%</td>
</tr>
<tr>
<td>Human resources</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
</tbody>
</table>

### Job Levels, by Graduation Year

- **2001 to 2005**
  - Entry level: 14%
  - Mid-level: 29%
  - Senior level: 42%
  - Executive level: 15%
  - C-Suite: 18%

- **2006 to 2010**
  - Entry level: 6%
  - Mid-level: 24%
  - Senior level: 52%
  - Executive level: 18%
  - C-Suite: 25%

- **2011 to 2015**
  - Entry level: 1%
  - Mid-level: 13%
  - Senior level: 38%
  - Executive level: 44%
  - C-Suite: 52%

- **2016 to 2017**
  - Entry level: 4%
  - Mid-level: 18%
  - Senior level: 29%
  - Executive level: 24%
  - C-Suite: 13%

### Satisfaction with Career Progression

- **Very dissatisfied**: 2%
- **Dissatisfied**: 7%
- **Neutral**: 12%
- **Satisfied**: 45%
- **Very Satisfied**: 34%
Consulting Industry

Job Characteristics

### Job Activities, by Job Function

- **Marketing/sales**
- **Operations/logistics**
- **Consulting**
- **General management**
- **Finance/accounting**

<table>
<thead>
<tr>
<th>Job Activity</th>
<th>Marketing/sales</th>
<th>Operations/logistics</th>
<th>Consulting</th>
<th>General management</th>
<th>Finance/accounting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage a budget</td>
<td>75%</td>
<td>52%</td>
<td>56%</td>
<td>63%</td>
<td>60%</td>
</tr>
<tr>
<td>Make hiring decisions</td>
<td>56%</td>
<td>56%</td>
<td>79%</td>
<td>68%</td>
<td>60%</td>
</tr>
<tr>
<td>Supervise employees</td>
<td>44%</td>
<td>49%</td>
<td>79%</td>
<td>85%</td>
<td>60%</td>
</tr>
<tr>
<td>Work on virtual teams</td>
<td>45%</td>
<td>68%</td>
<td>79%</td>
<td>63%</td>
<td>60%</td>
</tr>
<tr>
<td>Manage vendors/suppliers</td>
<td>59%</td>
<td>48%</td>
<td>87%</td>
<td>83%</td>
<td>67%</td>
</tr>
</tbody>
</table>
Consulting Industry

Annual Base Salary, by Job Function and Job Level

*Salary and additional compensation data was collected from alumni categorically using $10,000 intervals. For instance, an alumnus who earns $106,000 per year would select the category, $100,000 to $109,999. The center point of the category is assigned to each alumnus. Finally, the median of the assigned values is used to provide an estimate of compensation for alumni. ND: Data shown where the number of responses is 50 or greater.
Industry Highlights

Health Care
Health Care Industry

Employer Characteristics

Type of Organization

- Global Fortune 100: 18%
- Global Fortune 500: 21%
- Publicly traded: 29%
- Family owned: 7%
- Start-up: 6%

Size of Organization

- Fewer than 25: 4%
- 25-100: 5%
- 101-500: 6%
- 501-1,000: 4%
- 1,001-5,000: 11%
- 5,001-10,000: 15%
- 10,001-25,000: 40%
- More than 25,000%

Clientele, by Organization Size

- Domestic Clients
  - Small (< 1,001): 86%
  - Mid (1,001-10,000): 82%
  - Large (10,001+): 68%

- International Clients
  - Small (< 1,001): 14%
  - Mid (1,001-10,000): 18%
  - Large (10,001+): 32%
Health Care Industry

Employment Characteristics

<table>
<thead>
<tr>
<th>Job Functions of B-School Alumni</th>
<th>% of employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>General management</td>
<td>28%</td>
</tr>
<tr>
<td>Marketing/sales</td>
<td>20%</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>15%</td>
</tr>
<tr>
<td>Operations/logistics</td>
<td>13%</td>
</tr>
<tr>
<td>Consulting</td>
<td>7%</td>
</tr>
<tr>
<td>IT/MIS</td>
<td>7%</td>
</tr>
<tr>
<td>Human resources</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
</tr>
</tbody>
</table>

Job Levels, by Graduation Year

- **2001 to 2005**
  - Entry level: 0%
  - Mid-level: 1%
  - Senior level: 5%
  - Executive level: 11%
  - C-Suite: 22%

- **2006 to 2010**
  - Entry level: 14%
  - Mid-level: 14%
  - Senior level: 34%
  - Executive level: 36%
  - C-Suite: 44%

- **2011 to 2015**
  - Entry level: 22%
  - Mid-level: 44%
  - Senior level: 44%
  - Executive level: 36%
  - C-Suite: 52%

- **2016 to 2017**
  - Entry level: 32%
  - Mid-level: 34%
  - Senior level: 36%
  - Executive level: 27%
  - C-Suite: 14%

Satisfaction with Career Progression

- Very dissatisfied: 3%
- Dissatisfied: 7%
- Neutral: 13%
- Satisfied: 45%
- Very Satisfied: 32%
Health Care Industry

Job Characteristics

Job Activities, by Job Function

- Marketing/sales
- Operations/logistics
- Consulting
- General management
- Finance/accounting
- IT/MIS

- Manage a budget
  - Marketing/sales: 68%
  - Operations/logistics: 60%
  - Consulting: 78%
  - General management: 68%
  - Finance/accounting: 47%
  - IT/MIS: 50%

- Make hiring decisions
  - Marketing/sales: 47%
  - Operations/logistics: 47%
  - Consulting: 61%
  - General management: 67%
  - Finance/accounting: 60%
  - IT/MIS: 50%

- Supervise employees
  - Marketing/sales: 51%
  - Operations/logistics: 45%
  - Consulting: 68%
  - General management: 69%
  - Finance/accounting: 50%
  - IT/MIS: 50%

- Work on virtual teams
  - Marketing/sales: 72%
  - Operations/logistics: 76%
  - Consulting: 79%
  - General management: 73%
  - Finance/accounting: 79%
  - IT/MIS: 79%

- Manage vendors/suppliers
  - Marketing/sales: 60%
  - Operations/logistics: 68%
  - Consulting: 78%
  - General management: 78%
  - Finance/accounting: 73%
  - IT/MIS: 79%

Graduate Management Admission Council®
Health Care Industry

Annual Base Salary, by Job Function and Job Level

*Salary and additional compensation data was collected from alumni categorically using $10,000 intervals. For instance, an alumnus who earns $106,000 per year would select the category, $100,000 to $109,999. The center point of the category is assigned to each alumnus. Finally, the median of the assigned values is used to provide an estimate of compensation for alumni. ND: Data shown where the number of responses is 50 or greater.
Industry Highlights

Energy/Utilities
Energy/Utilities Industry

Employer Characteristics

Type of Organization

- Global Fortune 100: 24%
- Global Fortune 500: 27%
- Publicly traded: 44%
- Family owned: 8%
- Start-up: 6%

Size of Organization

- Fewer than 25: 4%
- 25-100: 6%
- 101-500: 12%
- 501-1,000: 16%
- 1,001-5,000: 9%
- 5,001-10,000: 12%
- More than 25,000: 36%

Clientele, by Organization Size

- Domestic Clients
  - Small (< 1,001): 82%
  - Mid (1,001-10,000): 75%
  - Large (10,001+): 52%
- International Clients
  - Small (< 1,001): 18%
  - Mid (1,001-10,000): 25%
  - Large (10,001+): 48%

68% of b-school alumni in the energy/utilities industry work for companies with locations in multiple countries.
Energy/Utilities Industry

Employment Characteristics

### Job Functions of B-School Alumni

- **General management**: 28%
- **Finance/accounting**: 27%
- **Operations/logistics**: 15%
- **Marketing/sales**: 12%
- **Consulting**: 7%
- **IT/MIS**: 5%
- **Human resources**: 4%
- **Other**: 2%

### Job Levels, by Graduation Year

- **Entry level**
  - 2001 to 2005: 8%
  - 2006 to 2010: 22%
  - 2011 to 2015: 29%
  - 2016 to 2017: 14%

- **Mid-level**
  - 2001 to 2005: 12%
  - 2006 to 2010: 41%
  - 2011 to 2015: 36%
  - 2016 to 2017: 34%

- **Senior level**
  - 2001 to 2005: 3%
  - 2006 to 2010: 8%
  - 2011 to 2015: 36%
  - 2016 to 2017: 46%

- **Executive level**
  - 2001 to 2005: 1%
  - 2006 to 2010: 8%
  - 2011 to 2015: 31%
  - 2016 to 2017: 14%

- **C-Suite**
  - 2001 to 2005: 4%
  - 2006 to 2010: 46%
  - 2011 to 2015: 53%
  - 2016 to 2017: 46%

### Satisfaction with Career Progression

- **Very dissatisfied**: 3%
- **Dissatisfied**: 9%
- **Neutral**: 14%
- **Satisfied**: 45%
- **Very Satisfied**: 29%
Energy/Utilities Industry

Job Characteristics

Job Activities, by Job Function

- Marketing/sales
- Operations/logistics
- Consulting
- General management
- Finance/accounting
- IT/MIS

- Manage a budget: 60% Marketing/sales, 60% Operations/logistics, 54% Consulting, 62% General management, 54% Finance/accounting, 35% IT/MIS
- Make hiring decisions: 39% Marketing/sales, 47% Operations/logistics, 55% Consulting, 52% General management, 59% Finance/accounting, 33% IT/MIS
- Supervise employees: 69% Marketing/sales, 69% Operations/logistics, 55% Consulting, 64% General management, 48% Finance/accounting, 38% IT/MIS
- Work on virtual teams: 85% Marketing/sales, 78% Operations/logistics, 54% Consulting, 76% General management, 54% Finance/accounting, 48% IT/MIS
- Manage vendors/suppliers: 56% Marketing/sales, 63% Operations/logistics, 67% Consulting, 76% General management, 56% Finance/accounting, 40% IT/MIS
Energy/Utilities Industry

Annual Base Salary, by Job Function and Job Level

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Entry level</th>
<th>Mid-level</th>
<th>Senior level</th>
<th>Executive level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing/sales</td>
<td>$125,000</td>
<td>$150,000</td>
<td>$210,000</td>
<td>ND</td>
</tr>
<tr>
<td>Operations/logistics</td>
<td>$125,000</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
</tr>
<tr>
<td>Consulting</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
</tr>
<tr>
<td>General management</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
</tr>
<tr>
<td>Finance/accounting</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
</tr>
<tr>
<td>Human resources</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
</tr>
<tr>
<td>IT/MIS</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
</tr>
</tbody>
</table>

*Salary and additional compensation data was collected from alumni categorically using $10,000 intervals. For instance, an alumnus who earns $106,000 per year would select the category, $100,000 to $109,999. The center point of the category is assigned to each alumnus. Finally, the median of the assigned values is used to provide an estimate of compensation for alumni. ND: Data shown where the number of responses is 50 or greater.
Contact Information

Contributors

The following individuals from the GMAC Research Department made significant contributions to the publication of this report: Gregg Schoenfeld, Director, Management Education Research, questionnaire development and interpretation of data, and drafting of the manuscript for intellectual content; Matt Hazenbush, Research Communications Senior Manager, manuscript review; Rebecca Estrada-Worthington, Survey Research Manager, questionnaire design, sample development, survey management; Maryam Bastani, Research Assistant, sample development, administrative work and report development; Tacoma Williams, Research Senior Coordinator, quality assurance.

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