



BUSINESS  
GRADUATES  
ASSOCIATION

INTERNATIONAL MBA SURVEY 2020  
**PART 2: CAREERS**



## Introduction

### Welcome to the second part of AMBA & BGA's largest-ever International MBA Survey

Part one of this four-part study polled more than 1,000 MBA recruiters and employers, to find out how optimistic they were feeling about the skills and attributes of MBA graduates as being a good fit for their business and the wider economy; as well as to gain some insight into emerging trends in recruitment, in terms of MBA-level positions.

Employers polled were positive about the value of an MBA from a reputable Business School when looking for senior managers. In terms of the quality of MBAs recruited by survey participants, 16% rated MBAs in general as 'excellent' and 52% rated their performance as 'good'.

When asked if MBAs had the relevant skills to thrive within the survey participants' organisations, 30%

strongly agreed and 50% tended to agree with the statement; and 31% strongly agreed and 49% tended to agree that MBAs had the relevant skills to make a significant contribution to the wider economy in their respective countries. Considering business growth, employers polled were confident that Business Schools are producing MBAs with mindsets focused on maximising profit (42% thought Schools are producing 'a great deal' of MBAs focused on this); and 49% thought Business Schools were producing a great deal of MBAs with an international outlook.

In spite of these encouraging findings, and in light of continuing global uncertainty and volatility, employers also revealed their concerns about the recruitment landscape of tomorrow. There was an overwhelming lack of confidence in the future of both global and local economies, with most survey participants taking a conservative – and in some cases pessimistic – view on

their recruitment plans for the coming months and years.

With the volume of senior management opportunities predicted to decline in the future, competition for these roles is mounting as a result: more than a quarter (28%) of responding employers said that there were currently too many candidates for too few jobs.

Given this uncertain backdrop, as part of the second instalment of our International MBA Survey, AMBA & BGA surveyed 2,862 MBA students and graduates on how well they believe their MBA qualification has been serving them in their careers.

Considering potential shortfalls in job opportunities across the world in the coming months, we were also keen to find out how effectively students and graduates have been able to access Business School careers services, and their hopes for the future. In the case of

responding graduates, the survey also looked at their current roles, functions and level of seniority, as well as finding out how the skills and knowledge they had acquired during their studies were shaping their careers and the value they, as individuals, believe they bring to business.

I want to thank all the MBA students and graduates who took the time to complete the survey, for their candour and detailed feedback. And I want to thank my colleague Ellen Buchan, Communications and Insight Assistant at AMBA & BGA, for analysing the data; and Tim Banerjee Dhoul, Content Editor at AMBA & BGA, for his work on the report.

I hope you will find the results to be of interest.

**David Woods-Hale**  
**Director of Marketing and**  
**Communications, AMBA & BGA**

## Methodology and participant demographics

Between 27 March 2020 and 27 May 2020 AMBA & BGA conducted its largest-ever online survey of its 49,000 MBA student and graduate members, based in more than 150 countries.

A total of 752 current MBA students and 2,110 MBA graduates completed the online questionnaire and shared their opinions on their current employment situation and their views and aspirations for the future.

Among responding current MBA students, 65% are male and 34% are female (while 1% prefer not to say). In terms of age, 3% are aged between 18 and 24; 43% are in the age group 25-34; 37% are in the age group 35-44; 14% are aged 45-54; 2% are in the age group 55-64; and less than 1% are aged 65+.

The current MBAs surveyed covered a fairly even geographic spread. The most represented region was Europe (excluding the UK) – 27% of student participants were based in this region at the time of completing the survey. This was followed by 16% in the UK;

13% in Africa; 12% in India; 12% in Asia and the Middle East (excluding India and China); 7% in Latin America; 7% in North America and the Caribbean; 4% in Oceania; and 1% in China and Hong Kong, China.

Among the MBA graduate sample, 71% are male and 29% are female. In terms of age, less than 1% are aged between 18 and 24; 24% are in the age group 25-34; 42% are in the age group 35-44; 22% are aged 45-54; 9% are in the age group 55-64; and 2% are aged 65+.

The MBA graduate sample also covered an even geographic spread. The region that was represented most frequently was Europe (excluding the UK) – 29% of MBA graduate participants were based in this region at the time of completing the survey. This was followed by 20% based in the UK; 11% in Africa; 11% in Asia and the Middle East (excluding India and China); 8% in Latin America; 8% in North America and the Caribbean; 7% in India; 3% in Oceania; 2% in China and Hong Kong, China.



## Part one: MBA Students

In the first part of the survey, MBA student participants were questioned about their current level of work experience and their reasons for pursuing an MBA. They were also asked what they thought of Business School careers services. As Figure 1 demonstrates, the sample was mixed in terms of its management experience, with similar proportions holding 0-3 years, 4-6 years, and 7-10 years of prior work experience. Just 7% of student participants had never worked in a management-related role prior to starting their MBA.

### Reasons for pursuing an MBA

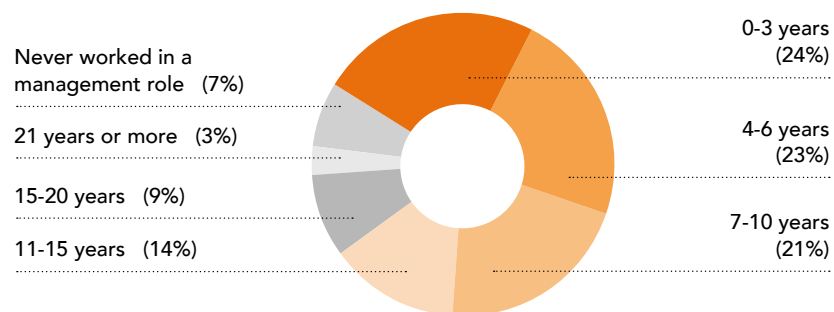
Participants were then asked to share their main reasons for wishing to

complete an MBA. The most popular reason (cited by 70% of the sample) is 'to acquire more skills and knowledge about the business world'; this is followed closely by 'to expand my area of expertise' (cited by 69%).

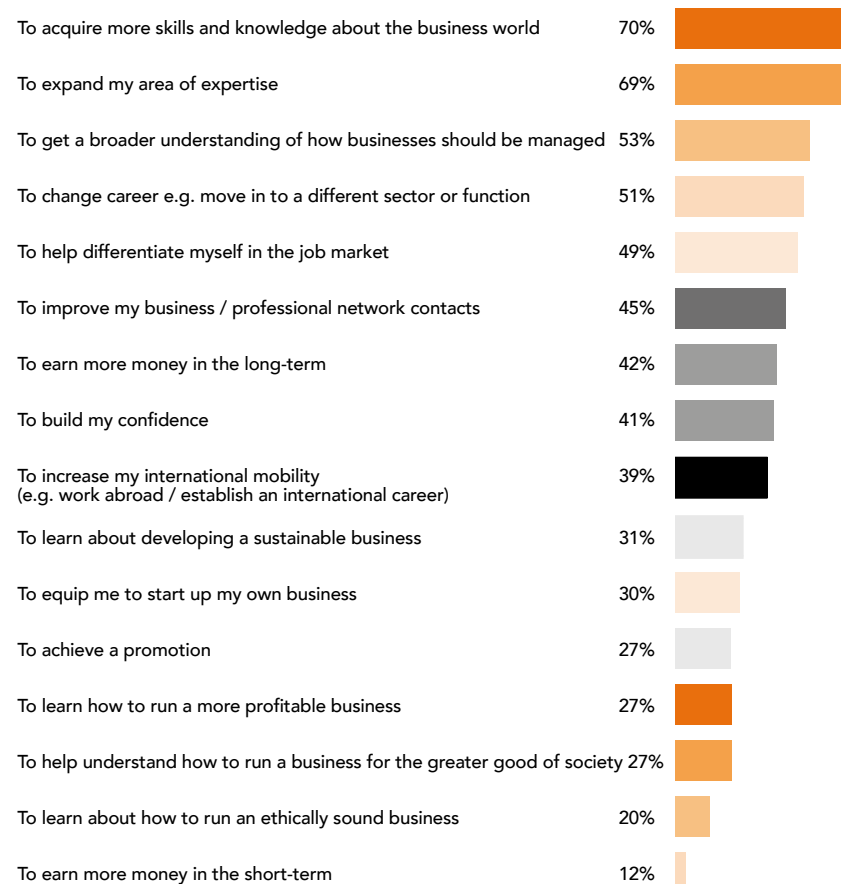
The next most frequently cited reasons for completing an MBA included 'to get a broader understanding of how business should be managed' (53%); 'to change career' (51%); and 'to help differentiate myself in the job market' (49%).

Fewer participants cited reasons such as 'to learn how to run an ethically sound business' (20%); and 'to earn more money in the short term' (12%).

**Figure 1. How many years of work experience in a management-related role do you have?** (Total responses: 747)



**Figure 2. Why did you choose to study an MBA** (Total responses: 738)



## MBA Careers Services

The survey proceeded to ask participants if they were engaging with careers services available at their Business School in order to help them achieve their career goals, following the completion of their MBA.

Here, the results are varied – while 48% of respondents said they were engaging with careers support at their Business School, 49% said they were not. (The remaining 3% were unsure).

The survey sought to find out how effective Business School careers services are in supporting students to achieve their goals, among those who said they are using these services. As Figure 3 (overleaf) illustrates, participants are generally positive about the services and support they receive from their Schools' careers teams.

Advice received in relation to applications, CV and interview preparation, was rated as either excellent, very good or fairly good by 80% of respondents. Meanwhile, School networking events with employers were rated as excellent, very good or fairly good by 65% of participants. Similarly, 65% rated job search facilities at their Business School as excellent, very good, or fairly good.

However, there is still plenty of room to raise further awareness of Business School careers services – and their value – to students.

At least one in five students did not give a positive rating in each of the service areas covered by this study. Instead, these students rated the services as being fairly poor, very poor, terrible, neither good nor poor, or they said they simply didn't know about them. For example, 9% described networking events with employers as fairly poor, and 11% said that they did not know about their School's services in relation to careers fairs and functions.

To expand on these findings, participants were given an open-ended question as to what improvements they would like to see in the careers support they receive at their Business Schools in order to help them achieve their goals.

Suggestions that came up frequently included a need for communications to be more segmented – offering differing services for EMBA and MBAs, for example; globally oriented services versus local; remote versus on campus; or services tailored to those with more prior work experience than the average student.

Participants also regularly mentioned the need for more contact with employers whether through face-to-face or virtual networking, as well as a desire to see alumni more involved in the careers and employment aspects of Business Schools.

Some individual suggestions are reproduced below:

*'More co-operation between students and alumni; more engagement in terms of creating a platform for us to engage with the market and old alumni'*

*'I think [careers support] is still more designed to support freshly graduated MBA students, rather than executive MBAs'*

*'Much of the career support is geared towards younger graduates. Executive MBA cohorts, especially those in work looking to move into senior executive, board or non-executive director roles are not really targeted'*

*'During induction, students must be taken through career opportunities'*

*'Emails are really general. Perhaps an effort can be made to be a bit more sector-specific and also to different*

*students, for example online students vs. those on campus'*

*'Regular communications, regular virtual events and conferences and also physical events, widening participation to include a wide variety of industry specialists. It needs to be open minded and to have an open-ended approach'*

*'Making it more appealing to the students rather than the organisations that attend the campus'*

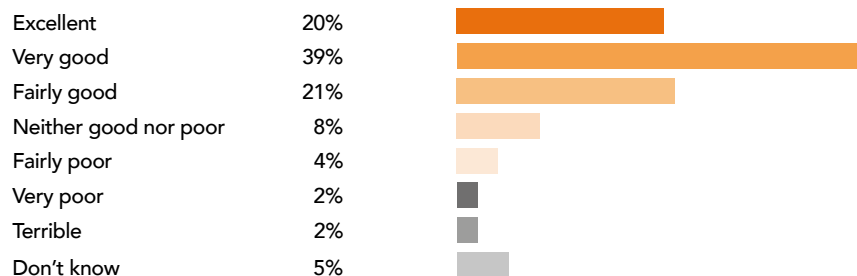
*'Making time for careers advice as part of the MBA, so each person is automatically given a one-to-one interview at the start with a careers adviser who then follows up with them periodically throughout the course, depending on the individuals' needs. There is advice on completing strength profiles but, for many, having a professional talk through the results with them once they have completed these things will help them to use the information'*

*'For executive MBAs who are already working, there could be guidance or recommendations assessing students' potential and capabilities. There should also be a job assistance programme which helps in switching career paths'*

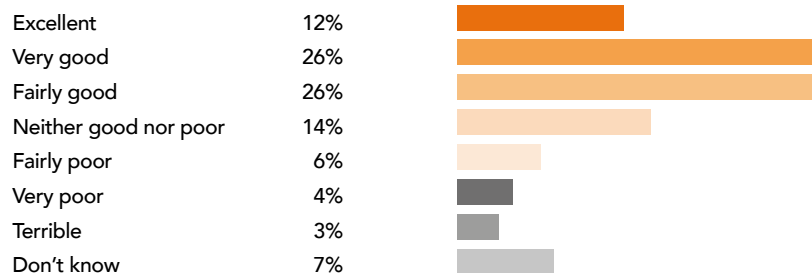
**Figure 3. How would you rate the career support at your Business School for each of the following**

(Total responses:322)

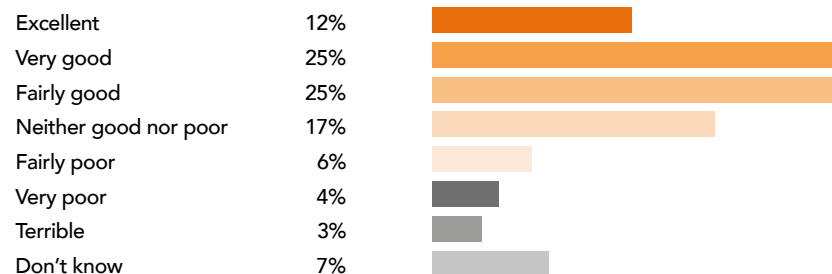
**Application advice (e.g. CV / interview assessment centres)**



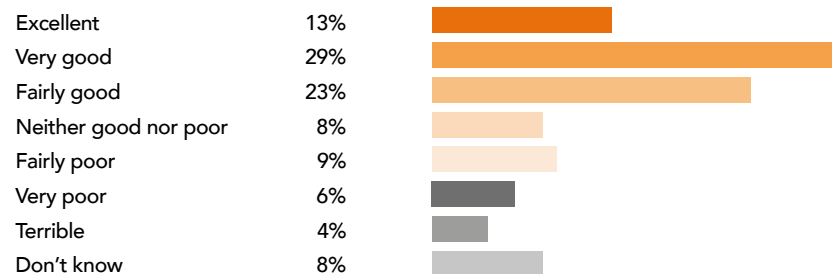
**Job search facilities**



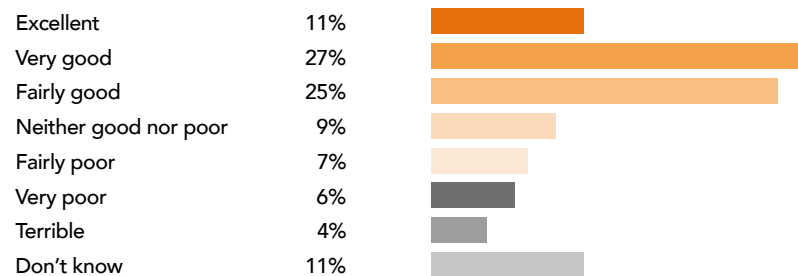
**Sector and job role information**



**Networking events with employers**



**Careers fairs and functions**



## Part 2: MBA graduates

The second part of this study into MBA careers and aspirations polled 2,110 MBA graduates.

More than two thirds of participants in this graduate sample (69%) completed their MBAs within the past five years, while 15% completed their MBA 11 or more years ago, as Figure 4 demonstrates.

Figure 5, meanwhile, details the current employment situations within the sample of MBA graduates.

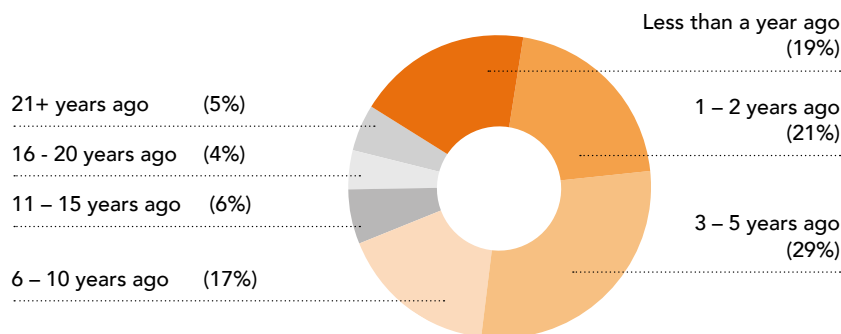
Eight out of 10 participants (80%) were in full-time employment (more than 30 hours per week) at the time of filling out the survey; 8% were working less than 30 hours per week; and 11% were not working at the time.

### Industries

Survey participants were asked about the industries in which they worked. The most frequently represented sectors within the sample were consultancy (11%); banking and finance (10%); IT (6%); education (6%); energy (5%); government (5%);

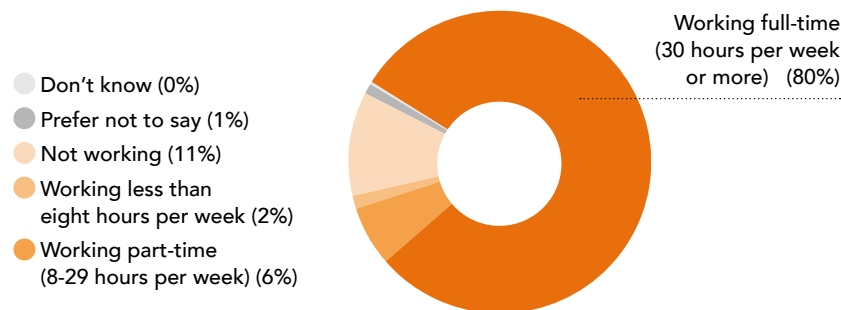
**Figure 4. When did you complete your most recent MBA qualification?**

(Total responses: 2,106)



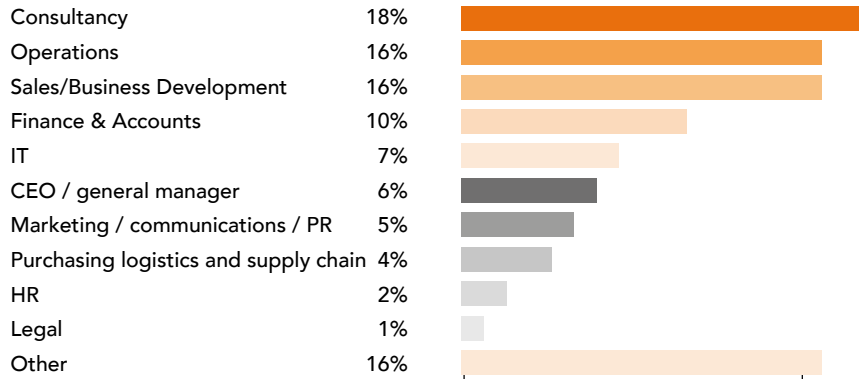
**Figure 5. Which of the following applies to you?**

(Total responses: 2,097)



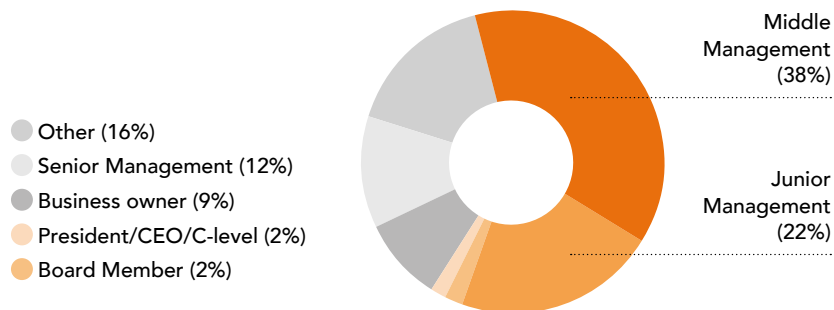
**Figure 6.** How would you best describe your function within the organisation you work for or run?

(Total responses: 2,074)



**Figure 7.** Which of the following best describes the current position you hold within your organisation?

(Total responses: 2,055)



engineering (4%); and manufacturing (4%). In total, most industries were represented, demonstrating the diversity of career paths among MBA graduates.

### Job functions

Delving deeper, the survey then sought to find out the functional roles held by participants. Again, there is diversity among the sample, with a wide range of functions reported: 18% were in consultancy positions; 16% work in operations; 16% in sales and/or business development; 10% in finance; 7% work in IT; and 6% hold the role of CEO or general management.

### Seniority

To gauge participants' seniority, the survey asked which among a list of job titles most closely represents their role in the organisation in which they worked at the time of completing the survey.

Just under four out of 10 participants (38%) were at the level of middle management (incorporating divisional head and principle level roles); 22% were in junior management roles; 12% were senior managers (incorporating directors, partners, country heads or

vice presidents); 9% were business owners; 2% were presidents/CEOs/managing directors; and 2% were board members. Participants who selected 'other' included those who had retired, politicians, academics, and those who were self-employed.

Breaking down this data in conjunction with the length of time passed since participants completed their MBA offers an insight into the development of MBA graduates' seniority over time.

Among those who had completed their MBA less than a year before filling out the survey, 26% reported being in junior management roles. The equivalent figure among those graduated more 11-15 years ago is just 8%.

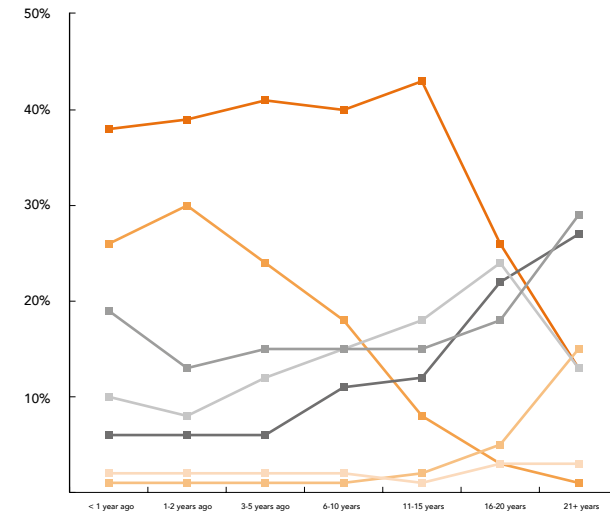
Meanwhile, only 1% of those who finished their MBA less than a year before completing the survey are board members, but this increases to 15% among graduates who completed their MBAs more than 21 years before taking part in the survey.

Those who reported being business owners, or entrepreneurs, were much more likely to have graduated from Business School more than



**Figure 8. Current positions held within an organisation among MBA graduates, versus time since graduation? (Total responses: 2,055)**

	< 1 year ago	1-2 years ago	3-5 years ago	6-10 years ago	11-15 years ago	16-20 years ago	21+ years ago
● Middle Management	38%	39%	41%	40%	43%	26%	13%
● Junior Management	26%	30%	24%	18%	8%	3%	1%
● Board Member	1%	1%	1%	1%	2%	5%	15%
● President/CEO/C-level	1%	2%	2%	2%	2%	1%	3%
● Business owner	6%	6%	6%	11%	12%	22%	27%
● Senior Management	10%	8%	12%	15%	18%	24%	13%
● Other	19%	13%	15%	15%	15%	18%	29%

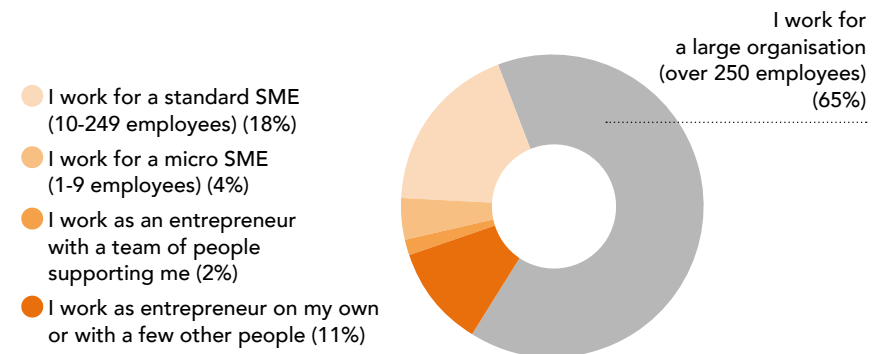


a decade ago. Among those graduating in the year prior to the survey, only 6% define themselves as 'business owners' compared to 27% of graduates who completed their MBAs more than 21 years before taking part in the survey.

The next question asked participants to detail the size of their organisation. Just under two thirds (65%) said they

work for a large organisation with more than 250 employees, while 18% work for small to medium enterprises with between 10 and 249 employees. Approximately one in 10 work alone in a self-employed capacity; 4% worked for a micro business with fewer than 10 staff members; and 2% classified themselves as entrepreneurs who also employ teams of people.

**Figure 9. Which of the following describes the size of organisation you work for or run? (Total responses: 2,017)**



## Perceptions of success post-MBA

The next section of the questionnaire focused on career trajectories and success factors for graduates on completion of their MBA.

Questions were designed to examine participants' perceptions of success, how their studies has impacted on this, and how this measures up against their initial reasons for completing the MBA. Harder metrics, such as salary or seniority, are not explored here.

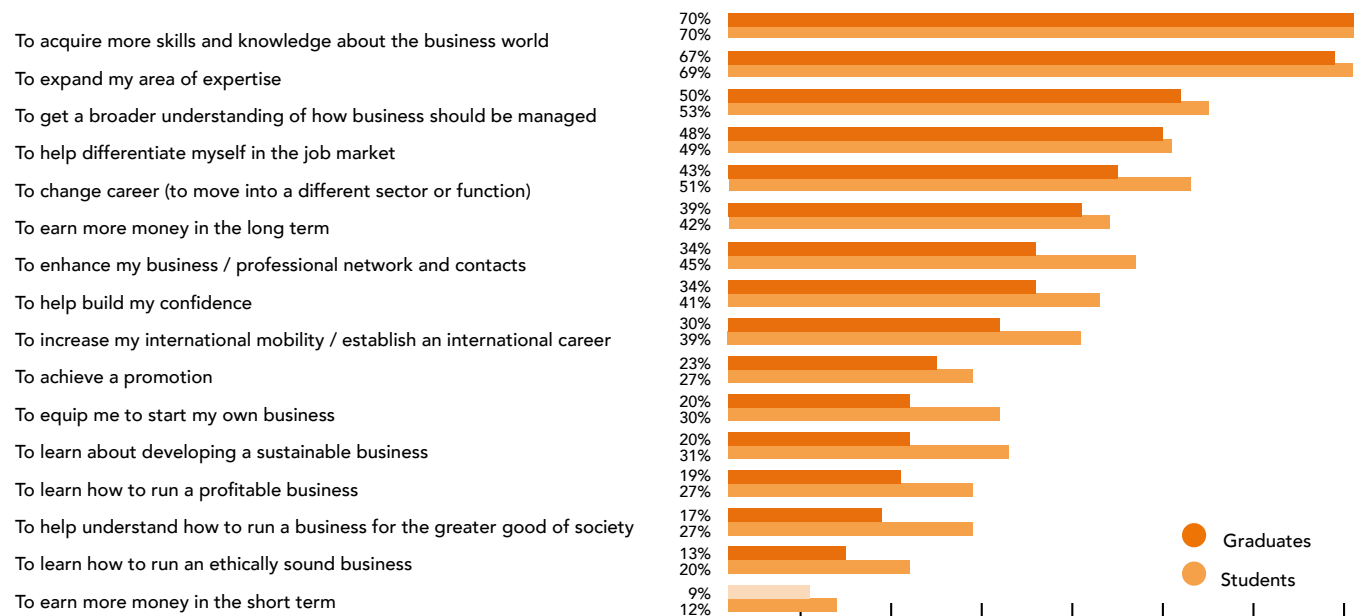
Graduate participants were first asked to share their reasons for completing an MBA, in the same manner as was the case for the survey's student respondents (see page 4).

As Figure 10 shows, the top answers were 'To acquire more skills and knowledge about the business world' (cited by 70% of graduate survey respondents); 'To expand my area of expertise' (67%); and 'To get a broader understanding of how business should be managed' (50%).

Figure 10 also outlines a comparison

**Figure 10.** Can you recall the main reasons why you chose to complete an MBA?

(Total responses: 738 students and 2,035 graduates)



between MBA students' and graduates' reasons for completing the qualification.

Current students are more likely to have cited reasons such as 'To learn about developing a sustainable business' (cited by 31% of students vs. 20% of graduates); 'To help build my confidence' (41% of students vs. 34%

of graduates); and 'To help understand how to run a business for the greater good of society' (27% of students vs. 17% of graduates).

This suggests that current students are more concerned about socially responsible and sustainable issues in the world of work, and are keen to develop associated skills during their

MBA. However, the student sample was more inclined to choose a larger number of reasons for completing an MBA in the survey, and answers are more evenly spread, when compared with their graduate peers.

This should be taken into consideration when comparing students and graduates.

## Have reasons for pursuing an MBA evolved over time?

The sample was then segmented further to explore whether the reasoning for completing an MBA changes with the length of time since graduate groups completed their MBAs – i.e. to see if the reasons for pursuing an MBA have evolved. This data is depicted in Figure 11.

Participants that graduated from their MBA less than a year before completing the survey were more motivated to complete an MBA to expand their areas of expertise (64% vs. 55% who graduated 21 or more years ago).

This newly graduated cohort were also more inclined to cite financial motivation than their counterparts who completed their MBA in the 1990s or earlier – 40% of participants that graduated less than a year before completing the survey undertook their MBAs to earn more money in the long term. The equivalent figure among those who graduated 21 or more years ago is 25%. Of course, it is possible that the passing of time has simply lessened the perceived importance of this motivation among these earlier graduates.

More recent graduates are also more concerned with ethical business, compared to the MBAs of the 1990s and pre-1990s.

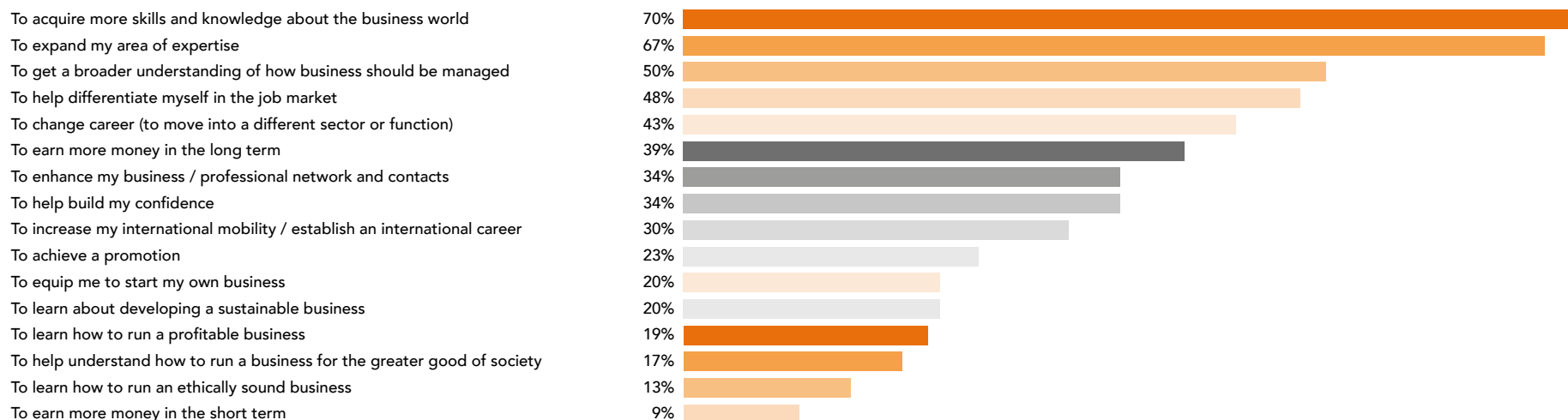
Among those that graduated less than a year before completing the survey, 21% said they had completed an MBA to learn about developing a sustainable business, and 13% said they had completed the MBA to learn how to develop an ethically sound business. The equivalent figures among those who graduated 21 or more years ago are 7% and 6%, respectively.

Recent graduates were also more likely to have had entrepreneurial motivations behind their decision to undertake an MBA; 23% of those that graduated less than a year before completing the survey said they completed an MBA to equip them to start their own business. This figure decreases gradually with the length of time since graduation, to a proportion of only 9% among those that graduated 21 or more years ago. Lastly, 42% of those who graduated in the last year were keen to enhance their professional networks through an MBA, but this drops to just 11% among those that graduated 21 or more years ago. In addition, 34% of recent graduates say they took an MBA to increase their chances of having an international career, compared to 16% among those that graduated 21 or more years ago.

**'More recent graduates are more concerned with ethical business, compared to the MBAs of the 1990s and pre-1990s'**

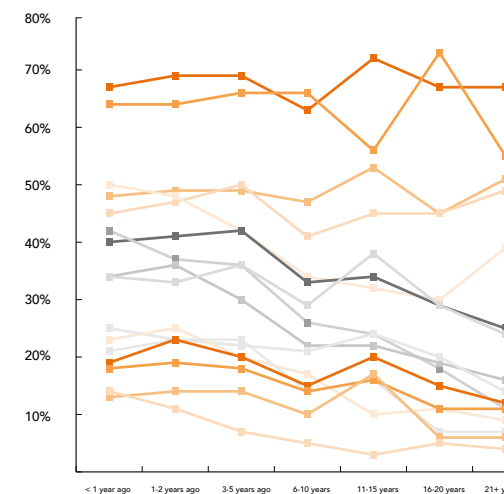


**Figure 11. Can you recall the main reasons why you chose to complete an MBA? (Total responses: 2,035)**



**TIME SINCE GRADUATION**

	< 1 year ago	1-2 years ago	3-5 years ago	6-10 years ago	11-15 years ago	16-20 years ago	21+ years ago
To acquire more skills and knowledge about the business world	67%	69%	69%	63%	72%	67%	67%
To expand my area of expertise	64%	64%	66%	66%	56%	73%	55%
To get a broader understanding of how business should be managed	48%	49%	49%	47%	53%	45%	51%
To help differentiate myself in the job market	45%	47%	50%	41%	45%	45%	49%
To change career (to move into a different sector or function)	50%	48%	42%	34%	32%	30%	39%
To earn more money in the long term	40%	41%	42%	33%	34%	29%	25%
To enhance my business / professional network and contacts	42%	37%	36%	26%	24%	18%	11%
To help build my confidence	34%	33%	36%	29%	38%	29%	24%
To increase my international mobility / establish an international career	34%	36%	30%	22%	22%	19%	16%
To achieve a promotion	25%	23%	22%	21%	24%	20%	14%
To equip me to start my own business	23%	25%	20%	17%	10%	11%	9%
To learn about developing a sustainable business	21%	23%	23%	14%	16%	7%	7%
To learn how to run a profitable business	19%	23%	20%	15%	20%	15%	12%
To help understand how to run a business for the greater good of society	18%	19%	18%	14%	16%	11%	11%
To learn how to run an ethically sound business	13%	14%	14%	10%	17%	6%	6%
To earn more money in the short term	14%	11%	7%	5%	3%	5%	4%



## Personal development and professional progress

The survey then sought to explore elements of personal development and professional progress achieved by graduates as a result of completing an MBA programme.

The survey sought to consider these achievements through self-perceptions of soft skills as well as tangible metrics such as salary and seniority, as shown in Figure 12.

More than two thirds of graduates (68%), said they were more confident in themselves on completion of their MBA; 62% perceived themselves to be better at solving problems and finding solutions; 58% thought they were better prepared to operate in highly competitive environments; and 56% believe themselves to be better at dealing with people in a professional capacity.

In terms of the harder metrics, 35% said they have been able to accelerate their careers faster than they otherwise would have been, having completed an MBA; 27% believed the MBA has enabled them to earn 'substantially more money' post-graduation; and

24% believe that their MBA has enabled them to become an asset to the business community.

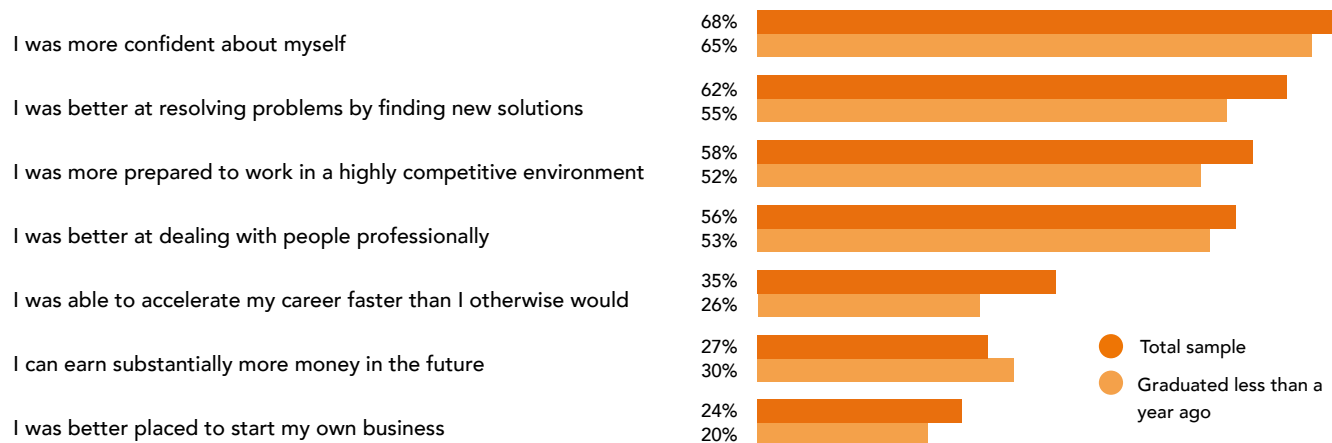
When considering only those participants that had graduated from an MBA programme less than a year before completing the survey, the results are slightly different. Among these recent graduates, 55% said they

are now better at resolving problems by finding new solutions (compared with 62% of the whole sample); 26% of new graduates said they have been able to accelerate their career faster than they otherwise would have (compared with 35% of the total sample); and 19% deem themselves to be an asset to the business community (compared with

24% of the total sample). Lower figures in these instances could due to increased uncertainty in the international economy at the time of respondents completing the survey, coupled with a length of time post-MBA that simply isn't long enough for participants to see, and reflect on, the full impact of their qualification.

**Figure 12: Which of the following applies to you having completed your MBA?**

(Total responses: 2,106 of which 397 graduated less than a year ago)



Participants were also able to outline their perceived successes following the completion of their MBA in their own words. The examples below highlight some of these answers from the sample.

*'I had a whole new perspective on business, hard and soft management skills and how they interconnect'*

*'I was better equipped to deal with senior-level meetings and high-level business decisions'*

*'I can have much broader conversations about different business needs which is important in my role'*

*'I got a more focused view of the business world and how it impacts people around me'*

*A few participants also had some constructive criticism in this area, and outlined drawbacks they had experienced in their careers following the completion of their MBA, as shown in the example below.*

*'After working for a year, I'm not quite sure I am as equipped as I believed I was. They say an MBA is all theory and you gain practical knowledge*

*only when you work, and I really do feel this is correct in my case. I do not think that when handling people – which is 95% of your job in corporate – you think about all the theoretical knowledge that you have learnt from your days as an MBA student'*

### Finding the right role

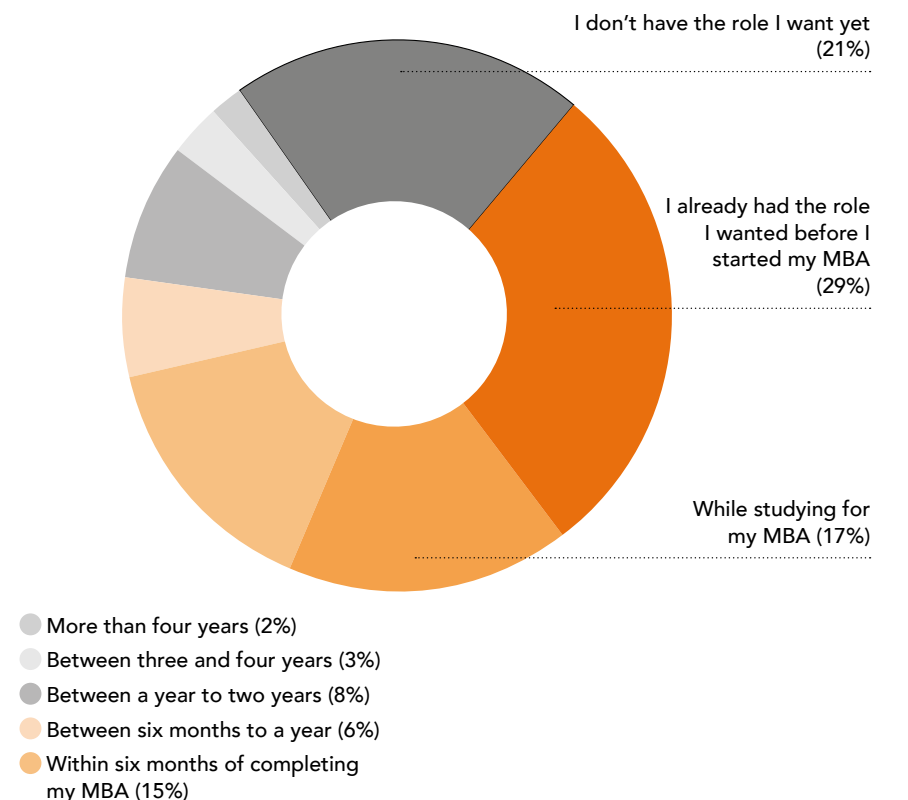
Survey participants were asked: 'How long did it take you to find a role that you wanted post-MBA?' Results are shown in Figure 13.

Among the full sample of graduate participants, 29% said they already had the role they wanted before starting the MBA, while a further 17% said they landed their desired role while studying the degree. Post-graduation, 15% said they were in the job they wanted within six months of graduation.

Notably, however, 21% said they are still not in the role they want following the completion of their MBA. This finding might attest to the level of ambition held by MBA graduates and suggest that Business Schools to look further into how they can manage graduates' expectations vs. the realities of the job market into which their degree has propelled them.

**Figure 13. How long did it take you to find the role that you wanted post-MBA?**

(Total responses: 2,030)



Nevertheless, the findings' complexion changes considerably when taking into account the length of time since a graduate completed their MBA.

Indeed, to measure the career development of the sample over time, the answers to the question 'How long did it take you to find a role that you wanted post-MBA?', were segmented based on the length of time since participants completed their MBA.

Among participants who graduated less than a year ago, 38% said they are still looking for the job they want. However, the picture changes somewhat for those who graduated 11 or more years ago.

Just 7% of those who had graduated 11 -15 years ago said they still did not have the role they wanted, and this dropped to just 4% for those who graduated more than 21 years ago.

Meanwhile, among the most recent graduates, 26% said they already had the job they wanted before starting the qualification, and 18% found their desired role during the MBA course. Encouragingly, the findings suggest that the largest proportions of MBA

graduates find the role they want within six months of completing an MBA.

As Figure 14 shows, across all segments of the sample, more than half of all participants said they were either in the job they wanted before starting their MBA, while studying, or within six months of completing the qualification.

The global recruitment landscape

has changed greatly since the time at which the earliest graduates in our survey completed their MBAs and this is reflected in the findings here.

While 49% of those that graduated more than 21 years ago had secured their desired position during their studies or within six months of graduation, the equivalent proportion among those that graduated a year or less before completing the survey is 33%.

This suggests that finding suitable roles has become more difficult for MBAs over this period of time, and one reason for this could be an increasing amount of competition for MBA-level roles.

This interpretation would tie in with a result from part one of this report, in which 28% of employers said there are currently too many candidates for too few MBA-level roles.

**Figure 14: Percentage of MBA graduates who found the role they wanted during – or within six months of completing – their MBA**



## How has the MBA impacted careers progress?

Moving on, the research sought to gauge graduates' personal perceptions of their MBA qualification in terms of their own satisfaction. From the Business School perspective, the results are encouraging – 71% of graduates were either 'very satisfied' or 'fairly satisfied' with the impact that their MBAs had had on their careers to date.

At the other end of the scale, 10% were either 'fairly dissatisfied' or 'very dissatisfied'.

Graduates were then asked to share more information on the areas in which they believed the MBA has added the most value, in terms of their career prospects.

As Figure 16 shows, 88% of the sample agreed that they had 'gained substantially more skills to help them do business better' as a result of completing the MBA; 81% agreed that 'the skills they learned during their MBA have helped them be more mentally resilient'; and 74% believed 'they have been able to develop all the business-related skills they wanted' as a result of completing the qualification.

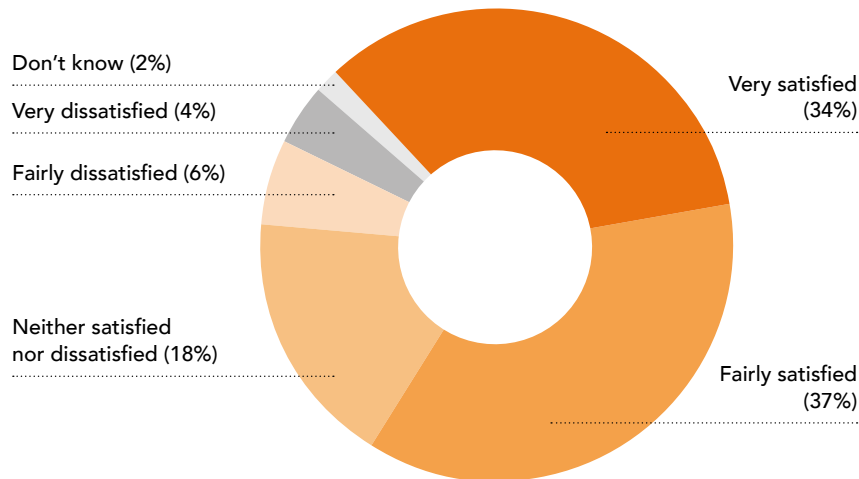
In terms of salary expectations, graduates were less sure as to how far their MBA had made an impact. While 64% agreed with the statement 'I feel equipped to reach the salary I want to achieve in the future' to some degree, 34% did not agree with the statement, and 11% actively disagreed.

When looking solely at MBA graduates that had completed their qualification less than a year before taking the survey, the results revealed a higher level of satisfaction, as shown in Figure 17.

In all areas measured, recent graduates were either one or two percentage points higher in agreement than other graduates.



**Figure 15.** How satisfied or dissatisfied are you with the impact your MBA has had on your career to date?  
(Total responses: 2,027)

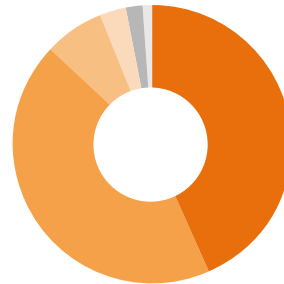




**Figure 16.** To what extent, if at all, do you agree or disagree that each of the following have been achieved as a result of completing your MBA?  
(Total responses: 1,987)

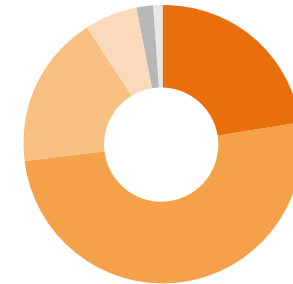
**I have gained substantially more skills to help me do business better**

Strongly agree	44%
Tend to agree	44%
Neither agree nor disagree	7%
Tend to disagree	3%
Strongly disagree	2%
Don't know / non applicable	1%



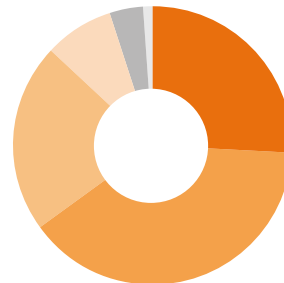
**I have been able to develop all the business-related skills I wanted**

Strongly agree	23%
Tend to agree	51%
Neither agree nor disagree	18%
Tend to disagree	6%
Strongly disagree	2%
Don't know / non applicable	1%



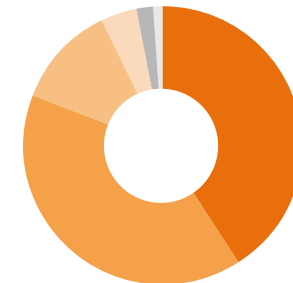
**I have been able to improve my professional networks considerably**

Strongly agree	26%
Tend to agree	39%
Neither agree nor disagree	22%
Tend to disagree	8%
Strongly disagree	4%
Don't know / non applicable	1%



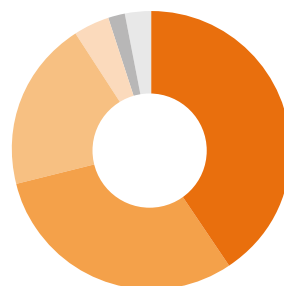
**The skills I've learned during my MBA have helped me be more mentally resilient**

Strongly agree	41%
Tend to agree	40%
Neither agree nor disagree	12%
Tend to disagree	4%
Strongly disagree	2%
Don't know / non applicable	1%



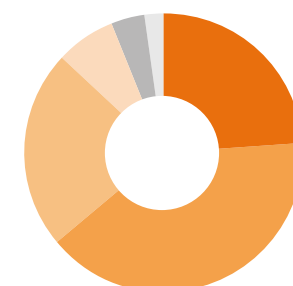
**I am more confident about working abroad in the future**

Strongly agree	41%
Tend to agree	31%
Neither agree nor disagree	20%
Tend to disagree	4%
Strongly disagree	2%
Don't know / non applicable	3%



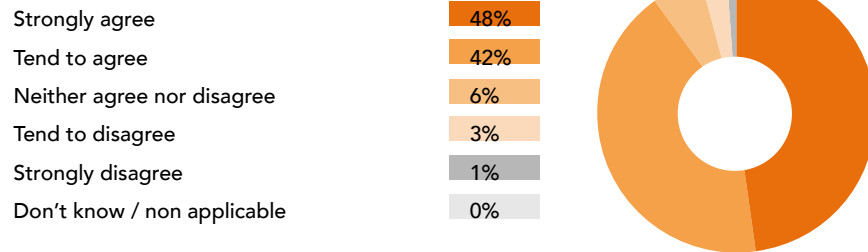
**I feel equipped to reach the salary I want to achieve in the future**

Strongly agree	24%
Tend to agree	40%
Neither agree nor disagree	23%
Tend to disagree	7%
Strongly disagree	4%
Don't know / non applicable	2%

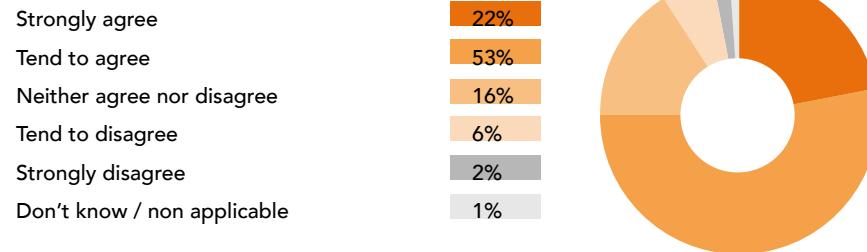


**Figure 17.** To what extent, if at all, do you agree or disagree that each of the following have been achieved as a result of completing your MBA?  
 (Participants who graduated less than a year before completing the survey. Total responses: 365)

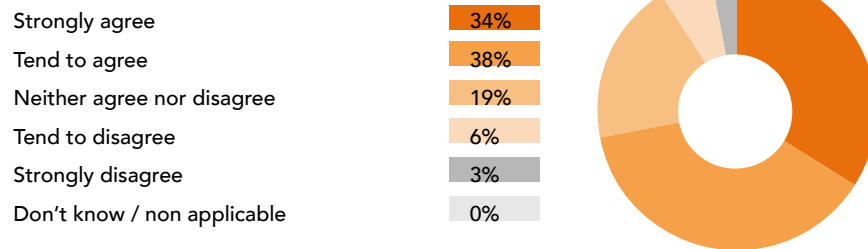
**I have gained substantially more skills to help me do business better**



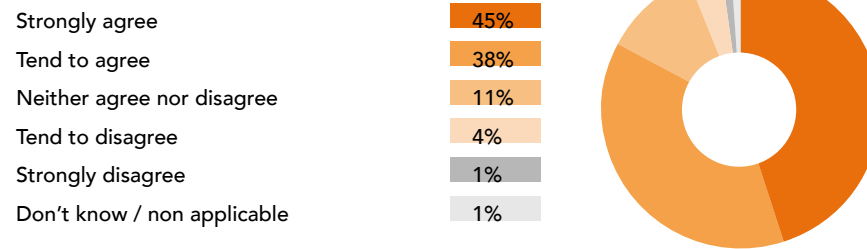
**I have been able to develop all the business-related skills I wanted**



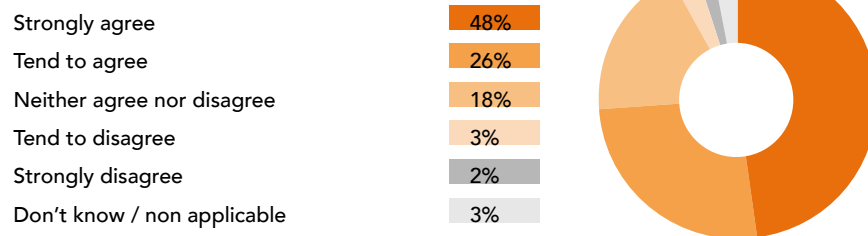
**I have been able to improve my professional networks considerably**



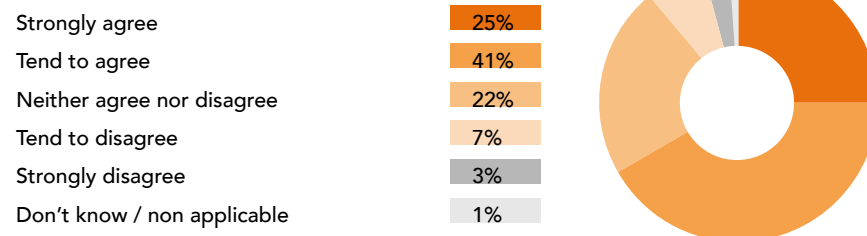
**The skills I've learned during my MBA have helped me be more mentally resilient**



**I am more confident about working abroad in the future**



**I feel equipped to reach the salary I want to achieve in the future**



## Conclusions

MBA student and graduate respondents to this research have demonstrated themselves to be ambitious. Their reasons for completing the MBA may be varied but they are, for the most part, focused on self-improvement and enhancing soft skills, over harder metrics such as pay increases or promotions.

The reasons for completing an MBA among graduates have also largely remained constant over time. The most variation in evidence come among those that have graduated within the past year.

This newly graduated cohort reported more motivation to complete an MBA to expand their areas of expertise and were more financially motivated than counterparts who completed the qualification in the 1990s or earlier. These recent graduates were also more concerned with ethical business, compared to MBAs of the 1990s and pre-1990s.

In terms of employment-related outcomes, just under nine in 10 participants agreed that they had gained substantially more skills to help them 'do business better' and just under three quarters believed 'they have been able to develop all the business-related skills they wanted' as a result of completing an MBA. Overall, graduates agreed that their motivations for completing the MBA had been satisfied.

These findings also suggest that employment prospects remain

promising for MBA graduates, with 33% of those that have graduated within the past year saying they landed their desired role during the degree, or within six months of completing it. A further 26% already had the job they wanted before starting the MBA. It's also worth noting that this is not to say that the remaining 41% were still out of work six months on from graduation, only that they had not yet secured their ideal job, post-MBA.

Volatility caused by geopolitical

issues are set to continue and could even exacerbate challenges in the recruitment market, making future trends on MBA recruitment figures hard to predict. Yet, in spite of such uncertainty, AMBA & BGA's survey of MBA student and graduates, combined with its survey of MBA employers detailed in the previous part of this study, indicates that both these groups are confident that MBAs have the skills and qualities that employers need to succeed, and are best placed to face these ongoing and unpredictable challenges.





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ASSOCIATION



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