Participant Summary

Year-End Poll of Employers

2014 REPORT

A quick look at hiring and salary projections for the coming year

About This Study

The 2014 Year-End Poll of Employers is a product of the Graduate Management Admission Council (GMAC), a global nonprofit education organization of leading graduate business schools and the owner of the Graduate Management Admission Test® (GMAT®). The GMAT exam is an important part of the admissions process for more than 6,100 graduate management programs around the world. GMAC is dedicated to creating access to and disseminating information about graduate management education; these schools and others rely on the Council as the premier provider of reliable data about the graduate management education industry.

Accompanying Data

Employers who participated in the 2014 Year-End Poll receive an exclusive participant copy of the survey report containing a summary of findings as well as detailed statistical tables that display data by employer regional location, industry, and company size. A public summary report of the poll results is available at gmac.com/employerpoll.

Participate in GMAC's Corporate Recruiters Survey for In-Depth Hiring Data

Visit gmac.com/surveysignup today to include your school in GMAC research studies and sign up for the upcoming Corporate Recruiters Survey! Each spring, GMAC partners with MBA Career Services and Employer Alliance (MBA CSEA), the European Foundation for Management Development (EFMD), and more than 100 career services offices at universities worldwide to facilitate the Corporate Recruiters Survey, the Council's annual detailed hiring survey for corporate recruiters. Career services professionals at business schools that offer graduate programs should plan now to participate in the 2015 GMAC® Corporate Recruiters Survey. Participation offers you inside information on what employers seek in new hires and their satisfaction both with schools and graduates.

The deadline for schools to sign up is January 30, 2015, two weeks before the actual launch of the survey to employers. Schools can facilitate surveys directly by sending invitations and survey links to participants or GMAC researchers can manage the survey process with recruiters. Signup continues year-round for all GMAC surveys. Benefits of participation include service to industry, prerelease of benchmark reports, and access to interactive online research tools.

How Employers Can Participate in the 2015 Corporate Recruiters Survey

If you are an employer that hires students from graduate business programs, we want your feedback! Contact the schools where you recruit and tell them you want to participate in the 2015 Corporate Recruiters Survey, or go to gmac.com/employersignup. If you have any questions about how to participate or want more specifics about this research study, please contact the GMAC Research department at gmac-research@gmac.com.

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Introduction

The 2014 Year-End Poll of Employers conducted by the Graduate Management Admission Council (GMAC) gathered employment information from 169 participating employers to provide a recap of actual 2014 hiring outcomes and an early picture of the 2015 hiring outlook for graduate business students worldwide.[1] This snapshot of the global employment landscape for business school talent reveals steady hiring demand for management graduates in 2015, specifically MBAs, as well as for master's-level graduates of management, accounting, finance, and other specialized business programs.

The driver of this positive job outlook is the continued prevalence of firms focused on organizational growth in 2015. Unlike recent post-recessionary years when many companies were preoccupied with efforts to overcome financial challenges, the majority of companies represented in the 2014 poll are focused on expansion plans and growth, enabling more companies to hire—and even increase their hiring goals. Compensation for new graduate business hires is expected to rise as well, with most companies planning to increase base salaries at or above the rate of inflation.

Topics featured in this report include:

- Actual employer hiring outcomes for 2014 and hiring projections for 2015, through aggregated data collected for the following candidate types: MBA, specialized business master's, nonbusiness master's, bachelor's degree, and experienced direct-from-industry hires;
- Expected changes in annual salaries and compensation;
- Availability of internships in 2015 and prevalence of employers offering educational sponsorships.

Key Findings

Employer Hiring Plans Remain Steady for 2015 Job Market

Results of the GMAC 2014 Year-End Poll of Employers show signs that the hiring market in 2015 should stay the course— providing job opportunities for recent business school graduates who can bring requisite skills and experience to the marketplace. Graduate management students completing their degrees in 2015 can look forward to a favorable job market:

- 9 in 10 employers that plan to hire business school graduates in 2015 expect to maintain or increase the number of job openings for this talent group compared with 2014.
- 72 percent of employers expect to hire MBA graduates in 2015, compared with 69 percent of these same companies that hired MBA candidates in 2014.
- An increased share of employers intend to hire graduates across all specialized business master's programs in 2015 than did so last year.

Salaries in 2015 Expected to Increase for Business Graduates

- More than half of employers (ranging from 54% to 74%) plan to increase starting annual base salaries in 2015 at or above the rate of inflation for new MBA and business master's hires.

Internship Opportunities Plentiful for MBAs

- Internships offer job seekers valuable work experience and are a key recruiting strategy for employers. In 2015, the majority (55%) of employers will offer internships for MBA students.

"Expanding and Growing"

- Nearly two-thirds (64%) of employers categorized the current direction of their company as expanding and growing. These companies expect to hire a greater share of recent graduate business students in 2015 compared with those who are overcoming challenges or maintaining their current position.

[1] See the back of this report for the Employer Poll methodology and a participant profile.

Hiring Outlook for 2015

"The job market is vibrant, especially in the US and emerging market economies. Europe seems to be stalling a bit."

—Products and services employer in Europe

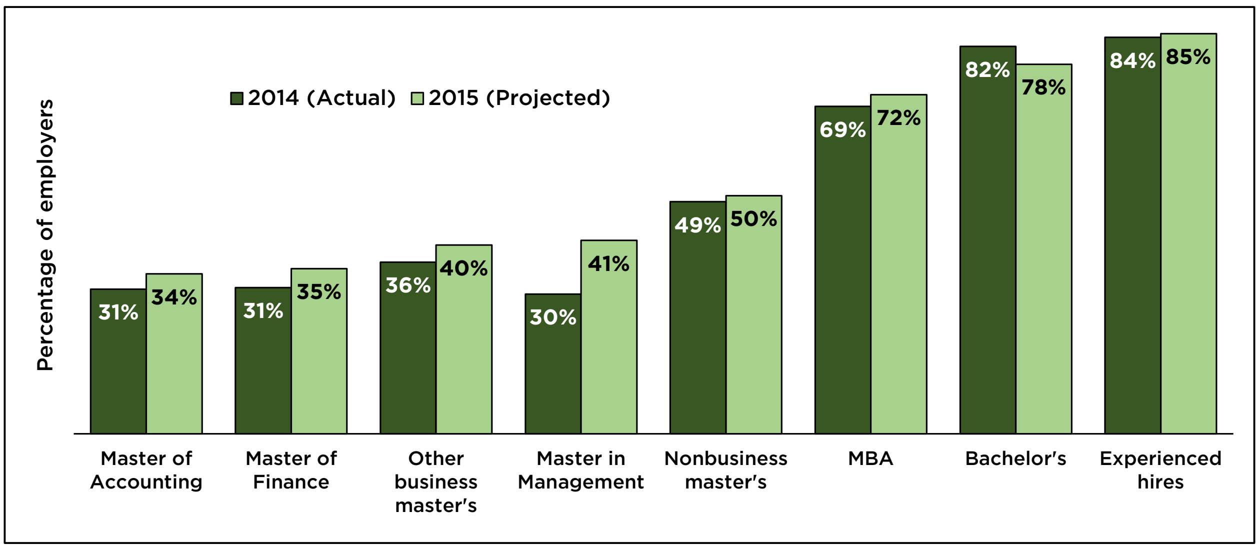
"Supply of qualified MBA graduates…interested in and well suited for investment banking is far less than current demand. It is very difficult to find enough quality candidates and competition is high."

—Finance/accounting employer in the United States

Hiring Propensity

In spite of some variations in regional economic conditions, the global hiring outlook for 2015 overall shows that a greater percentage of companies plan to hire graduate business degree holders in 2015 than actually did so in 2014 (Figure 1). Meanwhile, hiring of *experienced direct-from-industry hires* is expected to hold steady in the coming year, unlike *bachelor's* degree-holders, who are likely to be in slightly less demand in 2015.

Figure 1. 2014 Hiring Outcomes (Actual) and 2015 Hiring Plans (Projected), by Candidate Type



In general, the bulk of a company's hiring plans center around two candidate types—experienced direct-from-industry hires (those already in the workforce) and *bachelor's* degree-holders. These candidate groups typically are in the greatest demand for hiring, but are likely to experience different trends in the coming year. In 2014, 84 percent of employer poll respondents hired experienced direct-from-industry candidates. This level of hiring is projected to hold steady in 2015 as 85 percent of firms expect to make such hires in the coming year. In comparison, employer plans to hire newly-minted bachelor's candidates are projected to be slightly lower in 2015 compared with actual hiring in 2014, with 78 percent of employers planning to hire these graduates versus 82 percent that did so in 2014.

Survey responses show hiring demand for *MBA* graduates remains as strong as last year. This talent will be the most sought-after candidate type among all business school graduates, with 72 percent of employers reporting plans to hire an MBA candidate in 2015.

In 2015, 61 percent of employers project they will hire one or more specialized business master's (non-MBA) graduate. Recent GMAC research shows that these graduates continue to factor heavily in employer hiring plans.[2] The greatest increase in demand is expected for new *Master in Management* graduates (41% of employers planning to hire, compared with 30% of firms that hired these candidates in 2014). Demand for recent *Master of Accounting* and *Master of Finance* graduates is expected to remain consistent with 2014 hiring levels—with slightly more than one-third of employers planning to hire graduates with these quantitative degrees in 2015.

Hiring Magnitude

A look back at the job market in 2014 shows the vast majority of employers either met or exceeded their initial hiring goals for each candidate type. Most employers with plans to hire in 2015 anticipate hiring as many or more of each candidate type compared with 2014. In fact, 9 in 10 employers that plan to hire business school graduates in 2015 expect to maintain or increase the number of job openings for this talent group compared with 2014.

Detailed candidate hiring results and hiring projections for 2015 can be found in Tables A.1 and A.2 in Appendix A. The following list offers a comparison of the variations in 2014 and 2015 hiring trends by candidate type:

- MBA: 80 percent of employers report they met or exceeded hiring goals for recent MBAs graduates in 2014. In 2015, 88 percent of employers planning to hire MBA candidates expect to hire as many as or more than they did in 2014.[3]
- Master in Management: 77 percent of employers who hired Master in Management graduates met or exceeded their hiring goals in 2014. In 2015, 86 percent of employers plan to maintain or increase the number of candidates they hire from this group, including 34 percent of employers who did not hire this candidate type in 2014.
- Master of Accounting: 74 percent of employers met or exceeded their 2014 hiring targets for recent Master of Accounting graduates. In 2015, 85 percent of employers plan to match or increase the number of accounting graduates they hired in 2014, including 24 percent who did not hire these candidates in 2014.
- Master of Finance: 78 percent of employers who hired Master of Finance graduates met or exceeded their 2014 hiring goals for this targeted group. In 2015, 78 percent of employers plan to match or increase the number of recent finance graduates they hired in 2014, including more than a quarter who did not hire these candidates in 2014.
- Other specialized business master's: 79 percent of employers met or exceeded their hiring goals for candidates from other specialized business master's programs in 2014. In 2015, all employers with plans to hire this candidate type are likely to hire at the same or increased levels, including 41 percent of employers who did not hire this candidate type in 2014.
- Experienced direct-from-industry hires and bachelor's candidates: The majority of employers met or exceeded their hiring target for candidates direct from industry (85%) and recent bachelor's-degree recipients (87%) in 2014. In 2015, 88 percent of employers expect to maintain or increase their hiring targets for experienced direct-from-industry workers, and 92 percent of employers plan to meet or exceed their 2014 goals for bachelor's degree-holders.

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[2] GMAC. 2014 Corporate Recruiters Survey.

[3] The 2015 hiring projections for employers who plan to hire the same or increased number of MBA candidates include those who did not hire in 2014, but plan to do so in 2015.

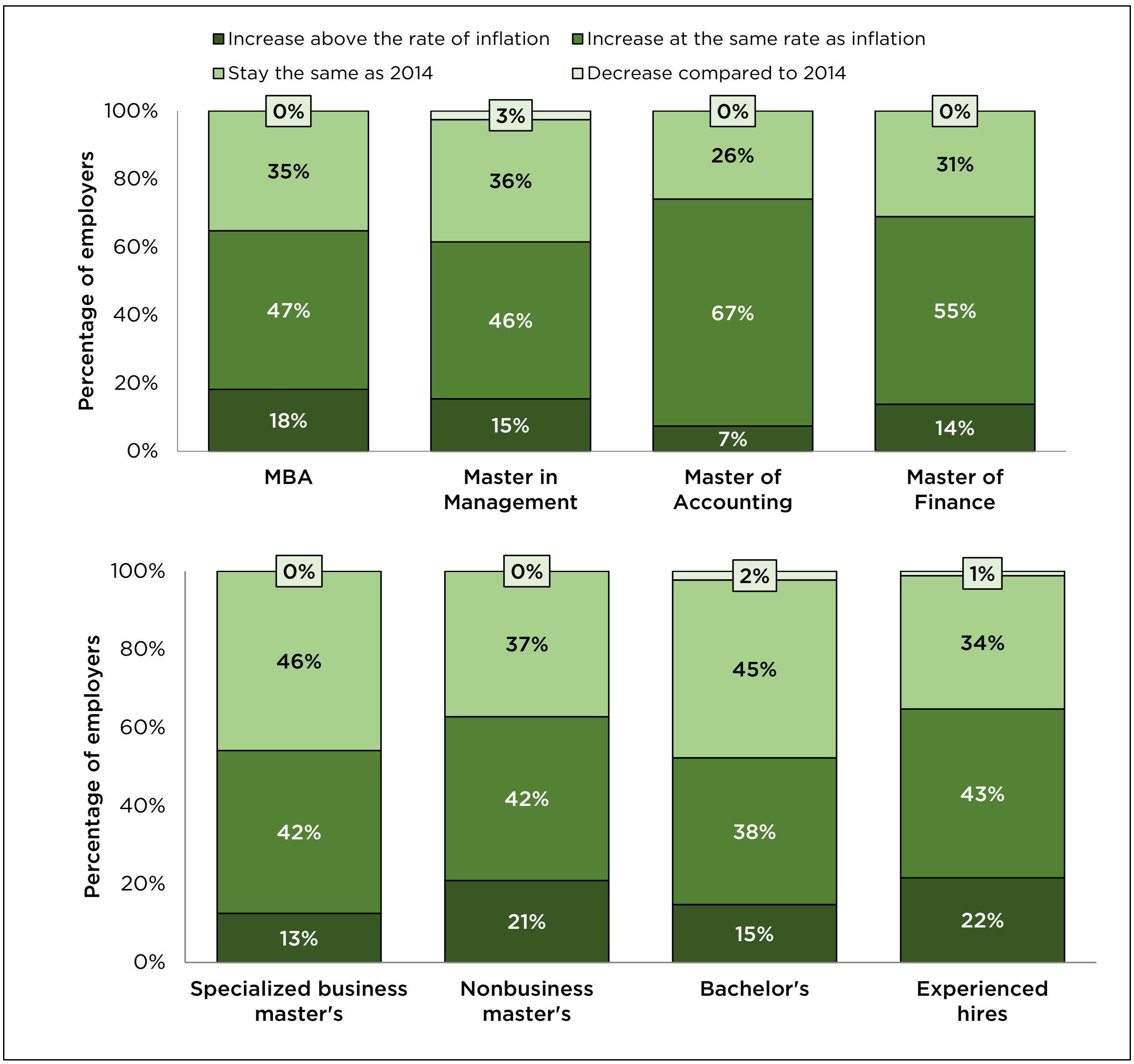
Compensation

Compensation offered to a majority of newly hired candidates in 2015 is expected to meet or exceed the rate of inflation for most firms (between 54% and 74% of employers). About a third of companies plan to keep starting salaries flat and only three percent or fewer employers plan to decrease base starting salaries for any candidate type (Figure 2). In 2014, by comparison, between 39 percent and 51 percent of employers expected to keep salaries even with 2013 levels and upwards of six percent of employers planned to reduce starting salaries for new hires.

"MBA graduates need to have a lot of experience in order to continue to have higher salaries."

—Technology employer in the United States

Figure 2. Expected Change in 2015 Average Annual Base Salaries Compared With 2014 Salaries, by Candidate Type*



*Percentages may not sum to 100 due to rounding.

Internships

GMAC research shows that internships not only offer job seekers valuable work experience, but they are among the most effective ways for employers to recruit business school graduates.[4]

"As often, a great mix of graduate degree and some sort of experience in a business/accounting/finance organization or association is highly desirable and moves to the front of the line."

—Finance/accounting employer in the United States

"An MBA is now a qualification that gets a candidate to the second interview stage, but nothing takes away from experience in relation to the position recruiting for."

—Consulting employer in the United States

In 2015, a majority (87%) of employers plan to offer internships to students, most commonly to bachelor's graduates (73%). Table 1 shows the proportion of companies with plans to offer internships by candidate type. More than half of companies (55%) will offer MBAs internships, and a much smaller proportion of employers will offer internships to master-level accounting (16%), finance (16%), or management (19%) students.

Table 1. Percentage of Employers Expecting to Offer Internships in 2015, by Candidate Type

Candidate Type	Percentage of Employers Offering Internships
Bachelor's	73%
MBA	55%
Nonbusiness master's	30%
Other specialized business master's	19%
Master in Management	19%
Master of Finance	16%
Master of Accounting	16%

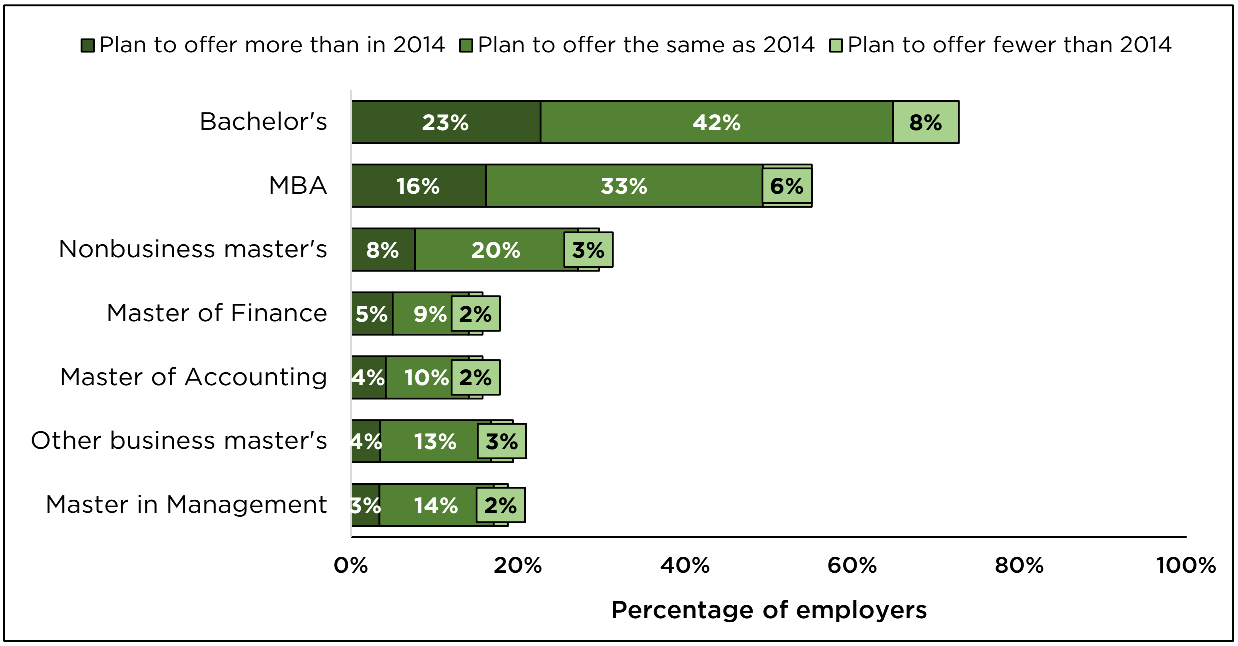
Not surprisingly, candidates looking to gain work experience will have greater chances at landing an internship if they target firms with existing plans to recruit from their degree-type. Data show that the percentage of employers willing to offer internships to specific candidates increases greatly if the company is ultimately planning to hire those graduates in 2015.

Among the employers who plan to offer internships in 2015, most expect to offer as many or more internship spots than they did in 2014 (Figure 3).

- 16 percent of employers plan to expand their internship program for MBA candidates in 2015 and 33 percent will maintain the number of MBA interns at 2014 levels.
- 23 percent of employers plan to increase the number of bachelor's-degree interns in 2015 compared with 2014 and 42 percent will maintain 2014 levels.
- Although a smaller share of employers offer internships to other master-level program candidates, those that do are likely to offer as many or more internships in 2015, compared with 2014.

[4] GMAC. 2014 Corporate Recruiters Survey and 2014 Global Management Education Graduates Survey.

Figure 3. Percentage of Employers Offering Internships in 2015, by Candidate Type*



*Percentages may not sum to 100 due to rounding. The data exclude responses from employers who did not know their companies' internship plans.

Employer Organizational Goals

Annual corporate hiring plans reflect the strategic business goals that organizations develop in response to market demands. Globally, in 2015, a majority of employers (68%) expect to continue focusing on improving performance and productivity, a top efficiency goal seen in recent years. Increasingly, more employers are also focusing on growth, with 60 percent of employers expecting to expand their customer base and 44 percent planning to launch new products or services in 2015 (Table 2).

Table 2. Overall Company Organizational Goals for 2015

	Percentage of Employers
Improve performance/productivity	68%
Expand customer base	60%
Reduce costs	44%
Launch new products/services	44%
Improve customer service	37%
Expand geographically	28%
Overcome economic challenges	25%
Complete/integrate a merger	13%
Diversify the organization	11%
Corporate branding initiative*	8%

* New question introduced in this year's survey.

Although the percentages shift from year-to-year in poll results, the most relevant change for job seekers next year is the smaller percentage of employers in cost-cutting mode. In 2015, 44 percent of employers will focus on reducing costs compared with 50 percent who listed this as a company goal for 2014. Even fewer next year will be intent upon overcoming economic challenges (25% in 2015 versus 30% in 2014).

To gain a better understanding of how specific business goals reflect overall company direction, employers were asked to designate whether their company is currently overcoming challenges, maintaining their current position, or expanding/growing. The majority (64%) reported their company was expanding/growing, while 24 percent were maintaining their current business position. Only 11 percent reported their company was overcoming challenges.

As displayed in Table 3, employers who are still focused on overcoming economic challenges indicated their top business priority was reducing costs (78%). In contrast, a majority of companies that are growing are geared toward expanding their customer base (69% of such companies) and launching new products and services (52%).

Not surprisingly, employer hiring plans tend to align with company direction. A greater percentage of companies that are expanding/growing are more likely to be hiring from among all candidate types compared with companies still overcoming challenges or maintaining their current position.

Table 3. Top Employer Organizational Goals and Candidate Hiring Plans, by Company Direction

	Overcome Challenges (11%)	Maintain Current Position (24%)	Expand/Grow (64%)
Top Employer Goals, Based on Company Direction (% of Employers)	Reduce costs (78%)	Improve performance/ Productivity (79%)	Expand customer base (69%)
	Improve performance/ productivity (67%)	Reduce costs (50%)	Improve performance/ productivity (64%)
	Expand customer base (44%)	Improve customer service (42%)	Launch new products(s)/services (52%)
	Overcome economic challenges (44%)	Expand customer base (39%)	Improve customer service (37%)
2015 Employer Hiring Plans (% of Employers)	**Plan to Hire Recent MBA Graduates**		
	53%	74%	74%
	Plan to Hire Recent Specialized Business Master's Graduates*		
	58%	58%	63%
	Plan to Hire Recent Bachelor's Graduates		
	77%	67%	83%
	Plan to Hire Experienced Direct-from-Industry Hires		
	75%	75%	90%

*Companies that plan to hire recent master in management, master of accounting, finance or other specialized business master's level graduates.

Employer Sentiment About Hiring Business School Graduates

Employers worldwide (96%) concur that graduate business school hires create value for their companies and 68 percent agree that recruiting business school graduates is a priority in their company's hiring plans (Table 4). In addition, nearly all (98%) of employers agree that business school graduates need to demonstrate data-driven decision-making skills and exhibit exceptional interpersonal skills.

Looking specifically at employers planning to hire MBA graduates in 2015…

72% Strongly agree candidates must be able to make data-driven decisions

63% Strongly agree candidates must have exceptional interpersonal skills

Table 4. Employer Sentiment About Business School Graduates

Business School Graduates…	Percentage of Employers (N=165)			
	Strongly Agree	Agree	Disagree	Strongly Disagree
Create value for my company.	48%	48%	3%	1%
Are a priority in my company's hiring plans.	24%	44%	25%	7%
Need to be able to use data to drive decisions.	61%	37%	2%	0%
Must have exceptional interpersonal skills.	57%	41%	2%	0%

Employer Sponsorship

Half (51%) of employers reported that they offer tuition assistance for employees pursuing graduate management education (Table 5). As one might expect, financial support is most commonly offered for individuals enrolled in part-time MBA and executive MBA programs. Less plentiful is financial support for employees aiming to pursue other graduate management degrees.

Table 5. Percentage of Employers Offering Educational Assistance to Employees Pursuing Graduate Management Education

Program Type	Percentage of Companies
Part-time MBA	36%
Executive MBA	28%
Other specialized business master	20%
Full-time MBA	18%
Master of Finance	18%
Online MBA	18%
Master of Accounting	17%
Master in Management	16%

Conclusion

Results of GMAC's 2014 Year-End Poll of Employers show that hiring demand continues to remain steady for recent business school graduates who can bring the required skills, job-readiness, and experience to the marketplace. Graduate management students completing their degrees in 2015 can look forward to a favorable job market:

- Nearly two-thirds (64%) of employers categorized their company as expanding and growing. These companies intend to hire more recent business students compared with those who are overcoming challenges or maintaining their current position.
- Nine out of 10 employers that plan to hire business school graduates in 2015 expect to maintain or increase the number of job openings for this talent group compared with 2014.
- 72 percent of employers expect to hire *MBA* graduates in 2015, compared with 69 percent of these same companies that actually hired such candidates in 2014.
- More employers intend to hire graduates across all specialized business master's programs in 2015 than did so last year (between 34% and 41% of companies compared with about 30% of employers that hired these candidates in 2014.)
- More than half of employers (54% to 74%) plan to increase starting annual base salaries at or above the rate of inflation in 2015 for new MBA and business master's hires.

Methodology

From October 27 to November 16, 2014, GMAC conducted its annual year-end poll of employers whose purpose was two-fold: 1) provide business schools and graduate business students with an advance look at the 2015 job market, and 2) provide participating employers and schools that use the GMAT exam in their admissions process with detailed statistics on graduate management hiring practices.

GMAC researchers sent the invitation for this poll to 5,754 employers worldwide. As of November 16, 2014, 169 employers responded—a response rate of 2.9 percent. All survey respondents received a copy of the survey report with detailed statistical tables (not available in the public version of this report). The poll consisted of 17 questions, including one optional, open-ended question. It should be noted that this study is not based on a representative sample of all employers of business school graduates. The information, therefore, should be viewed in relative terms when making comparisons and drawing conclusions.

In February 2015, GMAC will conduct its 14th annual Corporate Recruiters Survey, which draws from a larger sample and traditionally yields a more comprehensive picture of employment trends and demand for MBA and other business school graduates. Signup for this survey is open until **January 30, 2015**. Visit **gmac.com/surveysignup** today to include your school in this ongoing research.

Regional Location of Survey Participants

Companies from the following 34 regions/countries responded to the Employer Poll: **Asia-Pacific:** Australia, China, Hong Kong (SAR of China), India, Kazakhstan, Pakistan, Singapore, Thailand, and Vietnam; **Canada; Europe:** Bosnia and Herzegovina, Denmark, Finland, France, Germany, Greece, Italy, Norway, Portugal, Republic of Moldova, Slovenia, Spain, Switzerland, and United Kingdom of Great Britain and Northern Ireland; **Latin America:** Brazil, Costa Rica, Mexico, Peru, and Venezuela; **Middle East and Africa:** Morocco, South Africa, Turkey, and United Arab Emirates; **United States:** United States of America and its territories.

Participant Profile

The participant profile of the 2014 Year-End Poll of Employers (Table 6) is similar to that of the GMAC Corporate Recruiters Survey conducted in March 2014.

Table 6. Respondent Profile by Industry, Company Size, and Location

	2014 Corporate Recruiters Survey	2014 Employer Poll
Industry	N=565	N=169
Products and services	26%	22%
Consulting	19%	22%
Finance or accounting	18%	14%
Technology	14%	12%
Manufacturing	9%	11%
Health care/pharmaceutical	6%	9%
Nonprofit or government	5%	7%
Energy or utilities	4%	4%
Not reported	< 1%	0%
Total	100%	100%
Company size	N=565	N=169
Fewer than 100 employees	20%	22%
100 to 999 employees	20%	20%
1,000 to 9,999 employees	21%	21%
10,000 to 24,999 employees	8%	10%
25,000 or more employees	31%	28%
Not reported	<1%	0%
Total	100%	100%
Company location	N=565	N=169
United States	58%	60%
Europe	23%	15%
Asia-Pacific	11%	11%
Latin America	3%	9%
Other world regions	4%	5%
Total	100%	100%

Contact Information

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

Contributors

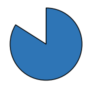
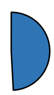
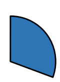
The following individuals from the Research Department in the School Products Division of GMAC made significant contributions to the publication of this report: **Rebecca Estrada Worthington**, Survey Research Manager, questionnaire design, analysis, interpretation of data, and drafting/revising of manuscript for intellectual content; **Gregg Schoenfeld**, Director, Management Education Research, review of questionnaire and manuscript review; **Michelle Sparkman Renz**, Director, Research Communications, manuscript review; **Paula Bruggeman,** Editor-Writer, Manager, review and editing of manuscript, publication management; **Devina Caruther**s, Research Senior Coordinator, participant report table development, manuscript review; **Tacoma Williams**, Research Coordinator, quality assurance; and **Robert Alig**, Executive Vice President, School Products, manuscript review.

Acknowledgements

The Graduate Management Admission Council extends sincere appreciation to the employers of business school graduates who generously contributed both time and information to the 2014 Year-End Employer Poll.

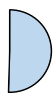
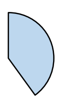
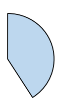
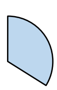
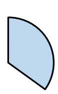
Appendix A. Hiring Magnitude, by Candidate Type

Table A.1. Percentage of Employers Who Hired in 2014, by Candidate Type

Candidate Type	Percentage of Employers Who Hired in 2014*	Hiring Magnitude	Percentage of Employers
Experienced direct-from-industry hires	84% 	More than planned	26%
		As planned	59%
		Fewer than planned	13%
		Planned, but did not hire	2%
		Total	100%
Bachelor's	82% 	More than planned	28%
		As planned	59%
		Fewer than planned	9%
		Planned, but did not hire	3%
		Total	100%**
MBA	69% 	More than planned	15%
		As planned	65%
		Fewer than planned	16%
		Planned, but did not hire	5%
		Total	100%**
Nonbusiness master's	49% 	More than planned	12%
		As planned	72%
		Fewer than planned	12%
		Planned, but did not hire	5%
		Total	100%**
Other specialized business master's	36% 	More than planned	10%
		As planned	69%
		Fewer than planned	17%
		Planned, but did not hire	5%
		Total	100%**
Master of Accounting	31% 	More than planned	7%
		As planned	67%
		Fewer than planned	14%
		Planned, but did not hire	12%
		Total	100%
Master of Finance	31% 	More than planned	5%
		As planned	73%
		Fewer than planned	11%
		Planned, but did not hire	11%
		Total	100%
Master in Management	30% 	More than planned	7%
		As planned	70%
		Fewer than planned	7%
		Planned, but did not hire	16%
		Total	100%

*Percentages represent actual hiring outcomes for 2014. Responses from employers who refused to answer or did not know 2014 hiring outcomes were excluded from calculations (weighted totals).
**Percentages may not sum to 100 due to rounding.

Table A. 2. Percentage of Employers Expecting to Hire in 2015, by Candidate Type

Candidate Type	Percentage of Employers Expecting to Hire in 2015*	Hiring Magnitude	Percentage of Employers
Experienced direct-from-industry hires	85% 	Hired in 2014 and likely to hire more	42%
		Hired in 2014 and likely to hire same	32%
		Hired in 2014 and likely to hire fewer	12%
		Did not hire in 2014; plan to hire in 2015	14%
		Total	100%
Bachelor's	78% 	Hired in 2014 and likely to hire more	41%
		Hired in 2014 and likely to hire same	41%
		Hired in 2014 and likely to hire fewer	8%
		Did not hire in 2014; plan to hire in 2015	10%
		Total	100%
MBA	72% 	Hired in 2014 and likely to hire more	30%
		Hired in 2014 and likely to hire same	46%
		Hired in 2014 and likely to hire fewer	12%
		Did not hire in 2014; plan to hire in 2015	12%
		Total	100%
Nonbusiness master's	50% 	Hired in 2014 and likely to hire more	28%
		Hired in 2014 and likely to hire same	30%
		Hired in 2014 and likely to hire fewer	7%
		Did not hire in 2014; plan to hire in 2015	35%
		Total	100%
Other specialized business master's	40% 	Hired in 2014 and likely to hire more	17%
		Hired in 2014 and likely to hire same	41%
		Hired in 2014 and likely to hire fewer	0%
		Did not hire in 2014; plan to hire in 2015	41%
		Total	100%**
Master in Management	41% 	Hired in 2014 and likely to hire more	16%
		Hired in 2014 and likely to hire same	36%
		Hired in 2014 and likely to hire fewer	14%
		Did not hire in 2014; plan to hire in 2015	34%
		Total	100%
Master of Accounting	34% 	Hired in 2014 and likely to hire more	12%
		Hired in 2014 and likely to hire same	49%
		Hired in 2014 and likely to hire fewer	15%
		Did not hire in 2014; plan to hire in 2015	24%
		Total	100%
Master of Finance	35% 	Hired in 2014 and likely to hire more	12%
		Hired in 2014 and likely to hire same	40%
		Hired in 2014 and likely to hire fewer	21%
		Did not hire in 2014; plan to hire in 2015	26%
		Total	100%

*Percentages reflect employers planning to hire each candidate type in 2015. Responses from employers who did not know or refused to report 2015 hiring goals were excluded from calculations (weighted totals).
** Percentages may not sum to 100 due to rounding.

Appendix B. Data Tables by Company Characteristics

Table B.1. Overall Company Organizational Goals in 2015, by World Region[5]

	Global	Asia-Pacific	Europe	Latin America	United States
	N=163	N=19	N=26	N=14	N=96
Improve performance/productivity	68%	79%	69%	79%	65%
Improve customer service	37%	37%	27%	7%	41%
Reduce costs	44%	53%	58%	29%	42%
Overcome economic challenges	25%	58%	27%	14%	19%
Complete or integrate a merger	13%	0%	12%	7%	18%
Expand geographically	28%	21%	31%	36%	27%
Diversify the organization	11%	11%	4%	7%	15%
Launch new product(s)/services	44%	37%	35%	50%	48%
Expand customer base	60%	47%	50%	29%	71%
Corporate branding initiative	8%	5%	8%	14%	8%

Table B.2. Job Candidates Companies Hired in 2014 and Plan to Hire in 2015, by World Region

	Global	Asia-Pacific	Europe	Latin America	United States
2014 (Actual)*					
MBA	N=150	N=17	N=23	N=12	N=90
	69%	82%	43%	58%	74%
Master in Management	N=125	N=15	N=23	N=14	N=66
	30%	47%	48%	21%	17%
Master of Accounting	N=124	N=16	N=22	N=13	N=66
	31%	50%	27%	15%	32%
Master of Finance	N=126	N=16	N=22	N=15	N=66
	31%	63%	36%	27%	24%
Specialized master's	N=110	N=16	N=18	N=12	N=58
	36%	56%	50%	33%	26%
Nonbusiness master's	N=116	N=15	N=20	N=9	N=65
	49%	53%	55%	—	49%
Bachelor's	N=139	N=18	N=21	N=14	N=79
	82%	67%	76%	79%	87%
Experienced industry hires	N=131	N=17	N=20	N=13	N=74
	84%	100%	65%	69%	88%
2015 (Expected)*					
MBA	N=149	N=15	N=23	N=12	N=92
	72%	80%	52%	67%	75%
Master in Management	N=122	N=15	N=21	N=12	N=67
	41%	67%	52%	25%	33%
Master of Accounting	N=121	N=15	N=21	N=12	N=66
	34%	53%	24%	0%	39%

[5] In the tables presented in this section, the category "Global" does not equal the sum of individual regions shown because Global also includes responses from African, Canadian, and Middle Eastern employers that were not analyzed separately.

Table B.2. Job Candidates Companies Hired in 2014 and Plan to Hire in 2015, by World Region

	Global	Asia-Pacific	Europe	Latin America	United States
Master of Finance	N=120	N=17	N=20	N=13	N=63
	35%	53%	30%	31%	33%
Specialized master's	N=115	N=13	N=20	N=12	N=63
	40%	54%	40%	33%	38%
Nonbusiness master's	N=111	N=12	N=20	N=8	N=64
	50%	58%	40%	—	56%
Bachelor's	N=138	N=16	N=20	N=13	N=82
	78%	69%	55%	69%	88%
Experienced industry hires	N=131	N=15	N=20	N=13	N=76
	85%	87%	70%	77%	89%

*N size may vary depending on number of 'Don't know' responses from employers.

Table B.3. 2014 Hiring Outcomes: Actual Number of New Hires Compared With Planned Headcount, by World Region and Candidate Type

	Global	Asia-Pacific	Europe	Latin America	United States
MBA	N=109	N=14	N=13	N=8	N=68
Hired more than planned in 2014	15%	14%	8%	—	18%
Hired as planned	65%	64%	54%	—	68%
Hired fewer than planned	16%	21%	15%	—	13%
Planned, but did not hire	5%	0%	23%	—	1%
Total	100%	100%	100%	—	100%
Master in Management	N=44	N=10	N=12	N=4	N=13
Hired more than planned in 2014	7%	0%	17%	—	0%
Hired as planned	70%	70%	67%	—	77%
Hired fewer than planned	7%	0%	8%	—	8%
Planned, but did not hire	16%	30%	8%	—	15%
Total	100%	100%	100%	—	100%
Master of Accounting	N=43	N=9	N=6	N=3	N=24
Hired more than planned in 2014	7%	—	—	—	13%
Hired as planned	67%	—	—	—	67%
Hired fewer than planned	14%	—	—	—	8%
Planned, but did not hire	12%	—	—	—	13%
Total	100%	—	—	—	100%
Master of Finance	N=44	N=11	N=8	N=4	N=20
Hired more than planned in 2014	5%	9%	—	—	0%
Hired as planned	73%	55%	—	—	75%
Hired fewer than planned	11%	27%	—	—	5%
Planned, but did not hire	11%	9%	—	—	20%
Total	100%	100%	—	—	100%
Specialized business master's	N=42	N=10	N=9	N=4	N=16
Hired more than planned in 2014	10%	10%	—	—	13%
Hired as planned	69%	60%	—	—	69%
Hired fewer than planned	17%	20%	—	—	13%
Planned, but did not hire	5%	10%	—	—	6%
Total	100%	100%	—	—	100%

Table B.3. 2014 Hiring Outcomes: Actual Number of New Hires Compared With Planned Headcount, by World Region and Candidate Type

	Global	Asia-Pacific	Europe	Latin America	United States
Nonbusiness master's	N=60	N=9	N=11	N=2	N=34
Hired more than planned in 2014	12%	—	18%	—	15%
Hired as planned	72%	—	73%	—	68%
Hired fewer than planned	12%	—	9%	—	12%
Planned, but did not hire	5%	—	0%	—	6%
Total	100%	—	100%	—	100%
Bachelor's	N=118	N=14	N=16	N=11	N=71
Hired more than planned in 2014	28%	14%	38%	27%	31%
Hired as planned	59%	43%	50%	64%	62%
Hired fewer than planned	9%	29%	13%	9%	4%
Planned, but did not hire	3%	14%	0%	0%	3%
Total	100%	100%	100%	100%	100%
Experienced industry hires	N=112	N=17	N=13	N=9	N=67
Hired more than planned in 2014	26%	24%	31%	—	30%
Hired as planned	59%	59%	62%	—	54%
Hired fewer than planned	13%	18%	8%	—	13%
Planned, but did not hire	2%	0%	0%	—	3%
Total	100%	100%	100%	—	100%

Table B.4. 2015 Hiring Plans: Expected Change in New Hire Headcount Compared With 2014, by World Region, Candidate Type, and Percentage of Employers

	Global	Asia-Pacific	Europe	Latin America	United States
MBA	N=107	N=12	N=12	N=8	N=69
Hired in 2014, likely to hire more in 2015	30%	33%	25%	—	32%
Hired in 2014, likely to hire at same level	46%	42%	33%	—	48%
Hired in 2014, likely to hire fewer in 2015	12%	25%	17%	—	10%
Did not hire in 2014, plan to hire in 2015	12%	0%	25%	—	10%
Total	100%	100%	100%	—	100%
Master in Management	N=50	N=10	N=11	N=3	N=22
Hired in 2014, likely to hire more in 2015	16%	0%	9%	—	14%
Hired in 2014, likely to hire at same level	36%	40%	73%	—	18%
Hired in 2014, likely to hire fewer in 2015	14%	30%	9%	—	14%
Did not hire in 2014, plan to hire in 2015	34%	30%	9%	—	55%
Total	100%	100%	100%	—	100%
Master of Accounting	N=41	N=8	N=5	N=0	N=26
Hired in 2014, likely to hire more in 2015	12%	—	—	—	15%
Hired in 2014, likely to hire at same level	49%	—	—	—	54%
Hired in 2014, likely to hire fewer in 2015	15%	—	—	—	4%
Did not hire in 2014, plan to hire in 2015	24%	—	—	—	27%
Total	100%	—	—	—	100%
Master of Finance	N=42	N=9	N=6	N=4	N=21
Hired in 2014, likely to hire more in 2015	12%	—	—	—	14%
Hired in 2014, likely to hire at same level	40%	—	—	—	48%

Table B.4. 2015 Hiring Plans: Expected Change in New Hire Headcount Compared With 2014, by World Region, Candidate Type, and Percentage of Employers

	Global	Asia-Pacific	Europe	Latin America	United States
Hired in 2014, likely to hire fewer in 2015	21%	—	—	—	10%
Did not hire in 2014, plan to hire in 2015	26%	—	—	—	29%
Total	100%	—	—	—	100%
Specialized business master's	N=46	N=7	N=8	N=4	N=24
Hired in 2014, likely to hire more in 2015	17%	—	—	—	13%
Hired in 2014, likely to hire at same level	41%	—	—	—	33%
Hired in 2014, likely to hire fewer in 2015	0%	—	—	—	0%
Did not hire in 2014, plan to hire in 2015	41%	—	—	—	54%
Total	100%	—	—	—	100%
Nonbusiness master's	N=57	N=7	N=9	N=2	N=36
Hired in 2013, likely to hire more in 2015	28%	—	—	—	22%
Hired in 2014, likely to hire at same level	30%	—	—	—	28%
Hired in 2014, likely to hire fewer in 2015	7%	—	—	—	11%
Did not hire in 2014, plan to hire in 2015	35%	—	—	—	39%
Total	100%	—	—	—	100%
Bachelor's	N=108	N=11	N=11	N=9	N=72
Hired in 2014, likely to hire more in 2015	41%	64%	36%	—	39%
Hired in 2014, likely to hire at same level	41%	18%	55%	—	39%
Hired in 2014, likely to hire fewer in 2015	8%	0%	9%	—	10%
Did not hire in 2014, plan to hire in 2015	10%	18%	0%	—	13%
Total	100%	100%	100%	—	100%
Experienced industry hires	N=111	N=13	N=14	N=10	N=68
Hired in 2014, likely to hire more in 2015	42%	62%	43%	20%	43%
Hired in 2014, likely to hire at same level	32%	23%	21%	40%	31%
Hired in 2014, likely to hire fewer in 2015	12%	15%	14%	20%	10%
Did not hire in 2014, plan to hire in 2015	14%	0%	21%	20%	16%
Total	100%	100%	100%	100%	100%

Table B.5. 2015 Hiring Plans: Expected Change in Annual Base Salaries Compared With 2014, by World Region and Candidate Type

	Global	Asia-Pacific	Europe	Latin America	United States
MBA	N=88	N=11	N=9	N=6	N=57
Increase above rate of inflation	18%	27%	—	—	14%
Increase at the rate of inflation	47%	64%	—	—	47%
No change	35%	9%	—	—	39%
Decrease	0%	0%	—	—	0%
Total	100%	100%	—	—	100%
Master in Management	N=39	N=8	N=10	N=3	N=14
Increase above rate of inflation	15%	—	10%	—	0%
Increase at the rate of inflation	46%	—	30%	—	50%
No change	36%	—	60%	—	43%
Decrease	3%	—	0%	—	7%
Total	100%	—	100%	—	100%

Table B.5. 2015 Hiring Plans: Expected Change in Annual Base Salaries Compared With 2014, by World Region and Candidate Type

	Global	Asia-Pacific	Europe	Latin America	United States
Master of Accounting	N=27	N=4	N=5	N=0	N=17
Increase above rate of inflation	7%	—	—	—	12%
Increase at the rate of inflation	67%	—	—	—	71%
No change	26%	—	—	—	18%
Decrease	0%	—	—	—	0%
Total	100%	—	—	—	100%
Master of Finance	N=29	N=6	N=6	N=2	N=14
Increase above rate of inflation	14%	—	—	—	14%
Increase at the rate of inflation	55%	—	—	—	64%
No change	31%	—	—	—	21%
Decrease	0%	—	—	—	0%
Total	100%	—	—	—	100%
Specialized business master's	N=24	N=5	N=6	N=2	N=9
Increase above rate of inflation	13%	—	—	—	—
Increase at the rate of inflation	42%	—	—	—	—
No change	46%	—	—	—	—
Decrease	0%	—	—	—	—
Total	100%	—	—	—	—
Nonbusiness master's	N=43	N=6	N=8	N=2	N=24
Increase above rate of inflation	21%	—	—	—	17%
Increase at the rate of inflation	42%	—	—	—	46%
No change	37%	—	—	—	38%
Decrease	0%	—	—	—	0%
Total	100%	—	—	—	100%
Bachelor's	N=88	N=7	N=11	N=9	N=56
Increase above rate of inflation	15%	—	9%	—	14%
Increase at the rate of inflation	38%	—	9%	—	39%
No change	45%	—	73%	—	45%
Decrease	2%	—	9%	—	2%
Total	100%	—	100%	—	100%
Experienced industry hires	N=88	N=11	N=10	N=8	N=54
Increase above rate of inflation	22%	27%	30%	—	19%
Increase at the rate of inflation	43%	55%	30%	—	41%
No change	34%	18%	40%	—	39%
Decrease	1%	0%	0%	—	2%
Total	100%	100%	100%	—	100%

Table B.6. Percentage of Companies Planning to Hire Interns in 2015, by World Region and Candidate Type

	Global	Asia-Pacific	Europe	Latin America	United States
	N=165	N=19	N=25	N=15	N=98
MBA	55%	53%	36%	27%	64%
Master in Management	19%	21%	36%	0%	14%
Master of Accounting	16%	21%	16%	0%	16%
Master of Finance	16%	32%	12%	0%	15%
Specialized business master's	19%	26%	32%	13%	14%
Nonbusiness master's	30%	26%	32%	20%	31%
Bachelor's	73%	42%	68%	60%	83%

Table B.7. Expected Change in 2015 Internship Hiring Plans, by World Region, Candidate Type, and Percentage of Employers

	Global	Asia-Pacific	Europe	Latin America	United States
MBA	N=75	N=8	N=8	N=4	N=51
More than 2014	29%	—	—	—	25%
Same as 2014	60%	—	—	—	67%
Fewer than 2014	11%	—	—	—	8%
Total	100%	—	—	—	100%
Master in Management	N=22	N=4	N=5	N=0	N=10
More than 2014	18%	—	—	—	10%
Same as 2014	73%	—	—	—	80%
Fewer than 2014	9%	—	—	—	10%
Total	100%	—	—	—	100%
Master of Accounting	N=19	N=4	N=3	N=0	N=11
More than 2014	26%	—	—	—	27%
Same as 2014	63%	—	—	—	73%
Fewer than 2014	11%	—	—	—	0%
Total	100%	—	—	—	100%
Master of Finance	N=19	N=5	N=3	N=0	N=10
More than 2014	32%	—	—	—	20%
Same as 2014	58%	—	—	—	80%
Fewer than 2014	11%	—	—	—	0%
Total	100%	—	—	—	100%
Specialized business master's	N=22	N=5	N=7	N=2	N=6
More than 2014	18%	—	—	—	—
Same as 2014	68%	—	—	—	—
Fewer than 2014	14%	—	—	—	—
Total	100%	—	—	—	—
Nonbusiness master's	N=35	N=4	N=7	N=3	N=19
More than 2014	26%	—	—	—	32%
Same as 2014	66%	—	—	—	63%
Fewer than 2014	9%	—	—	—	5%
Total	100%	—	—	—	100%
Bachelor's	N=93	N=6	N=15	N=6	N=63
More than 2014	31%	—	33%	—	30%
Same as 2014	58%	—	53%	—	62%

Table B.7. Expected Change in 2015 Internship Hiring Plans, by World Region, Candidate Type, and Percentage of Employers

	Global	Asia-Pacific	Europe	Latin America	United States
Fewer than 2014	11%	—	13%	—	8%
Total	100%	—	—	—	100%

Table B.8. Overall Company Organizational Goals in 2015, by Industry[6]

	C	E/U	F/A	H/P	HT	M	N/G	P/S
	N=35	N=5	N=23	N=15	N=19	N=17	N=11	N=38
Improve performance/productivity	63%	—	83%	60%	53%	71%	45%	79%
Improve customer service	20%	—	48%	33%	37%	47%	45%	39%
Reduce costs	17%	—	48%	53%	32%	88%	36%	45%
Overcome economic challenges	3%	—	30%	33%	21%	35%	27%	32%
Complete/ integrate a merger	3%	—	13%	27%	21%	24%	9%	8%
Expand geographically	26%	—	30%	33%	26%	29%	9%	29%
Diversify the organization	11%	—	17%	0%	21%	24%	9%	3%
Launch new product(s)/services	29%	—	30%	73%	58%	53%	18%	55%
Expand customer base	80%	—	65%	27%	89%	41%	36%	53%
Corporate branding initiative	6%	—	9%	7%	11%	18%	0%	8%

Table B.9. Job Candidates Companies Hired in 2014, and Plan to Hire in 2015, by Industry

	C	E/U	F/A	H/P	HT	M	N/G	P/S
2014 (Actual)*								
MBA	N=32	N=7	N=20	N=13	N=19	N=16	N=11	N=32
	53%	—	85%	85%	68%	75%	55%	69%
Master in Management	N=32	N=6	N=18	N=9	N=15	N=10	N=10	N=25
	28%	—	33%	—	13%	40%	20%	32%
Master of Accounting	N=29	N=6	N=18	N=11	N=16	N=12	N=10	N=22
	21%	—	56%	36%	19%	25%	20%	23%
Master of Finance	N=31	N=6	N=18	N=10	N=16	N=11	N=10	N=24
	19%	—	56%	30%	25%	27%	20%	29%
Specialized master's	N=28	N=6	N=16	N=8	N=14	N=9	N=7	N=22
	32%	—	44%	—	43%	—	—	36%
Nonbusiness master's	N=30	N=6	N=15	N=7	N=14	N=11	N=10	N=23
	30%	—	33%	—	71%	73%	70%	48%
Bachelor's	N=32	N=7	N=19	N=11	N=18	N=13	N=10	N=29
	69%	—	79%	91%	100%	92%	70%	83%
Experienced industry hires	N=31	N=7	N=20	N=9	N=16	N=10	N=10	N=28
	68%	—	95%	—	100%	90%	50%	89%
2015 (Expected)*								
MBA	N=31	N=7	N=20	N=15	N=20	N=15	N=8	N=33

[6] In tables presented in this section, C stands for Consulting, E/U for Energy or Utilities, F/A for Finance or Accounting, H/P for Health Care or Pharmaceuticals, HT for High Technology, M for Manufacturing, N/G for Nonprofit or Government, and P/S for Products and Services.

Table B.9. Job Candidates Companies Hired in 2014, and Plan to Hire in 2015, by Industry

	C	E/U	F/A	H/P	HT	M	N/G	P/S
	61%	—	85%	87%	70%	67%	—	73%
Master in Management	N=31	N=6	N=16	N=9	N=13	N=10	N=9	N=28
	29%	—	44%	—	46%	50%	—	50%
Master of Accounting	N=31	N=6	N=16	N=11	N=11	N=11	N=9	N=26
	23%	—	63%	45%	18%	27%	—	31%
Master of Finance	N=31	N=6	N=18	N=9	N=12	N=10	N=9	N=25
	19%	—	56%	—	33%	20%	—	36%
Specialized master's	N=31	N=5	N=13	N=10	N=13	N=11	N=8	N=24
	32%	—	46%	50%	62%	27%	—	46%
Nonbusiness master's	N=28	N=5	N=11	N=10	N=14	N=11	N=9	N=23
	32%	—	27%	70%	79%	55%	—	52%
Bachelor's	N=33	N=6	N=18	N=12	N=19	N=13	N=9	N=28
	70%	—	67%	83%	95%	85%	—	86%
Experienced industry hires	N=31	N=7	N=18	N=11	N=17	N=11	N=9	N=27
	74%	—	94%	91%	100%	82%	—	89%

*N size may vary depending on number of "Don't know" responses.

Table B.10. 2014 Hiring Outcomes: Percentage of Actual Hires Compared With Planned Hires, by Industry and Candidate Type

	C	E/U	F/A	H/P	HT	M	N/G	P/S
MBA	N=37	N=7	N=23	N=15	N=20	N=18	N=11	N=38
Hired more than planned	18%	—	18%	8%	15%	29%	0%	13%
Hired as planned	65%	—	59%	67%	77%	29%	86%	70%
Hired fewer than planned	18%	—	24%	17%	8%	29%	0%	13%
Planned, but did not hire	0%	—	0%	8%	0%	14%	14%	4%
Total	100%*	—	100%*	100%	100%	100%*	100%	100%
Master in Management	N=37	N=7	N=23	N=15	N=20	N=18	N=11	N=38
Hired more than planned	20%	—	0%	0%	0%	0%	0%	13%
Hired as planned	60%	—	75%	100%	50%	60%	67%	75%
Hired fewer than planned	10%	—	0%	0%	0%	20%	0%	13%
Planned, but did not hire	10%	—	25%	0%	50%	20%	33%	0%
Total	100%	—	100%	100%	100%	100%	100%	100%*
Master of Accounting	N=37	N=7	N=23	N=15	N=20	N=18	N=11	N=38
Hired more than planned	0%	—	8%	0%	0%	0%	0%	20%
Hired as planned	71%	—	67%	100%	67%	75%	33%	40%
Hired fewer than planned	14%	—	8%	0%	33%	0%	33%	40%
Planned, but did not hire	14%	—	17%	0%	0%	25%	33%	0%
Total	100%*	—	100%	100%	100%	100%	100%*	100%
Master of Finance	N=37	N=7	N=23	N=15	N=20	N=18	N=11	N=38
Hired more than planned	14%	—	8%	0%	0%	0%	0%	0%
Hired as planned	71%	—	67%	100%	75%	75%	33%	71%
Hired fewer than planned	0%	—	8%	0%	25%	0%	33%	29%
Planned, but did not hire	14%	—	17%	0%	0%	25%	33%	0%
Total	100%*	—	100%	100%	100%	100%	100%*	100%

Table B.10. 2014 Hiring Outcomes: Percentage of Actual Hires Compared With Planned Hires, by Industry and Candidate Type

	C	E/U	F/A	H/P	HT	M	N/G	P/S
Specialized business master's	N=37	N=7	N=23	N=15	N=20	N=18	N=11	N=38
Hired more than planned	11%	—	13%	0%	17%	25%	0%	0%
Hired as planned	78%	—	50%	100%	50%	50%	100%	78%
Hired fewer than planned	11%	—	25%	0%	33%	25%	0%	11%
Planned, but did not hire	0%	—	13%	0%	0%	0%	0%	11%
Total	100%	—	100%*	100%	100%	100%	100%	100%
Nonbusiness master's	N=37	N=7	N=23	N=15	N=20	N=18	N=11	N=38
Hired more than planned	11%	—	20%	0%	36%	13%	0%	0%
Hired as planned	89%	—	60%	100%	36%	88%	86%	62%
Hired fewer than planned	0%	—	20%	0%	18%	0%	14%	23%
Planned, but did not hire	0%	—	0%	0%	9%	0%	0%	15%
Total	100%	—	100%	100%	100%*	100%*	100%	100%
Bachelor's	N=37	N=7	N=23	N=15	N=20	N=18	N=11	N=38
Hired more than planned	23%	—	27%	30%	33%	38%	29%	22%
Hired as planned	73%	—	53%	70%	61%	46%	71%	48%
Hired fewer than planned	5%	—	20%	0%	6%	8%	0%	19%
Planned, but did not hire	0%	—	0%	0%	0%	8%	0%	11%
Total	100%*	—	100%	100%	100%	100%	100%	100%
Experienced industry hires	N=37	N=7	N=23	N=15	N=20	N=18	N=11	N=38
Hired more than planned	14%	—	42%	13%	31%	33%	0%	23%
Hired as planned	73%	—	47%	75%	56%	56%	100%	46%
Hired fewer than planned	9%	—	11%	13%	13%	11%	0%	27%
Planned, but did not hire	5%	—	0%	0%	0%	0%	0%	4%
Total	100%*	—	100%	100%*	100%	100%	100%	100%

Table B.11. 2015 Hiring Plans: Expected Change in New Hire Headcount Compared With 2014, by Industry and Candidate Type

	C	E/U	F/A	H/P	HT	M	N/G	P/S
MBA	N=19	N=5	N=17	N=13	N=14	N=10	N=5	N=24
Hired in 2014, likely to hire more in 2015	26%	—	47%	8%	29%	50%	—	38%
Hired in 2014, likely to hire at same level	47%	—	35%	46%	64%	20%	—	42%
Hired in 2014, likely to hire fewer in 2015	11%	—	6%	23%	0%	30%	—	4%
Did not hire in 2014, plan to hire in 2015	16%	—	12%	23%	7%	0%	—	17%
Total	100%	—	100%	100%	100%	100%	—	100%
Master in Management	N=9	N=2	N=7	N=5	N=6	N=5	N=2	N=14
Hired in 2014, likely to hire more in 2015	—	—	—	—	—	—	—	21%
Hired in 2014, likely to hire at same level	—	—	—	—	—	—	—	36%
Hired in 2014, likely to hire fewer in 2015	—	—	—	—	—	—	—	0%
Did not hire in 2014, plan to hire in 2015	—	—	—	—	—	—	—	43%
Total	—	—	—	—	—	—	—	100%
Master of Accounting	N=7	N=4	N=10	N=5	N=2	N=3	N=2	N=8
Hired in 2014, likely to hire more in 2015	—	—	20%	—	—	—	—	—
Hired in 2014, likely to hire at same level	—	—	40%	—	—	—	—	—
Hired in 2014, likely to hire fewer in 2015	—	—	30%	—	—	—	—	—
Did not hire in 2014, plan to hire in 2015	—	—	10%	—	—	—	—	—

Table B.11. 2015 Hiring Plans: Expected Change in New Hire Headcount Compared With 2014, by Industry and Candidate Type

	C	E/U	F/A	H/P	HT	M	N/G	P/S
Total	—	—	100%	—	—	—	—	—
Master of Finance	N=6	N=3	N=10	N=3	N=4	N=2	N=5	N=9
Hired in 2014, likely to hire more in 2015	—	—	—	—	—	—	—	—
Hired in 2014, likely to hire at same level	—	—	—	—	—	—	—	—
Hired in 2014, likely to hire fewer in 2015	—	—	—	—	—	—	—	—
Did not hire in 2014, plan to hire in 2015	—	—	—	—	—	—	—	—
Total	—	—	—	—	—	—	—	—
Specialized business master's	N=10	N=2	N=6	N=5	N=8	N=3	N=1	N=11
Hired in 2014, likely to hire more in 2015	0%	—	—	—	—	—	—	18%
Hired in 2014, likely to hire at same level	50%	—	—	—	—	—	—	27%
Hired in 2014, likely to hire fewer in 2015	0%	—	—	—	—	—	—	0%
Did not hire in 2014, plan to hire in 2015	50%	—	—	—	—	—	—	55%
Total	100%	—	—	—	—	—	—	100%
Nonbusiness master's	N=9	N=2	N=3	N=7	N=11	N=7	N=6	N=12
Hired in 2014, likely to hire more in 2015	—	—	—	—	73%	—	—	17%
Hired in 2014, likely to hire at same level	—	—	—	—	0%	—	—	33%
Hired in 2014, likely to hire fewer in 2015	—	—	—	—	0%	—	—	0%
Did not hire in 2014, plan to hire in 2015	—	—	—	—	27%	—	—	50%
Total	—	—	—	—	100%	—	—	100%
Bachelor's	N=23	N=5	N=12	N=10	N=18	N=11	N=5	N=24
Hired in 2014, likely to hire more in 2015	39%	—	42%	0%	72%	45%	—	42%
Hired in 2014, likely to hire at same level	52%	—	50%	60%	17%	27%	—	38%
Hired in 2014, likely to hire fewer in 2015	0%	—	8%	30%	0%	18%	—	0%
Did not hire in 2014, plan to hire in 2015	9%	—	0%	10%	11%	9%	—	21%
Total	100%	—	100%	100%	100%	100%	—	100%
Experienced industry hires	N=23	N=6	N=17	N=10	N=17	N=9	N=5	N=24
Hired in 2014, likely to hire more in 2015	30%	—	59%	10%	65%	—	—	46%
Hired in 2014, likely to hire at same level	35%	—	29%	40%	12%	—	—	42%
Hired in 2014, likely to hire fewer in 2015	13%	—	12%	20%	6%	—	—	0%
Did not hire in 2014, plan to hire in 2015	22%	—	0%	30%	18%	—	—	13%
Total	100%	—	100%	100%	100%	—	—	100%

Table B.12. Percentage of Companies Offering Internships in 2015, by Industry and Candidate Type

	C	E/U	F/A	H/P	HT	M	N/G	P/S
	N=36	N=7	N=23	N=14	N=20	N=18	N=11	N=36
MBA	42%	—	70%	71%	65%	67%	45%	44%
Master in Management	19%	—	35%	14%	15%	11%	18%	17%
Master of Accounting	17%	—	43%	7%	5%	11%	9%	11%
Master of Finance	8%	—	43%	7%	10%	17%	9%	14%
Specialized business master's	22%	—	30%	0%	25%	22%	9%	17%
Nonbusiness master's	22%	—	13%	43%	40%	39%	55%	25%
Bachelor's	64%	—	74%	71%	85%	83%	73%	67%

Table B.13. Expected Change in 2015 Internship Hiring Plans, by Industry, Candidate Type, and Percentage of Employers

	C	E/U	F/A	H/P	HT	M	N/G	P/S
MBA	N=15	N=4	N=16	N=10	N=13	N=12	N=5	N=16
More than 2014	27%	—	25%	0%	23%	25%	—	38%
Same as 2014	40%	—	56%	60%	62%	42%	—	31%
Fewer than 2014	13%	—	6%	20%	0%	25%	—	0%
Do not know	20%	—	13%	20%	15%	8%	—	31%
Total	100%	—	100%	100%	100%	100%	—	100%
Master in Management	N=7	N=1	N=8	N=2	N=3	N=2	N=2	N=6
More than 2014	—	—	—	—	—	—	—	—
Same as 2014	—	—	—	—	—	—	—	—
Fewer than 2014	—	—	—	—	—	—	—	—
Do not know	—	—	—	—	—	—	—	—
Total	—	—	—	—	—	—	—	—
Master of Accounting	N=6	N=1	N=10	N=1	N=1	N=2	N=1	N=4
More than 2014	—	—	20%	—	—	—	—	—
Same as 2014	—	—	50%	—	—	—	—	—
Fewer than 2014	—	—	20%	—	—	—	—	—
Do not know	—	—	10%	—	—	—	—	—
Total	—	—	100%	—	—	—	—	—
Master of Finance	N=3	N=1	N=10	N=1	N=2	N=3	N=1	N=5
More than 2014	—	—	20%	—	—	—	—	—
Same as 2014	—	—	50%	—	—	—	—	—
Fewer than 2014	—	—	10%	—	—	—	—	—
Do not know	—	—	20%	—	—	—	—	—
Total	—	—	100%	—	—	—	—	—
Specialized business master's	N=8	N=1	N=7	N=0	N=5	N=4	N=1	N=6
More than 2014	—	—	—	—	—	—	—	—
Same as 2014	—	—	—	—	—	—	—	—
Fewer than 2014	—	—	—	—	—	—	—	—
Do not know	—	—	—	—	—	—	—	—
Total	—	—	—	—	—	—	—	—
Nonbusiness master's	N=8	N=2	N=3	N=6	N=8	N=7	N=6	N=9
More than 2014	—	—	—	—	—	—	—	—
Same as 2014	—	—	—	—	—	—	—	—
Fewer than 2014	—	—	—	—	—	—	—	—
Do not know	—	—	—	—	—	—	—	—
Total	—	—	—	—	—	—	—	—
Bachelor's	N=23	N=6	N=17	N=10	N=17	N=15	N=8	N=24
More than 2014	22%	—	41%	10%	35%	20%	—	17%
Same as 2014	52%	—	41%	40%	47%	33%	—	54%
Fewer than 2014	13%	—	0%	0%	0%	20%	—	8%
Do not know	13%	—	18%	50%	18%	27%	—	21%
Total	100%	—	100%	100%	100%	100%	—	100%

Table B.14. Company Organizational Goals in 2015, by Company Size

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
	N=35	N=29	N=35	N=17	N=47
Improve performance/ productivity	63%	62%	69%	71%	74%
Improve customer service	29%	34%	29%	59%	43%
Reduce costs	29%	48%	31%	47%	62%
Overcome economic challenges	29%	17%	20%	24%	30%
Complete or integrate a merger	0%	10%	11%	12%	26%
Expand geographically	14%	24%	31%	29%	36%
Diversify the organization	6%	17%	11%	6%	13%
Launch new product(s)/services	40%	41%	29%	53%	55%
Expand customer base	71%	62%	57%	35%	60%
Other	11%	0%	3%	0%	17%

Table B.15. Job Candidates Companies Hired in 2014 and Plan to Hire in 2015, by Company Size and Candidate Type

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
2014 (Actual)*					
MBA	N=35	N=31	N=26	N=16	N=42
	34%	65%	81%	88%	88%
Master in Management	N=35	N=29	N=26	N=8	N=27
	11%	28%	31%	—	48%
Master of Accounting	N=34	N=28	N=26	N=10	N=26
	12%	32%	27%	60%	46%
Master of Finance	N=35	N=29	N=26	N=9	N=27
	11%	24%	31%	—	56%
Specialized master's	N=34	N=26	N=22	N=6	N=22
	15%	42%	45%	—	50%
Nonbusiness master's	N=34	N=28	N=23	N=9	N=22
	18%	54%	48%	—	77%
Bachelor's	N=36	N=32	N=26	N=14	N=31
	69%	81%	81%	93%	94%
Experienced industry hires	N=34	N=31	N=26	N=13	N=27
	65%	87%	88%	100%	93%
2015 (Expected)*					
MBA	N=32	N=30	N=28	N=15	N=44
	38%	57%	79%	87%	98%
Master in Management	N=31	N=29	N=22	N=10	N=30
	16%	28%	45%	70%	67%
Master of Accounting	N=31	N=29	N=22	N=12	N=27
	16%	21%	41%	67%	48%

Table B.15. Job Candidates Companies Hired in 2014 and Plan to Hire in 2015, by Company Size and Candidate Type

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
Master of Finance	N=32	N=29	N=23	N=10	N=26
	13%	17%	52%	60%	58%
Specialized master's	N=31	N=27	N=23	N=10	N=24
	19%	19%	48%	70%	71%
Nonbusiness master's	N=30	N=27	N=20	N=10	N=24
	23%	37%	50%	90%	83%
Bachelor's	N=33	N=30	N=27	N=14	N=34
	55%	73%	85%	93%	94%
Experienced industry hires	N=31	N=30	N=24	N=14	N=32
	68%	80%	92%	100%	94%

*N size may vary depending upon number of 'don't know' responses.

Table B.16. 2014 Hiring Outcomes: Percentage of Employers' Actual New Hires Compared With Planned Hires, by Company Size and Candidate Type

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
MBA	N=37	N=33	N=35	N=17	N=47
Hired more than planned	21%	10%	9%	13%	18%
Hired as planned	50%	70%	77%	60%	63%
Hired fewer than planned	14%	20%	9%	20%	16%
Planned, but did not hire	14%	0%	5%	7%	3%
Total	100%	100%	100%	100%	100%
Master in Management	N=37	N=33	N=35	N=17	N=47
Hired more than planned	33%	0%	0%	0%	7%
Hired as planned	33%	67%	80%	100%	73%
Hired fewer than planned	0%	22%	0%	0%	7%
Planned, but did not hire	33%	11%	20%	0%	13%
Total	100%	100%	100%	100%	100%
Master of Accounting	N=37	N=33	N=35	N=17	N=47
Hired more than planned	17%	0%	13%	17%	0%
Hired as planned	33%	70%	50%	83%	85%
Hired fewer than planned	17%	20%	25%	0%	8%
Planned, but did not hire	33%	10%	13%	0%	8%
Total	100%	100%	100%	100%	100%
Master of Finance	N=37	N=33	N=35	N=17	N=47
Hired more than planned	17%	0%	11%	0%	0%
Hired as planned	33%	88%	56%	100%	81%
Hired fewer than planned	17%	0%	22%	0%	13%
Planned, but did not hire	33%	13%	11%	0%	6%
Total	100%	100%	100%	100%	100%
Specialized business master's	N=37	N=33	N=35	N=17	N=47
Hired more than planned	29%	0%	0%	0%	18%

Table B.16. 2014 Hiring Outcomes: Percentage of Employers' Actual New Hires Compared With Planned Hires, by Company Size and Candidate Type

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
Hired as planned	43%	73%	70%	100%	73%
Hired fewer than planned	0%	27%	30%	0%	9%
Planned, but did not hire	29%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%
Nonbusiness master's	N=37	N=33	N=35	N=17	N=47
Hired more than planned	13%	7%	0%	13%	22%
Hired as planned	63%	87%	82%	63%	61%
Hired fewer than planned	0%	7%	18%	25%	11%
Planned, but did not hire	25%	0%	0%	0%	6%
Total	100%	100%	100%	100%	100%
Bachelor's	N=37	N=33	N=35	N=17	N=47
Hired more than planned	4%	26%	36%	31%	43%
Hired as planned	77%	56%	59%	54%	50%
Hired fewer than planned	15%	15%	0%	15%	3%
Planned, but did not hire	4%	4%	5%	0%	3%
Total	100%	100%	100%	100%	100%
Experienced industry hires	N=37	N=33	N=35	N=17	N=47
Hired more than planned	8%	30%	30%	15%	40%
Hired as planned	67%	56%	57%	62%	56%
Hired fewer than planned	17%	15%	13%	23%	4%
Planned, but did not hire	8%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%

Table B.17. 2015 Hiring Plans: Expected Change in Percentage of New Hires Compared With 2014, by Company Size and Candidate Type

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
MBA	N=12	N=17	N=22	N=13	N=43
Likely to hire more in 2015	42%	35%	14%	15%	37%
Likely to hire at the same level as 2014	33%	47%	59%	62%	37%
Likely to hire fewer	17%	18%	5%	15%	12%
Did not hire in 2014, plan to hire in 2015	8%	0%	23%	8%	14%
Total	100%	100%	100%	100%	100%
Master in Management	N=5	N=8	N=10	N=7	N=20
Likely to hire more in 2015	—	—	20%	—	15%
Likely to hire at the same level as 2014	—	—	30%	—	35%
Likely to hire fewer	—	—	20%	—	10%
Did not hire in 2014, plan to hire in 2015	—	—	30%	—	40%
Total	—	—	100%	—	100%
Master of Accounting	N=5	N=6	N=9	N=8	N=13
Likely to hire more in 2015	—	—	—	—	15%

Table B.17. 2015 Hiring Plans: Expected Change in Percentage of New Hires Compared With 2014, by Company Size and Candidate Type

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
Likely to hire at the same level as 2014	—	—	—	—	62%
Likely to hire fewer	—	—	—	—	0%
Did not hire in 2014, plan to hire in 2015	—	—	—	—	23%
Total	—	—	—	—	100%
Master of Finance	N=4	N=5	N=12	N=6	N=15
Likely to hire more in 2015	—	—	8%	—	20%
Likely to hire at the same level as 2014	—	—	25%	—	67%
Likely to hire fewer	—	—	33%	—	7%
Did not hire in 2014, plan to hire in 2015	—	—	33%	—	7%
Total	—	—	100%	—	100%
Specialized business master's	N=6	N=5	N=11	N=7	N=17
Likely to hire more in 2015	—	—	18%	—	24%
At the same level	—	—	55%	—	41%
Likely to hire fewer	—	—	0%	—	0%
Did not hire in 2014, plan to hire in 2015	—	—	27%	—	35%
Total	—	—	100%	—	100%
Nonbusiness master's	N=7	N=11	N=10	N=9	N=20
Likely to hire more in 2015	—	45%	10%	—	25%
Likely to hire at the same level as 2014	—	36%	50%	—	25%
Likely to hire fewer	—	9%	0%	—	5%
Did not hire in 2014, plan to hire in 2015	—	9%	40%	—	45%
Total	—	100%	100%	—	100%
Bachelor's	N=18	N=22	N=23	N=13	N=32
Likely to hire more in 2015	39%	50%	39%	23%	44%
Likely to hire at the same level as 2014	50%	41%	35%	46%	38%
Likely to hire fewer	0%	9%	9%	23%	6%
Did not hire in 2014, plan to hire in 2015	11%	0%	17%	8%	13%
Total	100%	100%	100%	100%	100%
Experienced industry hires	N=21	N=24	N=22	N=14	N=30
Likely to hire more in 2015	38%	42%	50%	29%	47%
Likely to hire at the same level as 2014	38%	33%	36%	29%	23%
Likely to hire fewer	10%	17%	5%	21%	10%
Did not hire in 2014, plan to hire in 2015	14%	8%	9%	21%	20%
Total	100%	100%	100%	100%	100%

Table B.18. 2015 Hiring Plans: Expected Change in Annual Base Salaries Compared With 2014, by Company Size and Candidate Type

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
MBA	N=11	N=16	N=17	N=12	N=37
Increase above inflation rate	11%	19%	25%	8%	20%
Increase at inflation rate	44%	44%	50%	67%	40%
No change	44%	38%	25%	25%	40%
Decrease	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%
Master in Management	N=5	N=6	N=8	N=6	N=18
Increase above inflation rate	—	—	—	—	13%
Increase at inflation rate	—	—	—	—	53%
No change	—	—	—	—	33%
Decrease	—	—	—	—	0%
Total	—	—	—	—	100%
Master of Accounting	N=3	N=4	N=7	N=6	N=10
Increase above inflation rate	—	—	—	—	11%
Increase at inflation rate	—	—	—	—	56%
No change	—	—	—	—	33%
Decrease	—	—	—	—	0%
Total	—	—	—	—	100%
Master of Finance	N=2	N=2	N=8	N=5	N=14
Increase above inflation rate	—	—	—	—	31%
Increase at inflation rate	—	—	—	—	46%
No change	—	—	—	—	23%
Decrease	—	—	—	—	0%
Total	—	—	—	—	100%
Specialized business master's	N=2	N=2	N=8	N=3	N=11
Increase above inflation rate	—	—	—	—	22%
Increase at inflation rate	—	—	—	—	44%
No change	—	—	—	—	33%
Decrease	—	—	—	—	0%
Total	—	—	—	—	100%
Nonbusiness master's	N=7	N=10	N=8	N=9	N=18
Increase above inflation rate	—	30%	—	—	15%
Increase at inflation rate	—	40%	—	—	46%
No change	—	30%	—	—	38%
Decrease	—	0%	—	—	0%
Total	—	100%	—	—	100%
Bachelor's	N=16	N=22	N=19	N=12	N=28
Increase above inflation rate	17%	23%	6%	8%	16%
Increase at inflation	25%	27%	53%	67%	28%
No change	58%	45%	41%	17%	56%
Decrease	0%	5%	0%	8%	0%
Total	100%	100%	100%	100%	100%

Table B.18. 2015 Hiring Plans: Expected Change in Annual Base Salaries Compared With 2014, by Company Size and Candidate Type

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
Experienced industry hires	N=18	N=20	N=20	N=11	N=24
Increase above inflation rate	24%	16%	5%	36%	32%
Increase at inflation rate	41%	42%	63%	36%	32%
No change	29%	42%	32%	27%	36%
Decrease	6%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%

Table B.19. Percentage of Companies Planning to Hire Interns in 2015, by Company Size and Candidate Type

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
	N=37	N=31	N=35	N=17	N=45
MBA	32%	35%	60%	65%	80%
Master in Management	14%	16%	20%	24%	22%
Master of Accounting	11%	6%	14%	24%	24%
Master of Finance	14%	6%	9%	29%	24%
Specialized business master's	22%	16%	11%	18%	27%
Nonbusiness master's	19%	29%	26%	41%	38%
Bachelor's	59%	71%	80%	82%	76%

Table B.20. Expected Change in 2015 Internship Hiring Plans, by Company Size and Candidate Type

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
MBA	N=12	N=11	N=21	N=11	N=36
More than 2014	42%	27%	19%	0%	28%
Same as 2014	33%	64%	43%	73%	47%
Fewer than 2014	17%	0%	5%	9%	11%
Do not know	8%	9%	33%	18%	14%
Total	100%	100%	100%	100%	100%
Master in Management	N=5	N=5	N=7	N=4	N=10
More than 2014	—	—	—	—	10%
Same as 2014	—	—	—	—	60%
Fewer than 2014	—	—	—	—	10%
Do not know	—	—	—	—	20%
Total	—	—	—	—	100%
Master of Accounting	N=4	N=2	N=5	N=4	N=11
More than 2014	—	—	—	—	9%
Same as 2014	—	—	—	—	64%
Fewer than 2014	—	—	—	—	0%
Do not know	—	—	—	—	27%
Total	—	—	—	—	100%

Table B.20. Expected Change in 2015 Internship Hiring Plans, by Company Size and Candidate Type

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 to 24,999 employees	25,000 or more employees
Master of Finance	N=5	N=2	N=3	N=5	N=11
More than 2014	—	—	—	—	27%
Same as 2014	—	—	—	—	55%
Fewer than 2014	—	—	—	—	0%
Do not know	—	—	—	—	18%
Total	—	—	—	—	100%
Specialized business master's	N=8	N=5	N=4	N=3	N=12
More than 2014	—	—	—	—	0%
Same as 2014	—	—	—	—	58%
Fewer than 2014	—	—	—	—	0%
Do not know	—	—	—	—	42%
Total	—	—	—	—	100%
Nonbusiness master's	N=7	N=9	N=9	N=7	N=17
More than 2014	—	—	—	—	24%
Same as 2014	—	—	—	—	41%
Fewer than 2014	—	—	—	—	6%
Do not know	—	—	—	—	29%
Total	—	—	—	—	100%
Bachelor's	N=22	N=22	N=28	N=14	N=34
More than 2014	27%	27%	29%	14%	21%
Same as 2014	50%	45%	32%	64%	44%
Fewer than 2014	14%	5%	7%	7%	9%
Do not know	9%	23%	32%	14%	26%
Total	100%	100%	100%	100%	100%

Appendix C. Respondents' Verbatim Comments

Table C.1. Employer Reasons for Not Hiring MBAs in 2014

What were the reasons your company did not hire MBA graduates in 2014?
• Because we are maintaining the structure. • Company provides engineering and construction field services. MBA isn't a direct skill set for most of the work we do, although there are a few MBAs in the company. • Cost cutting. • Cost of MBA candidate. • Didn't plan. • Don't need them. • Don't have targeted MBA recruiting. • Economic conditions reduced growth expectations. • Economy. • In our consulting services [need] is more for technical professionals. • Lack of precision to industry requirements in compliance and trading. • Many positions require experience in the insurance industry. • No industry experience. • No need. • No need for them. • No need; needed undergrads and experienced employees. • No relevant positions available. • No vacant position. • Not really in line with needs. • Our entry level hires are BS computer science. Mostly technical degrees. Jobs do not require an MBA. • Our needs for 2014 were medical representatives. In this area we need doctors and pharmacists. • Political and economic situation of Venezuela. • Terrible economy! • Too expensive. • We are focusing on recent bachelor's graduates. We are too heavy on MBAs. • We did not have job profiles/vacant positions that need that level of education. • We didn't need any. They also tend to want more money than other people who are just as able (or sometimes more able) to do the work we need done. • We hire experienced graduates, MBA graduates, and others. • We hire people who have got experience in the education, training, or IT Industry. • We recently consolidated with the city and our positions are filled as needed for 2014.

Table C.2. Employer Reasons for Not Offering Student Internships

What are the main reasons your company does not offer student internships?
• Affects the efficiency of the normal tactical operations. Our company is a tactical investment company. Would rather offer on-site training as a new recruit.
• As a virtual corporation, we are not equipped to offer roles to interns.
• Cost, resources, timing.
• Due to the specific services we provide to our customers and given that company is small size we are not able to dedicate resources who will supervise students in their work and development. However, in our headquarters it is common practice as they have dedicated resources for it.
• Focusing on a managed growth strategy to incrementally increase the number of staff.
• I don't know.
• Lack of meaningful work at present time.
• Most of times the period of internship doesn't coincide with the project lapses.
• Never did before.
• No need at the moment but do plan on offering internships in the future.
• No space available.
• Not enough resources for proper coaching.
• Not viable in our industry.
• Our company is too small to spend the proper time to work with the interns. In one of my previous companies, a financial services firm, we hired many interns with excellent results.
• Our work is very specialized. It would be hard to find students who are looking for experience in our industry.
• We do not currently have a structure in place to support such an effort.

Table C.3. Employer Comments on Current Job Market for Graduating Business School Students

Please share any comments about the current job market for graduating business school students.
• 2015 does not look too bright for the job market for fresh business graduates.
• As often, a great mix of graduate degree and some sort of experience in a business/accounting/finance organization or association is highly desirable and moves to the front of the line.
• At the top ten school where we recruit the "talent war" continues to escalate.
• Competitive job market. An MBA is now a qualification that gets a candidate to second interview stage, but nothing takes away from experience in relation to the position recruiting for.
• For finance, computer science and engineering (and other STEM) grads the job market is very strong.
• For the agricultural industry, you can expect to see contraction for at least the next couple years as we head into the low part of the cycle.
• From our perspective (consulting branch) the job market is good.
• Great job market for MBAs.
• Greater supply, but UK visa/work permit problems complicate matters.
• Highly competitive.
• I believe the current market will remain strong, with A-player candidates finding a wide choice of opportunities, and B-player candidates still in demand.
• I recommend western states such as Oregon, Utah or Colorado to pursue career growth.
• I still think there are plenty of opportunities to students who have both work ethic and education.
• I think it is harder today. MBA graduates need to have a lot experience in order to continue to have higher salaries.
• If they do not have previous experience it is hard to find a job.
• Job market in southern Wisconsin seems excellent for these candidates.

Table C.3. Employer Comments on Current Job Market for Graduating Business School Students

Please share any comments about the current job market for graduating business school students.
• My company is in the process of 'right-sizing' so it is challenging to get business leaders to commit to hire new MBAs to the program. Traditionally our program allowed us to hire 12-15 MBAs and later place them in a specific business. Now each MBA must get commitment from a business in advance, which is resulting in fewer MBAs being hired. There is a greater interest in hiring people with technical (engineering, chemistry, etc.) skills.
• Nothing in particular.
• Our biggest challenge is finding those with technical expertise but with the consulting, influencing, presenting, and communication skills of an MBA....AND does not require sponsorship....we have these issues in Canada, US, EU, and Australia.
• Our primary areas of focus would be accounting and commercial (energy finance or marketing). We do not actively recruit master's level employees, but rather focus on undergraduates. We will consider a graduate level candidate and if the right candidate presents themselves.
• Positive outlook.
• So many candidates have advanced degrees now. Recent MBA grads need to bring experience to the table as well. Earning an advanced degree shouldn't create an entitlement.
• Students are going back earlier and employers are looking for those who they can promote faster. It is critical for them to get a minimal amount of management experience before going to land where they want coming out. Everyone is now getting masters....rue management not just "leadership" is a differentiator now.
• Supply of qualified MBA graduates who are interested in and well suited for investment banking is far less than current demand. It is very difficult to find enough quality candidates and competition is high.
• The market is improving for those with the best practical array and level skills and aptitudes (including innovative thinking coupled with data based metrics capabilities. Those with adaptability attributes and a record of work- based and experiential-based experiences will likely compete best in the market for enriching opportunities.
• The economy is still stagnant so there is little lift in hiring. Most graduates or recent graduates we've interviewed seem very entitled and cocky so that doesn't help.
• The job market is vibrant, especially in the US and emerging market economies. Europe seems to be stalling a bit.
• The job market seems to be improving based on the number of offers our candidates are receiving.
• The key to understanding the organization is the ability to communicate with the clients, supervisors, mentors, coaches, market and economic and systemic sensitivities. To succeed in a career, your ability to make precise and occasionally critical decisions are to have proper and fit assessment skills, analytical skills, and deductive persuasive conclusions to your decisions. In the field of asset management and the fund industry, this is crucial to have definitive decision making skills without the ignorance and stubbornness. Hence, the ability to communicate is not simply a 360 managerial relationship but a sphere of these relationships including your work environment, peer environment, social environment, and the balance of all these attributes. The industry is competitive, as well as stressful in certain cyclical periods, but the individuals willing to develop their emotional intelligence and remain committed, will be rewarded in multiple forms of satisfaction should they continue to process and develop their interpersonal skills, communication skills, tolerances, emotional control, conflict management, ability to accept the fact that learning in a broader and more wider perspective is a methodology of expanding one's perspectives.
• The market is booming in consulting.
• Varies from country to country.
• We are a heavy engineering focused business—around 300M year—we just don't hire many on the business side.
• We do not have a structured hiring/recruiting program. We just hire on an as-needed basis. Opportunities for MBA's are one-offs.

Additional GMAC Resources for Employers

Thank you for participating in our 2014 Year End Employer Poll. Your contribution to this research enables us to provide of-the-moment hiring and employer needs data to school professionals, students, alumni, and the public.

Our other annual surveys of recruiters, alumni, and graduating students offer valuable information for your benefit as well. We all know that data-driven decision making requires valid and reliable information.

Your company's recruiters and HR staff can access to up-to-date information about degree programs graduate business students are pursuing, employment outcomes for recent graduates, and career progress for alumni in the following resources.

Visit **www.gmac.com/surveys** to discover how these data findings can work for you!

Corporate Recruiters Survey: Sign Up for 2015!

Corporate Recruiters Survey data provide a picture of the current employment landscape, gauge demand for master's-level business graduates, and offer insight into employer needs across industries and world regions. GMAC launches this survey in February together with its partner organizations MBA Career Services and Employer Alliance (MBACSEA) and the European Foundation for Management Education (EFMD). *Employers who participate can benchmark their recruiting efforts against their peers and access comparison data across industries. To be a part of this exciting research, sign up on or before **January 30, 2015** at* **www.gmac.com/employersignup.**

Visit gmac.com/corporate recruiters to learn more.

Alumni Perspectives Survey

GMAC's annual survey of alumni documents alumni's first/current jobs, changes in promotions and salary, and assesses the benefits of management education and alumni educational needs. Employers can peruse this rich data source on careers and employment outcomes for tens of thousands of alumni spanning decades. *Results of our October 2014 survey will be available in February 2015.*
Visit gmac.com/alumniperspectives to learn more.

Global Management Education Graduate Survey

Since 2000, the annual Global Management Education Graduate Survey has provided data about the job search and salary offers reported by students prior to graduation, and gathers valuable insights into student evaluations of their learnings from business school, as well as skill development. *This survey launches in February 2015.*

Visit gmac.com/globalgrads to learn more.

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About the Year-End Poll of Employers

Every November, the Graduate Management Admission Council (GMAC) conducts a **Year-End Poll of Employers** whose purpose is two-fold: 1) provide business schools and graduate business students an advance look at employer hiring projections for the coming year; and 2) provide participating employers and schools that use the GMAT® exam in their admissions process with detailed statistics on graduate management hiring practices and actual hiring results for the current year.

The **Year-End Poll of Employers** is one of a series of five annual or biannual survey reports produced by the Graduate Management Admission Council that explore relevant issues in graduate management education. This employer poll report serves as a companion report to the annual **Corporate Recruiters Survey,** which draws from a larger employer sample and traditionally yields a more comprehensive picture of employment trends and demand for MBA and other business school graduates. The **Corporate Recruiters Survey** is conducted in partnership with EFMD and the MBA Career Services and Employer Alliance (MBA CSEA).

Survey Reports provide an overview of data in addition to offering context for and discussing implications of the research. They frequently are used to help drive strategic decision-making processes in graduate business schools.

All **Survey Reports** are available online at **gmac.com/surveys**.