

The Melbourne Business School

at the University of Melbourne

Employment Survey
Part Time MBA Cohort
Completing May 2000 to May 2001

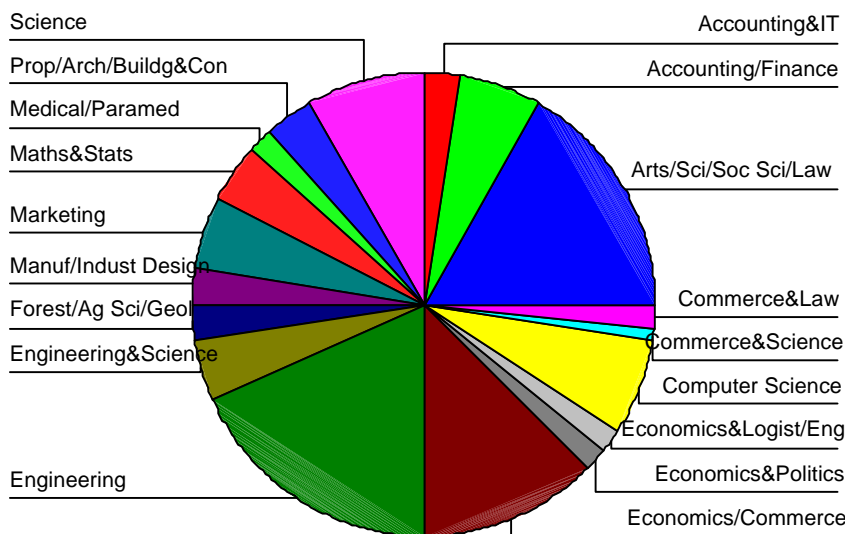
CONTENTS

- Class Demographics
- Summary of Employment Statistics
- Highlights of Employment Survey
- Employers
- Size of Employers
- Scope and Ownership of Employers
- Positions
- Primary Sources of Positions
- Job/Career Choice Factors for Positions
- Industries
- Organisational Functions
- Geographic Scope of Positions
- Task Complexity of Positions
- Remuneration
- Reasons for Undertaking an MBA
- The Value-Added of an MBA
- Financing the MBA
- Other Forms of Employer Support
- Career Services Usage & Value-Added
- What Further Career Services Are Required

CLASS DEMOGRAPHICS

- The Employment Survey of Part Time MBA students who completed their degree between May 2000 and May 2001 was conducted during September and early October 2001.
- Employment details were established for 125 of the students who completed their MBA between May 2000 and May 2001. Of the 125, 120 were predominantly in full time employment, three were actively seeking employment, one was not actively seeking employment, and one declined participation in the survey.
- The group comprised 24% females and 76% males, with an average age of 34 years.
- In terms of their undergraduate majors, 86% of the group came from six clusters of disciplines. They were - Engineering/Engineering & Science (23%), Economics/Commerce (13%), Arts/Arts & Science/Social Sciences/Law (17%), Science/Maths (13%), Computer Science (7%), Accounting & IT/Accounting/Finance & Banking (8%) and Marketing (5%).

Undergraduate Major



- In terms of their average work experience before commencing the MBA the group had an average 9 years work experience, ranging from one to 25 years. The median amount of work experience was 8 years as was the modal or most frequently occurring amount.
- The following chart summarises the employment statistics of the surveyed group.

SUMMARY OF EMPLOYMENT STATISTICS

Total Group Surveyed & Completing MBA 5/00-5/01	125
Female	24%
Male	76%
Work Location Australia	93%
Work Location Overseas	7%
Currently Working for Start MBA Employer	33%
Average Months Search activity to Secure Current Position	2.3 months
Average Months To Secure Job Pre Finishing MBA	5.0 months
Average Months To Secure Job Post Finishing MBA	7.0 months
Total Remuneration	
Mean (5% trimmed)	\$148K
Median	\$132K
Base Salary	
Mean (5% trimmed)	\$102K
Median	\$100K
Total Remuneration Alternative #1 - Excludes Performance Bonus	
Mean (5% trimmed)	\$133K
Median	\$120K
Total Remuneration Alternative #2 - Excludes Signing Bonus	
Mean (5% trimmed)	\$147K
Median	\$132K
Total Remuneration Alternative #3 - Excludes "Other Remunerations Items" such as Superannuation.	
Mean (5% trimmed)	\$119K
Median	\$112K
Industry of Employment **	
● Agriculture, Mining, Energy, Utilities, Resources	8%
● Manufacturing, Building, Construction, Engineering	18%
● Financial Services, Professional Services	21%
● Management Consulting	16%
● Public Service	8%
● Media/Printing/Publishing	2%
● General Technology, Information Technology, Telecommunications & IT Services	18%
● HealthCare	2%
● Retailing, Wholesaling, Trading & Export, E-Commerce.	3%
● Transport/Logistics/Communications	1%
● Other (Market Research Consulting, Executive Search, Property/Devt, Legal, Education)	4%

**** NOTE: This industry classification has been retained for comparability purposes only. A more detailed & contemporary breakdown of industry of employment appears later in this report.**

HIGHLIGHTS OF EMPLOYMENT SURVEY

- **The Group of 120 in full time employment held jobs with 103 different employing organisations. The top employers (defined as those organisations employing two or more of the graduates) were Accenture, ANZ Banking Group, Boral Ltd, bharvest P/L, Booz Allen & Hamilton, Deloitte Consulting, Deloitte Touche Tohmatsu Ltd, Department of Natural Resources & Environment, IBM Global Services Australia, KPMG Consulting, Origin Energy & SMS Management & Technology.**

- **The four most significant sources for their current jobs, accounting for 82% of the job placements, were:**
 - # **the same employer they were with when they started the MBA plus same-employer referrals, accounting for 33% of the jobs,**
 - # **job advertisements, both in the traditional & electronic media, and job search targets, accounting for 26% of the jobs,**
 - # **combined professional and personal networks, accounting for 12% of the jobs, and.**
 - # **headhunters, accounting for 11% of the jobs**

- **The top three industries of employment were Financial Services/Professional Services (employing 21% of the group), Manufacturing, Building & Construction (18%) and Technology, IT & Telco (18%). There was a reasonable amount of industry migration with 52% of the group changing industry from start to finish of the MBA.**

- **The organisational functions in which the group members were most likely to be found were Consulting (27%), General/Senior Management (18%), Marketing&Sales(18%), Strategy and Business Development (14%).**

- **The average amount of concentrated job search activity undertaken to secure their current position was 2.3 months, ranging from zero (for those who remained with the same employer or were head hunted) to 12 months. Given that 36% of the group did not do any active searching for their current position, and that 52% took from half to three months to search, 88% of the group had secured their current position within three months of active search. The remaining 22% of the group spent from 4-12 months actively searching to secure their current job. For those who secured their jobs before completing their MBA, they did so by an average of 5 months (median=3months) before finishing. For those who secured their jobs after finishing the MBA they did so by an average of 7 months (median=3months) after completion**

- **Fifty two percent of the group members key reason for doing the MBA was not related to any desire or plan to change their job, organisation, industry or career discipline. Instead, they undertook the MBA to generally upgrade/broaden their management education without any specific career moves in mind, to contribute to their personal development not to change job, & to be more effective in their current job, However for**

the remaining 48% of the group their key reason for doing the MBA was to engineer change in at least one if not more aspects of their job, including the organisation, industry, & career discipline.

- Average annual total remuneration was \$148K using a 5% trimmed mean (the trimmed range was from \$72K to \$320K). Ninety two percent of the group reported an increase in total remuneration compared with when they started the MBA. (Part of this increase is attributable solely to the time lapse between starting and finishing the MBA over an extended period of time for part time students.) Average total remuneration of \$77K at the start of the MBA compared with \$148K up to a year since completing the MBA represents an increase of 92%.
- Average annual base salary was \$102 K using a 5% trimmed mean. The trimmed range was \$60K to \$160K. The figure \$102K represents a 52% increase on the start MBA base salary of \$67K.
- Reflecting contemporary trends in remuneration practice & policy, as well as the current economic climate & job market, there was considerable use of some variable remuneration components but less of others. Thus, performance bonuses were received by two thirds of the group providing remuneration data (n=114) whereas signing bonuses were received by only 8% of the group. Other remuneration items such as vehicles/vehicle allowances, company superannuation contributions, health insurance et al were received by 81% of the group. The average performance bonus was \$12K, the most common signing bonus was \$20K & the average amount of "other" remuneration items was \$24K.
- In their current jobs, 74% of the group members are holding a more senior position than when they started their MBA, 6% have a less senior position & for 20% the level of seniority is the same.
- The average number of job offers received during the MBA was one for each student & following the MBA one further offer. However, this overall average of two job offers per student hides the necessarily concentrated nature of job offers, given the members reasons for doing the MBA in the first place, the fact that the majority are typically in employment when they start the program, and the fact that more than a third of the group was not likely to be interested in receiving job offers or undertaking the necessary job search activity to initiate any offers – 33% remained with their original employer, and, 52% specifically did not do the MBA to change jobs. (Although job offers are important it is more the pattern of offers that counts than the absolute volume and average across the entire group c.f. the full time group with its focus on initial job placements for the majority of members after completion of the MBA)
- The pattern of job offers was such that during the MBA, 50% did not receive any offers of employment, and did not necessarily want any for several reasons; 26% received one offer each; but 25% received anywhere from 2 to 6 offers each. Similarly, after the MBA was completed, 38% did not receive any offers, 37% received one offer, and 25% received 2 to 6 offers each.

- **The key value-added aspects of the MBA were, in order of importance, that it provided additional managerial skill/ assisting in developing the respondents ability as a manager, that it provided additional technical or general knowledge, that it was instrumental in securing the respondents current position, and that it contributed in a general way to the respondents personal development.**
- **Reporting on the factors that governed their job choice reveals that the most important reason for accepting or retaining their current job was the opportunity it offered to broaden their career & experience base. The intellectual content of the work, opportunities for advancement, the organizations size, remuneration, the opportunity to change career & the people in the organisation were next.**
- **The most frequent forms of employer support for MBA studies were the provision of study leave and financial assistance. The least frequent forms of employer support were: taking an active interest in and monitoring the students progress, and, acknowledging the MBA & utilising it in the firms career planning for the student.**
- **In terms of financing the MBA, self funding was the method used by 38% of the group, 26% were solely employer funded and 37% were a combination of employer and self funding. ("Self Funding" includes loans taken out by the student from a financial institution, loans from friends, relatives & parents scholarships and parent funding).**
- **Seventy five members (63%) of the surveyed group of 120 in employment received varying degrees of financial assistance from their employers to do the MBA.**
- **In terms of the extent of financing the MBA, for nearly half (47% to be precise) of the group that received financial assistance, employers funded between 75% to 100% of the total course fees, and, for the outstanding majority of this group, namely 42%, their employers financed 100% of their MBA fees.**
- **Only 34% of the group made any significant use of the Melbourne Business School's Career Services during the average three and a half years that part time students spend at the School.**

EMPLOYERS

- Members of the surveyed group were employed by the organizations listed below.
- Thirteen percent of the group were with a new start-up organisation (ie established in the last 2-3 years, less than 100 employees & not publicly listed), and for 9% of this 13% the respondents had founded the organisation.
- While 33% of the members in employment reported that they were still with the same employer as when they started their MBA, only 29% reported that their start MBA employer was the source of their current position. The discrepancy exists because some job offers from a current employer were reported as sourced from "referrals".

EMPLOYERS

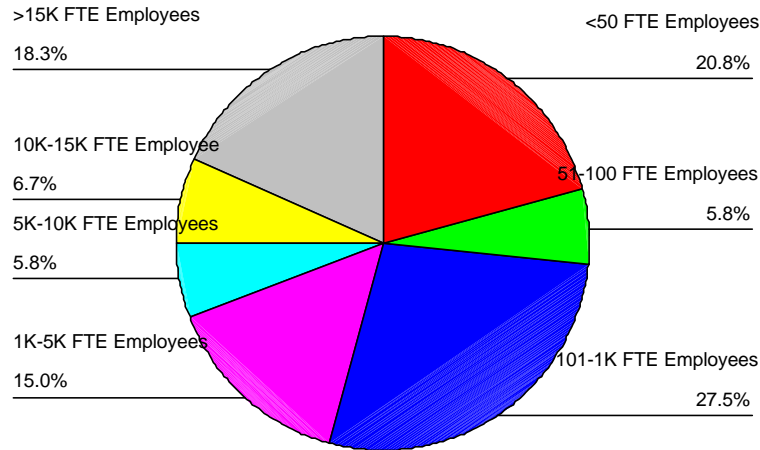
Accenture	Implementation Partners International P/L
Agilent Technologies	Invensys Group
ANZ Banking Group Limited	JB Were Investment Management
Apriori Executive Search	Johnson Taylor Potter
AT Kearney	Just Jeans Group Limited
Australia Post	Kepner Tregoe
Australian Stock Exchange	Knight Frank
Bank of Bermuda	KPMG Consulting
Bentley Systems P/L	Legal Practice
bharvest Pty Ltd	Lockwood Security Products
BHPBilliton	Mazda Australia
Bio- Rad Laboratories P/L	Medpartners
Booz Allen & Hamilton	National Australia Bank
Boral Limited	NFO WorldGroup - Hong Kong
BP Australia	NM Rothschild & Sons (Australia) Limited
Central Bayside Division-General Practice Ltd	NMG Financial Services Consulting Asia Pacific
Central East Primary Care Partnership	Norwich Union Australia
Ceramic Fuel Cells Limited	NSW Fisheries
Cerebos (Australia) Ltd	Optoelectronics Pty LTD
City West Water Limited	Optus Communications
Clarity Consulting Group P/L	Organisation Portfolio
Coles Myer Limited	Origin Energy
Commonwealth Bank of Australia	Ovum
CSL Limited	Pacific Dunlop
De Simone Consulting Pty Ltd	PDL Industries Pty Ltd

Deakin University
Deloitte Consulting
Deloitte Touche Tohmatsu Ltd
Department of Natural Resources&Envnt
Department Of Premier&Cabinet
Department of State & Regional
Development
Department of Treasury & Finance
Dept of Employment, Education & Training
Eli Lilly and Company
Environmental Resources Management P/L
EServGlobal (UK) Ltd
Ford Motor Company
Franklin Templeton Investments Australia
Ltd
Frontstep Pty Ltd
GE Capital Finance
Glaxo Smith Kline
Glorious Sun Enterprises
Goodman Fielder
Gorrie Group Media P/L
Hermes Precisa Australia Limited
Hewlett- Packard Australia
Hewlett Packard Consulting
Holden Limited
Hopewiser Limited
Howe Leather
IBM Global Services Australia
Igatech Consulting P/L

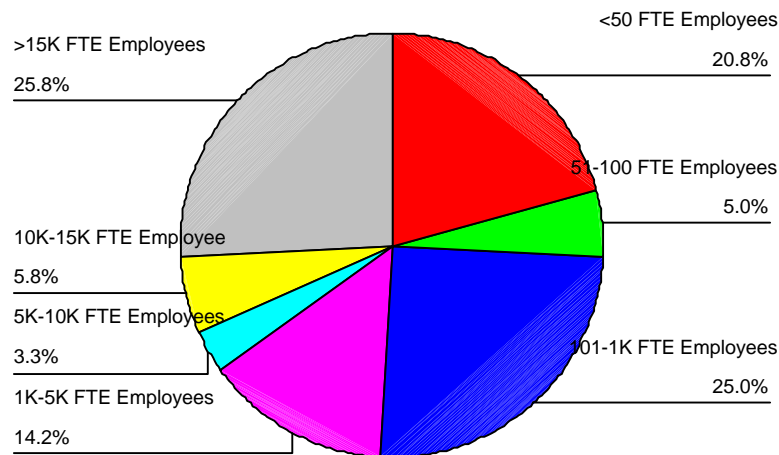
PMP Limited
Qenos
QSR International P/L
Rbz Group
Rio Tinto Limited
Rio Tinto Plc
ROH Automotive
Shell Company of Australia
Sheltons-Tax
Siemens
SMS Management & Technology
Solterbeck Jackson Marketing
Standard and Poor's Ratings Agency
Sustainable Energy Authority
Synergy 21
Telstra Corporation
The Boston Consulting Group
The Collins Hill Group
The Micromarketing Group
Toyata Finance Australia Limited
United Energy
Vodaphone Australia
William Buck
World Competitive Practices
WorldManuals.com
Worley ABB Joint Venture

SIZE OF EMPLOYERS

Organisation Size



Start-MBA Orgn Size



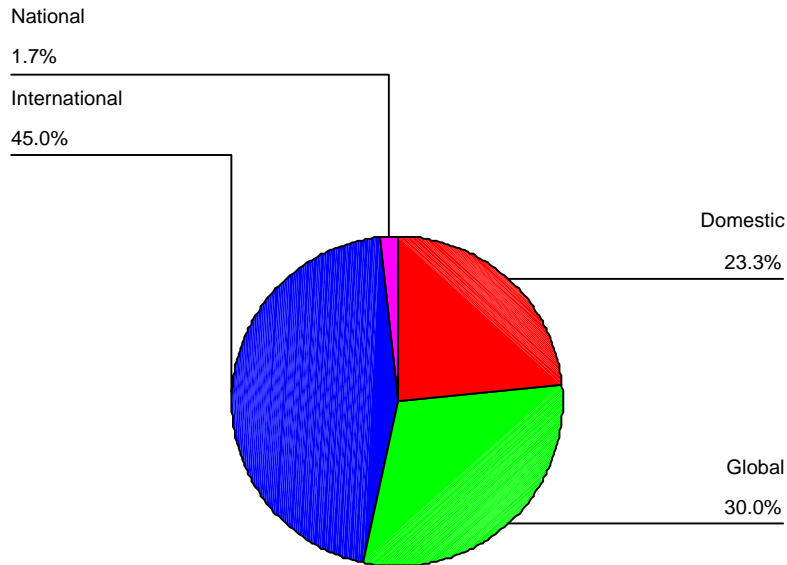
Small to medium size employers are the main destinations of the surveyed group. This includes organisations with less than 50 FTE through to those with 51-100 FTE, 1001-1000 FTE & up to 5000 FTE.

Only 30% of the group works for large employers with 5000 to 15000 FTE.

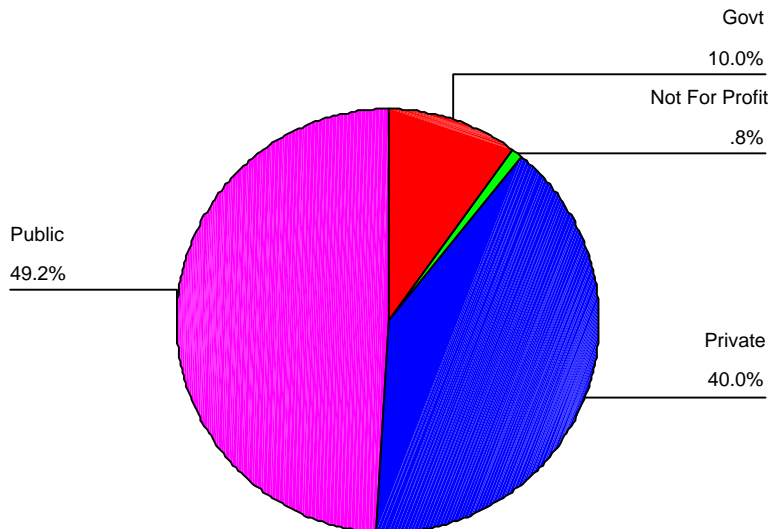
This is similar to the start MBA situation with the major change between the two time periods being a reduction in the numbers working for very large organisations with more than 15000 FTE - from 26% at the start of the MBA to 18% of the group after completing the MBA. This pattern has also been observed in the Class Y2K full time MBA group.

SCOPE & OWNERSHIP OF EMPLOYERS

Geographic Scope Of Organisation



Ownership Characteristics



Three quarters of the group work for organisations with either global or international operational scope. Publicly listed companies predominate but are closely followed by those that are privately owned.

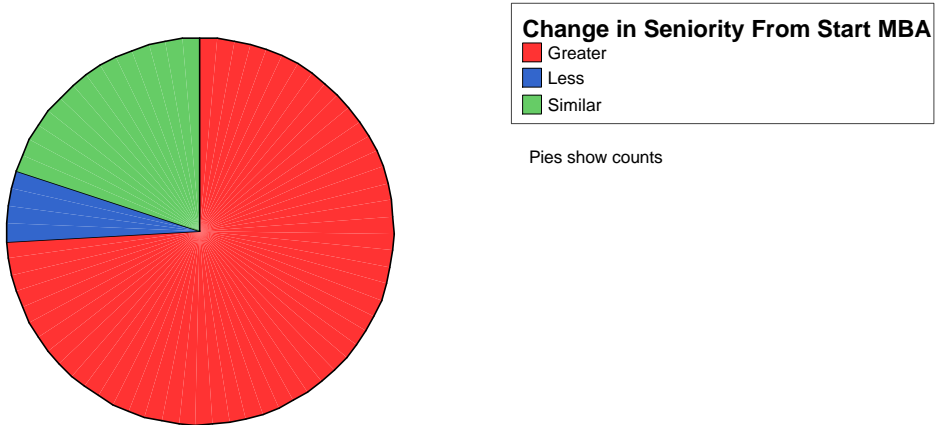
POSITIONS

The group of 120 graduates occupied the following positions, principally in Victoria. Eighty four percent of the group is located in Melbourne, 7% in Sydney, 2.5% in other Australian cities & 6.5% are in overseas locations (2 people in Copenhagen/Denmark, 1 in Capetown/South Africa, 3 in Hong Kong, 1 in London & 1 in Ipswich United Kingdom)

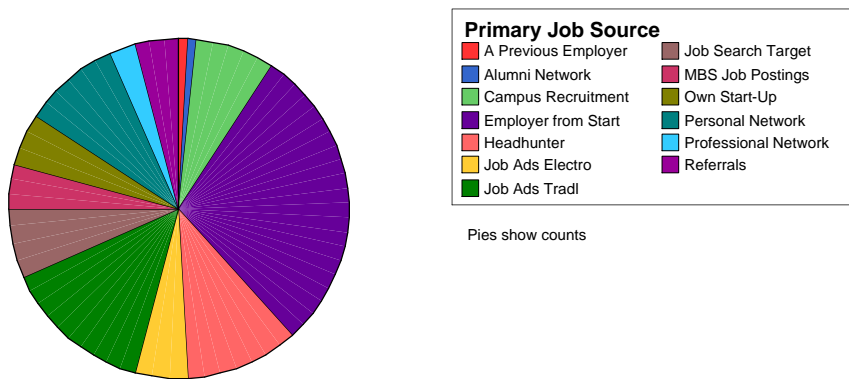
Position Titles

Advisor	Manager-Trade Waste Strategy
Assistant Account Manager	Manager- Forest Industry Adjustment Project
Associate	Manager - Performance Solutions
Associate Director	Manager
Associate Principal	Manager Access Strategy
Brand Development Manager	Manager Business Development
Business Development Executive	Manager Corporate Advisory Services
Business Development Manager	Manager, Business Strategy
Business Planning&Development Manager	Manager, Rothschild Australia eFund Investors
Business Solutions Consultant	Managing Consultant
Chief Executive Officer	Managing Director
Chief Manager, Group Strategy	Manufacturing Manager
Commercial Analyst	Marketing Manager
Commercial Development Manager	Marketing&Business Development Manager
Commercial Manager, Capital Expenditure	Medical Representative
Company Director	National Manager Trustee Services
Consultant-Strategy & Business Architecture	National Operations Manager
Consultant	Olefins Operations Department Leader
Credit Analyst	Operational Excellence Manager
Customer Transition Team Member	Principal
Director-Business Devt&Client Services	Principal Consultant
Director-Commercial Sales & Leasing	Product Manager
Director	Product Specialist Manager
Director of Sales&Business Development	Project Director
Director, Member Services, Global P Funds	Project Engineer
Divisional Program Office Manager	Project Leader
E-Commerce Consultant	Project Manager
Executive Director	Project Manager e-business
Executive Director & Owner	Project Manager, Financial Reporting & Control
Executive Vice President, East Asia	Project Team Leader
Export Manager-Europe, Mid East, Sth Africa	Projects&Systems Engineering Manager
Finance Business Services Manager	Quality Assurance Manager
Financial Advisor/Relationship Manager	Research & Development Manager
Fisheries Technician	Retail Network Planner
General Manager	Sales Manager
General Manager, Group Operations(COO)	Senior Associate
Group Category Manager	Senior Business Consultant
Head of Product Development, Cards Australia	Senior Chartering Officer
Head of Research	Senior Companies Advisor
Head of Retail Business	Senior Consultant
HR Project Manager	Senior Manager
Integrated Marketing Manager	Senior Manager Planning & Performance Mgt
IT Account Manager	Senior Product Planner
Lawyer	Supply&Operations Manager
Management Consultant	Vice President-Compliance & Audit
Manager-Full Retail Contestability Project	Workgroup Services Integration Manager
Manager-Strategy&Business Architecture	

Three quarters of the group reported that their present positions represented an increase in seniority on the positions they held when they started the MBA.



PRIMARY SOURCES OF POSITIONS



The same employer from the start of the MBA (29% plus 4% from same employer referrals), job advertisements in the traditional media (14%), head hunters (11%) and personal networks (9%) together account for two thirds of the groups employment. This is likely to be closer to 71% because referrals (contributing 4% of job sources) tend to also include many of the start MBA employer job offers & placements. The two job sources that can be directly attributed to activities initiated by the Melbourne Business School, namely campus recruitment (8%) & MBS Job Postings (4%), together constitute the primary job source for 12% of the employment placements.

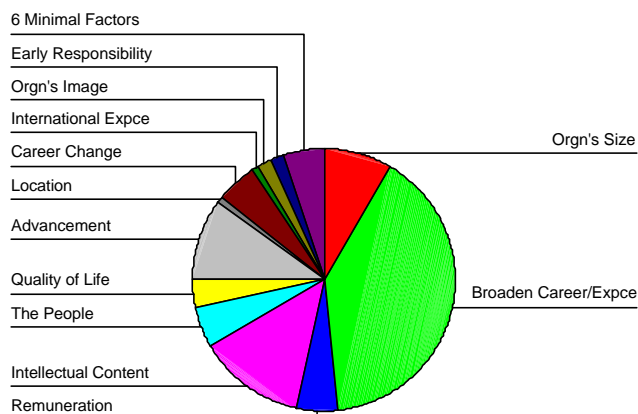
Electronic media job advertisements were the source for 5% of all placements - an increase on the 2% job sourcing level in the Y2K Full Time MBA Placement Survey for this medium.

Targeted job searches undertaken by an individual respondent or an agent on their behalf was the source of 7% of placements, & for 5% of the group their job source was their own star-up organisation.

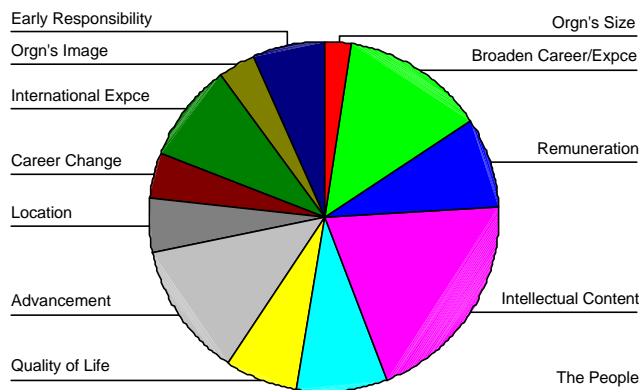
The two job sources that were notably insignificant are the alumni network (1%) & professional network (3%).

JOB / CAREER CHOICE FACTORS

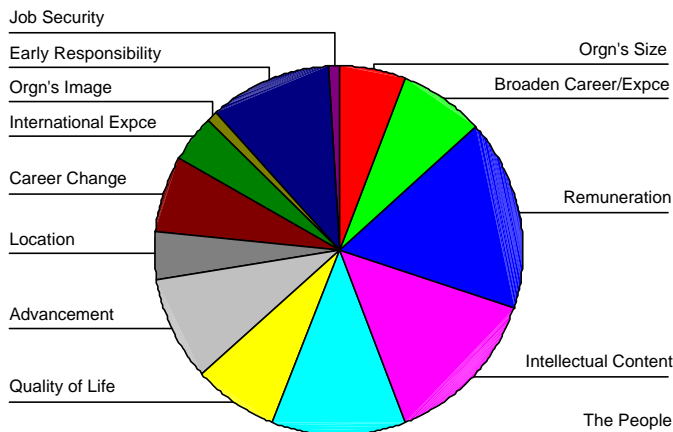
Job Choice Factor One



Job Choice Factor Two



Job Choice Factor Three



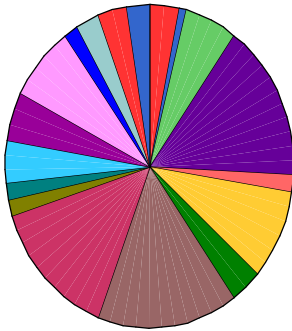
Factor # 1: The opportunity to broaden one's career and experience base (chosen as No. 1 by 40% of the group), the chance to satisfy the need for intellectual depth & interest in one's work (No. 1 for 13% of the group), the provision of opportunities for advancement (No. 1 for 10% of the group), the organizations size (No. 1 for 8% of the group), the jobs total remuneration (No. 1 for 5% of the group), an opportunity to make a career change (No. 1 for 5% of the group), and the people in the organization (No. 1 for 5% of the group) were the primary job factors which determined the taking up of current positions. Thus, although 92% of the group reported an increase in total remuneration between start MBA to post MBA this is not necessarily what the majority were looking for as their number one choice criterion when they accepted their current placement.

Factor # 2: The groups second level choice criteria were, in order of prevalence, the intellectual content of the work (chosen by 20% of respondents), opportunity to broaden career (13%), opportunity for advancement (13%), international experience (9%),

remuneration (8%), the people (8%), quality of life (7%) and opportunity for early responsibility (7%).

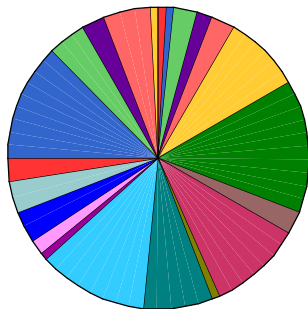
Factor # 3: It is only once the group members got to their number three priority that remuneration became the most prevalent choice factor (chosen by 17% of the group), followed by the intellectual content of the work (14%), and the people (12%).

INDUSTRIES



Industry		
Building/Construction	IT & Telecommunications	Professional Services
Communications&Transport	Management Consulting	Public Service
Energy/Mining/Petroleum	Manufacturing(Heavy-CG)	Retailing
Financial Services	Marketing Services	Technology
Healthcare	Media/Printing/Publishing	Telecommunications
Info Technology	Other-see Chart for details	Utilities

Pies show counts



Start-MBA Industry		
Agriculture	Info Technology	Property/Development
Arts	IT & Telecommunications	Public Service
Building/Construction	Management Consulting	Retailing
Communications&Transport	Manufacturing(Heavy-CG)	Technology
Distribution/Wholesaling	Marketing Services	Telecommunications
Energy/Mining/Petroleum	Media/Printing/Publishing	Utilities
Financial Services	Other-MRC,NR,R,E	
Healthcare	Professional Services	

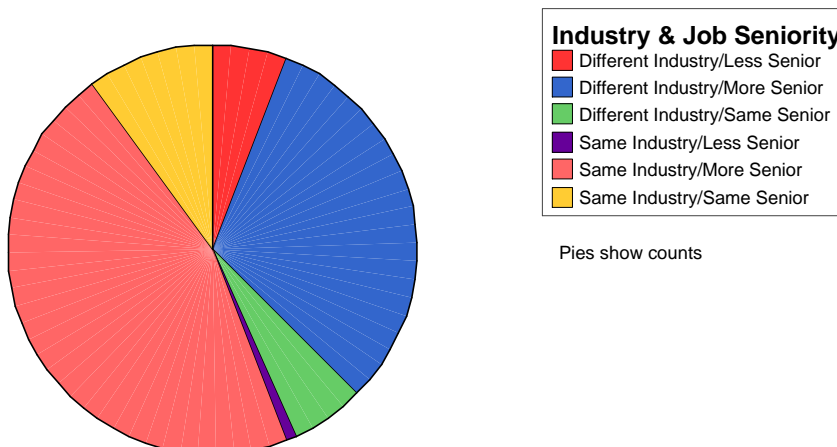
Pies show counts

The most inhabited industries are financial services (16%) manufacturing (14%). This is only slightly different from the start MBA situation when the most inhabited industries were financial services (14%) & the public service (13%).

Technology, Information Technology & Telecommunications taken together have remained stable at around 18% of the group between start MBA & post MBA.

Note: In Current Industry "Other: MRC, ES, P/D, L, E" the industries are Market Research Consulting, Executive Search, Property/Development, Legal and Education. For Start MBA Industry "Other: MRC, NR, R, R, E, " the industries are Market Research Consulting, Natural Resources, Research, Recruitment and Education.

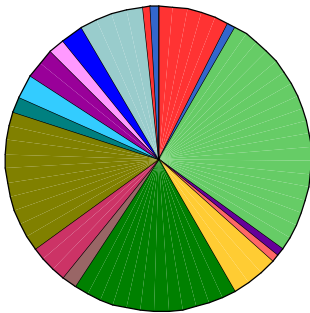
Since the start of the MBA, group members have moved out of industries such as the public service (from 12.5% down to 7.5%), retailing/wholesaling/distribution (from 7% down to 2%), and energy/ mining/petroleum/ (from 8% down to 6%). As at completion of the MBA and shortly thereafter they have moved into manufacturing, building and construction (from 15% up to 18%), management consulting (from 7.5% up to 16%), and financial and professional services (from 17.5% to 21%).



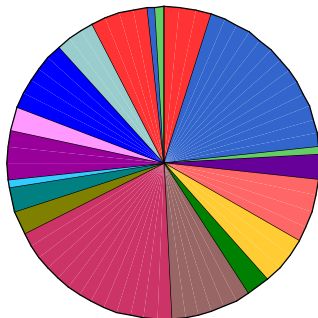
The relative stability in this group's industry location is evident in the fact that 57% remained within the same industry but changed seniority significantly between start MBA & post MBA - with 46% taking up more senior positions.

By the same token 43% changed industry, & most (32%) were better off having taken up more senior positions.

ORGANISATIONAL FUNCTIONS



Pies show counts



Pies show counts

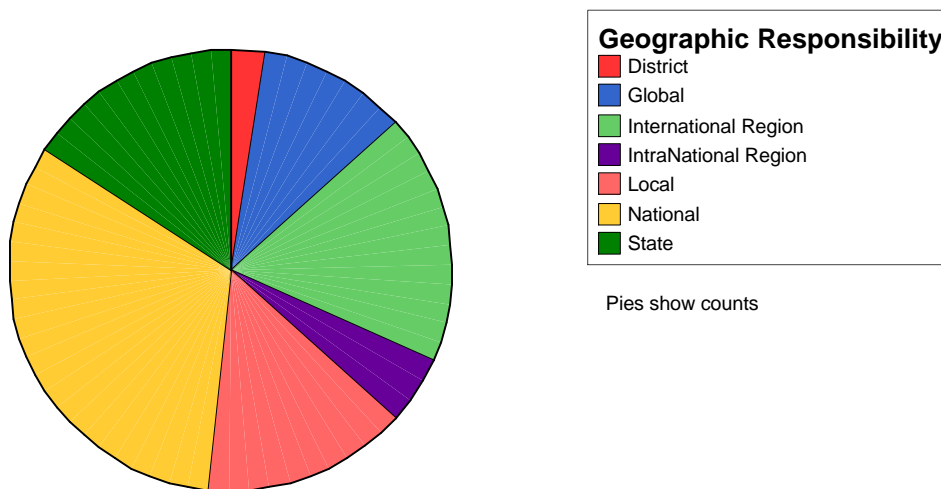
The five most "populated" functions were, in order of importance, consulting, general/senior management, marketing, business development & strategy.

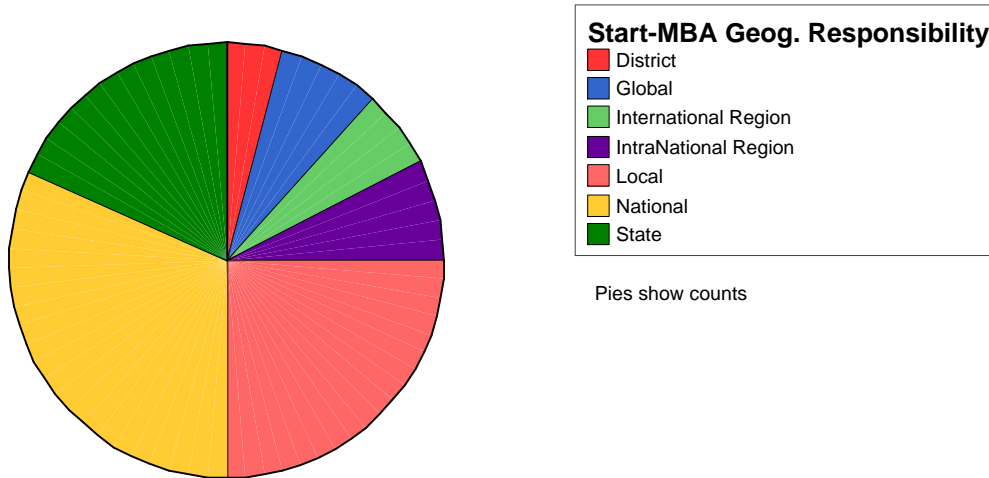
At the start of the MBA the five most "populated" functions were, in order of importance, marketing, consulting, IT, R&D/Research and finance - four of which the group has moved out of, whilst consulting has strengthened.

Thus, when comparing the start & post MBA functional locations of the group:

- they have moved out of sales & marketing (from 23% down to 18%), R&D/Research (from 8% down to 2%), Information Technology (from 8% down to 4%), and finance (from 7% down to 5%)
- they have moved into business development & strategy (from 11% up to 14%) consulting (from 18% up to 27%), and general/senior management (from 5% up to 18%).

GEOGRAPHIC SCOPE OF POSITIONS





Although the majority of the group is physically located in Australia, nearly 30% hold jobs with global or international region responsibility. This compares with only 13% of the group having such levels of geographic responsibility when they started the MBA.

The proportion of the group with national responsibility has remained relatively stable.

The "migration" to jobs with larger geographic scope has therefore resulted from people moving out of the smaller geographic scope categories. Thus, at the start of the MBA 48% of the group had jobs with local, district or state responsibility but this was reduced to 33% of the group post the MBA.

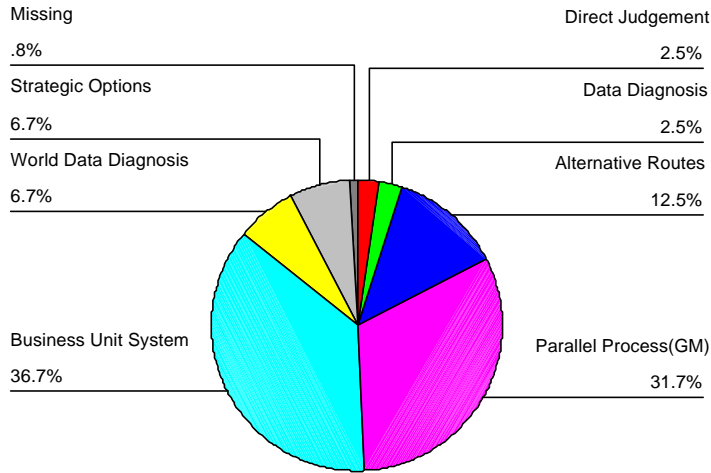
TASK COMPLEXITY OF POSITIONS

There has been a decided shift or move along the scale of task complexity between positions held at the start of the MBA & those currently occupied.

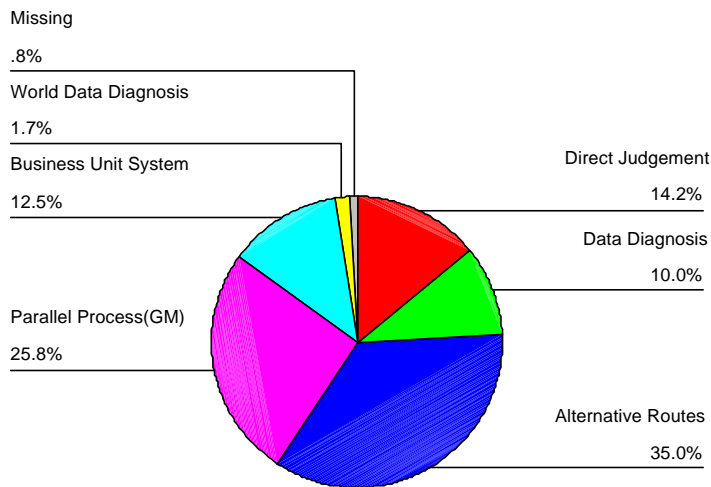
Most of the group is now performing at the general management or parallel processing level (managing & processing several clients, departments, locations etc) and at the total system level (typically a business unit but can be another system). Seventy percent of the group is working at these levels of task complexity compared to 38% at the start of the MBA.

The shift is also apparent in the finding that at the start of the MBA 60% of the group worked at the task complexity levels 1 to 3, and now only 28% of the group does.

Task Complexity of Current Job



Start MBA Job's Task Complexity



Task Complexity Levels (Jaques E. Requisite Organisation: The CEOs Guide to Creative Structure and Leadership, 1989, Cason Hall & Co. USA)

Level 1: Direct Judgement (first line clerical & manual work)

Level 2: Data Accumulation & Diagnosis (first line managerial work and specialist work, usually done by graduates)

Level 3: Construct Alternative Routes to Goals (unit managers employing up to 200-250 people, senior specialists, independent practitioners etc)

Level 4: Parallel Processing & Trading Off (essentially this is general management, senior project managers/researchers/consultants/analysts managing several clients, projects, locations, functions etc)

Level 5: Practical Judgements of Changes anywhere in the Whole System, usually a Business Unit (this is the business unit head managing at the P&L level)

Level 6: World Wide Data Accumulation & Diagnosis (top management, managing at the balance sheet level, and includes heads of HRM, Strategy etc)

Level 7: Strategic Options (essentially this is the CEO level)

REMUNERATION

Post MBA (n=114)

Base Salary	
5% Trimmed mean	\$102K
Median	\$100K

Signing Bonus	
5% Trimmed mean	\$20K
Median	\$20K

Performance Bonus	
5% Trimmed mean	\$12K
Median	\$10K

Other Remuneration Items	
5% Trimmed mean	\$24K
Median	\$12K

Total Remuneration	
5% Trimmed mean	\$148K
Median	\$132K

At Start of MBA (n=94)

Base Salary		Mean Base Salary Increased by 52%		
5% Trimmed mean	\$67K			
Median	\$61K			

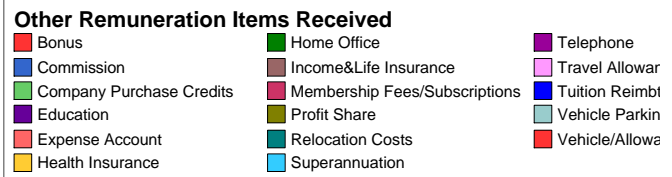
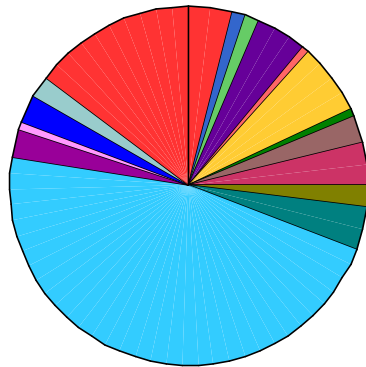
Signing Bonus		Mean Perf Bonus Increased by 500%		
Nil				

Performance Bonus		Mean Other Items Increased by 380%		
5% Trimmed mean	\$2K			
Median	\$2K			

Other Remuneration Items		Mean Total Remuneration Increased by 92%		
5% Trimmed mean	\$5K			
Median	\$4K			

Total Remuneration			
5% Trimmed mean	\$77K		
Median	\$70K		

- **92% of respondents reported an increase in total remuneration (5% stayed the same and %5 dropped their total remuneration.8% of respondents received a Signing Bonus**
- **67% of respondents received a Performance Bonus (c.f. 37% received a Performance Bonus at the start of the MBA)**
- **81% of respondents received several "other" remuneration items such as company superannuation contributions, vehicle/vehicle allowance, health insurance, education allowance etc. (c.f. 64% received "other items" at the start of their MBA). The following Chart shows the frequency of occurrence for the various items.**



Pies show counts

When remuneration is examined by industry & function the following picture emerges. Figures are only shown for those industries & functions containing more than four inhabitants.

REMUNERATION BY INDUSTRY

	Total Remuneration 5% Trimmed Mean	Base Salary 5% Trimmed Mean
Building/Construction	\$159K	\$99K
Engineering/Mining/Petroleum	\$136K	\$92K
Financial Services	\$206K	\$128K
Information Technology	\$163K	\$103K
Telecommunications	\$157K	\$121K
Management Consulting	\$164K	\$122K
Manufacturing (Heavy-Consumer Goods)	\$129K	\$88K
Professional Services	\$156K	\$113K
Public Service	\$119K	\$76K

REMUNERATION BY FUNCTION

	Total Remuneration 5% Trimmed Mean	Base Salary 5% Trimmed Mean
Business Development	\$165K	\$111K
Consulting	\$145K	\$110K
Finance	\$158K	\$77K
General/Senior Management	\$163K	\$109K
Marketing	\$160K	\$99K
Strategy	\$151K	\$102K

REASONS FOR UNDERTAKING AN MBA



The key reasons for doing the MBA, in order of importance, were:

- to generally upgrade & broaden my management education, without any specific career moves in mind
- to initiate or support a job change to a different industry
- to initiate or support a job change to a completely different career area or discipline
- to initiate or support a job change to a different organization but within my current industry
- to be more effective in my current job

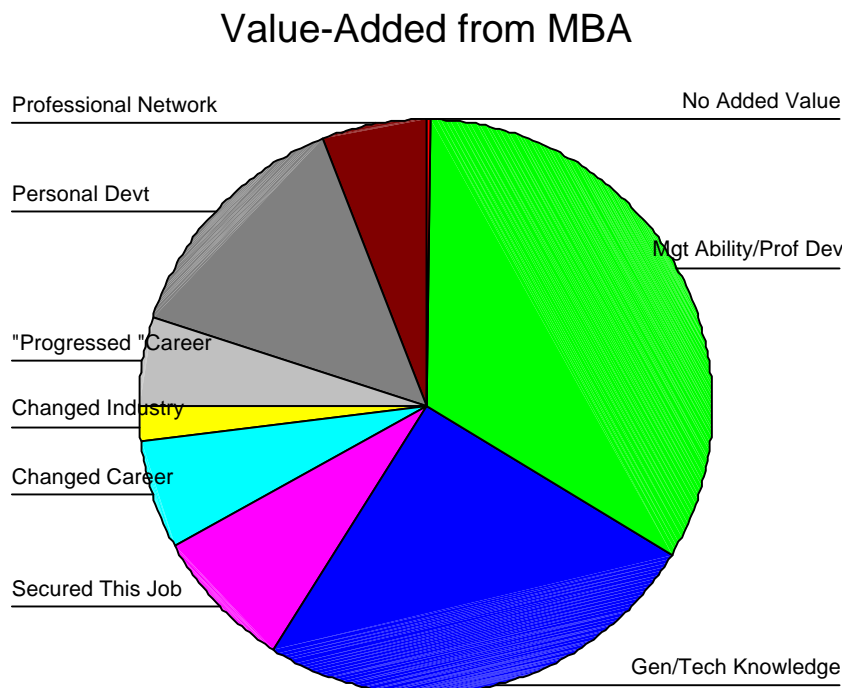
When all the reasons for doing the MBA are divided into those that involve doing it in order to engineer some kind of a change in jobs (by changing firm, industry, career area etc) versus those that specifically seek not to bring about a change, the numbers slightly favour the latter – 52% of the group did not have any change in mind/they were not planning any specific career moves, and, 48% did plan at the outset to make a change.

THE “VALUE-ADDED” OF AN MBA

The most frequently reported value added benefits of doing the MBA were that it:

- provided me with additional managerial skill ie the MBA has assisted in developing my ability as a manager and/or the MBA has contributed in a general way to my professional effectiveness and development
- provided me with additional general and/or technical knowledge
- contributed in a general way to my personal development
- was instrumental in securing my current position
- was instrumental in my changing career area/discipline
- extended the quality and quantity of my professional network
- was instrumental in progressing my career trajectory eg by gaining a promotion

It is worth noting that only one respondent reported that the MBA had added no value at all to his/her chosen career path.



FINANCING THE MBA

The MBA program for the part time group is financed to a significant extent by employers, which is a relevant reason for employers to effectively acknowledge and utilise their employees MBAs in the firms career planning for them, and to take an active interest in the progress of their employees while they are doing the MBA. However, both of these forms of employer support were under-represented in the list of "Employer Support Activities".

Employers provide financial support, either outright as the sole provider, or in combination with the student, to 63% of the group in employment. In contrast, self funding (including scholarships, loans from financial institutions, loans from friends & relatives) was the method of financing the MBA for 38% of the group in employment.

Financial handcuffs, ranging from half a year to four years, were applied by employers in only 13% of the cases for whom financial assistance had been provided by the employer, for an average period of 0.4 years. One year was the most frequently occurring hand cuff period.

Funding of 100% of MBA course fees was the most frequently used financing strategy of the employers who provided financial assistance, followed by funding half the fees, and then a quarter of the fees. Thus, of all the MBA course member fees paid by employers, 42% of them were paid in full by employers. A further 22% of all fees were half paid by the employers and 15% were one quarter paid by the employers.

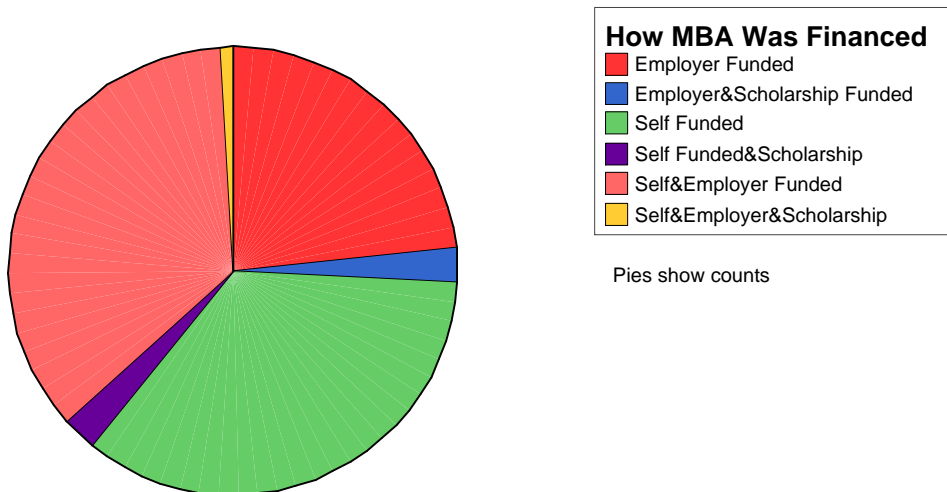
A similar picture emerges for financial assistance with books, equipment et al. Those employers providing financial assistance typically do so to the tune of 100% (38% of the employers) or 50% (10% of the employers)

Of the students who received some form of financial assistance from their employer (ranging from the maximum of 100% of all fees, books etc. down to 10% of fees & 15% of books et al.) 56% of them stayed with their "financing" employer. And, the data suggest that this was not because of the hand cuffs because only a very small proportion were cuffed.

Regarding the timing of financial support, when employers provide financial assistance their favoured strategy is to reimburse upon successful completion of each group of term/semester subjects. That this is so is probably a product of the subject related fee structure for part time students. Employers second favoured financing strategy is to fund

the terms subjects in advance, coinciding with the fact that tuition fees are due at the commencement of each term, based on the number of subjects studied.

For those of the group who left the employer who had financially assisted them, around 7% were able to negotiate for the new employers assistance in repaying their bond to the previous employer. And, the proportion of bond repayment assistance was 100% in nearly all cases.



OTHER FORMS OF EMPLOYER SUPPORT

The most frequently provided form of employer support for MBA studies was financial assistance, ranging from full payment of fees & books through to paying only a small proportion of each.

Provision of study leave to attend classes, prepare for exams, or do a subject intensively, was the second most prevalent form of support.

The employer taking an active interest in & monitoring the student's progress throughout the course, and, the employer acknowledging & utilising the MBA in the organisations

career planning for the student, were the two most infrequently used forms of employer support. This is inconsistent with the financial investment many employers are making when they finance the MBA studies to the extent that they do – see section “Financing the MBA”. Assistance with project work as one of the forms of employer support was negligible.

However, given that providing financial assistance and study leave are likely to be organizationally simpler to administer than the two more HRD focused activities, the survey findings suggest that “taking an active interest in and monitoring progress” might be the most difficult to administer as only an almost negligible number of students reported its occurrence. Utilisation of the MBA was reported as occurring at three times the rate that “active interest” was occurring.

CAREER SERVICES-USAGE & VALUE

The most used clusters of services were:

- **Counselling, planning, advice & assessment, occupying 45% of total usage.**
- **Job placement assistance, including email & notice board job postings, the Who’s Who, job search assistance & campus recruitment, occupying 25% of total usage.**
- **Skills development such as letter writing, interviewing, CV preparation etc, occupying 18% of total usage.**
- **The remaining 12% included an array of items such as library data, tutors, assignment assistance & so on.**

The level of usage of these career services was, in effect, that only 34% of the group had made any substantial use of them. Thirty five percent reported that they had not used any of the services at all. Within the group who did use the services (34%), 30% used them to a moderate extent, and 4% used them maximally. A further 31% used them minimally to not all and have therefore been included with the non users. In effect, the group not using the career services is really more like 66% (a combination of the none users & minimal users).

In the matter of level of servicing in response to specifically sought advice & assistance, only 28% of the group sought additional advice & assistance, and when they did 60% of

them received moderate levels of assistance, 30% received minimal to no service, & about 10% received considerable levels of servicing.

WHAT FURTHER CAREER SERVICES **ARE REQUIRED**

The following items were requested:

- Assistance in Acquiring Realistic Expectations of the MBA
- Administrative Flexibility re "Part Time Student Friendly" Careers Office Hours, Event & Seminar Schedules
- Assistance Developing Relationships with Industries & Companies
- Career Development Opportunities
- Career Transition Strategies
- Customised & More Focused Job Search Strategies
- Customised Career Planning and Vocational Options
- Customised Career Services in General Tailoring Services to Individual Needs - to find the RIGHT Job
- Customised Help Creating Personal & Professional Networks
- Customised Industry Contacts
- Customised Potential Employers eg for MBAs with Engineering Backgrounds
- CV Development and Appropriate "Targeting" of CV
- Earlier Focus on Career Planning, Career Services, Preparing for Post MBA
- Educate Australian Business to Effectively "Utilise" MBA Graduates
- Educate Potential Employers on Full Time versus Part Time Profiles
- Employer Recruitment Timetables/Hiring Cycles
- Facilitate Job Search in "Hidden" Job Market
- How To Deal With Recruitment Agencies
- Interviewing Technique

- **Job Placement Service/Introductions to Potential Employers**
- **Market & Promote Cutting Edge Degree Combinations eg MBA&Bio**
- **Market/Promote and Educate Potential Hirers re value-added of MBA**
- **More & Better Research on Job Opportunities with Tailored & Current Job Specifications**
- **More Inter Industry as well as Intra Industry Network Developments & Events**
- **More Realistic/Practical/Current/Apposite Understandings & Analyses of Industries, Companies, Jobs, Career Options**
- **Offshore Contacts & Potential Employers**
- **Realistic Advice on Value of MBA in Australian Organisations**
- **Realistic Information on What Potential Employers Are Looking For**
- **Strategy for Industry Change**
- **Up to Date Job Ads and Employer Contacts**
- **Wider Range Visiting Employers for Campus Recruitment, Presentations etc(Stop the Financial Services, Consulting & IT "overkill")**

Concluding Note To Participants from the Researcher

THANK YOU very much for your valuable input.

This survey was initiated and financed by the Career Services Unit of The Melbourne Business School at the University of Melbourne. The results are being used to bring greater alignment between the services offered by that Unit and the needs of the MBA student body, in particular the needs of those students who do the MBA part time.