



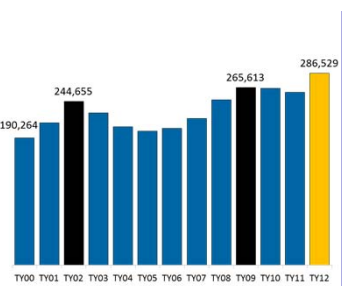
Graduate Management Trends & Implications for EMBA Programs

Sabrina White | swhite@gmac.com
Market Development Director, Americas
Graduate Management Admission Council®

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Demand of Graduate Management Degrees GMAT Exams Taken Worldwide



286,529*
Exams Taken
TY2012

- ✓ 5,281 management programs received GMAT scores in TY12
 - ✓ 336 EMBA - worldwide
 - ✓ 193 EMBA - U.S.
- ✓ Record High – impacted by launch of new section Integrated Reasoning

Source: GMAC® Data.

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Discovering Talent Worldwide 228,971 Unique GMAT Examinees in TY2012

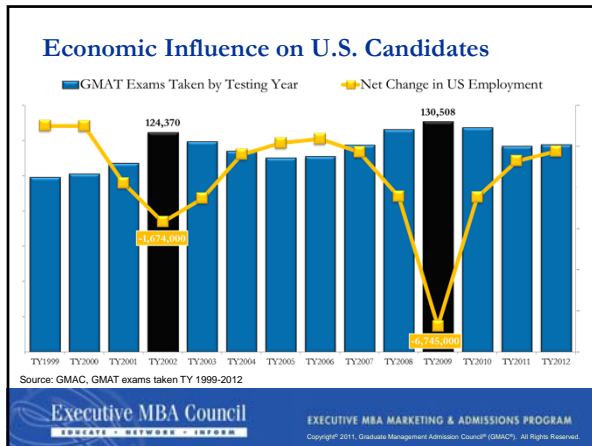


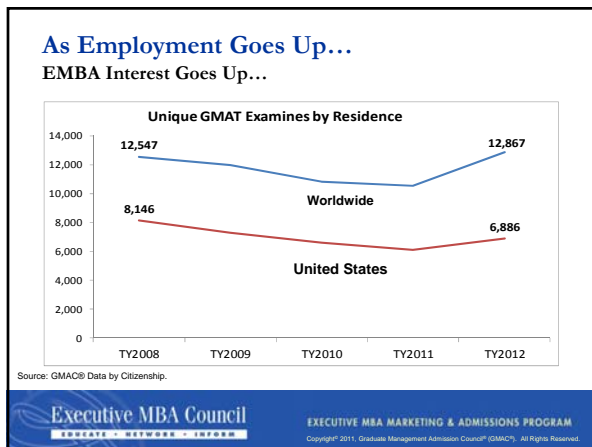
Region	Five-year percentage change shown
North America	↓9% from '08
European	↑25%
Asian-Pacific	↑44%
Middle Eastern & African	↑15%
Mexican & Latin American	↓1%

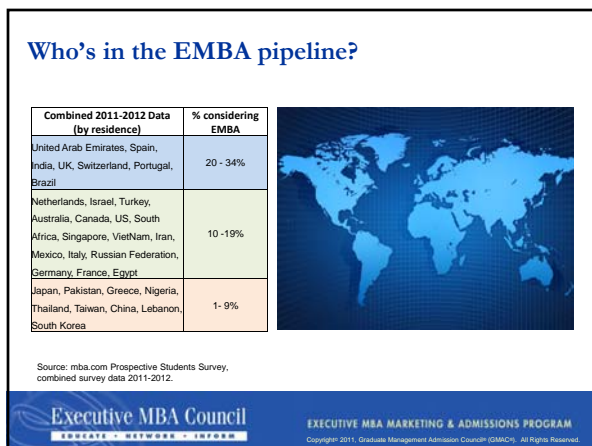
Five-year percentage change shown
Source: GMAC® Data by Citizenship (unique test taker level)

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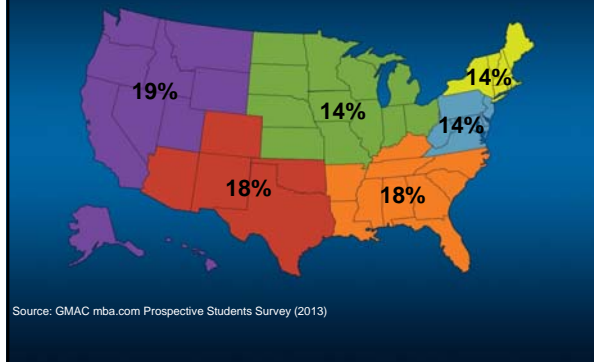
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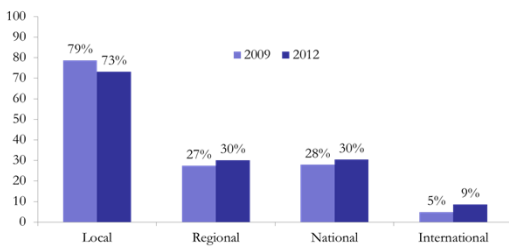




Percentage of Prospective Students Considering EMBA
US regions



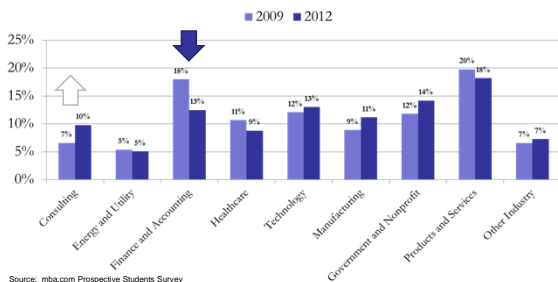
Program Location Considered by EMBA Prospects
US Citizens Preferring to Study in the U.S.



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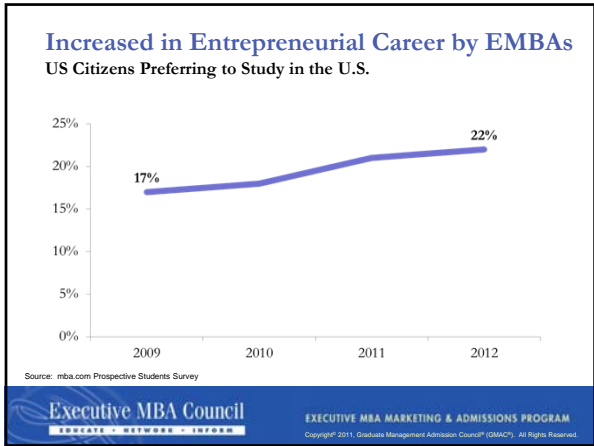
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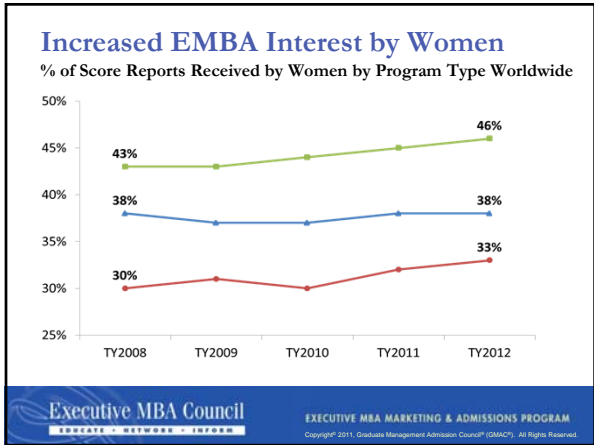
Current Industry of EMBA Candidates
US Citizens Preferring to Study in the U.S.

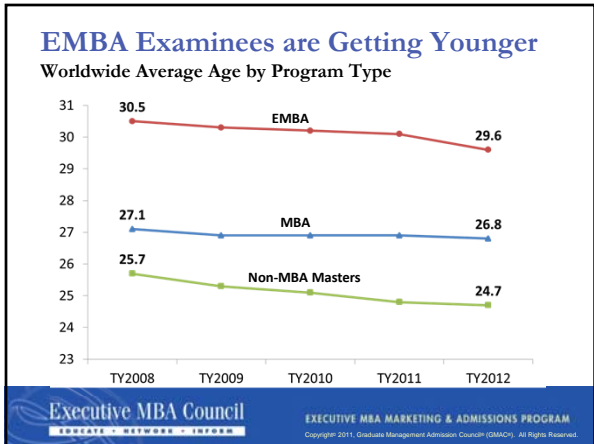


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Motivations of Global EMBA Candidates

1. Develop General Business Skills
2. Increase Job Opportunities
3. Increase Salary Potential
4. Accelerate Career
5. Leadership Skills



Source: GMAC mba.com Prospective Student Survey, 2012 data

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Reservations of Global EMBA Candidates

1. Requires More Money than Available ...or Taking on Significant Debt (51%)
2. Time and Energy Demands Too High
3. Limits Time with Friends/Family
4. Requires Postponing Personal Plans



16% of EMBA prospects
has NO reservations

Source: GMAC mba.com Prospective Student Survey, 2012 data

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Information Sources of Global EMBA Candidate:

1. School Websites
2. Friends/Family
3. mba.com Official GMAT website
4. Coworkers/Peers
5. School Admissions Professionals
6. School Brochures/Publications (In top five for US Candidates)



Source: GMAC mba.com Prospective Student Survey, 2012 data

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Information Sought on Websites

by Global EMBA Candidates

1. Cost of Attending
2. School Ranking
3. Admission Criteria
4. Application Requirements
5. Program Description



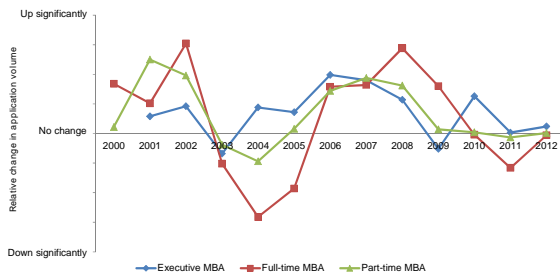
Source: GMAC mba.com Prospective Student Survey, 2012 data

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Application Trends

Year-to-Year Change in Application Volume



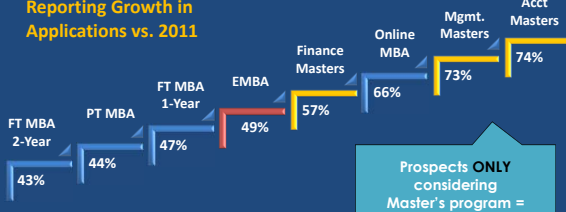
Source: 2012 Application Trends Survey Participant Report

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Application Trends 2012

% of Global Programs Reporting Growth in Applications vs. 2011



Source: GMAC, Application Trends Survey Report 2012

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Program Landscape: TY2008 to TY2012

	Degree Type	# of Programs Receiving GMAT Scores		Unique GMAT Examinees		% change from '08
		TY2008	TY2012	TY2008	TY2012	
Non-MBA Masters	Finance	152	227	10,831	19,374	+79%
	Accounting	368	424	17,647	23,818	+35%
	Management	208	314	10,388	20,651	+99%
MBAs	FT MBA 2-Yr	1,167	1,230	106,602	103,894	-3%
	FT MBA 1-Yr	257	311	39,728	42,557	+7%
	PT MBA	595	655	59,995	45,993	-23%
	EMBA	258	312	12,547	12,867	+3%
	Online MBA	91	129	7,449	8,803	+18%

Source: GMAC, GMAT Examinee Data TY2008 to TY2012
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MBA Profiles

FT MBA 2-Year




- Applications = 267
- Class size = 83
- Foreign = 45%
- ≤ 25 = 41%
- Women = 39%

PT MBA



- Applications = 137
- Class size = 57
- Foreign = 12%
- ≤ 25 = 27%
- Women = 41%

EMBA



- Applications = 42
- Class size = 36
- Foreign = 14%
- ≤ 25 = 3%
- Women = 37%


Source: GMAC® 2012 Application Trends Survey Report –Median Figures
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Graduate's Perceived Value of GME

With or without a job offer, graduating students express confidence in their degrees.


% of respondents who rate value as outstanding, excellent, or good

2012 by Degree Type	% responding outstanding, excellent, or good
Full-Time Two-Year MBA	92.3%
Executive MBA	92.0%
Qualitative Master's	91.5%
Full-Time One-Year MBA	91.3%
Part-Time MBA	90.3%
Quantitative Master's	89.2%



Legend: — With a Job Offer — Without a Job Offer

Source: GMAC Global Management Education Graduates Survey 2012



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Skills That Set MBAs Apart for Senior-level/Executive-level positions...

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Job Levels Companies Plan to Fill

Job Level	Percentage of hiring companies
Entry Level	52%
Mid-level	66%
Senior level	21%
Executive level	8%

Source: 2012 Corporate Recruiters Survey

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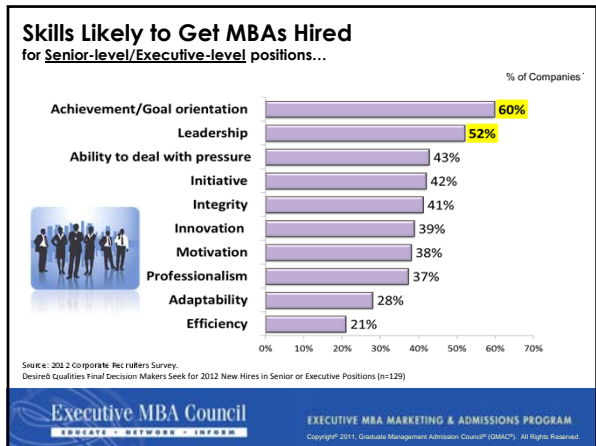
Ways to Differentiate Résumé in the Job Search Qualifies Employers Want in MBA hires for Senior-level/Executive-level

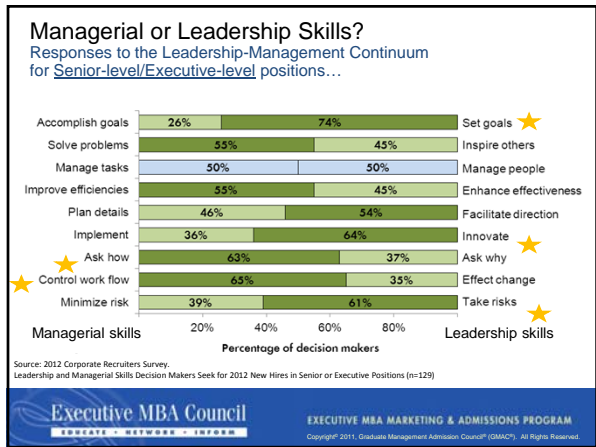
Qualification	Percentage
Job function at past work experience	67%
Industry of past work experience	62%
Years of past work experience	51%
Graduate degree area of study	42%
School / Institution	36%
Recommendation	33%
Resume scan / employment application	28%
Language skills	23%
International work experience	20%
Internships	19%

Source: 2012 Corporate Recruiters Survey
Factors Global Recruiters Consider When Selecting Applicants to Interview from a Large Candidate Pool for Senior or Executive Positions (n=129)

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Keep up to date with these trends!

GMAT® data to keep up on trends

gmac.com/Profile

market intelligence & benchmarking

gmac.com/SurveySignUp

GMAT® PROGRAM CODE ALERT!

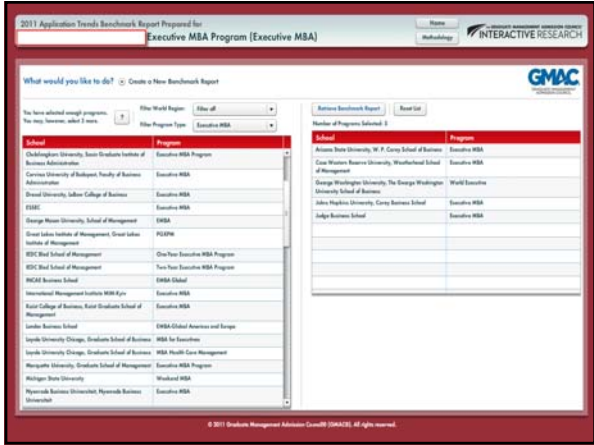
Get a GMAT code for each program you offer and help prospects find you.

Codes to monitor ALL your programs

gmac.com/GetAGMATCode

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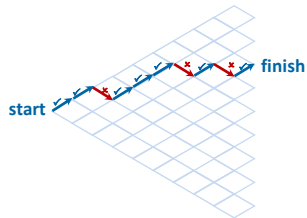


The GMAT®

(now with Integrated Reasoning)



Computer Adaptive Test (CAT)



Starts with a middle difficulty item

Correct response = harder item
Incorrect response = easier item
An easier item may = content change

One question at a time

Cannot skip or go back
Every item counts in scoring

Adaptive testing is:

More Accurate
More Efficient
More Secure
A Better Testing Experience

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Critical Facts

- Reasoning, not basic skills
- Item types are specific to the GMAT® exam
- Time limits for each section
- Adaptive test (and is self correcting)
- Every item counts in scoring
- An easier item may mean a content change
- Only one question on the screen at a time
- Cannot skip or go back



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Examinee Experience

Test

\$250, includes sending results to five programs FREE

Scores

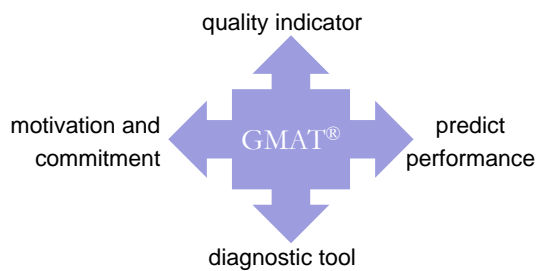
- Ability to cancel scores (*before* seeing results)
- Unofficial report available immediately after test
- Official report sent to examinee and schools within 20 days (electronically)

Retesting

- 1 test attempt per month
 - 5 times over 12 month period
- Around 20% take more than once
 - Average score increase: 30 points



Why use the GMAT® for an Executive MBA?



The GMAT® as a predictor of performance

- The GMAT® score (used alone) is more effective at predicting success
 - » EMBA = 0.580
 - » Part-time MBA = 0.480
 - » Full-time MBA = 0.467
- This gets better (0.63) when you combine it with both the AWA score and undergraduate GPA
- UGPA alone for EMBA is 0.238

[Research Paper: Executive Education: Predicting Student Success in 22 Executive MBA Programs](#)



Defining Integrated Reasoning

in-te-grat-ed Spelled[in-ti-grey-tid]
adjective

1. combining or coordinating separate elements so as to provide a harmonious, interrelated whole

rea-son ['ri:zən]

noun

a (/): the power of comprehending, inferring, or thinking especially in orderly rational ways.

Integrated Reasoning is a demonstration of the ability to combine or manipulate different pieces of information to identify interrelations, make inferences, draw conclusions and solve problems.

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Graduate Management Admission Test 7 of 7

Calculator

Techniques | Artifacts | Budget

Island Museum analyzes historical artifacts using one or more techniques described below—all but one of which is performed by an outside laboratory—to obtain specific information about an object's creation. For each type of material listed, the museum uses only the technique described.

Animal teeth or bones: The museum performs *isotope ratio mass spectrometry* (IRMS) in-house to determine the ratios of chemical elements present, yielding clues as to the animal's diet and the minerals in its water supply.

Metallic ores or alloys: *Inductively coupled plasma mass spectrometry* (ICP-MS) is used to determine the ratios of traces of metallic isotopes present, which differ according to where the sample was obtained.

Plant matter: While they are living, plants absorb carbon-14, which decays at a predictable rate after death; thus, *radiocarbon dating* is used to estimate a plant's date of death.

Fired-clay objects: *Thermoluminescence* (TL) dating is used to provide an estimate of the time since clay was fired to create the object.

Which one of the following pieces of information would, on its own, provide the strongest evidence that the given artifact was actually produced on Kazna?

- A radiocarbon date of 1050 BC for a wooden bowl
- IRMS analysis of a necklace made from animal bones and teeth
- A TL date for a fired-clay brick that places it definitively in the period of the Kazna Kingdom
- ICP-MS analysis of a metal tool that reveals element ratios unique to a mine on Kazna
- Determination that a stone statue was found near a quarry known to produce stone statues during the Kazna Kingdom

Graduate Management Admission Test 3 of 4

Calculator

Tyrannosaurus rex Mass (kg) by Age (years)

The graph models the hypothetical mass, in kilograms, of a *Tyrannosaurus rex* up to 30 years of age. Points *A*, *B*, and *C* represent the masses for a *Tyrannosaurus rex* at ages 12, 16, and 20, respectively, according to the model.

From each drop-down menu, select the option that creates the most accurate statement based on the information provided.

For integer values of the age from 12 to 30, the average (arithmetic mean) mass falls approximately between kilograms.

The percent change in the mass from age 12 to age 16 is approximately the percent change in the mass from age 16 to age 20.

Review of Test Structure

GMAT with Integrated Reasoning

AWA: Argument <i>1 essay</i>	30 minutes
Integrated Reasoning <i>12 questions</i>	30 minutes
Quantitative Reasoning <i>37 questions</i>	75 minutes
Verbal Reasoning <i>41 questions</i>	75 minutes
Total Time	3 hours, 30 minutes

Integrated Reasoning Section

- **Four Question Types:**
 - Multi-Source Reasoning
 - Table Analysis
 - Two-Part Analysis
 - Graphics Interpretation
- **New response options**
 - Pull-down menus
 - Tables with column responses & row content
 - Multiple "true-false" choices
- **Use of Calculator**

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Review of IR Scoring

Scores: 6024683

Percentages shown below represent the percent of the test-taking population in the Integrated Reasoning (IR) section who has only recently been introduced, the population that have taken IR and scored lower than your score:

Total	Analytical Writing	Integrated Reasoning
55/ 49%	4.5/ 38%	3.0/ 26%

• **T (Testing Issue)** GMAC canceled the score due to an issue that affected the administration of the test. Examples include, but are not limited to, administrative errors, equipment problems, issues related to registration or payment, and disruptions caused by illness, natural disasters or other emergencies.

• **S (Serious violation)** GMAC canceled the score because of a discrepancy in, or falsification of, a test taker's identification; improper access to or any disclosure of test content prior to, during, or after the test administration; proxy testing; or falsification of score reports. (The use of "serious violation" for this purpose is not intended to minimize the significance or seriousness of other violations of GMAT testing rules.)

- 1-8: Scale in Intervals of 1
- GMAT QVTA scores unaffected – immediate unofficial score reports still available
- 5 scores
 - ◆ Quantitative Reasoning
 - ◆ Verbal Reasoning
 - ◆ Total
 - ◆ Analytical Writing
 - ◆ Integrated Reasoning

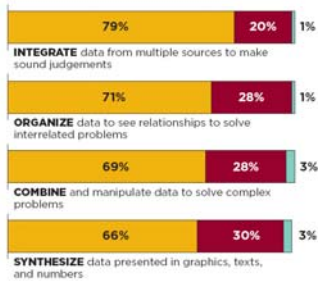
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Companies Want Big Data Skills

97%
600+
EMPLOYERS



Source: Data based on responses from 636 global employers that plan to hire recent MBA or master's business graduates in 2012.

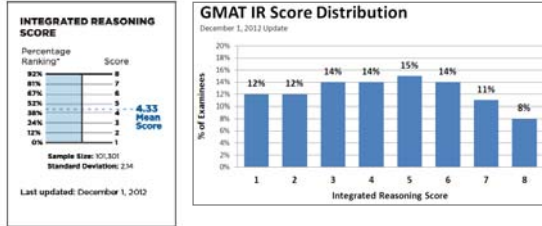
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Percentile Ranking on Score Reports

Integrated Reasoning Percentile Table



Schools should access gmac.com for the latest percentile rankings.

Candidates will find the most up to date percentile rankings on mba.com.

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Help Us Help You...Get to Validity



(1)

Encourage candidates to do their best on this section of the exam as the *shortest distance to validity* is through test takers knowing the IR score matters

(2)

Participate in a IR Concurrent Validity Study

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And So Much More

Tools and Resources for Schools and Students

gmac.com (Graduate Management Admission Council®)

mba.com

GMAT®

GMAT® PATHFINDER

GMAT® Interactive Profile

GMAT® Validity Study Service

GMAT® Surveys

GMAT PAPER TESTS

GMAT WRITE

GMAT FOCUS

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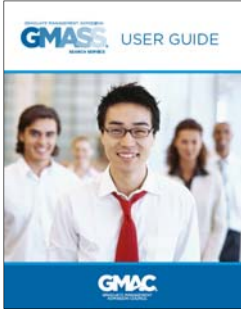
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Accessing Students

GRADUATE MANAGEMENT ADMISSION
GMASS
SEARCH SERVICE

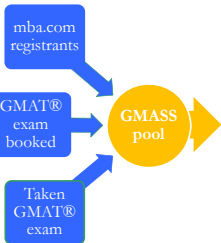
- GMASS gives you easy access to **more than 350,000** potential candidates who have opted to make their personal information available to you.
- Names are .75/each
- No subscription fee



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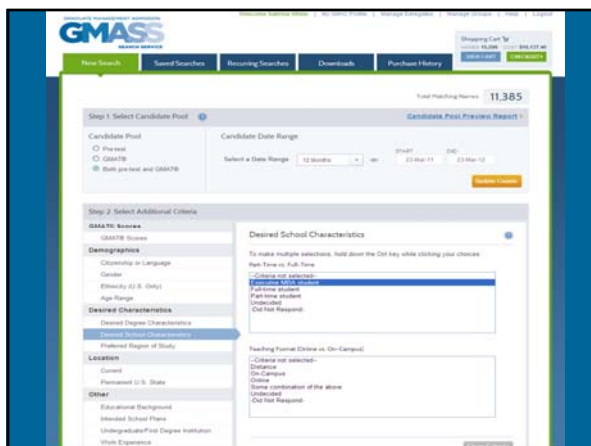
GMASS Search Categories



Demographics	<ul style="list-style-type: none"> Gender Ethnicity Language Citizenship Age
Program sought	<ul style="list-style-type: none"> Programme type Delivery format Location Concentration Work/study
Background	<ul style="list-style-type: none"> Prior education Work experience Planned start date Location
GMAT® score	<ul style="list-style-type: none"> Total Verbal Quantitative AWA

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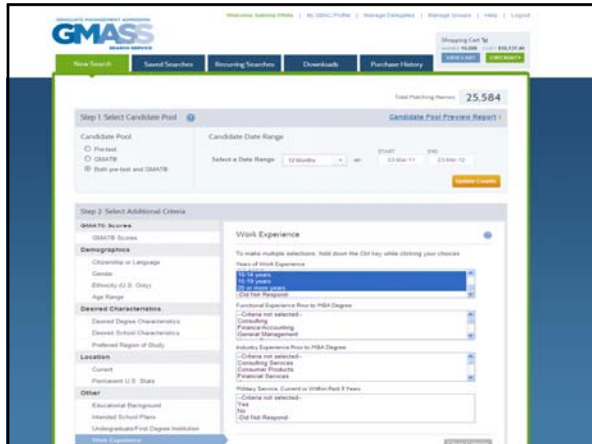
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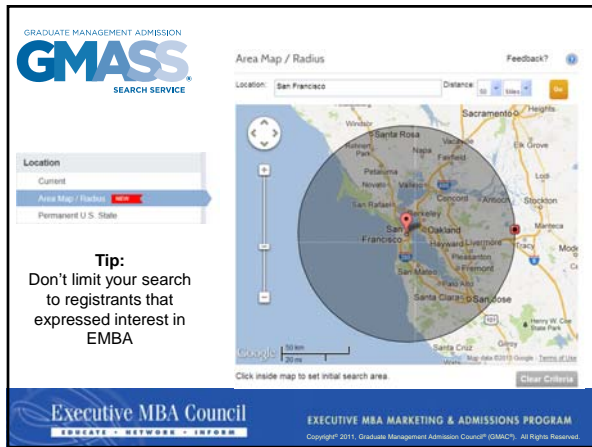


GMASS Search Service

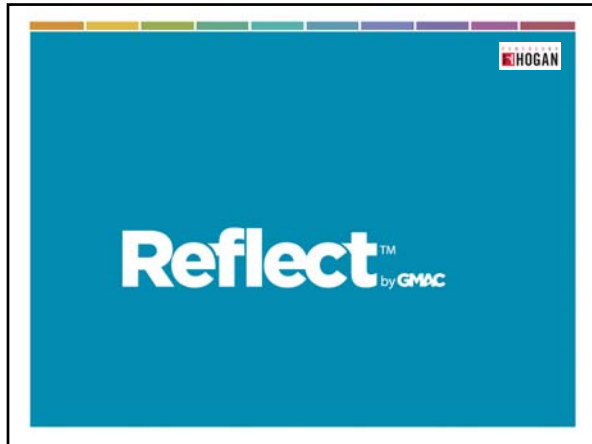
Step 1: Select Candidate Pool
Candidate Pool: Period, GMAT®, Both period and GMAT®

Step 2: Select Additional Criteria
GMAT® Scores: 11,385
Demographics, Desired Characteristics, Location, Other









How was Reflect Developed?

Competencies

- Collaborated with industry experts, conducted Extensive research with 900 corporate recruiters and leading graduate schools around the world

↓

Product Features/Design

- Conducted extensive market research to establish product features and design

↓

Content

- Collaborated with Hogan in an exhaustive and comprehensive process to develop report content

↓

Population Normed

- Testing revealed scores be "normed" against a population containing 50%-50% mix of GMU students and working adults

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What does Reflect Measure?

- Reflect measures soft skills as natural personality traits
- People develop coping mechanisms over time
- Reflect helps accelerate personal development by suggesting new behaviors

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The Assessment

Reflective Learning Center Discover Improve

John Smith | HELP | ACCOUNT | SIGN OUT

WORKSHOP MY WORKPLAN ALL RESOURCES

MY ACTIONS 5 COMPLETED 1

Build a list of historically good resources for best practices and make research to support and further expand on your ideas.

Focus on searching for non-verbal cues

When presenting or debating material, define terms being used to prevent misunderstanding

Prepare yourself for anticipated stressful situations by writing down the things that make you tense and taking through week-long exercises with a colleague

Act objectively: 1. Watch your body language unfold your arms, unclench your fists, stop clicking your pen. 2. If you become too emotional, step away for a drink of water, or take a deep breath. 3. Remember, it's not personal

ADD YOUR OWN ACTION

My Resources ALL | ARTICLES | VIDEOS | BOOKS | COMPLETED

Approach to Business Growth
What do the most successful businesses do differently than mediocre ones? They see the big picture. They connect the unconnected, challenge the conventional, look for new opportunities, and are not afraid to try new ideas. They are inspired businesses, with a sense of "genius" about them. In this summary, you will learn how to apply intelligence in more imaginative ways to accelerate positive growth and create superior value.
By Peter Fisk

Risk Profile Technique
Examine the "risk profile" technique for decision making.
By Donald Hurts

Tough Management: The 7 Winning Ways to Make Tough Decisions, Deliver the Numbers, and Grow
This book sets out seven solid rules that will help you to reach decisions more easily, make the numbers consistently, and deliver the results your company needs for sustained growth.
By Chuck Blaker

Reflective Learning Center Discover Improve

John Smith | HELP | ACCOUNT | SIGN OUT

WORKSHOP MY WORKPLAN ALL RESOURCES

All Resources ALL | ARTICLES | VIDEOS | BOOKS | ACTIONS

SEARCH RESOURCES

Filter Resources

All

Innovation

Operational Thinking

Decision Making

Strategic Vision

Strategic Self-Awareness

Resilience

Drive

Interpersonal Influence

Working Others

Collaboration

Combining Meetings

Managing Teams

Managing Conflict

and Customers
Learn about using feedback to help build a management organization.
By Larry Barkin

As a Manager, Do You Really Care About Your People?
By Peter Stone

Because Takes Away Your Power
Learn about the importance of not using excuses to limit your true potential.
By Larry Barkin

Be in Control, Be Influential and be Serene
Learn about reducing conflict by only focusing on those issues that are within your control.
By Larry Barkin

GMAT Management Reports

Customer Service | Help | Home | GMAT System Administrator

Institutions | Programs | Users | My Profile | Management Reports

Your password has been successfully changed. Be sure to use your new password the next time you log into the system.

GMAT Score Reports

Use the links above to:

- View/audit information about institutions.
- View/audit information about programs.
- View/audit user account information.
- Change your contact information, permissions and password.
- View or download management reports.

News and Announcements

The Quarterly Management Reader report is now available in PDF, TXT and CSV formats. The @@@@@ provides information about the fields included in the TXT and CSV versions. (No changes have been made to the PDF version.)

Revoke and Candidate Cancel Reasons Now Included on Score Reports

In the past, if a test taker cancelled her access immediately after the exam or if her score was revoked for any reason, an asterisk (*) was printed on the score report in place of actual scores. Beginning today, a new code on the score report specifically indicates if a test taker cancelled the score or provides the reason for a score being revoked. A key at the bottom of the PDF report describes the possible values for this code (C, O, M, T or S).

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Executive MBA Council EXECUTIVE MBA MARKETING & ADMISSIONS PROGRAM

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GMAT® Summary Report

Updated twice a year:
 • January – June
 • July – December

A snapshot of how candidates sending their scores to your program compare to all test takers.

Data provided on GMAT® score, age, gender, U.S. Ethnicity, World Region

+ indicates number is fewer than 10

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GMAT® Frequency Report

Total Score Reports Issued: 799,200
 Total Unique Test Takers: 224,816

GMAT® Score Reports Issued	Your Program	Your School*	Your Institution**
Total sent to you	1,171	1,076	1,031
Sent Only to	13	232	272
Sent to you and others	1,158	844	759
	97.2%	77.2%	72.7%

Released once a year.

Provides intelligence on test sending behavior of candidates sending scores to your program.

GMAT® Score Reports sent to your program were also sent to these programs

Top 15 by Unique Test Takers	Institutions, School, Program	Number of Score Reports Issued	Number of Unique Test Takers	GMAT® Total Score Range				
				< 500	500-540	550-590	600-640	650-700 +
1	School A	294	257	34	42	42	41	39
2	School B	228	211	42	38	32	36	42
3	School C	190	198	20	13	22	30	21
4	School D	174	171	47	20	22	22	13

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GMAT® Interactive Profile Report
 Detailed Report
 GMAT® Interactive Compiled data for testing year 2011
 There were a total of 250,762 tests taken this testing year.

Program Type Executive MBA
GMAT® Score Less Than 500, 500-540, 550-590, 600-640, 650-690, 700 and Above

Rank by Your School
 Less Than 500: 2,572
 500-540: 1,524
 550-590: 1,424
 600-640: 1,260
 650-690: 870
 700 and above: 584

Personal Information

- Gender
- Age
- Ethnic Identification (for U.S. citizens only)
- Citizenship

Candidate Residence

- World Region
- Country (& State)
- U.S. Region

Educational Experience

- Undergraduate Major
- Graduation Date (Year)
- Undergraduate Grade Point Average (GPA)
- Highest Education Level Attained

Intended Graduate Degree Information

- Desired Start Date, Month and Year
- Degree Program(s)
- Intended Program Type (Full Time, Part Time, etc.)
- Intended Area of Concentration(s)

GMAT® History

- GMAT® Score
- Work Information
- Years of Work Experience

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Part-time MBA Programs

Diversity by the Numbers: Data for Recruiting US Minorities

Specialized Masters Programs

Emerging Markets: Africa & the Middle East

From Applicant to Employee: What 2012 Hiring Trends Mean for Your Recruiting

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Thank You!

Questions?

▶ swhite@gmac.com

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