



C O R P O R A T E
Recruiters Survey
2011 General Data Report

The Corporate Recruiters Survey 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 5,000 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. This year, GMAC partnered with the European Foundation for Management Development (EFMD) and MBA Career Services Council (MBA CSC) in developing questions for the survey and increasing business school participation worldwide.

EFMD is an international membership organization based in Brussels, Belgium. With more than 650 member organizations from academia, business, public service, and consultancy in 75 countries, EFMD provides a unique forum for information, research, networking, and debate on innovation and best practice in management development. EFMD is recognized globally as an accreditation body of quality in management education and has established accreditation services for business schools and business school programs, corporate universities, and technology-enhanced learning programs.

The MBA CSC is an international professional association representing individuals in the field of MBA career services and recruiting. The MBA CSC provides a forum for the exchange of ideas and information and addresses issues unique to the needs of MBA career services and recruiting professionals. MBA CSC also provides professional development and networking opportunities for its members and develops and promotes its *Standards for Reporting MBA Employment Statistics*.

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Introduction

The Graduate Management Admission Council® (GMAC®), in cooperation with MBA Career Services Council and EFMD, is pleased to present the results of the 2011 Corporate Recruiters Survey, the tenth annual survey of business graduates' employers. The primary purposes of this study are to examine the job market for graduates from MBA and other specialized master-level programs in business and management, to identify employer needs and expectations and their evolution over time, and to provide employers with useful statistics on recruitment methods, compensation packages, and retention rates. The survey results, which are based on responses from 1,509 employers in 51 countries, can be used by—

- Individuals in the graduate management education community, including business school professionals, graduate business students, and prospective students, to gauge the job market and better understand employer expectations;
- Employers of business graduates to develop their hiring plans and benchmark their practices against hiring practices of similar organizations; and
- Career management professionals at business schools to better manage student expectations and employer relationships.

This *Comprehensive Data Report*, which is available exclusively to participating schools and employers, is part of the 2011 Corporate Recruiters Survey report set. The content of this report consists primarily of tables presenting survey responses by company characteristics that determine recruitment practices. The text that accompanies each major section of the report highlights key findings. The tables, however, are not comprehensively discussed. The reader should note that where there is a reference to 2010 and 2011, 2010 refers to actual hiring data and 2011 to anticipated hiring data.

Other publications in the set include:

- The *Corporate Recruiters Survey 2011 Survey Report*—a publicly released executive report that summarizes the overall significant findings and implications, including year-to-year trends.
- A complimentary interactive *School Benchmarking Report* for participating schools that compares aggregated responses of employers that work with a particular participating school against aggregated responses of other employers.

One hundred twenty-seven graduate business schools facilitated the administration of this survey either by submitting employer contact information for companies that hire their graduates or by administering the survey using their internal resources.

GMAC would like to thank MBA Career Services Council and EFMD for their contributions to the questionnaire design and school recruitment for this 2011 Corporate Recruiters Survey. GMAC would also like to thank all the schools and employers that participated. Without you, this report would not have been possible.

Overall Summary of Survey Results

This section of the report presents an overall summary of the 2011 Corporate Recruiters Survey data. The objective of this section is to describe the overall feedback of participating employers on the recruitment and evaluation of business graduates and professionals with graduate management degrees. A detailed participant profile can be found in the *Methodology* section of this report.

Key Findings¹

- The majority of respondents—72 percent—expect that their company business will improve in 2011. With a primary focus on improving performance and productivity, 58 percent of participating companies, down from 60 percent in 2010, plan to expand their customer base in 2011.
- Employee referrals (76%) top the list of strategies companies use to find new talent. Two in three firms (69%) recruit graduate business school students on campus. Recruiting expenditures are expected to stay the same (32%) or increase (42%) in 2011.
- Seventy percent of participating organizations, 15 percent more than last year, plan to hire recent MBA graduates in 2011, filling an average of twelve vacancies per company. Companies cited lack of job openings (41%) as a primary reason they did not hire recent MBA graduates in 2010.
- Marketing or sales (43%) followed by finance other than investment banking (38%) are top areas of demand for recent MBA graduates. More than one-third of participating employers (40%) also planned to hire Master in Management graduates for marketing and sales positions, and graduates with specialized master's in business degrees appeared to have more opportunities in information technology (32%) and marketing and sales (32%) than in other fields.
- Half of participants reported that they expect no change in 2011 annual base salaries for recent graduates from MBA, Master in Management, Master in Accounting and other specialized master's programs compared with 2010 salaries.
- While the majority of MBA employers focused their recruitment efforts on full-time program graduates, more than half (56%) employ part-time MBA program graduates.
- The vast majority of employers seek the following knowledge, skills, and abilities in new MBA hires: communication skills (86%); professionalism (78%); initiative and integrity (77%); motivation (76%) and ability to deal effectively with pressure and unexpected obstacles (75%). Almost all employers (99%) report satisfaction with their MBA employees, including 79 percent that are very or extremely satisfied.

¹ **Note:** Data for “Other” responses are not included in the analysis presented in this report. Consequently, percentages will not match those presented in the *Corporate Recruiters Survey 2011 Survey Report* in some instances.

Business Outlook

Table 1. Overall Company Organizational Goals in 2010 and in 2011

	2010	2011
	N=2,194	N=1,460
Improve performance or productivity	76%	71%
Expand customer base	60%	57%
Launching new product(s) services ^a	—	49%
Reduce costs	57%	49%
Improve customer service	46%	45%
Expand geographically	32%	39%
Overcome economic challenges	49%	35%
Diversify the organization	30%	31%
Complete or integrate a merger	15%	17%

^a new category added to this year's survey

Recruitment Strategies

Table 2. Company Recruitment Strategies

	Percentage of respondents
	N=1,485
Employee referrals	76%
Company website for job postings and/or resume submissions	76%
On-campus recruitment of graduate business school students:	69%
For full-time job opportunities	58%
For internships	51%
Online job search engines or job boards.	64%
Organize or participate in career fairs	58%
Networking events	46%
Recruitment agencies or executive recruiters	46%
Social media including sourcing and advertising	35%
Sponsorship of current employees to attend graduate business school	33%
Employ graduate business school students as interns without actively recruiting current students to be interns.	27%
Job announcements in print	26%
Work with professional associations to have access to their candidate database.	25%

Table 3. Change in Recruiting Expenditures

	2009–2010	2010–2011
	N=1,259	N=1,248
Increase	38%	42%
Decrease	15%	8%
No change	28%	32%
Don't know	18%	17%

Table 4. Change in Average Recruiting Cost Per New MBA Graduate Hire Between 2009 and 2010

	Percentage of Respondents
	N=836
Increased	23%
Decreased	7%
No change	34%
Did not hire recent MBA graduates in 2009	5%
Don't know	31%

Table 5. Average Number of Schools Used for On-Campus Recruitment, MBA Candidates

	2010 (actual)	2011 (expected)
Valid N	N=489	N=474
Mean	8.4	9.3
Median	5.0	5.5

Table 6. Factors Considered Most Important When Selecting Schools From Which to Recruit Graduate Business School Students

	Percentage of respondents
	N=523
Quality of the students	72%
Past experience at the school	48%
Existing relationships at the school	39%
School ranking	37%
Influence of alumni working at your company	31%
Depth of the talent pool	28%
Global recognition of the business school	26%
Location of school	25%
Quality of the curriculum	25%
Retention history of past hires	24%
Local reputation	16%
Offer or hiring yield	14%
Flexibility of students (willingness to relocate)	14%
Admissions standards of the school	12%
Salary expectations of graduating students	12%
Quality of the faculty	10%
Quality of the career services office	9%
International diversity of the class	9%
School accreditation	9%
Ethnic diversity of the class	7%
Demand for recent graduates from the school	3%

Table 7. Types of Social Media Platforms Used

	Percentage of respondents
	N=1,033
LinkedIn	77%
Facebook	66%
Twitter	50%
YouTube	23%
Myspace	2%
Ning	1%

Table 8. Company Use for Social Media Channels

	Percentage of respondents
	N=1,039
Strengthen the company brand	71%
Improve/maintain external communication	62%
Advertise jobs	48%
Market products/services	47%
Identify prospective job candidates	44%
Keep up with the industry	43%
Monitor company reputation	36%
Verify job applicant information	18%

Table 9. Recruitment or Employment of MBA Candidates, by Program Type, or Sponsorship of Current Employees to Attend MBA Programs

	Full Time, MBA	Part-Time, MBA	EMBA	Online
	N=849	N=844	N=847	N=843
Actively recruit	79%	31%	21%	9%
Employ	74%	53%	41%	18%
Sponsor current employees to attend	15%	25%	21%	10%
None of the above	10%	34%	43%	74%

Job Opportunities by Candidate Type

Demand for New Hires

Table 10. Job Candidates Companies Hired in 2010 and Plan to Hire in 2011

	2010	2011
	N=1,401	N=1,339
Recent MBA graduates	62%	67%
Recent Master in Management graduates	18%	22%
Recent Master of Accounting graduates	18%	21%
Other specialized master's in business graduates	35%	38%
Nonbusiness master-level graduates	31%	35%
Recent graduates with a bachelor's degree	55%	56%
Experienced direct-industry hires	58%	62%
No plans to hire any of the above	8%	4%

Table 11. Means & Medians for 2010 Actual Hires and 2011 Projected Hires per Employer, by Candidate Type

	2010		2011	
	Mean	Median	Mean	Median
Recent MBA graduates	11.8	3.5	11.7	5.0
Recent Master in Management graduates	7.0	2.0	8.4	4.5
Recent Master of Accounting graduates	14.1	2.0	16.4	2.0
Other specialized master's in business graduates	14.4	3.0	15.7	5.0
Recent nonbusiness master-level graduates	12.5	3.0	16.6	4.0
Recent graduates with a bachelor's (or first university) degree	41.0	5.0	46.4	8.0
Experienced direct-industry hires	90.6	5.0	62.6	5.0

Job Areas and Position Levels

Table 12. Job Areas for Which Employers Plan to Hire Recent Graduates in 2011

	MBA	Master in Management	Master of Accounting	Other specialized master's in business	Disciplines other than business
	N=729	N=226	N=220	N=422	N=378
Accounting	23%	23%	71%	20%	13%
Consulting	30%	31%	17%	23%	24%
Business development	36%	31%	11%	24%	19%
Finance (investment banking)	15%	18%	15%	13%	10%
Finance (other)	38%	29%	42%	26%	16%
General management	30%	36%	11%	19%	20%
HR/organization management	16%	28%	9%	22%	21%
Information technology/MIS	16%	19%	7%	32%	30%
Marketing/sales	43%	40%	10%	32%	26%
Operations and logistics	29%	35%	12%	30%	30%
Other job areas	15%	24%	15%	32%	46%

Table 13. Job Levels for Which Employers Plan to Hire Recent Graduates in 2010

	MBA	Master in Accounting	Master in Management	Other specialized master's in business	Disciplines other than business
	N=725	N=218	N=223	N=421	N=376
Entry level	50%	67%	60%	55%	66%
Mid-level	66%	52%	56%	60%	59%
Senior level	18%	18%	21%	24%	18%
Executive level	7%	9%	11%	11%	9%

Table 14. Position Levels Within Job Areas for Which Employers Plan to Hire Recent MBA Graduates in 2011

	Position level per job area ^a			
	Entry level	Mid-level	Senior level	Executive level
Accounting	58%	71%	24%	12%
Consulting	47%	71%	22%	10%
Business development	44%	75%	26%	12%
Investment banking	55%	68%	29%	16%
Finance other than investment banking	51%	73%	19%	9%
General management	39%	82%	24%	10%
HR or organization management	53%	74%	35%	19%
Information technology or MIS	51%	75%	22%	12%
Marketing or sales	50%	71%	22%	8%
Operations and logistics	45%	74%	24%	9%
Other job areas	51%	72%	23%	12%

a. Percentage of cases in a row.

Table 15. Position Levels Within Job Areas for Which Employers Plan to Hire Recent Master of Accounting Graduates in 2011

	Position level per job area ^a			
	Entry level	Mid-level	Senior level	Executive level
Accounting	70%	51%	19%	10%
Consulting	76%	51%	22%	16%
Business development	67%	67%	38%	29%
Investment banking	69%	50%	34%	22%
Finance other than investment banking	61%	57%	22%	12%
General management	67%	63%	33%	21%
HR or organization management	68%	58%	47%	26%
Information technology or MIS	67%	53%	27%	20%
Marketing or sales	64%	55%	32%	18%
Operations and logistics	68%	52%	32%	12%
Other job areas	73%	52%	24%	24%

a. Percentage of cases in a row.

Table 16. Position Levels Within Job Areas for Which Employers Plan to Hire Recent Master of Management Graduates in 2011

	Position level per job area ^a			
	Entry level	Mid-level	Senior level	Executive level
Accounting	63%	57%	25%	20%
Consulting	70%	54%	23%	11%
Business development	65%	62%	25%	14%
Investment banking	59%	51%	37%	20%
Finance other than investment banking	66%	57%	25%	12%
General management	57%	60%	27%	14%
HR or organization management	67%	64%	26%	16%
Information technology or MIS	57%	59%	30%	14%
Marketing or sales	63%	57%	26%	18%
Operations and logistics	62%	60%	21%	13%
Other job areas	57%	62%	32%	21%

a. Percentage of cases in a row.

Table 17. Position Levels Within Job Areas for Which Employers Plan to Hire Recent Other Specialized Master's in Business Graduates in 2011

	Position level per job area ^a			
	Entry level	Mid-level	Senior level	Executive level
Accounting	52%	65%	33%	14%
Consulting	58%	65%	28%	13%
Business development	56%	64%	31%	19%
Investment banking	68%	53%	34%	23%
Finance other than investment banking	55%	66%	30%	12%
General management	62%	63%	33%	20%
HR or organization management	60%	66%	35%	23%
Information technology or MIS	57%	62%	29%	15%
Marketing or sales	55%	56%	32%	19%
Operations and logistics	62%	64%	31%	20%
Other job areas	61%	62%	23%	16%

a. Percentage of cases in a row.

Table 18. Position Levels Within Job Areas for Which Employers Plan to Hire Recent NonBusiness Master-Level Graduates in 2011

	Position level per job area ^a			
	Entry level	Mid-level	Senior level	Executive level
Accounting	76%	58%	24%	18%
Consulting	68%	58%	24%	12%
Business development	68%	70%	27%	21%
Investment banking	78%	41%	30%	24%
Finance other than investment banking	75%	56%	28%	21%
General management	67%	74%	34%	21%
HR or organization management	70%	70%	30%	20%
Information technology or MIS	72%	64%	23%	14%
Marketing or sales	71%	62%	24%	14%
Operations and logistics	68%	66%	23%	14%
Other job areas	67%	58%	20%	13%

a. Percentage of cases in a row.

Compensation

Table 19. Expected Starting Annual Salary for New Professional Hires From MBA, Nonbusiness Master's and Bachelor's Degree Programs, 2007–2011, in US Dollars

	2007	2008	2009	2010	2011
Recent MBA graduates	N=109	N=558	N=417	N=390	N=300
Mean	\$80,452	\$83,541	\$79,936	\$80,508	\$85,854
Median	\$85,000	\$89,621	\$88,000	\$87,500	\$90,000
Nonbusiness master-level graduates	N=33	N=232	N=178	N=169	N=106
Mean	\$62,515	\$55,877	\$60,815	\$55,580	\$58,382
Median	\$60,000	\$55,000	\$65,000	\$60,000	\$60,000
Recent graduates with a bachelor's degree	N=54	N=418	N=431	N=390	N=265
Mean	\$43,817	\$46,845	\$42,598	\$41,860	\$42,859
Median	\$43,500	\$47,000	\$45,000	\$45,000	\$45,000

Table 20. Expected Starting Annual Salary for New Professional Hires From Other Master's Programs in Business and Direct-Industry, 2008–2011, in US Dollars

	2008	2009	2010	2011
Recent Master in Management graduates	N=117	N=78	N=96	N=61
Mean	\$62,528	\$58,808	\$50,478	\$44,838
Median	\$65,000	\$65,000	\$52,056	\$48,783
Other specialized master's in business graduates	N=204	N=207	N=241	N=123
Mean	\$61,969	\$59,509	\$55,618	\$60,017
Median	\$60,000	\$57,000	\$55,000	\$60,000
Experienced direct-industry hires	N=293	N=315	N=357	N=188
Mean	\$74,515	\$64,733	\$71,857	\$70,394
Median	\$75,000	\$64,084	\$70,000	\$68,296

Table 21. Expected Change in Annual Base Salary for Recent MBA, Master in Management, and Other Specialized Master's Hires, 2011 Compared With 2010

	MBA	Master in Management	Master in Accounting	Other specialized master's in business
	N=641	N=169	N=169	N=348
Increase	33%	35%	34%	30%
Decrease	2%	3%	1%	3%
No change	52%	51%	50%	54%
Don't Know	13%	11%	15%	13%
Total	100%	100%	100%	100%

Table 22. Expected 2011 Total Annual Compensation and Signing Bonus for Recent MBA Graduate Hires, in US Dollars

Total Compensation	N=191
Mean	\$112,928
Median	\$110,000
Signing/Starting bonus	N=191
Mean	\$18,679
Median	\$15,000

Table 23. Expected 2011 Benefits and Additional Compensation for Recent MBA Graduate Hires

	Percentage of respondents
	N=677
Benefits package	85%
Performance-based bonus	64%
Signing or starting bonus	52%
Moving allowance	49%
Year-end bonus	44%
Tuition reimbursement or scholarship	24%
Stock purchase plan	20%
Profit sharing	20%
Stock options, including restricted stock	16%
First-year bonus	12%
Housing allowance or reimbursement	12%
Commissions	10%
Car or car allowance	10%

Table 24. Expected 2011 Non-Monetary Benefits for Recent MBA Graduate Hires

	Percentage of respondents
	N=606
Company-sponsored social events	65%
Company-supported volunteer opportunities	63%
Health and fitness facilities	55%
Alternative work schedule program	50%
Parental leave	49%
Company-sponsored meals or snacks at work	37%
Childcare facilities	15%

Characteristics of 2010 Hires With MBA Degrees

Table 25. Characteristics of 2010 Hires With MBA Degrees

Number of Interns Employed	N=547
Mean	28.2
Median	6.0
Applied for full-time positions	N=471
Mean	20.6
Median	5.0
Received full-time job offers	N=466
Mean	12.4
Median	3.0
Accepted job offer	N=452
Mean	10.3
Median	2.0
Experienced direct-industry hires	N=185
Mean	5.6
Median	1.0
Required additional legal documents (e.g., visa, work permit)	N=279
Mean	1.1
Median	0.0
Were interns at the hiring company	N=212
Mean	5.7
Median	2.0
Number of new jobs created	N=475
Mean	18.6
Median	3.0
Number of positions replaced	N=435
Mean	19.9
Median	3.0

Table 26. Average Number of Years of Work Experience, by Candidate Type

MBA graduates	N=803
Mean	3.4
Median	3.0
Master in Management graduates	N=265
Mean	2.6
Median	2.0
Master in Accounting graduates	N=251
Mean	2.3
Median	2.0
Other specialized master's in business graduates	N=484
Mean	2.9
Median	3.0
Nonbusiness master-level graduates	N=438
Mean	2.6
Median	2.0

Primary Traits and Abilities Sought in MBA Candidates

Table 27. Primary Traits and Abilities Sought in MBA Candidates

	Percentage of respondents
	N=833
Professionalism	77%
Initiative	77%
Integrity	76%
Motivation	76%
Ability to deal effectively with pressure/unexpected obstacles	75%
Achievement and/or goal orientation	74%
Adaptability	68%
Innovation and/or creativity	68%
Collaboration	65%
Efficiency	49%
Listening ability	48%
Discipline	45%
Cross-cultural sensitivity	39%
Persuasiveness	39%
Diplomacy/tact	33%
Capacity and willingness to follow a leader	30%
Empathy	25%
Delegation skills	21%

Table 28. Primary Skills, Knowledge and Experience Sought in MBA Candidates

	Percentage of respondents
	N=805
Communication skills	86%
Strategic skills	67%
Proven ability to perform	66%
Core business knowledge	63%
Ability to manage change	61%
Technical and/or quantitative skills	59%
Ability to manage decision-making processes	59%
Ability to apply business discipline to any job or function	51%
Ability to establish business structure, processes, procedures	45%
Strong academic performance	45%
Sufficient years of work experience	41%
Ability to manage the task environment	40%
Same or related industry in prior work experience	39%
Negotiation skills	34%
Similar occupation in prior work experience	31%
Ability to manage subject-matter experts or technical experts	29%
Ability to manage human capital	25%
Similar job level in prior work experience	20%
Specific language, country, and/or cultural expertise	17%

Table 29. Company Leadership Development Program

	Percentage of respondents
Leadership Development Program	N=791
Yes	59%
No	33%
Don't Know	7%

Employer Satisfaction With MBA Employees

Table 30. Employer Satisfaction With MBA Employees, 2008–2011

	2008	2009	2010	2011
	N=1,001	N=1,287	N=935	N=784
Extremely satisfied	20%	16%	17%	20%
Very satisfied	63%	61%	59%	59%
Somewhat satisfied	15%	21%	23%	20%
Somewhat dissatisfied	2%	2%	1%	1%
Very dissatisfied	—	<1%	—	—
Extremely dissatisfied	—	—	—	—
Total	100%	100%	100%	100%

Why Employers Do Not Hire MBA Graduates

Table 31. Primary Reasons for Not Hiring Recent MBA Graduates in 2010

	Percentage of respondents
	N=405
No job openings were available	41%
Candidates' qualifications did not match job requirements	36%
Recruiting resources were allocated to other types of candidates	26%
Candidates had unrealistic job expectations	22%
Competition from other organizations; offers were not accepted	6%
Don't Know	7%

Methodology

From February 1 to March 1, 2011, the Graduate Management Admission Council (GMAC) conducted the Corporate Recruiters Survey, a survey of MBA and other graduate business students' employers. This survey is the tenth in a series of studies that gathers feedback from companies worldwide to obtain a picture of the current employment landscape and demand for MBA and other business graduates as well as to help employers benchmark their hiring plans and retention strategies against comprehensive statistics. The study's scope included employers who hired or planned to hire MBA graduates, Master in Management graduates, Master in Accounting, and other master-level graduates from business disciplines (e.g., accounting, business information technology, finance, financial engineering). The spectrum of employers included those who recruit on campus as well as those who collaborate with business schools in a variety of other ways to search for graduate management talent.

Sample Selection

To develop a survey sample, all GMAC, EFMD (European Foundation for Management Development), and MBA CSC (MBA Career Services) member schools and a number of nonmember institutions from a global cross section of the graduate management industry were invited either to: (1) provide contact information for employers that worked with them during the past recruiting year to hire MBA and other master-level business graduates, or (2) send survey invitations directly to their corporate partners. As an incentive, each business school that facilitated the survey was offered a survey report of key findings prior to its public release, a data report with detailed distributions of survey responses by company characteristics, a customized survey database analysis that allows a school to gauge the competitiveness of its job market and identify top hiring companies, and access to an individualized benchmarking report tool comparing aggregated feedback from their employers with feedback of employers working with other schools. A total of 127 business schools facilitated the survey.

To encourage employers to participate in the survey, each respondent was offered Corporate Recruiters Survey reports, including this publication, to allow comparisons against other employers in the sample. In addition, respondents had an opportunity to enter a drawing for one of five American Express® gift cards or gift cheques in US dollars equivalent to €1000. By the response cut-off date, 1,509 employers had completed the survey, representing 905 companies. These employers will also receive access to a new online benchmarking tool comparing their responses to those of other employers at participating programs of their choosing.

A reader should note that the terms “respondent,” “employer,” and “company” are used interchangeably in this report and refer to the survey respondents.

Survey Administration

The survey questionnaire contained 39 detailed questions, some of which may not have been applicable to all respondents. The survey was conducted online and was available in English, in French, and in Spanish.

Data Analysis

The following industry classifications were used to present the survey responses:

- Consulting: consulting services, health care consulting, human resource services, information technology consulting, management consulting, and other consulting
- Energy or utilities: energy and utilities; mining, quarrying, and oil and gas extraction; utilities, and other energy and utilities
- Finance or accounting: accounting, commercial banking, retail banking, finance and insurance, insurance, investment banking or brokerage, investment management, venture capital or private equity, and other financial services
- Health care or pharmaceutical: biotechnology, health care provider, health insurance, managed care (provider), pharmaceutical, science and research, and other health care or pharmaceutical
- High technology: engineering; information technology or services; internet or e-commerce; professional, scientific, and technical services; science and research; telecommunications; and other technology
- Manufacturing: aerospace and defense, automotive, and other manufacturing
- Nonprofit or government: education or educational services, government (non-military), military, nonprofit or not-for-profit, and public administration
- Products and services: transportation and warehousing (aviation or airlines, freight, postal service, rail transportation, transit and ground passenger transportation, warehousing and storage, and water transportation); communications (advertising, marketing services, media, and publishing industries); food, entertainment, and lodging (agriculture, forestry, fishing, and hunting; arts, entertainment, and recreation; food, beverage, and tobacco; hotel, gaming, leisure, and travel; and sports and recreation); and other products and services (architecture, construction and installation, consumer goods, customer services, management of companies and enterprises, real estate and rental or leasing, waste management and remediation services, wholesale trade, and other products and services)

In addition, survey responses were divided into four groups based on the reporting unit (e.g., parent company, subsidiary, regional office, local branch) size:

- Fewer than 100 employees
- 100 to 999 employees
- 1,000 to 9,999 employees, and
- 10,000 or more employees

Employers were also grouped geographically, based on the following world regional classifications:

- United States: United States of America and its territories;

- Europe: Andorra, Austria, Belgium, Bosnia and Herzegovina , Cyprus, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, Netherlands, Portugal, Romania, Russia , Serbia, Spain, Sweden, Switzerland, Ukraine, and United Kingdom
- Asia-Pacific (APAC): Australia, China (including Hong Kong and Taiwan), India, Japan, Kazakhstan, Korea (South), Laos, Singapore, Thailand, and Vietnam
- Other regions: Africa (Botswana and South Africa), Middle East (Lebanon, Pakistan, Qatar, Saudi Arabia, Turkey, and United Arab Emirates), Canada, and Latin America (Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Nicaragua, Panama, Peru, and Venezuela)

In addition, US employers were grouped into the following regions:

- Middle Atlantic: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, and West Virginia
- Northeast: Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, and Vermont
- Midwest: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin
- South: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, and Tennessee
- Southwest: Arizona, New Mexico, Oklahoma, and Texas
- West: Alaska, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington and Wyoming

Respondents reported absolute values of starting salaries, bonuses, and overall compensation on an annual basis in local currencies that were converted in US dollars based on interbank exchange rates as of March 9, 2011² for the analysis.

Findings reported in this publication are based on responses of participating employers that work with business schools that facilitated the survey³; thus, all conclusions should be generalized only to this population of employers, of which respondents are representative in terms of industry, company size, and the geographic location. This study however, does not represent either a census of all employers of graduate business students worldwide or a representative sample of such employers. In addition, the survey data may be subject to error, including sampling error and nonresponse error.

Percentages in tables may not add to 100 due either to multiple responses provided by respondents or to rounding. Averages are not reported if the number of observations in a cell is less than 10. Percentages are not reported if the number of observations in a column is less than 10. Unless

² For currency exchange rates used in this study, go to: <http://www.oanda.com/currency/converter/>

³ A complete list of participating business schools can be found in Appendix A of the Comprehensive Data Report and at www.gmac.com/CorporateRecruiters.

otherwise specified, responses “don’t know,” “prefer not to say,” or “not applicable” are not included. Also, data for “Other” responses are not included in the analysis presented in this report, and, as a result, percentages will not match those presented in the *Corporate Recruiters Survey 2011 Survey Report* in some instances.

The opinions and evaluations contained in this publication represent those of individual contributors and are not necessarily the views of the Graduate Management Admission Council.

Research Limitations

Similar to other survey research studies, the Corporate Recruiters Survey has a number of limitations that may be a subject for future research. For example, the possibility to generalize survey results to the entire industry of the graduate management education, individual schools, or localized regions. Further there is little to compare these results with other degrees. Another limitation is the low number of responses from some subgroups, for example, companies in Africa, the Middle East, or Eastern Europe.

Participant Profile

A total of 1,509 employers from 51 countries participated in the 2011 Corporate Recruiters Survey. Of those, 70 percent were located in the United States, representing 41 states and the District of Columbia, 9 percent in the European Union, 9 percent in Asia-Pacific, and 12 percent in other regions (Table 177).

Table 178 through Table 181 show the distribution of survey participants by level of respondents’ hiring responsibility and hiring unit size. Industry classification is detailed in Table 182 through Table 192.

Table 32. Employer Location in 2011

	Percentage of respondents
Worldwide	N=1,228
United States	70%
Europe	9%
APAC	9%
Other Regions	12%
Total	100%
United States	N=860
Middle Atlantic	9%
Northeast	20%
Midwest	21%
South	15%
Southwest	24%
West	>1%
Total	100%

Table 33. Respondents' Primary Job Responsibility, by World Region

	United States	Europe	APAC	Other Regions
	N=860	N=110	N=109	N=149
Head of the company (president, CEO, director general, etc.)	7%	6%	9%	13%
Executive or line manager with hiring authority	36%	18%	20%	28%
Human resources executive or manager	14%	42%	35%	30%
Experienced-hire recruiter at a nonrecruitment firm who has some campus recruitment experience	13%	10%	14%	7%
Full-time campus recruiter, manager, or staff at a nonrecruitment firm	3%	4%	3%	3%
Experienced-hire recruiter at a recruitment firm who has some campus recruitment experience	10%	6%	7%	5%
Full-time campus recruiter, manager, or staff at a recruitment firm	0%	4%	2%	3%
Other responsibilities	16%	10%	10%	10%
Total	100%	100%	100%	100%

Table 34. Reporting Unit, by World Region

	United States	Europe	APAC	Other Regions
	N=733	N=101	N=101	N=136
Parent/holding company	41%	35%	26%	24%
Division subsidiary or branch	15%	19%	13%	14%
Regional/local offices	14%	24%	41%	33%
Company consists of one entity	16%	14%	11%	16%
Business unit/department	14%	9%	10%	13%
Total	100%	100%	100%	100%

Table 35. Hiring Unit Size, by World Region

	US	Canada	EU	APAC
	N=726	N=98	N=98	N=135
Fewer than 100 employees (%)	33%	23%	22%	35%
Mean number of employees (#)	28.1	32.6	32.5	28.3
Median number of employees (#)	20.0	30.0	30.5	21.0
100 to 999 employees (%)	26%	35%	42%	40%
Mean number of employees (#)	373.1	376.2	379.5	346.1
Median number of employees (#)	300.0	360.0	300.0	314.0
1,000 to 9,999 employees (%)	16%	26%	28%	20%
Mean number of employees (#)	3,247.1	2,646.0	3,289.6	3,247.0
Median number of employees (#)	2,600.0	2,000.0	2,500.0	2,000.0
10,000 or more employees (%)	25%	16%	8%	5%
Mean number of employees (#)	112,064.1	45,673.6	830,00.0	103,857.1
Median number of employees (#)	38,000.0	24,000.0	38,500.0	81,000.0
Total (%)	100%	100%	100%	100%

Table 36. Hiring Unit Size, by US Region

	Middle Atlantic	Midwest	Northeast	South	Southwest	West
	N=68	N=150	N=153	N=104	N=87	N=163
Fewer than 100 employees (%)	25%	29%	42%	31%	26%	34%
Mean number of employees (#)	22.5	30.8	24.2	28.5	34.7	29.4
Median number of employees (#)	15.0	25.0	20.0	20.5	25.0	23.0
100 to 999 employees (%)	28%	34%	25%	19%	26%	23%
Mean number of employees (#)	401.7	314.1	370.7	296.9	452.6	439.7
Median number of employees (#)	385.0	250.0	262.5	300.0	450.0	400.0
1,000 to 9,999 employees (%)	15%	11%	15%	16%	20%	22%
Mean number of employees (#)	3,030.0	3862.5	2736.8	2746.4	3779.4	3345.0
Median number of employees (#)	2800.0	3750.0	2000.0	2200.0	2500.0	2750.0
10,000 or more employees (%)	32%	26%	18%	34%	28%	21%
Mean number of employees (#)	7,5045.5	89,871.8	64,618.5	262,045.7	75,875.0	70,302.9
Median number of employees (#)	32,500.0	45,000.0	30,000.0	40,000.0	57,500.0	33,000.0

Table 37. Industry Group, by World Region

	United States	Europe	APAC	Other Regions
	N=804	N=100	N=97	N=139
Consulting	17%	18%	16%	17%
Energy or utilities	4%	9%	5%	5%
Finance or accounting	21%	17%	26%	16%
Health care or pharmaceutical	10%	6%	9%	10%
High technology	12%	13%	10%	11%
Manufacturing	10%	10%	13%	6%
Nonprofit or government	7%	3%	1%	3%
Products and services	19%	24%	19%	32%
Total	100%	100%	100%	100%

Table 38. Industry Group, by US Region

	Middle Atlantic	Midwest	Northeast	South	Southwest	West
	N=75	N=160	N=166	N=115	N=93	N=194
Consulting	23%	14%	17%	15%	22%	15%
Energy or utilities	1%	3%	1%	5%	13%	4%
Finance or accounting	19%	16%	30%	19%	13%	25%
Health care or pharmaceutical	11%	8%	13%	14%	4%	9%
High technology	8%	6%	16%	5%	12%	21%
Manufacturing	9%	20%	4%	5%	12%	7%
Nonprofit or government	16%	7%	5%	8%	4%	7%
Products and services	13%	28%	14%	29%	20%	12%
Total	100%	100%	100%	100%	100%	100%

Table 39. Consulting Sector Classification

	Percentage of respondents
	N=190
Consulting services	32%
Health care consulting	5%
Human resource services	9%
Information technology consulting	8%
Management consulting	37%
Other consulting	8%
Total	100%

Table 40. Energy or Utilities Sector Classification

	Percentage of respondents
	N=52
Energy and utilities	46%
Mining, quarrying, and oil and gas extraction	8%
Utilities	33%
Other energy and utilities	8%
Total	100%

Table 41. Finance or Accounting Sector Classification

	Percentage of respondents
	N=235
Accounting	14%
Banking, commercial	13%
Banking, retail	9%
Finance and insurance	9%
Insurance	8%
Investment banking or brokerage	17%
Investment management	11%
Venture capital or private equity	7%
Other financial services	12%
Total	100%

Table 42. Health Care or Pharmaceutical Sector Classification

	Percentage of respondents
	N=109
Biotechnology	8%
Health insurance	5%
Health care provider	20%
Managed care (provider)	1%
Pharmaceutical	25%
Science and research	32%
Other health care or pharmaceutical	0%
Total	100%

Table 43. High Technology Sector Classification

	Percentage of respondents
	N=136
Engineering	25%
Information technology or services	30%
Internet or e-commerce	14%
Science and research	4%
Telecommunications	4%
Other technology	18%
Total	100%

Table 44. Manufacturing Sector Classification

	Percentage of respondents
	N=110
Aerospace and defense	11%
Automotive	25%
Other manufacturing	64%
Total	100%

Table 45. Nonprofit or Government Sector Classification

	Percentage of respondents
	N=67
Education or educational services	15%
Government (nonmilitary)	45%
Military	1%
Public administration	0%
Other nonprofit	39%
Total	100%

Table 46. Products and Services Sector Classification

	Percentage of respondents
	N=245
Aviation and airlines	7%
Freight	4%
Postal service	0%
Rail transportation	1%
Transit and ground passenger transportation	1%
Warehousing and storage	2%
Water transportation	0%
Advertising	1%
Marketing services	5%
Media	3%
Publishing industries	2%
Agriculture, forestry, fishing, and hunting	1%
Arts, entertainment, and recreation	2%
Food, beverage, and tobacco	13%
Hotel, gaming, leisure, and travel	4%
Sports and recreation	1%
Architecture	0%
Construction and installation	3%
Consumer goods	22%
Customer services	2%
Management of companies and enterprises	1%
Real estate and rental or leasing	4%
Retail or wholesale	15%
Waste Management and Remediation Services	0%
Wholesale trade	2%
Other products and services	3%

Table 47. Industry Group, by Hiring Unit Size

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 or more employees
	N=301	N=300	N=185	N=204
Consulting	28%	17%	10%	9%
Energy or utilities	2%	4%	5%	7%
Finance or accounting	21%	23%	21%	16%
Health care or pharmaceutical	6%	9%	17%	10%
High technology	12%	9%	12%	13%
Manufacturing	4%	11%	11%	18%
Nonprofit or government	9%	4%	3%	1%
Products and services	18%	23%	21%	25%

Appendix A: Survey Participants

Participating Schools

A

American University
Arizona State University
Auburn University Main Campus
Audencia Nantes School of Management

B

Babson College
Bentley College
Boston University
Brigham Young University

C

Carnegie Mellon University
Case Western Reserve University
Centre Franco-Vietnamien de Formation à la Gestion
CENTRUM Católica
China Europe International Business School (CEIBS)
Chulalongkorn University
Clarkson University
Concordia University, Sir George Williams Campus
Cornell University

D

Dalhousie University
Drexel University
Duke University

E

EGP – University of Porto Business School
El Instituto Panamericano de Alta Dirección de Empresa (IPADE)
Emory University
Escuela Superior Politecnica del Litoral (ESPOL)
European Business School
European School of Management and Technology

F

Fondazione ISTUD per la cultura d impresa e di ges
Fudan University

G

George Washington University
Georgia Institute of Technology-Main Campus
German International Graduate School of Management and Administration (GISMA)
Grenoble Ecole de Management

H

HEC Paris
Holy Spirit University of Kaslik

I

IAE Business School
IESA – Instituto de Estudios Superiores de Adminis
IILM Institute for Higher Education
IMD
INCAE Business School
Indian School of Business
Indiana University-Bloomington
INSEAD
International Institute of Business
International Management Institute (MIM-Kyiv)

K

KAIST Business School

L

Louisiana State University and Agricultural & Mechanical College
Loyola University Chicago

M

Michigan State University

N

National University of Singapore
New Jersey Institute of Technology
North Carolina State University at Raleigh
Northeastern University
North-West University (Mafikeng Campus)
Northwestern University

P

Pepperdine University
Portland State University
Purdue University-Main Campus

R

Rice University
Rutgers University-Newark

S

S P Jain Institute of Management & Research
Sabanci Universitesi
Sacred Heart University
Saint Louis University-Main Campus
San Francisco State University
Simmons College
Southern Methodist University
St. Petersburg State University
Sun Yat-sen University
SUNY at Buffalo

T

Texas A & M University
Texas Christian University
The University of Texas at Austin
The University of Texas at Dallas
The University of Texas at San Antonio
Thunderbird-The Garvin School of International Management
TiasNimbas Business School
Tulane University of Louisiana

U

Universidad de los Andes
Università Commerciale Luigi Bocconi
University of Arizona
University of Arkansas Main Campus
University of California-Davis
University of California-Irvine
University of California-Los Angeles
University of California-San Diego
University of Cape Town
University of Cincinnati-Main Campus
University of Denver
University of Edinburgh
University of Florida
University of Houston
University of Illinois at Urbana-Champaign
University of Iowa
University of Kwazulu
University of Ljubljana
University of Massachusetts, Amherst
University of Melbourne

University of Minnesota-Twin Cities
University of Missouri-St Louis
University of Navarra
University of North Carolina at Chapel Hill
University of Notre Dame
University of Pittsburgh-Main Campus
University of Rochester
University of South Florida
University of Southern California
University of the Pacific
University of Toronto
University of Virginia-Main Campus
University of Warwick
University of Wisconsin-Madison
University of Wisconsin-Milwaukee

V

Vanderbilt University
Virginia Polytechnic Institute and State University

W

Wake Forest University
Washington State University
Washington University in St Louis
Wayne State University
West Virginia University
Willamette University

Participating Companies

10EQS Knowledge Exchange
3M Company

A

A.T. Kearney, Inc.
A-B InBev
ABB Inc., China
Abbott Medical Optics
ABF Freight System, Inc.
Ability Beyond Disability
Abu Dawood
Accenture
Access Marketing Inc.
Accor
ActiFi
AD Consulting
A-DEC
Adecco
Administaff
Adobe Systems
ADP-GSI Italia S.p.A.
Advanced Analogic Technologies, Inc.
Advantage, Sales and Marketing
Aegis Media France
Aerovironment, Inc.
Aetna, Inc.
Affiliated Computer Services
Age Concern
Agilent Technologies
Ai Squared
Air Canada
Air Products & Chemicals, Inc.
Airtel India
AIT Worldwide Logistics, Inc.
Ajilon Finance
Ajilon Global Solutions Center
AKD Securities
Alacer Corp
Alcatel Lucent
Alcoa Inc.
Alert
Alestra
Alliance Advisory Group, Inc.
Alliander
Allianz
Allstate Insurance Company
Alpha Broadcasting
ALS Laboratory Group
Alternative Energy Systems Consulting, Inc.
Alvarez & Marsal Holdings, LLC
ALWC and Mednet Technologies, Inc.
American Accessories International
American Airlines
American Analyst
American Appraisal
American Express - AZ
American Homepatient
American Red Cross
American Science & Engineering, Inc.
AMETEK, Inc.
Amonix Inc.
Analytics Quotient Inc.
Animal Medical Center of Chicago
Anklesaria Group
ANZ Vietnam
APP-China
Apple Inc.
Applied Materials, Inc.
Arcelor Mittal
Archer Daniels Midland
ARES Corporation
ARES Management
Arizona Public Safety Personnel Retirement System
ArvinMeritor
Asian Development Bank
ASQ
AstraZeneca Belgium (ISMO Europe)
Asurion
AT&T, Inc.
Athenahealth, Inc.
Audible, Inc.
Australia and New Zealand Banking Group Limited (ANZ)
Autoliv, Inc.
Autotegrity, Inc.

Avalon Consulting
 Avaya
 Avery-Dennison
 Aviation Excellence, Inc. (AV-EX)
 AVIO
 AXA Advisors
 Axiom
 AzTech International
 Azzad Asset Management, Inc.

B

BA Vidro
 Bain & Company Inc.
 Banco Hipotecario
 Bank of America
 Bank of Canada
 Bankruptcy Management Solutions
 Barclays Bank, PLC
 Barclays Capital
 Bard Peripheral Vascular, Inc.
 Barilla
 Batterymarch Financial Management
 Bausch & Lomb, Americas
 Bausch & Lomb, Inc.
 Baxter Bioscience
 Baxter Healthcare
 Bayer AG
 Bazaarvoice
 BBC-GB
 BCG
 BCMS Corporate
 BDO USA, LLP
 Bell Helicopter Textron Inc.
 Bellomy Research, Inc.
 Bender Consulting Services
 Best Buy Company Inc.
 Bethel Health Care
 BHP Billiton
 BiBimBap LLC
 BigPond
 BioClinica, Inc.
 BioGuard
 Biomatrica
 Black & Veatch Corporation
 Blinds To Go
 Blommer Chocolate Company
 BLT

Blue Cross Blue Shield of Massachusetts
 Blue Ridge Behavioral Healthcare
 Blue Shield California
 BMO Capital Markets
 BOC
 Boeing Company, The
 BonitaSoft
 Bosch
 Boston Consulting Group, The
 Boston Scientific Corporation
 BP
 BNP Paribas Corporate and Investment
 Banking
 Bridgeport Bluefish
 Bristol Hospital
 Bristol-Myers Squibb
 British American Tobacco
 Brocade Communications Systems, Inc.
 Brown Rudnick LLP
 Browne & Mohan
 Brunson Corporation, The
 BSH Home Appliances Corporation
 BTicino
 Buksh Group
 Bulfinch Group, The
 Busch's, Inc.
 Business Capital National Weekly, Ukraine
 Business First, Baton Rouge
 Business Intelligence Systems, Inc.
 Business Talent Group

C

C. R. Bard, Inc.
 CA Technologies
 Cabelte Holding
 Cable & Wireless Panama
 Calderos Y Control Cia. Ltda.
 California Chamber of Commerce
 CalPERS
 CALSTRS
 Calypso
 Cambridge Associates
 Capco
 Capgemini
 Capgemini Consulting
 Capital IQ
 CaramelTech

Cardinal Health
 CareCredit (A GE Money Company)
 Cargill, Inc.
 Cargomaster Abouzeid Group
 Case-New Holland
 CCS Companies
 CDS
 Cedars-Sinai Medical Center
 CEDEI
 Celanese Corporation
 Centene
 Central Depository Company
 Cero Systems
 CEVA Logistics
 CH Boston
 Chartis Inc.
 ChaseSource
 CHEP
 Chess Wizards
 Chevron Corporation
 Chevron Fuel and Marine
 China Asset Management Co., Ltd.
 Chrysler Group, LLC
 Chubb & Son Federal Insurance Group
 CIGNA
 CIM Group, LP
 Cintas Corporation
 Circles
 Cisco Systems, Inc.
 CITI Markets & Banking Asia Pacific
 Citigroup Inc.
 City of Gastonia, NC
 City of Portland/Office of Management and Finance
 City of Salem
 CJ
 CKF Inc.
 Clear Mountain Bank
 ClearLight Partners, LLC
 Cliffs Natural Resources
 Clinton Health Access Initiative (CHAI)
 CloudBPO - A Breezecom Company
 Coaching & Consulting
 Coca-Cola Company
 Coca-Cola FEMSA
 ColepCCL
 Colgate
 Collective Brands, Inc. - Payless Shoe Source, Inc.
 Columbia Sportswear
 Community Residences, Inc.
 Compass Group North America
 Compete, Inc.
 Compliance Recruitment Solutions
 Conectividad Laboral
 Conexant Systems Inc.
 ConnectEDU
 Consultoría Y Capacitación Tributaria
 Consumer Behavior Research Co. Ltd.
 Continental Airlines
 Continental Properties Company, Inc.
 Contract Art International
 Concierge Services, Inc.
 CORE Staffing Services
 Corning Inc.
 Corning Incorporated
 Corona Clipper, Inc.
 Corporate F.A.C.T.S.
 Corrigo Solutions
 Covidien
 CPF PLC
 CPGJoblist
 Crédit Agricole CIB
 Credit Suisse Group AG
 Credit Suisse Holt
 Crown Diversified Industries Corp.
 CSM NV
 CSX Corporation Inc.
 Cummins Power Generation Ltd.
 Cummins, Inc.
 Cushman & Wakefield Atlantic
 CVENT

D

DAC Systems
 Daiichi Sankyo, Inc.
 Daimler Financial Services
 Daimler Trucks NA
 Darden Restaurants, Inc.
 David Michael & Co.
 Deere & Company
 Defense Contract Audit Agency
 DEGW
 Dell, Inc.

Deloitte (Formerly Deloitte Consulting)
 Deloitte AERS
 Deloitte Development LLC
 Deloitte, Mexico
 Delta Air Lines, Inc.
 Department of Justice
 Despacho Alfonso Amador Y Asociados, SA,
 De CV SOFOM ENR
 Detecon, Inc.
 Detica
 Deutsche Bank AG
 DexCom, Inc.
 DFS
 DHL
 DIA Brand Consultants PTE Ltd.
 Diageo North America
 Diamond Management & Technology
 Consultants, Inc.
 Diebold Inc.
 Diners Club Del Ecuador
 Discover
 Discovery Institute
 DIVX, LLC
 Dixon Hughes, PLLC
 DK Licores
 Dockside Marine Supply
 Docus
 Dr Pepper Snapple Group
 Drescher & Malecki, LLP
 Dresdner Kleinwort
 DS Smith
 DSD Laboratories, Inc.
 DTA Capital Humano
 DTE Energy Company
 Duke Alumni Association
 Duke Manufacturing
 Duke University's Fuqua School of Business
 Dunnhumbyusa
 Dupont
 Dupont De Nemours International SA

E

E.& J. Gallo Winery
 Eaton Corporation
 Ecolab
 Ecos Consulting
 Edge Therapeutics, Inc.

Edipower
 eGlobalSys Group Inc.
 El Pollo Loco
 El Universal
 Eli Lilly and Company
 Elite Placement Group, LLC
 EMC
 Emdeon
 Emerson Electric Company
 Emerson Process Management
 Emmis Communications
 Emptoris, Inc.
 Energy Holding Steel Division
 Enterprise Rent-A-Car
 Epsilon
 Ernst & Young
 Ernst & Young Global Limited (EYG)
 Ernst & Young LLP
 Ethicon, Inc., a Johnson & Johnson Company
 Evergreen Enterprises
 Everis Group
 Evidently Assured
 Exane
 Exel
 Expeditors International of Washington, Inc.
 Experian
 Experian Information Solutions, Inc.
 Explore Information Services
 Exportaciones Durexporta SA
 Exxon Mobil Corporation

F

FactSet Research Systems
 Fairmont General Hospital
 Farmers Insurance Group
 Fast Mondial & Marine
 Fastenal
 Fatima Group-Pakarab Fertilizer
 FDIC
 Federal Aviation Administration (FAA)
 Federal Bureau of Investigation
 Federal Home Loan Bank-Des Moines
 Federated Insurance Company
 FedEx Corporation
 Feibo Servicios Industries, C.A.
 Fifth Third Bancorp
 Finansia Syrus Securities PCL

First American Home Buyers Protections
 First National Bank (FNB)
 Fisher, Herbst & Kemble, P.C.
 Fitness First Italia SpA
 FLAG International
 Fondamenta SGR
 Ford Motor Company
 Foremost Communities, Inc.
 Forward Research Inc.
 Foshan Hing Kei Metal Co., Ltd.
 Foster Mckay Group
 Franklin Templeton Investments
 Freddie Mac
 Frezite
 Frito-Lay Canada
 Frito-Lay, Inc.
 Fritz Industries, Inc.
 FRWD Co.
 FSA - The Financial Services Authority
 FTI Consulting, Inc.

G

G.C. Consultants, Inc.
 Gallup
 GAO
 Gap Solutions, Inc.
 Gartner Consulting
 Gartner, Inc.
 Gaylord Entertainment
 GBSS Marketing
 GE Commercial Finance
 GEICO
 General Electric - GE Intelligent Platforms
 (Formerly GE Fanuc)
 General Electric Company
 General Electric ECLP
 General Mills Inc.
 General Motor
 Gexa Energy
 Ghulam Faruque Group Pvt. Ltd. (GFG)
 GlaxoSmithKline PLC
 Global Recruiters Network, Inc.
 Globberanger Corporation
 Goldman Sachs
 Google
 GPS Capital Markets, Inc.
 Graduate Management Admission Council

(GMAC)
 Grande Cheese Company
 Grant Thornton
 Great Lakes Council
 Growthink
 Grubb & Ellis
 Grupo Financiero HSBC
 Grupo Modelo
 Grupo TMM
 Guidestone Financial Resources
 Gund Company, The

H

H.J. Heinz Company, LP
 Haier Pakistan
 Hajoca Corporation
 Halloran Consulting
 Hamilton Lane
 Hamilton Sundstrand
 Hanesbrands, Inc.
 Harrah's Entertainment, Inc.
 Harvard Pilgrim Health Care
 Hay Group
 Hays Executive
 HCCB
 HCD Global Ltd.
 HDFC Bank
 Healthcare Excellence Institute
 Healthcare Strategy Group
 Health Trust Purchasing Group
 Healthview Services
 Heflin Consulting
 Heidrick & Struggles
 Heinfeld, Meech & Co., P.C.
 Heinz
 Henkel
 Hennepin County
 Henry Schein
 Hewlett-Packard (HP) Turkiye
 Hewlett-Packard Company
 Hewlett-Packard Development Company, LP
 Hewlett-Packard France
 Hill Holliday
 Hire & Trust
 Hire Authority Staffing, LLC
 HireRight, Inc.
 HoMedics

Honeywell
 HONY Capital
 Horton International, LLC
 Houghton Mifflin Harcourt
 Houlihan Lokey
 Houston Community College
 HR Consultant
 HR Virtual Partners, LLC
 HRTechies, Inc.
 HSBC Bank Canada
 HSBC North America/Card Services
 Humana, Inc.
 Hyland Software, Inc.

I

i+o Industry Planning + Organization, LP
 IBM Corporation
 IBM USA
 ICAP Human Capital Consultants
 ICTN
 IESE Business School, University of Navarra
 iGroup Financial
 IMS Health Incorporated
 Inbox Business Technologies
 InClass
 Incyte Corporation
 Independent Benefit Services
 Indesit Company
 India Infoline
 Ineum Consulting
 Inflexxion
 Infosys Technologies Limited
 ING Direct
 Ingersoll-Rand PLC
 InnovaTek, Inc.
 Institute for Market Transformation
 Integration
 Intel Corporation
 International Paper Company
 Invar International, Inc.
 Irevna
 Irish Immigration Center
 Irvine Company
 itelligence, Inc.
 Itron

J

J.A. Thomas & Associates
 J.P. Morgan
 Jaguar Land Rover
 Jet Video Services Inc.
 Johnson & Johnson Services, Inc.
 Jones Lang Lasalle
 JPMorgan Chase & Co.
 JTI Sales & Marketing
 Juan Carlos Guarneros
 Juno Online Services, Inc.
 Junteng Shipbuilding Corporation

K

Kalypso
 Kathryn Ullrich Associates, Inc.
 Kellogg NA Co.
 Key Bank
 Khalil Fattal & Fils
 Kidambi & Associates, P.C.
 Kimberly-Clark Corporation
 Koalaworld
 KPMG
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 KS&R Research
 KSARA
 Kutchins, Robbins, & Diamond, Ltd.

L

L. Knife & Son Companies
 L.E.K. Consulting
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 Lazard Freres & Co.
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 Lena Pope Home, Inc.
 Lenati
 LessMeeting
 Level 3 Communications
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 Life Technologies Corporation
 Lifescan, Inc.
 LJ Wine Products, Inc.

Logica
 Lowe's Companies, Inc.
 Luminosity Marketing
 Luvata
 LVMH Moët Hennessy - Louis Vuitton

M

MAF-Hypermarkets Pakistan Pvt. Ltd.
 Maine Conservation Corps
 Maine Government
 MAKRO
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 Manitowoc Company Inc.
 Manulife Financial
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 Marrone Bio Innovations
 Mars & Co.
 Marsh
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 Mayser GmbH & Co. KG
 Mazda North American Operations
 MBA Strategy
 McGraw Hill Companies, The
 McKinneycapital
 Meaden & Moore
 Medi-Dyne
 Medtronic, Inc.
 Mega Soft
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 Memorial Healthcare System
 Mercator
 Mercedes-Benz Lebanon
 Mercer Management Consulting
 Meridian Consulting International
 MetLife
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 M-I Overseas Ltda.
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 Mihlfeld & Associates
 Millward Brown Firefly
 Mindray Bio-Medical Electronics Co.

Minnesota Planetarium Society
 Mitsubishi Heavy Industries, Ltd.
 Mittal Steel USA
 MobileMe
 Mohawk Mfg. & Supply Co.
 Moksha Pharmaceuticals, Inc.
 Mondi Limited
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 Monolith Technology Holdings, LLC
 Monsanto
 Montevalto
 Morgan Stanley
 Mount Sinai Hospital
 Mountain Association for Community
 Economic Development
 Mountain Group Capital, LLC
 MPM Engineering
 MRE Consulting
 MS Private Banking
 MSCI Inc.
 MSD China Ltd (Merck & Co)
 MSNBC News
 Mutual of Omaha Insurance Company

N

National City Corporation
 National Credit Union Administration
 (NCUA)
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 National Futures Association (NFA)
 National Grid
 National Institute for Occupational Safety &
 Health (NIOSH)
 Natura
 Natura Pura
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 Nielsen Company, The
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 Nobel Biocare USA, LLC
 Nokia Siemens Networks

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 North West Provincial Government Republic
 of South Africa
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 Northwestern Mutual
 Northwestern Mutual Financial Network
 Waltos Group
 Northwestern Mutual Life Insurance
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 Novartis AG
 Novo Nordisk Pharmaceutique, SA
 Novo 1, Inc.
 Null-Lairson
 NuMe Health
 NWK Beperk, Limited

O

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 OIAM
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 Omnicapital Group LLC
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 Onyx Pharmaceuticals
 OoOTie
 Opera Solutions LLC
 Oracle Corporation
 Oregon Department of Transportation
 Ornelas, Inc.
 Oshkosh Corporation
 Outsource Partners International
 Oxyde Chemicals, Inc.

P

PAAMCO
 Pacific Northwest National Laboratory
 Pacifico Comprometidos de Verdad
 Pak Gulf Construction (PVT) Ltd.
 Panda Restaurant Group
 Paradigma Consultores
 Pariveda Solutions, Inc.
 Parker Hannifin Corp.
 Partners Group
 Passport Health Systems

PC Snyder Music
 PCC Structural, Inc.
 Peace Corps, The
 Pearson PLC
 Peer Technical
 PepsiCo Inc.
 Perfect Employment Ltd.
 Perfilnet.Com
 Perkins and Company, PC
 Pfizer Inc.
 PharmaVox
 Phelps Dodge Corporation
 Philly.Com
 Pike Electric
 PIMCO
 Pisa Farmacéutica Mexicana
 Pitney Bowes
 PNC
 Point B Solutions Group, LLP
 Powerwave Technologies, Inc.
 Pramex International
 Pratt and Whitney
 PRGX Global, Inc.
 PriceSpective Ltd.
 PricewaterhouseCoopers LLP
 Proarca Productos Arquitectonicos
 Procter & Gamble Company
 Progress Energy
 ProHR International
 Protiviti
 PRTM
 Prudential
 Putnam Investments

Q

Qarshi Industries Pvt. Limited
 QHR
 Quala Ecuador S.A.
 Quantapoint, Inc.
 Quantifi
 Quintiles

R

Railinc
 Rainbow Group, LLC
 Rave Business Solutions Inc.
 Raytheon Company

RBC Financial Group
 Re/MAX, LLC
 ReachLocal
 Realza Capital
 Reckitt Benckiser France
 Reckitt Benckiser Group PLC
 Regence Group, The
 Representaciones Múltiples & Logística
 Research Affiliates
 Rex Healthcare
 Ricardo Strategic Consulting
 Richey, May & Co., LLP
 Rio Tinto
 Riyadh Polytechnic Institute
 Road Runner
 Robert Half
 Robert W. Baird & Co. Incorporated
 Robodynamics Corp.
 Roche
 Roland Berger
 Rolls-Royce Group PLC
 Rousch (Pakistan) Power Ltd.
 Royal Dutch Shell
 RSM Equico
 RSM Mcgladrey
 Russell Investments
 Ryder System

S

SABIC Innovative Plastics Holding IP BV
 Sabre Airline Solutions
 SAFIRA
 Sailgroove
 SALSAS
 Samaritan Health Services
 SanDisk Corporation
 Sanofi-Aventis
 Sansiveri, Kimball & Mcnamee, LLP
 SAP
 Savake, C.A
 Save the Children Federation, Inc.
 SC Johnson
 SCA Americas
 Schlumberger Limited
 Schneider Logistics
 SCI Consulting Group
 ScotiaBank Group

ScottMadden, Inc.
 Sears Canada
 Sears Holdings Corporation
 SEB
 Segal Company, The
 Select Medical Corporation
 Self-Help for the Elderly
 Setbook
 Seven Counties Services, Inc.
 SFL Partner of Desjardins Financial Security
 and SFL Investments
 Shanghai Securities
 Shaw Contract Group
 Shawlsmith London
 Shell Oil Company
 Shen Zhen Huayi Yielectronics Products Co.,
 Ltd.
 Shentel
 Siegel + Gale
 Siemens AG
 Simon Kucher & Partners
 Sinochem Group
 Small Business Results
 Smarter Travel Media
 Smith & Nephew
 Smithfield Foods, Inc.
 SNL Corporation
 Societe Generale
 Solon Management Consulting GMBH & Co.
 KG
 Southern California Edison
 Southern Energy Management, Inc.
 Spencer Stuart
 St. Jude Medical
 Staffmark
 Stand for Children
 Standard Chartered Bank
 State of California Franchise Tax Board
 State Street Associates, LLC
 STMicroelectronics
 Strategic Planning - Export & Investment
 Development
 Stryker Corporation
 Student Media Group
 Sun Microsystems
 Supply Chain Resource Cooperative
 Swiss Re
 Symantec Corporation

Synergos Institute
Syngenta

T

T. Garanti Bankasi, A.S.
Target Corp.
TCS – Tata Consultancy Services
TD Bank
TD Bank Financial Group
Technicolor Entertainment Services
Techtown
Tecnologia Dos
Tecnositaf S.p.A.
Telmex Ecuador
Tempo, S.A.
Tennison Group
Tepper School of Business, Carnegie Mellon University
Teradyne Inc.
The Capital Group Companies
The Charles Schwab Corporation
The Dallas Morning News, Inc.
The Dieringer Research Group
The Kraft Sports Group
The North Highland Company
The Stryker Group
Thermagen
Thomson Reuters
Thriv Natural Performance
Thrivent Financial For Lutherans
Thunderbird Learning Consulting Network
Tikkurila Oyj
Titularizadora Colombiana
TJX
Total PARCO Pakistan Ltd.
Total Port Arthur Refinery
Toyota Motor Corporation
Toyota Motor Sales USA, Inc.
Toyota Services de Venezuela
TPAN
Trade Development Authority of Pakistan
Tradition Energy
Trafigura
Transocean, Ltd.
Transplace Mexico, LLC
Transwestern
TRC Solutions, Inc.

TXU Energy
Typethink

U

U.S. Department of State
U.S. General Services Administration
U.S. Internal Revenue Service
UBS
UNC-Greensboro
UniCredit Bank
UniCredit Leasing
UniGroup, Inc.
Unilever
Unilever Pakistan
Union Bank
Union Gospel Mission
United Air Lines, Inc.
United Overseas Bank Limited Co.
United States Border Patrol
United States Department of Agriculture
United States Secret Service
United States Securities and Exchange Commission
Universal Music Group
Universidad de Las Américas
University of California, Berkeley Haas School of Business
UPS Supply Chain Solutions
US Airways
UTC - Sikorsky Aircraft
UTi Worldwide Inc.

V

Vallis
Value Partners Group
Vancouver Coastal Health
Vanderbilt University Medical Center
Vanguard
Ventana Medical Systems, Inc. (A Member of The Roche Group)
Verallia (Formerly Saint-Gobain Containers)
Verisk Health
Verizon Telecom
VIB
Victoria's Secret
Viking Partners, LLC
Village Company, The

Virtua Research
 Visionpoint Marketing
 Vivo Grupo

W

W.W. Grainger, Inc.
 Wachovia Corporation
 Waddell & Reed Financial Services
 Wal-Mart Stores, Inc.
 Walt Disney Company
 Washington Mutual
 Washington Trust Bank
 Waste Management, Inc.
 Water Utilities Corporation
 Watson Dwyer Inc.
 Watson Wyatt Worldwide
 Watts Labor Community Action Committee
 Weingarten Realty
 Weinstein & Anastasio, P.C.
 Wellington
 Wells Fargo
 West Virginia State Police
 West Virginia University Hospitals
 Western Asset Management Co.
 Westfield Insurance

Whirlpool Corporation
 Whitehorse Capital Partners, L.P.
 William Blair and Company, LLC
 Williams Distributing
 Willis Re Inc.
 Wipro IT Business
 Wolf & Company LLP
 Wolseley PLC
 Wood Mackenzie
 WSO, LLC
 Wy'East Medical

Y

Yellow Transportation

Z

Zawya
 Zegna Trading
 Zions Bancorporation
 Zollner

Companies listed in Russian:

Мобильные Телесистемы
 Яндекс

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How to Participate in the 2012 Corporate Recruiters Survey

The year 2012 will mark the 11th anniversary of GMAC's Corporate Recruiters Survey. Plan now to participate.

Career services professionals at business schools that offer graduate programs can help facilitate the survey either by sending invitations and survey links to the employers that work with their schools or by providing GMAC with their employer contact list. Email us to research@gmac.com to secure your 2012 survey invitation.

Employers receive an invitation to the online survey either directly from GMAC or from one of the business schools where they recruit. If your company hires students from graduate business programs, we want your feedback. Email us to research@gmac.com to secure your 2012 survey invitation.

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