Market Demand for Online Master’s of Management Degrees
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# Table of Contents

1) Executive Overview ................................................................................................................. 4  
   Key Observations .................................................................................................................. 4  

2) Program Characteristics ............................................................................................................. 5  
   Program Overview ................................................................................................................... 5  
   Comparison to MBA Programs ............................................................................................... 8  
   Specializations ...................................................................................................................... 10  
   Student Demographics .......................................................................................................... 11  

3) Program Outcomes .................................................................................................................. 12  
   Employer Demand .................................................................................................................. 12  
   Top Employers ...................................................................................................................... 13  
   Top Occupations ................................................................................................................... 14  

4) Research Methodology ............................................................................................................ 16  
   Project Challenge ................................................................................................................. 16  
   Project Sources ..................................................................................................................... 16  
   Research Parameters ............................................................................................................. 17  
   Burning Glass Labor/Insight™ ............................................................................................... 17  

Appendix A: Job Postings Data ................................................................................................. 19
1) Executive Overview

Key Observations

Administrators at profiled institutions and data from the 2013 Graduate Management Admission Council’s (GMAC) enrollment survey agree that student demand for master’s of management programs is growing. The GMAC reported that 61 percent of master’s of management programs experienced an increase in applications for the 2013-2014 school year. 1 Contacts also report that international student enrollment is increasing and believe that the international market for master’s of management students will continue to grow in upcoming years.

Demand for employees with master’s of management-related skills increased 61.8 percent nationally and 69.6 percent in Arizona from 2010 H1 to 2013 H1. Additionally, contacts report that many master’s of management graduated receive promotions or salary increases with their current employees, which job postings data may not demonstrate. Skills in greatest demand for individuals with master’s of management qualifications in Arizona include product management, business development, and marketing.

Arizona employers seek employees with graduate degrees in management in the educational services and professional scientific and technical services industries. The industries combined accounted for 19.4 percent of total job postings that require or prefer a graduate degree and management skills. Employers in Arizona with the most job postings in these two industries include the University of Arizona and Deloitte.

Contacts report that while MBA and master’s of management degrees are similar, they appeal to different prospective student populations; all profiled institutions or systems offer MBA degrees in addition to master’s of management degrees. Key differences between the two degree programs include curricula, admissions requirements, industry recognition, and employment outcomes. MBA programs place greater emphasis on accounting and finance, are more well-known among employers, have more rigorous requirements for admissions (e.g., GMAT scores), and are more likely to result in a career change rather than promotion to a management position with a current employer.

Master’s of management and master’s of administration curricula are similar; management programs tend to dedicate more courses to business-related skills including economics, entrepreneurship, and business development. No profiled institution offers both master’s of management and master’s of administration programs.

2) Program Characteristics

Program Overview

Student Demand for Master’s of Management Degrees is Increasing

Most profiled institutions do not require GMAT or GRE scores for admission to master’s of management programs to open enrollment to a greater number of students. Administrators at Institution C report that work experience and academic transcripts are better indicators of student success in master’s of management programs than standardized test scores. The institution admits approximately two-thirds of applicants. While most institutions do not require work experience for admittance to master’s of management programs, contacts report that admissions offices prefer candidates with professional experience.

Contacts across profiled institutions report increasing or steady enrollment in online master’s of management programs. The master’s of management programs at Institution E and Institution C both enroll about 50 students a semester.

Summary of Programs across Profiled Institutions*

<table>
<thead>
<tr>
<th>Degree</th>
<th>Institution</th>
<th>Credit Hours</th>
<th>Number of Specializations Offered</th>
<th>Admissions Requirements</th>
<th>Tuition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s of Science in Management</td>
<td>Institution A</td>
<td>36</td>
<td>5</td>
<td>Bachelor’s Degree with minimum 2.5 GPA</td>
<td>$495 per credit hour</td>
</tr>
<tr>
<td></td>
<td>Institution D</td>
<td>36</td>
<td>None</td>
<td>Bachelor’s Degree with minimum 2.5 GPA; Two years’ work experience</td>
<td>$484 per credit hour in-person; $505 per credit hour online</td>
</tr>
<tr>
<td></td>
<td>Institution B</td>
<td>36</td>
<td>15</td>
<td>Bachelor’s Degree with minimum 3.0 GPA (This requirement may be waived with strong GRE scores or work experience)</td>
<td>$500 per credit hour</td>
</tr>
<tr>
<td>Master’s of Science in Management and Organization</td>
<td>Institution E</td>
<td>30</td>
<td>11</td>
<td>Bachelor’s Degree; GMAT (average score for admitted students is 580)</td>
<td>$501 per credit hour in-state; $1,216 per credit hour out-of-state</td>
</tr>
<tr>
<td>Master’s Degree in Business Management and Leadership</td>
<td>Institution C</td>
<td>30</td>
<td>None; but considering adding specializations</td>
<td>Bachelor’s Degree with minimum 3.0 GPA</td>
<td>$385 per credit hour in-state (all online students pay in-state tuition)</td>
</tr>
</tbody>
</table>

Only Institution E has AACSB accreditation for the master’s of management program.

*See Appendix B for detailed program curricula

A 2013 report by the Graduate Management Admission Council (GMAC) that evaluated data from 683 graduate management programs worldwide confirms increasing student demand for master’s of management programs. The study reported that 61 percent of master’s of
management programs experienced an increase in applications and 13 percent of programs experienced steady enrollment in 2013.

Change in Application Volume for Master’s of Management Programs
2009-2013

Align Curricula with Product Management, Business Development, and Marketing Skills

Top skills in demand nationally include product management, business development and marketing, while top skills in Arizona include accounting, business development, and business planning. Sample course names at profiled institutions that align with top skills include:

- Accounting and Finance for Managers (Institution D)
- Economics for Business Decisions (Institution C)
- Management of Resources (Institution A)
- Managing People for Competitive Advantage (Institution E)
- Strategic Planning and Innovation (Institution B)

Skills in Greatest Demand for Individuals with Master’s of Management Qualifications

National Data, November 2012 – October 2013

This chart includes top specialized skills for individuals with master’s of management qualifications. Baseline skills in greatest demand include:
- Leadership
- Communication Skills
- Organizational Skills

Skills in Greatest Demand for Individuals with Master’s of Management Qualifications

Arizona, November 2012 – October 2013

Also a Top Skill in Arizona

Also a Top Skill Nationally

n=152,222 total job postings, 3,883 unspecified
Source: Burning Glass Labor Insight™

n=2,049 total job postings, 56 unspecified
Source: Burning Glass Labor Insight™
Differences between Master’s of Management and MBA Programs Lie in Curriculum, Industry Recognition, Admissions, and Outcomes

Contacts report that while MBA and master’s of management degree programs are similar, it is possible to sustain both programs within a single institution because they appeal to different prospective student populations. The main differences between MBA and master’s of management programs include:

- **Curriculum:** MBA programs typically dedicate more courses to quantitative analytical skills in accounting, finance, and economics. While master’s of management programs also include these skills in curricula, they do not confer the same depth as MBA programs. Master’s of management programs place a stronger emphasis on leadership, human resources, and management skills.

- **Industry Recognition:** Master’s of management degrees are not as well-known by employers and potential students as MBAs. However, contacts at **Institution C** report that the majority of employers recognize that graduates of master’s of management programs are well-suited for management positions.

- **Admissions:** MBA programs typically have more rigorous admissions requirements than master’s of management programs. While almost all MBA programs require the GMAT, only one profiled master’s of management program requires standardized test scores.

- **Employment Outcomes:** GMAC survey data from 2012 reports that graduates of non-MBA master’s in business programs were about twice as likely to continue in existing jobs after graduation than MBA graduates. Contacts at profiled institutions confirm this trend, noting that many program graduates seek promotions with their current employers rather than a change in career path.

### Employment Status after Graduation, Class of 2012

<table>
<thead>
<tr>
<th></th>
<th>Continued existing job</th>
<th>Took new job</th>
<th>Self-employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>non-MBA master’s</td>
<td>25%</td>
<td>55%</td>
<td>4%</td>
</tr>
<tr>
<td>MBA</td>
<td>12%</td>
<td>74%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Comparison between Master’s of Management and MBA Curricula at Institution D

<table>
<thead>
<tr>
<th>Courses in Common:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting and Finance for Managers</td>
</tr>
<tr>
<td>Applied Management</td>
</tr>
<tr>
<td>Applied Management Capstone</td>
</tr>
<tr>
<td>Business Strategy and Policy</td>
</tr>
<tr>
<td>Decision Making and Essential Business Communication</td>
</tr>
<tr>
<td>Ethical and Legal Aspects of Management</td>
</tr>
<tr>
<td>Global Management</td>
</tr>
<tr>
<td>Leadership and Organizational Change</td>
</tr>
<tr>
<td>Marketing Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Master’s of Management Only:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Analysis for Managers</td>
</tr>
<tr>
<td>Human Resources Management</td>
</tr>
<tr>
<td>Organizational Behavior</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MBA Only:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Managerial Finance</td>
</tr>
<tr>
<td>Business Economics</td>
</tr>
<tr>
<td>Managerial Accounting</td>
</tr>
<tr>
<td>Managerial Economics</td>
</tr>
<tr>
<td>Statistics for Business Decision-Making</td>
</tr>
</tbody>
</table>

Key Differences:
- MBA program requires more credits (42) than the master’s of management program (36)
- MBA includes more coursework in finance and economics
- Master’s of management includes a human resources course
- MBA includes a statistics course and an accounting course
Offer Specializations Based on Prominent Local Industries

Three out of five profiled institutions offer specializations; Institution C is also considering adding them to the master’s of management curriculum. Contacts report that specializations allow students to group elective courses into programs tailored to the industry in which they work. Specializations with high demand among profiled institutions include entrepreneurship, human resources, and environmental sustainability. Institutions that offer specializations dedicate an average of 38 percent of credit hours to specializations and 62 percent to core courses.

In addition, specializations serve as an effective marketing tool to reach students in prominent industries in local employment markets. Top industries for employees with management skills in Arizona include educational services, professional, scientific, and technical services, and insurance carriers.

Top Industries for Employees with Master’s of Management Skills and Graduate or Professional Degrees

National Data, November 2012 – October 2013

<table>
<thead>
<tr>
<th>Industry</th>
<th>Number of Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional, Scientific, And Technical Services</td>
<td>52,336</td>
</tr>
<tr>
<td>Educational Services</td>
<td>28,959</td>
</tr>
<tr>
<td>Insurance Carriers And Related Activities</td>
<td>13,794</td>
</tr>
<tr>
<td>Hospitals</td>
<td>13,541</td>
</tr>
<tr>
<td>Credit Intermediation And Related Activities</td>
<td>11,838</td>
</tr>
<tr>
<td>Chemical Manufacturing</td>
<td>11,635</td>
</tr>
<tr>
<td>Computer And Electronic Product Manufacturing</td>
<td>7,139</td>
</tr>
<tr>
<td>Transportation Equipment Manufacturing</td>
<td>6,915</td>
</tr>
<tr>
<td>Securities, Commodity Contracts, Finance</td>
<td>6,557</td>
</tr>
<tr>
<td>Publishing Industries (except Internet)</td>
<td>5,971</td>
</tr>
</tbody>
</table>

n=323,798 total job postings, 87,380 unspecified
Source: Burning Glass Labor Insight™
Top Industries for Employees with Master’s of Management Skills and Graduate or Professional Degrees

Arizona, November 2012 – October 2013

Student Demographics

Design Programs that Provide Flexibility for Working Professionals

Typical master’s of management students at profiled institutions have at least five years of work experience and seek to secure a promotion or salary increase within their current field. The majority of job postings (73 percent nationally and 68 percent in Arizona) that require master’s of management skills prefer or require applicants with at least four years of previous work experience. Contacts at Institution A report that because many students complete master’s of management degrees while they hold full-time jobs time to graduation may take three to five years.

Experience Requirements for Job Postings that Require Master’s of Management Skills

November 2012 – October 2013, Graduate Degree Required/Preferred

<table>
<thead>
<tr>
<th>Industry</th>
<th>National Data</th>
<th>Arizona</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Services</td>
<td>604</td>
<td>456</td>
</tr>
<tr>
<td>Professional, Scientific, And Technical Services</td>
<td>435</td>
<td>330</td>
</tr>
<tr>
<td>Insurance Carriers And Related Activities</td>
<td>335</td>
<td>186</td>
</tr>
<tr>
<td>Hospitals</td>
<td>300</td>
<td>157</td>
</tr>
<tr>
<td>Credit Intermediation And Related Activities</td>
<td>145</td>
<td>135</td>
</tr>
<tr>
<td>Health And Personal Care Stores</td>
<td>132</td>
<td>132</td>
</tr>
<tr>
<td>Computer And Electronic Product Manufacturing</td>
<td>102</td>
<td>102</td>
</tr>
<tr>
<td>Transportation Equipment Manufacturing</td>
<td>102</td>
<td>102</td>
</tr>
<tr>
<td>General Government Support</td>
<td>102</td>
<td>102</td>
</tr>
<tr>
<td>Primary Metal Manufacturing</td>
<td>102</td>
<td>102</td>
</tr>
</tbody>
</table>

n=5,467 total job postings, 1,528 unspecified
Source: Burning Glass Labor Insight™

Number of Postings

Source: Burning Glass Labor Insight™

Student Demographics

- Less than one year
- One to four years
- Four to seven years
- Seven or more years
3) Program Outcomes

Target Marketing Outreach to International Students

Contacts across profiled institutions observe an increase in the number of international students enrolled in master’s of management programs in recent years and identify the international market as an opportunity for program expansion. Administrators at Institution C report that international students’ participation enhances online discussions through diverse perspectives on course content. For more information about recruiting international students, see Reducing Costs of International Lead Generation on page 63 of the Education Advisory Board’s best practice study on Disciplining Social Media Strategy.⁴

Employer Demand

Job Postings Indicate Increasing Demand for Employees with Master’s of Management Skills

From 2010 H1 to 2013 H1, the number of job postings for employees with master’s of management skills increased 61.8 nationally and 69.6 percent in Arizona. This growth in postings is much higher than overall posting growth during 2010 H1 to 2013 H1: the total number of total job postings that require or prefer any graduate degree increased 44 percent nationally and 36 percent in Arizona.

Number of Job Postings for Employees with Master’s of Management Skills

National Data, 2010 H1 – 2013 H1, Graduate or Professional Degree Required/Preferred

Source: Burning Glass/Labor Insight™

Number of Job Postings for Employees with Master’s of Management Skills

Arizona, 2010 H1 – 2013 H1, Graduate or Professional Degree Required/Preferred

Source: Burning Glass/Labor Insight™

Top Employers

Top Arizona Employers Include United Health Group, the University of Arizona, and Deloitte

Since working professionals are likely to enroll in online master’s of management programs, institutions should market programs to employees of employers who demonstrate high demand for management skills. Top employers for individuals with master’s of management qualifications in Arizona include United Health Group, the University of Arizona, and Deloitte. However, 28.8 percent of job postings in Arizona and 22.5 percent of job postings nationwide do not specify an employer.

Top Employers for Individuals with Master’s of Management Qualifications

National Data, November 2012 – October 2013

Source: Burning Glass Labor Insight™

n=323,798 total job postings, 72,958 unspecified

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Top Employers for Individuals with Master’s of Management Qualifications

Arizona, November 2012 – October 2013

Top Occupations Include Management Positions across All Industries

Contacts at Institution C report that students who enroll in master’s of management programs have work experience across many industries. Job postings data confirms this observation: top occupations include a variety of management positions including finance, sales, and computer systems.

Top Occupations for Individuals with Master’s of Management Qualifications

National Data, November 2012 – October 2013

Top Occupations

- UnitedHealth Group: 143 postings
- University of Arizona: 124 postings
- Deloitte Development LLC: 121 postings
- CVS Caremark: 114 postings
- Freeport-McMoRan Copper & Gold: 102 postings
- American Express: 100 postings
- Banner Health System: 91 postings
- Grand Canyon University: 64 postings
- The Boeing Company: 64 postings
- Petsmart: 55 postings

Top Occupations

- Managers, All Other: 18,855 postings
- Marketing Managers: 17,852 postings
- Medical And Health Services Managers: 15,983 postings
- Financial Managers: 10,594 postings
- Sales Managers: 10,406 postings
- Computer Systems Analysts: 9,928 postings
- Computer And Information Systems Managers: 9,852 postings
- General And Operations Managers: 8,764 postings
- Software Developers, Applications: 8,626 postings
- Lawyers: 8,204 postings

n=5,467 total job postings, 1,575 unspecified
Source: Burning Glass Labor Insight™

n=323,798 total job postings, 1,773 unspecified
Source: Burning Glass Labor Insight™
Top Occupations for Individuals with Master's of Management Qualifications

Arizona, November 2012 – October 2013

- Managers, All Other: 293
- Medical And Health Services Managers: 290
- Software Developers, Applications: 235
- Computer And Information Systems Managers: 177
- Marketing Managers: 175
- Financial Managers: 157
- Sales Managers: 149
- Computer Systems Analysts: 148
- Information Technology Project Managers: 142
- General And Operations Managers: 126

n=323,798 total job postings, 1,773 unspecified
Source: Burning Glass Labor Insight™
Leadership at a member institution approached the Forum with the following questions:

- What is the demand for graduates with a master’s of science in management nationally and in Arizona?
- In what industries are graduates with a master’s of science in management in greatest demand?
- What changes in employer demand have program directors noticed? How have they changed curricula or program structures in response?
- What skills or competencies are desired of graduates of master’s of science in management programs?
- What are common job titles or occupations for graduated with a master’s of science in management degree?
- Who are the primary employers of graduates with a master’s of science in management?
- What are the attributes of master’s of science in management degree programs, with respect to requirements for admission, cost, time to graduation, and specializations available within the degree?
- How does the curriculum of master’s of science in management programs differ from master’s of science in administration programs?
- What are the primary components of the curriculum of a master’s of science in management?
- How do institutions market master’s of science in management programs to prospective students?
- Have administrators witnessed changes in enrollment over time? If so, what accounts for these changes?

The Forum consulted the following sources for this report:

- Advisory Board’s internal and online research libraries (eab.com)
- National Center for Education Statistics (NCES) (http://nces.ed.gov/)
- Institution Websites
The Forum interviewed program directors of online master’s of management programs.

A Guide to Institutions Profiled in this Brief

<table>
<thead>
<tr>
<th>Institution</th>
<th>Location</th>
<th>Approximate Institutional Enrollment (Undergraduate/Total)</th>
<th>Classification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution A</td>
<td>Midwest</td>
<td>6,200 / 10,000</td>
<td>Master’s Colleges and Universities (larger programs)</td>
</tr>
<tr>
<td>Institution B</td>
<td>Mountain West</td>
<td>3,900 / 5,300</td>
<td>N/A (Online only)</td>
</tr>
<tr>
<td>Institution C</td>
<td>Northeast</td>
<td>13,000 / 16,000</td>
<td>Master’s Colleges and Universities (larger programs)</td>
</tr>
<tr>
<td>Institution D</td>
<td>Midwest</td>
<td>11,100/15,600</td>
<td>Master’s Colleges and Universities (larger programs)</td>
</tr>
<tr>
<td>Institution E</td>
<td>Mountain West</td>
<td>13,100 / 22,400</td>
<td>Research Universities (high research activity)</td>
</tr>
</tbody>
</table>

*Profiled through secondary research only

Burning Glass – The Education Advisory Board’s Partner for Real-Time Labor Market Data

Part of the data included in this report is made possible through our partnership with Burning Glass, a Boston-based firm specializing in use of web spidering technology and Artificial Intelligence engines to mine more than 80 million online job postings for real-time employer demand data. Under the partnership, the Education Advisory Board may use certain features of Burning Glass’s proprietary tool called Labor/Insight™ to answer common member questions about employer demand for specific educational requirements, job titles, and competencies over time and by geography. A fuller description of the tool is available at http://www.burning-glass.com/products/labor.html.

Learn about Burning Glass and Labor/Insight™

Many Education Advisory Board member institutions subscribe to the Labor/Insight™ tool, to provide program directors and marketers desktop access to the tool’s full suite of features. Burning Glass is pleased to provide Labor/Insight™ to our members at a substantial discount. For more information about the service, please contact Kelly Bailey, Business Development Manager, kbailey@burning-glass.com or 732-800-2484.

Definition of Terms

The total number of “unspecified” job postings included in a data sample is indicated below all charts and graphs in this report. Job postings are considered “unspecified” for a skill, industry, employer, geography, certification, education requirement, or major when the job posting did not advertise for one of these particular job characteristics and therefore should
be subtracted from the total number (n value) of job postings analyzed in the query. Capital cities may be overrepresented in instances where job postings do not specify a location within a state.
Appendix A: Job Postings Data

Skills in Greatest Demand for Individuals with Master’s of Management Qualifications

National Data, November 2012 – October 2013

<table>
<thead>
<tr>
<th>Skill</th>
<th>Number of Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Management</td>
<td>24,128</td>
</tr>
<tr>
<td>Business Development</td>
<td>23,077</td>
</tr>
<tr>
<td>Marketing</td>
<td>21,536</td>
</tr>
<tr>
<td>Accounting</td>
<td>19,847</td>
</tr>
<tr>
<td>Product Development</td>
<td>17,538</td>
</tr>
<tr>
<td>Business Planning</td>
<td>14,407</td>
</tr>
<tr>
<td>Sales</td>
<td>14,204</td>
</tr>
<tr>
<td>Program Management</td>
<td>14,010</td>
</tr>
<tr>
<td>Market Strategy</td>
<td>12,399</td>
</tr>
<tr>
<td>Forecasting</td>
<td>12,146</td>
</tr>
<tr>
<td>Contract Management</td>
<td>11,374</td>
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<tr>
<td>Market Research</td>
<td>11,372</td>
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<tr>
<td>Business Administration</td>
<td>11,244</td>
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<td>Product Marketing</td>
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<td>Marketing Management</td>
<td>9,364</td>
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<tr>
<td>Business Process</td>
<td>8,729</td>
</tr>
<tr>
<td>Sales Management</td>
<td>8,489</td>
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<tr>
<td>Financial Analysis</td>
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<td>Market Planning</td>
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<td>Risk Management</td>
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<td>Process Improvement</td>
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<td>Competitive Analysis</td>
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<tr>
<td>Scheduling</td>
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n=152,222 total job postings, 3,883 unspecified
Source: Burning Glass Labor Insight™
Skills in Greatest Demand for Individuals with Master’s of Management Qualifications

Arizona, November 2012 – October 2013

Number of Postings

- Accounting: 311
- Product Marketing: 298
- Business Development: 236
- Business Planning: 233
- Contract Management: 227
- Sales: 222
- Product Management: 211
- Marketing: 198
- Forecasting: 194
- Program Management: 191
- Business Administration: 188
- Sales Management: 158
- Process Improvement: 144
- Mentoring: 126
- Market Strategy: 124
- Risk Management: 121
- Financial Management: 121
- Business Process: 116
- Marketing Management: 112
- Market Research: 110
- Financial Reporting: 107
- Financial Analysis: 102
- Business Strategy: 101
- Scheduling: 98
- Product Marketing: 96

n=2,049 total job postings, 56 unspecified
Source: Burning Glass Labor Insight™
Top Industries for Employees with Master’s of Management Skills and Graduate or Professional Degrees

National Data, November 2012 – October 2013

Number of Postings

- Professional, Scientific, and Technical Services: 52,336
- Educational Services: 28,959
- Insurance Carriers and Related Activities: 13,794
- Hospitals: 13,541
- Credit Intermediation and Related Activities: 11,838
- Chemical Manufacturing: 11,635
- Computer and Electronic Product Manufacturing: 7,139
- Transportation Equipment Manufacturing: 6,915
- Securities, Commodity Contracts, Finance: 6,557
- Publishing Industries (except Internet): 5,971
- Ambulatory Health Care Services: 5,817
- Nonstore Retailers: 4,812
- General Government Support: 4,668
- Religious, Grantmaking, or Civic Organizations: 4,182
- Administrative and Support Services: 4,108
- Telecommunications: 3,100
- Merchant Wholesalers, Durable Goods: 2,912
- Administration of Human Resource Programs: 2,800
- Health and Personal Care Stores: 2,359
- General Merchandise Stores: 2,325
- National Security and International Affairs: 2,243
- Other Information Services: 2,204
- Social Assistance: 1,843
- Utilities: 1,679
- Electrical Equipment, Appliance, and Component Manufacturing: 1,619

n=323,798 total job postings, 87,380 unspecified
Source: Burning Glass Labor Insight™
Top Industries for Employees with Master’s of Management Skills and Graduate or Professional Degrees

Arizona, November 2012 – October 2013

Educational Services: 604
Professional, Scientific, And Technical Services: 456
Insurance Carriers And Related Activities: 335
Hospitals: 330
Credit Intermediation And Related Activities: 186
Health And Personal Care Stores: 157
Computer And Electronic Product Manufacturing: 145
Transportation Equipment Manufacturing: 135
Executive, Legislative, And Other General Government Support: 132
Primary Metal Manufacturing: 102
Ambulatory Health Care Services: 101
Merchant Wholesalers, Durable Goods: 97
Administration Of Human Resource Programs: 82
Securities, Commodity Contracts, Finance: 80
Chemical Manufacturing: 72
Administrative And Support Services: 71
General Merchandise Stores: 64
Miscellaneous Store Retailers: 61
Publishing Industries (except Internet): 47
Utilities: 47
Accommodation: 45
Nonstore Retailers: 41
Religious, Grantmaking, or Civic Organizations: 39
Social Assistance: 31
Amusement, Gambling, And Recreation Industries: 28

n=5,467 total job postings, 1,528 unspecified
Source: Burning Glass Labor Insight™
Top Employers for Individuals with Master’s of Management Qualifications

National Data, November 2012 – October 2013

Number of Postings

<table>
<thead>
<tr>
<th>Company</th>
<th>Number of Postings</th>
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<td>Deloitte Development LLC</td>
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<td>amazon.com</td>
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<tr>
<td>The Boeing Company</td>
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<tr>
<td>Pricewaterhousecoopers</td>
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<td>Johnson &amp; Johnson</td>
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<td>IBM</td>
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<td>UnitedHealth Group</td>
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<td>Accenture</td>
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<td>Department of Veterans Affairs</td>
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<tr>
<td>Microsoft Corporation</td>
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<td>The Bank of New York Mellon</td>
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<td>Hewlett-Packard</td>
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<td>JP Morgan Chase Company</td>
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<td>Kaiser Permanente</td>
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<td>General Electric Company</td>
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<td>Ernst &amp; Young</td>
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<td>The PNC Financial Services Group, Inc.</td>
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<td>General Dynamics</td>
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<td>Lockheed Martin Corporation</td>
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<td>AT&amp;T</td>
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</table>

n=323,798 total job postings, 72,958 unspecified
Source: Burning Glass Labor Insight™
Top Employers for Individuals with Master's of Management Qualifications

Arizona, November 2012 – October 2013

- UnitedHealth Group 143
- University of Arizona 124
- Deloitte Development LLC 121
- CVS Caremark 114
- Freeport-McMoRan Copper & Gold 102
- American Express 100
- Banner Health System 91
- Grand Canyon University 64
- The Boeing Company 64
- Petsmart 55
- Tucson Unified School District 54
- Arizona State University 53
- Intel Corporation 52
- Department of Veterans Affairs 48
- Apollo Group/U of Phoenix 47
- Honeywell 45
- Hoffmann-La Roche 37
- Empire Southwest 35
- Maricopa Community Colleges 35
- Target 33
- Cigna Corporation 31
- Raytheon 30
- Maricopa County 29
- Scottsdale Healthcare 29
- Indian Health Service 27

Source: Burning Glass Labor Insight™

n=5,467 total job postings, 1,575 unspecified
Top Occupations for Individuals with Master’s of Management Qualifications

_National Data, November 2012 – October 2013_

- **Managers, All Other**: 18,855
- **Marketing Managers**: 17,852
- **Medical And Health Services Managers**: 15,983
- **Financial Managers**: 10,594
- **Sales Managers**: 10,406
- **Computer Systems Analysts**: 9,928
- **Computer And Information Systems Managers**: 9,852
- **General And Operations Managers**: 8,764
- **Software Developers, Applications**: 8,626
- **Lawyers**: 8,204
- **Information Technology Project Managers**: 6,405
- **Education Administrators, Postsecondary**: 5,718
- **First-Line Supervisors Of Retail Sales Workers**: 5,688
- **Financial Managers, Branch Or Department**: 5,522
- **Management Analysts**: 5,432
- **Human Resources Specialists**: 4,812
- **Architectural And Engineering Managers**: 4,414
- **Sales Representatives, Wholesale And Manufacturing**: 4,288
- **Public Relations And Fundraising Managers**: 4,213
- **Financial Analysts**: 4,188
- **Market Research Analysts And Marketing Specialists**: 3,949
- **Administrative Support Supervisors**: 3,876
- **Registered Nurses**: 3,642
- **Human Resources Managers**: 3,512
- **Business Intelligence Analysts**: 3,357

_n=323,798 total job postings, 1,773 unspecified_

Source: Burning Glass Labor Insight™
Top Occupations for Individuals with Master’s of Management Qualifications

Arizona, November 2012 – October 2013

Managers, All Other: 293
Medical And Health Services Managers: 290
Software Developers, Applications: 177
Computer And Information Systems Managers: 175
Marketing Managers: 157
Sales Managers: 149
Computer Systems Analysts: 148
Information Technology Project Managers: 142
General And Operations Managers: 126
Lawyers: 113
Education Administrators, Postsecondary: 105
Architectural And Engineering Managers: 104
First-Line Supervisors Of Retail Sales Workers: 100
Registered Nurses: 99
Sales Representatives, Wholesale And Manufacturing: 79
Financial Managers, Branch Or Department: 72
Elementary And Secondary School Administrators: 71
Administrative Support Supervisors: 70
Human Resources Specialists: 69
Computer Systems Engineers/Architects: 68
Pharmacists: 67
Human Resources Managers: 64
Public Relations And Fundraising Managers: 60
Treasurers And Controllers: 59

n=5,467 total job postings, 27 unspecified
Source: Burning Glass Labor Insight™