

# SABSA MBA GRADUATES

2010 to 2020

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BUSINESS SCHOOL INFORMATION  
MBA TRENDS REPORT

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November 2020

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PREPARED BY

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**LODESTAR**  
marketing research



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## BACKGROUND

- The Financial Mail South African Business School MBA and Executive Education surveys have been conducted since 2000.
- As part of the annual survey, the previous three years of MBA graduates are asked to answer an online questionnaire.
- This presentation reports on the MBA graduate responses from 2010 to 2020.

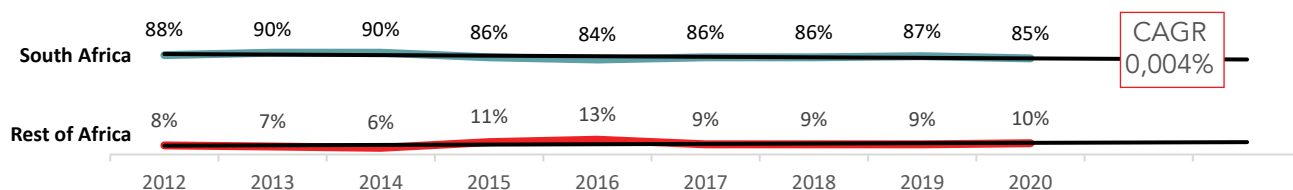
## South African Business Schools between 2010 and 2020

Gordon Institute of Business Science
Henley Business School
IIE MSA
Johannesburg Business School
Management College of Southern Africa Graduate School of Business
Milpark Business School
Nelson Mandela University Business School
North West University Business School
Regenesys Business School
Regent Business School
Rhodes Business School
Tshwane School for Business and Society
Turfloop Graduate School of Leadership
UNISA Graduate School of Business Leadership
University of Cape Town Graduate School of Business
University of KwaZulu Natal Graduate School of Business and Leadership
University of the Free State Business School
University of Stellenbosch Business School
Wits Business School

## Demographics

**Current place of residence: Although most MBA graduates stay in South Africa trends indicate a gradual downward trend**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
South Africa	Not asked		88%	90%	90%	86%	84%	86%	86%	87%	85%
Africa, other than SA			8%	7%	6%	11%	13%	9%	9%	9%	10%
Europe			1%	1%	1%	1%	1%	1%	1%	1%	1%
North America			1%	1%	1%	1%	1%	1%	1%	1%	2%
UK			1%		1%	1%	1%	1%	0,3%	0,2%	1%
Australia/New Zealand			1%		1%	0,4%	1%	0,5%	1%	1%	1%
Middle East						1%	1%	0,3%	0,5%	0,1%	0,1%
Asia					0,2%	0,2%	0,3%	2%	1%	0,2%	0,4%

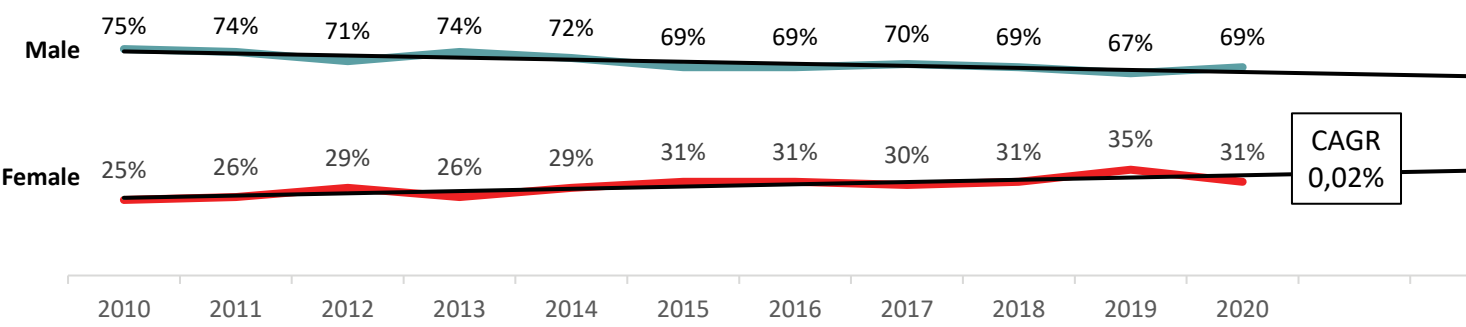


CAGR = Compounded annualised growth rate



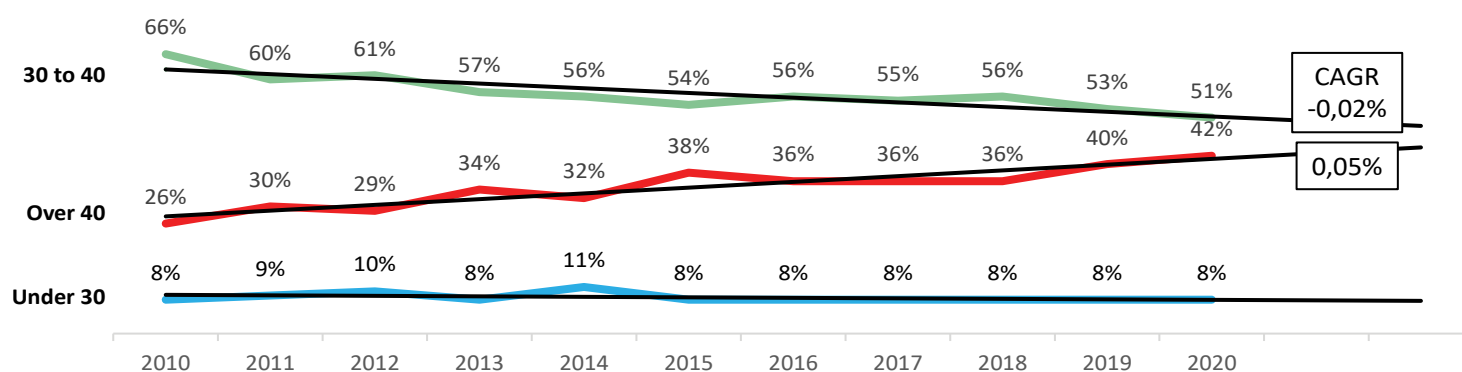
**Gender: Small but steady increase in the proportion of female MBA graduates**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Male	75%	74%	71%	74%	72%	69%	69%	70%	69%	65%	69%
Female	25%	26%	x29%	26%	29%	31%	31%	30%	31%	35%	31%



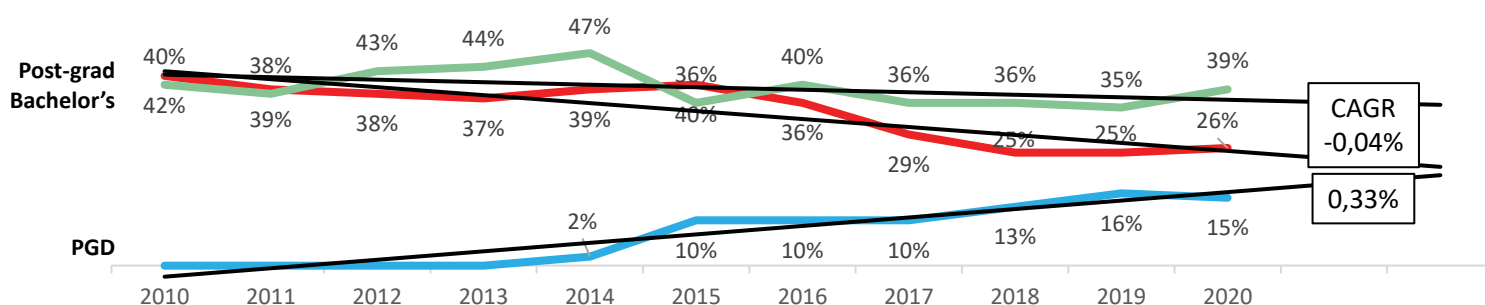
## Age on completion of MBA: Decreasing proportion of graduates between 30 and 40 years, increasing proportion of graduates over 40 years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Under 30 years	8%	9%	10%	8%	11%	8%	8%	8%	8%	8%	8%
30 to 34	35%	31%	31%	27%	30%	27%	29%	28%	30%	27%	24%
35 to 40	31%	29%	30%	30%	26%	27%	27%	27%	26%	26%	27%
41 to 45	18%	19%	17%	22%	23%	24%	22%	22%	22%	24%	24%
Older than 45 years	8%	11%	12%	12%	9%	14%	14%	14%	14%	16%	18%



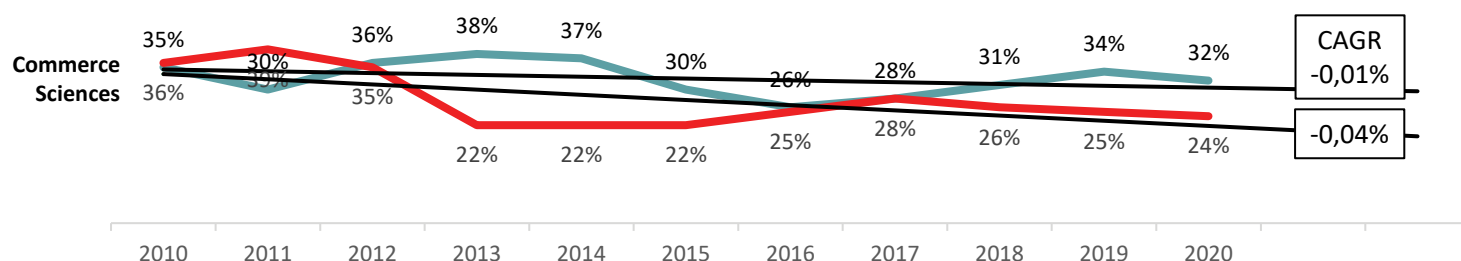
## Highest qualification prior to starting MBA: Stable post-grad, increasing proportion of PGDs and decreasing proportion of Bachelor's degrees

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Bachelor's degree	42%	39%	38%	37%	39%	40%	36%	29%	25%	25%	26%
Honour's degree	27%	26%	30%	32%	34%	26%	30%	26%	27%	23%	27%
Master's degree	12%	11%	12%	11%	12%	9%	9%	9%	8%	11%	11%
National Higher diploma	10%	12%	10%	10%	9%	9%	9%	7%	7%	6%	6%
Technical diploma	2%	3%	3%	2%	2%	3%	2%	2%	2%	2%	1%
Post graduate diploma	n/a				2%	10%	10%	10%	13%	16%	15%
Doctorate (not medical)	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%



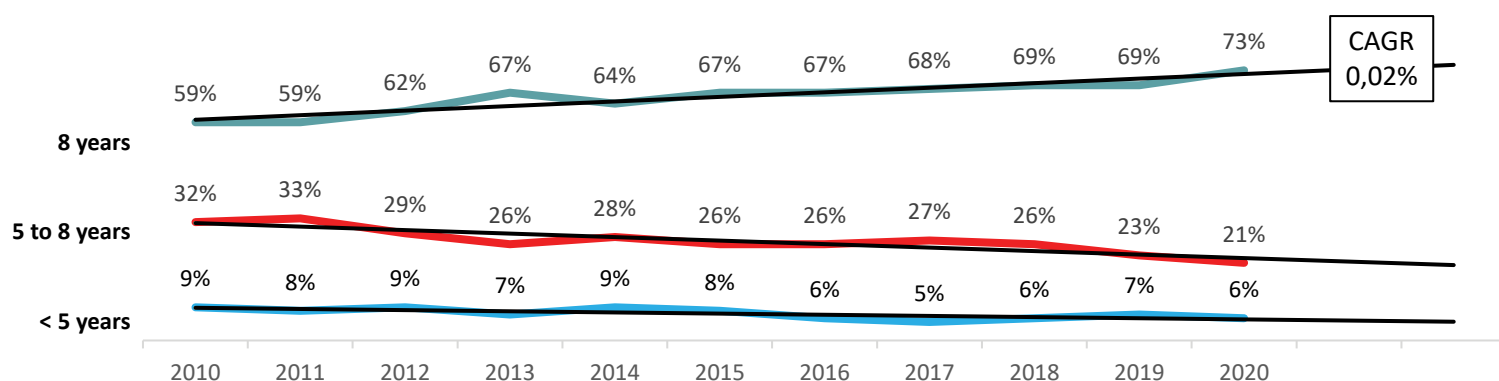
**Academic field of previous qualification: Around half of MBA students have a Commerce (average 32%) or Science/Engineering (average 28%) background, although there is a decreasing proportion for both**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Commerce/Admin/Accounting	35%	30%	36%	38%	37%	30%	26%	28%	31%	34%	32%
Sciences/Engineering	36%	39%	35%	22%	22%	22%	25%	28%	26%	25%	24%
Management	Not asked					16%	15%	14%	16%	16%	15%
Social Sciences/Humanities	9%	9%	11%	12%	10%	8%	8%	8%	7%	8%	9%
IT	7%	7%	7%	6%	9%	8%	8%	8%	6%	6%	7%
Law/Medicine	7%	6%	5%	6%	6%	6%	5%	7%	5%	6%	4%
Education	2%	3%	2%	2%	3%	2%	2%	1%	2%	2%	4%
Other	6%	7%	1%	8%	8%	4%	10%	7%	6%	1%	3%



**Years of work experience prior to starting MBA: As the average age of students has risen so has the average years' work experience**

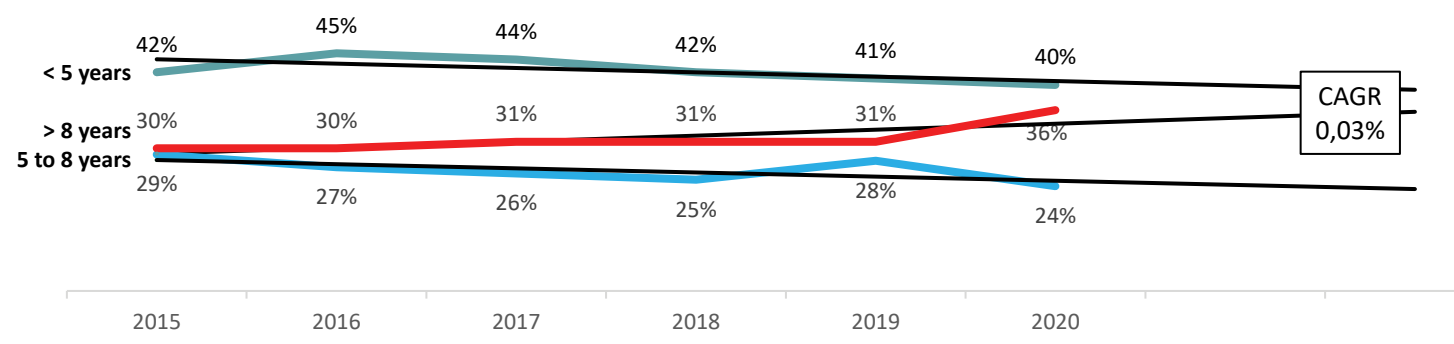
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
2 years or less	1%	1%	2%	2%	1%	1%	1%	0%	2%	2%	2%
3 to 4 years	8%	7%	7%	5%	8%	7%	5%	5%	4%	5%	4%
5 to 6 years	16%	16%	16%	14%	14%	13%	11%	12%	12%	10%	10%
7 to 8 years	16%	17%	13%	12%	14%	13%	15%	15%	14%	13%	11%
More than 8 years	59%	59%	62%	67%	64%	67%	67%	68%	69%	69%	73%





**Years of management experience prior to starting MBA: As the average age of students has risen so has the average years' management experience**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
2 years or less	Not asked					23%	24%	24%	23%	23%	23%
3 to 4 years						19%	21%	20%	19%	18%	17%
5 to 6 years						20%	19%	19%	17%	19%	16%
7 to 8 years						9%	8%	7%	8%	9%	8%
More than 8 years						30%	30%	31%	31%	31%	36%



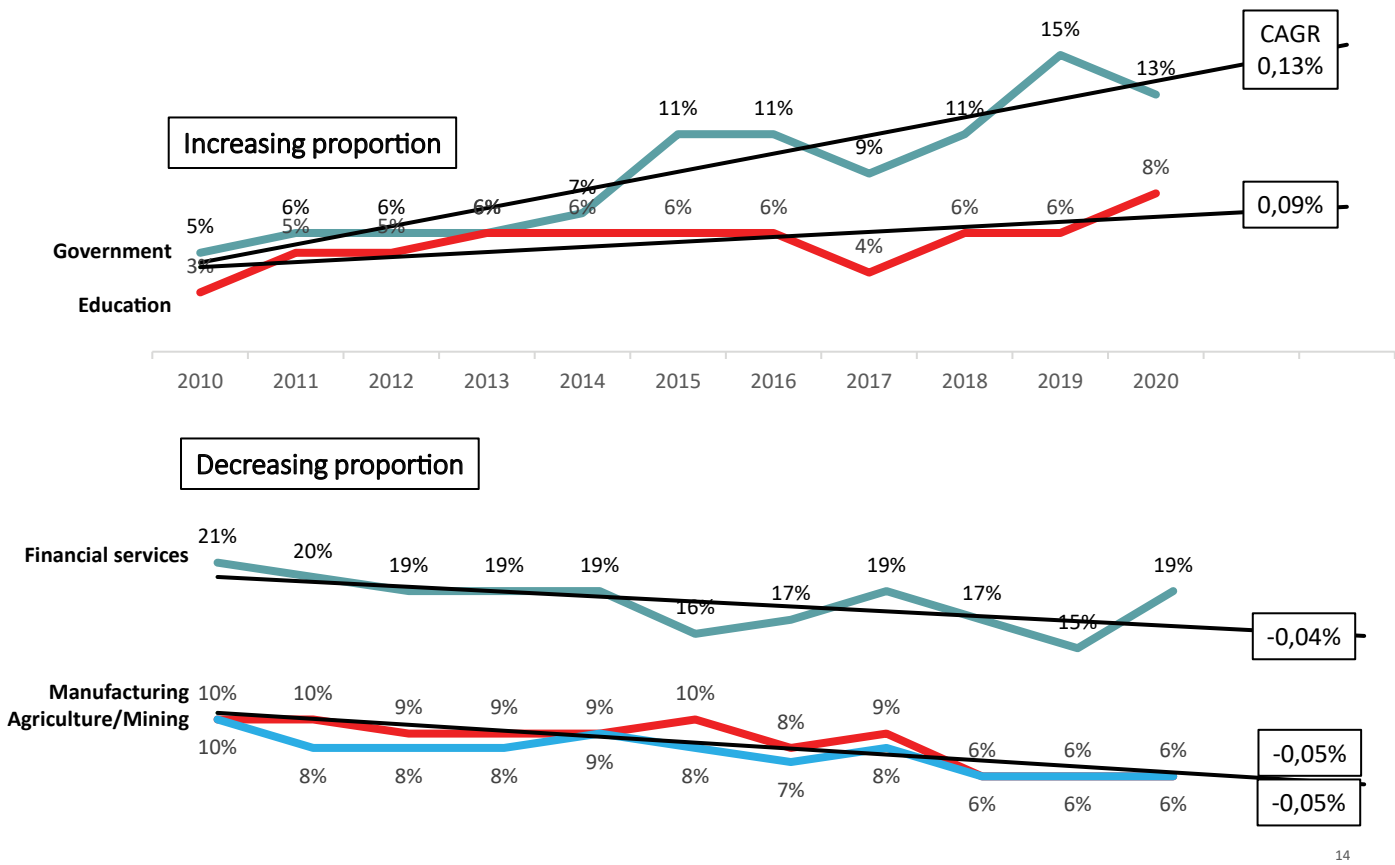
## Industry sector where currently employed: Financial services continue to dominate

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Financial services	21%	20%	19%	19%	19%	16%	17%	19%	17%	15%	19%
Government	5%	6%	6%	6%	7%	11%	11%	9%	11%	15%	13%
Education	3%	5%	5%	6%	6%	6%	6%	4%	6%	6%	8%
Manufacturing	10%	10%	9%	9%	9%	10%	8%	9%	6%	6%	6%
Agriculture and Mining	10%	8%	8%	8%	9%	8%	7%	8%	6%	6%	6%
Health services	4%	6%	4%	5%	6%	6%	5%	6%	5%	6%	5%
Management consulting	5%	4%	6%	4%	5%	6%	5%	5%	4%	5%	5%
Information technology	6%	5%	6%	6%	5%	5%	5%	6%	6%	4%	4%
Telecommunications	5%	5%	5%	3%	4%	3%	4%	3%	3%	3%	4%
Construction	2%	2%	2%	3%	2%	3%	5%	5%	5%	4%	3%
Electricity and Water services	3%	3%	3%	2%	3%	4%	3%	3%	3%	2%	2%
Oil, Gas and Petroleum	4%	4%	4%	5%	4%	3%	2%	2%	2%	2%	2%
Transportation	2%	2%	2%	3%	4%	3%	3%	3%	3%	3%	2%
Motor industry	2%	2%	2%	1%	1%	3%	2%	3%	2%	2%	2%
Retail	2%	3%	3%	3%	4%	2%	2%	2%	2%	2%	2%
Marketing services or consulting	2%	4%	3%	3%	3%	2%	3%	2%	2%	2%	2%
Media	2%	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%
Hospitality and Catering	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Law	0%	1%	1%	1%	1%	0,3%	1%	1%	1%	1%	1%
Travel and Tourism	1%	0%	1%	1%	1%	1%	1%	0,4%	1%	1%	0,4%
Wholesale	1%	0%	1%	1%	1%	1%	0%	0%	0%	0%	0,4%



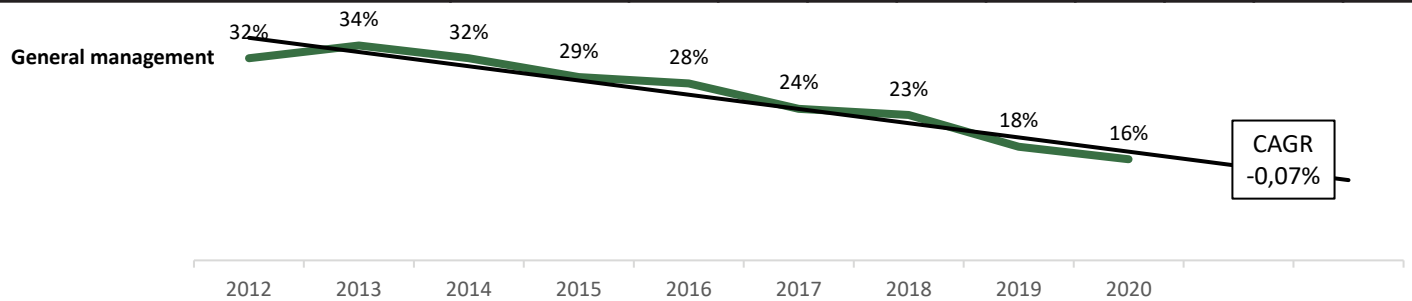


**Industry sector where currently employed:** Although Financial services continue to dominate, there is an increasing proportion of graduates employed in Government and Education, and a decreasing proportion in Financial services, Manufacturing and Agriculture and Mining



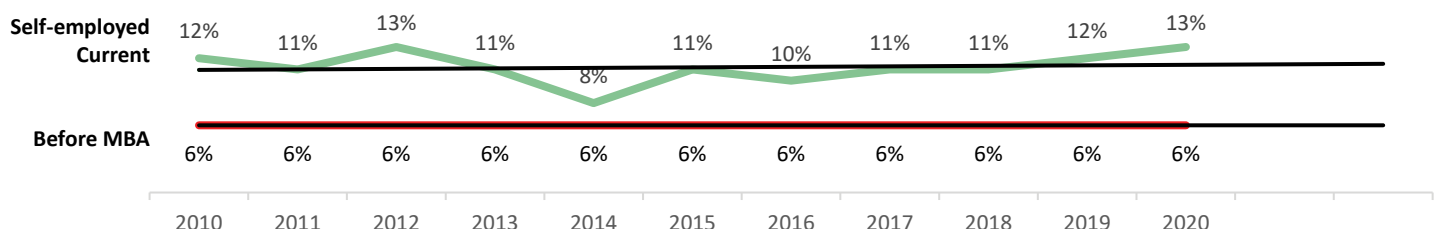
## Current functional work position: Decreasing proportion of graduates employed in a general management position, little change in other positions

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
General management	n 947	921	1001	508	969	1715	1340	1284	1261	1210	934
Finance and control	Not asked		10%	9%	10%	14%	11%	11%	16%	11%	12%
Corporate strategy/planning			13%	10%	10%	12%	10%	10%	10%	9% 1	0%
Marketing/Sales			11%	14%	11%	10%	11%	10%	10%	8%	8%
Production/Manufacturing operations			6%	5%	6%	9%	6%	4%	5%	3%	3%
IT/Systems			7%	6%	7%	7%	6%	6%	7%	5%	6%
Personnel/HR/Training			4%	5%	4%	4%	4%	3%	4%	4%	4%
Administration			2%	2%	2%	4%	4%	3%	4%	5%	3%
Purchasing/Logistics			3%	3%	4%	3%	3%	3%	2%	3%	2%
Research & Development			4%	3%	3%	3%	4%	3%	4%	3%	2%



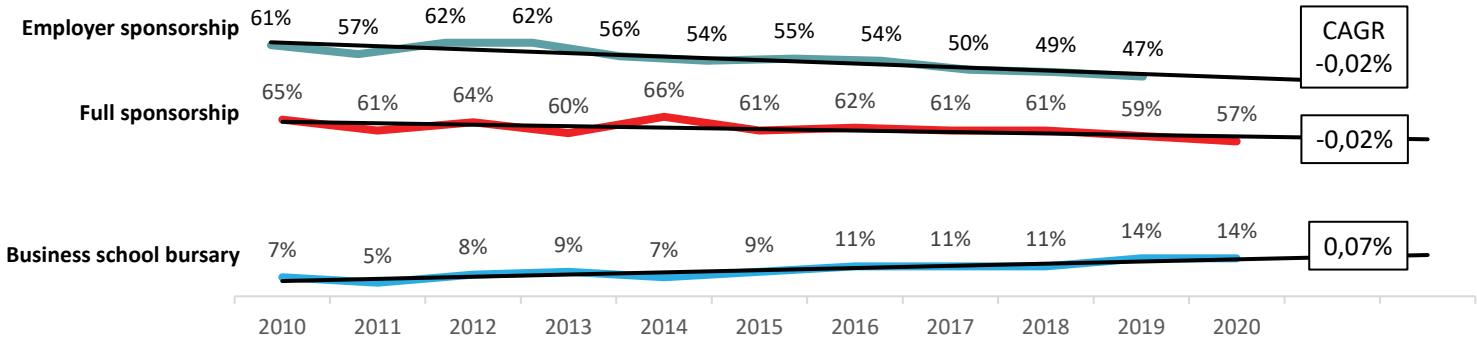
## Employment status before MBA and current: Graduates report a stable 5% increase in self-employment after MBA graduation

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Before MBA											
Employed by a company	94%	94%	91%	94%	93%	93%	93%	93%	92%	92%	92%
Self-employed	6%	6%	8%	6%	6%	6%	6%	6%	6%	6%	6%
Not employed	0%	0%	0%	0%	1%	1%	1%	1%	1%	2%	2%
Current											
Employed by a company	86%	88%	86%	88%	91%	86%	88%	5%	86%	86%	83%
Self-employed	12%	11%	13%	11%	8%	11%	10%	11%	11%	12%	13%
Not employed	2%	1%	2%	1%	2%	3%	2%	3%	3%	2%	5%



**MBA Sponsorship: A decreasing proportion of MBA students are sponsored by their employers, and a decreasing proportion of these get full sponsorship. Increasing business school bursaries but off a low base**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Employer sponsorship	61%	57%	62%	62%	56%	54%	55%	54%	50%	49%	47%
Full	65%	61%	64%	60%	66%	61%	62%	61%	61%	59%	57%
Partial	25%	30%	27%	28%	30%	32%	31%	31%	31%	31%	34%
Paid study leave	4%	4%	6%	10%	4%	7%	7%	6%	7%	8%	7%
Business school bursary	7%	5%	8%	9%	7%	9%	11%	11%	11%	14%	14%





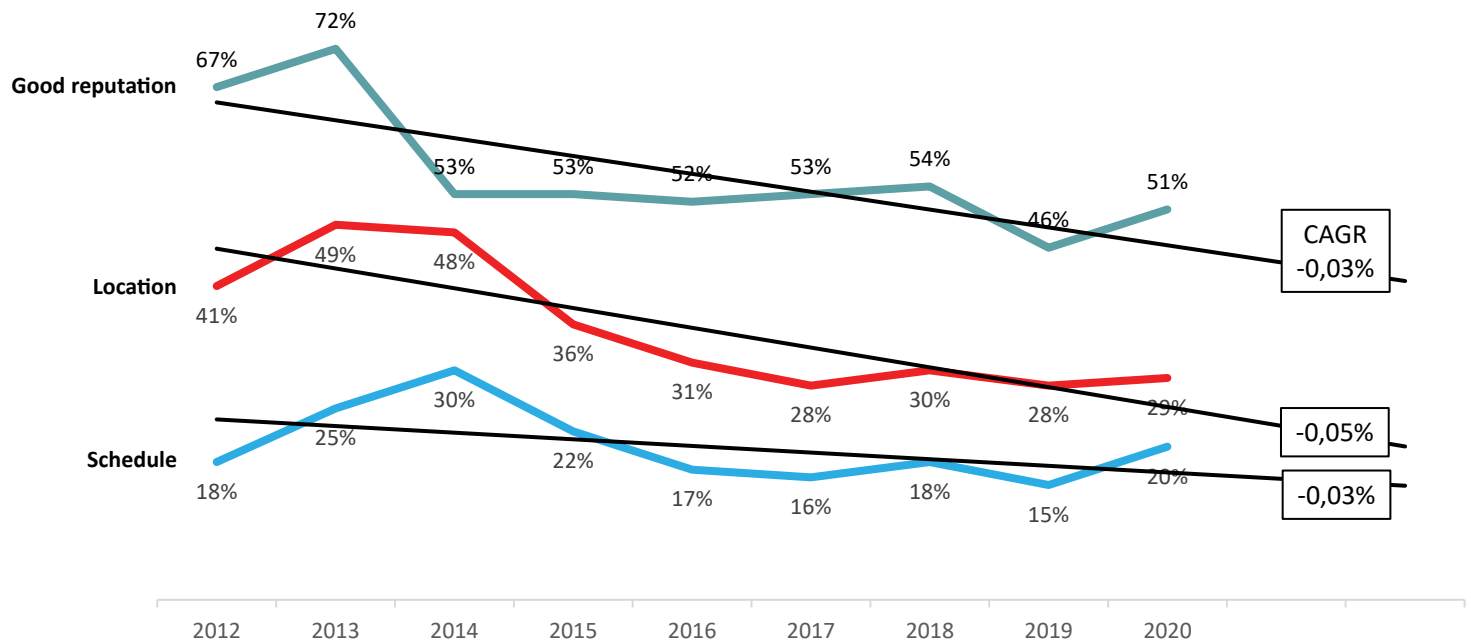
## Choice of business school



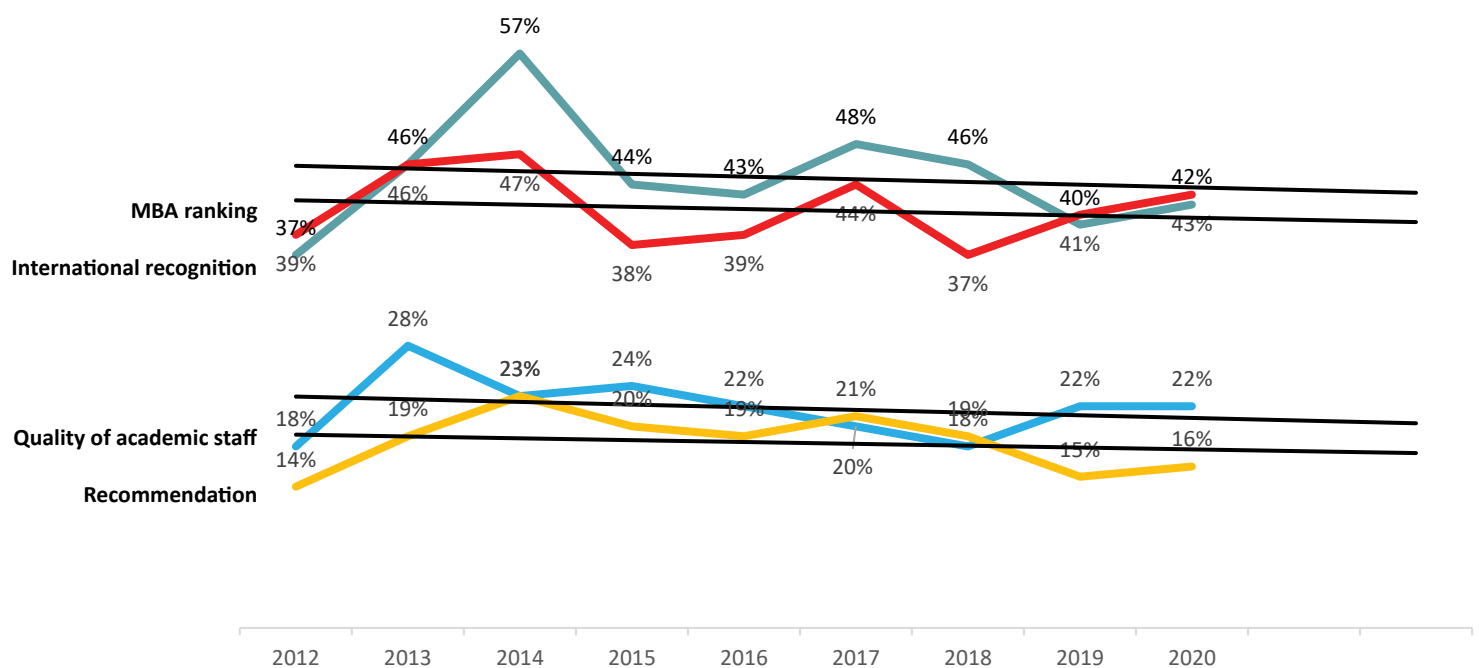
### Reasons impacting on choice of business school: Reputation had a greater impact in 2012/2013 than it does in 2020

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Academic quality	Not asked		46%	50%	28%	43%	59%	63%	62%	57%	64%
Accreditation			34%	46%	57%	44%	57%	60%	64%	56%	61%
Good reputation/recognition			67%	72%	43%	53%	52%	53%	54%	46%	51%
Part-time/distance study			28%	39%	16%	45%	41%	42%	43%	35%	45%
Flexibility of the programme			19%	31%	43%	27%	38%	36%	41%	35%	45%
International recognition			39%	46%	47%	38%	39%	44%	37%	41%	43%
MBA ranking			37%	46%	57%	44%	43%	48%	46%	40%	42%
Fees/price			20%	33%	20%	32%	41%	38%	39%	35%	42%
Course content			18%	29%	22%	25%	28%	29%	31%	25%	32%
Location: proximity to work/home			41%	49%	48%	36%	31%	28%	30%	28%	29%
Quality of academic staff			18%	28%	23%	24%	22%	20%	18%	22%	22%
Schedule/class times			18%	25%	30%	25%	17%	16%	18%	15%	20%
Recommendation: colleagues, past student			14%	19%	23%	20%	19%	21%	19%	15%	16%

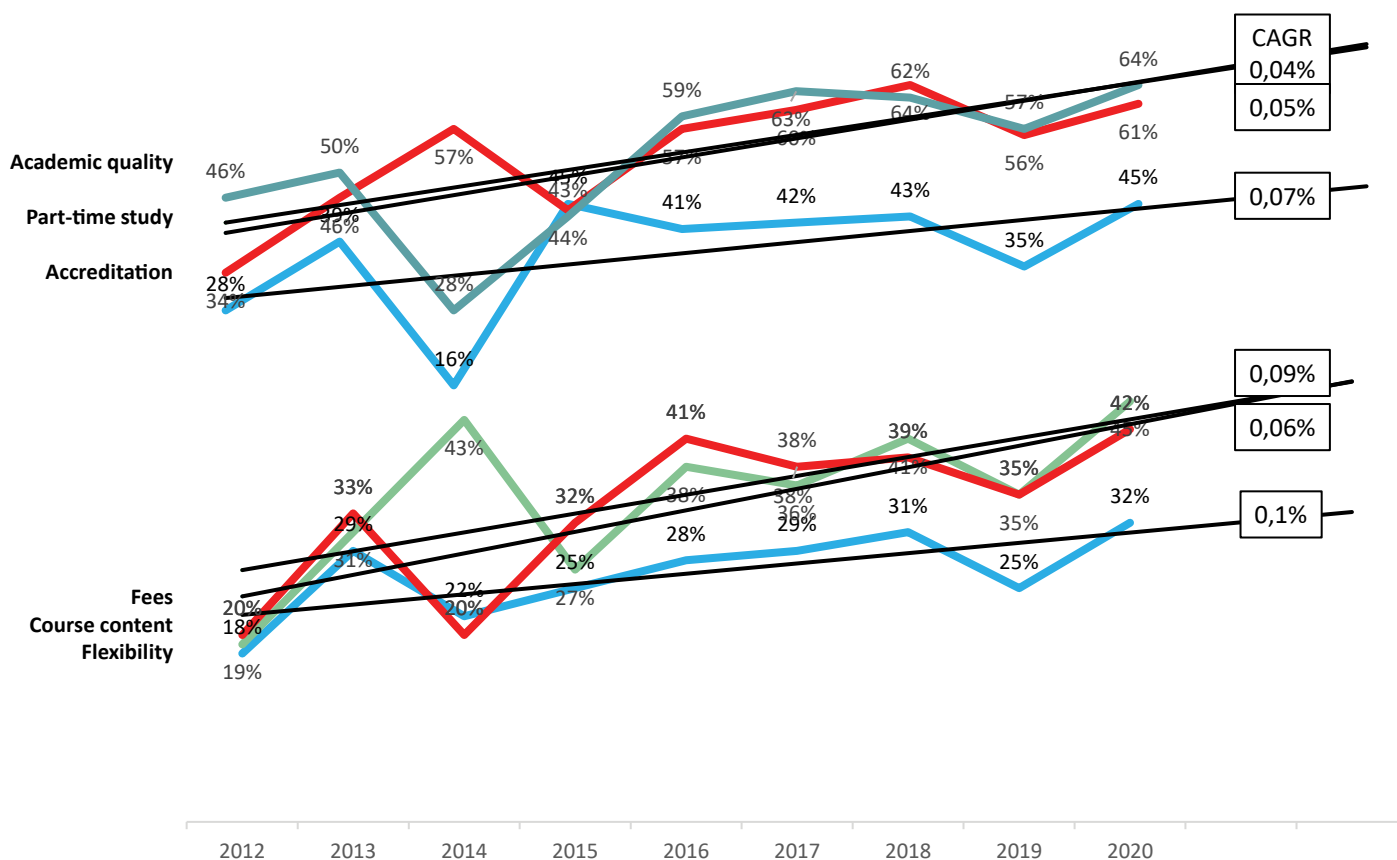
## Reasons impacting on choice of business school: Becoming less important



## Reasons impacting on choice of business school: As important as ever



## Reasons impacting on choice of business school: Becoming more important

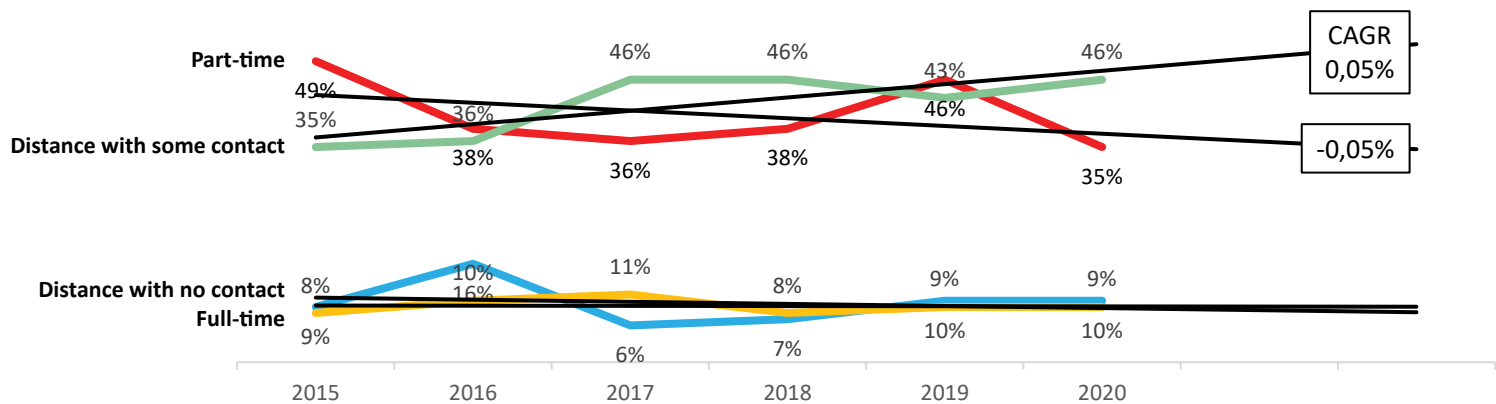




## MBA programme

MBA delivery: Growth in 'distance with contact', and decrease in 'part-time'.  
'Distance with no contact' and 'full-time' are at a stable low proportion.

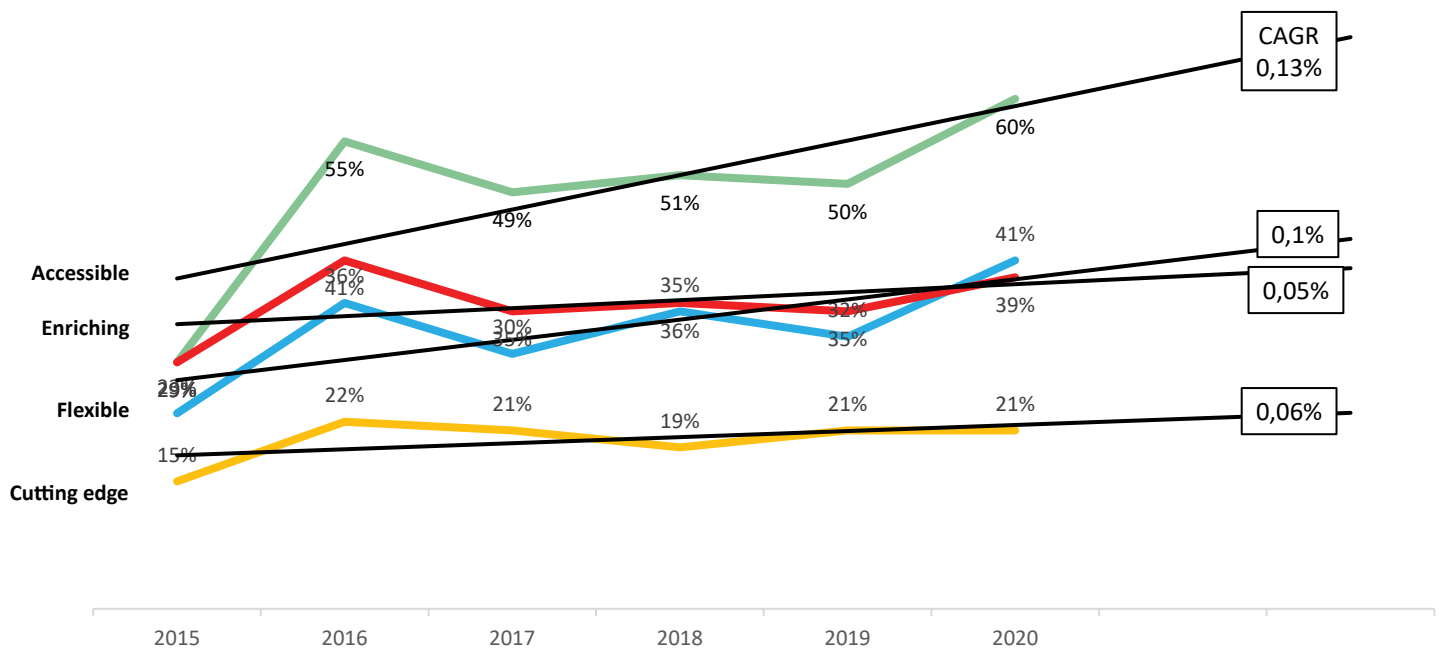
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Part-time: evening and/or weekend classes						49%	38%	36%	38%	46%	35%
Distance with some contact: modular, blockrelease						35%	36%	46%	46%	43%	46%
Distance with no contact						9%	16%	6%	7%	10%	10%
Full-time						8%	0%	11%	8%	9%	9%



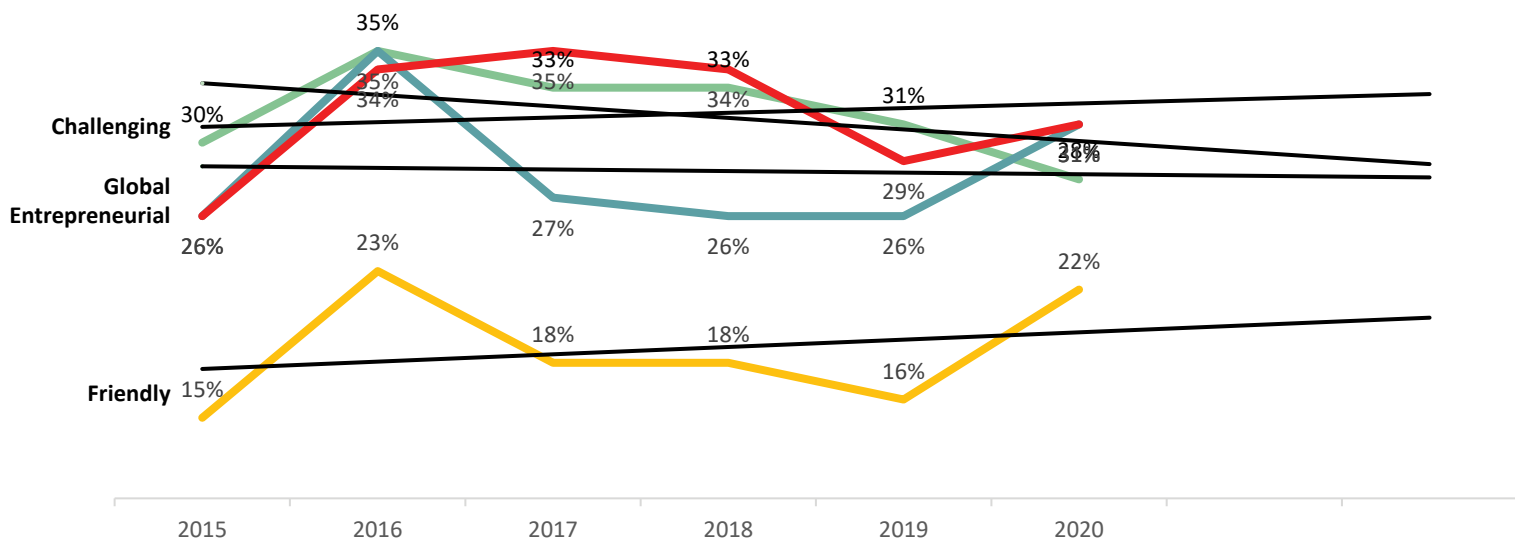
Choice of words that best describe the business school attended: Business schools are more likely to be described as accessible and flexible

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Accessible	Not asked					29%	55%	49%	51%	50%	60%
Flexible						23%	36%	30%	35%	32%	41%
Enriching						29%	41%	35%	36%	35%	39%
Entrepreneurial						26%	30%	27%	26%	26%	31%
Global						26%	34%	35%	34%	29%	31%
World-class						41%	40%	35%	33%	25%	29%
Challenging						30%	35%	33%	33%	31%	28%
Inspiring						28%	33%	26%	25%	20%	22%
Friendly						15%	23%	18%	18%	16%	22%
Cutting edge						15%	22%	21%	19%	21%	21%
Prestigious						21%	24%	22%	22%	14%	14%
Student-centric						18%	17%	13%	14%	11%	14%
Helpful						16%	18%	11%	14%	10%	12%
Passionate						21%	20%	15%	13%	10%	11%
High-status						15%	20%	16%	17%	14%	11%
Influential						16%	17%	13%	15%	12%	10%

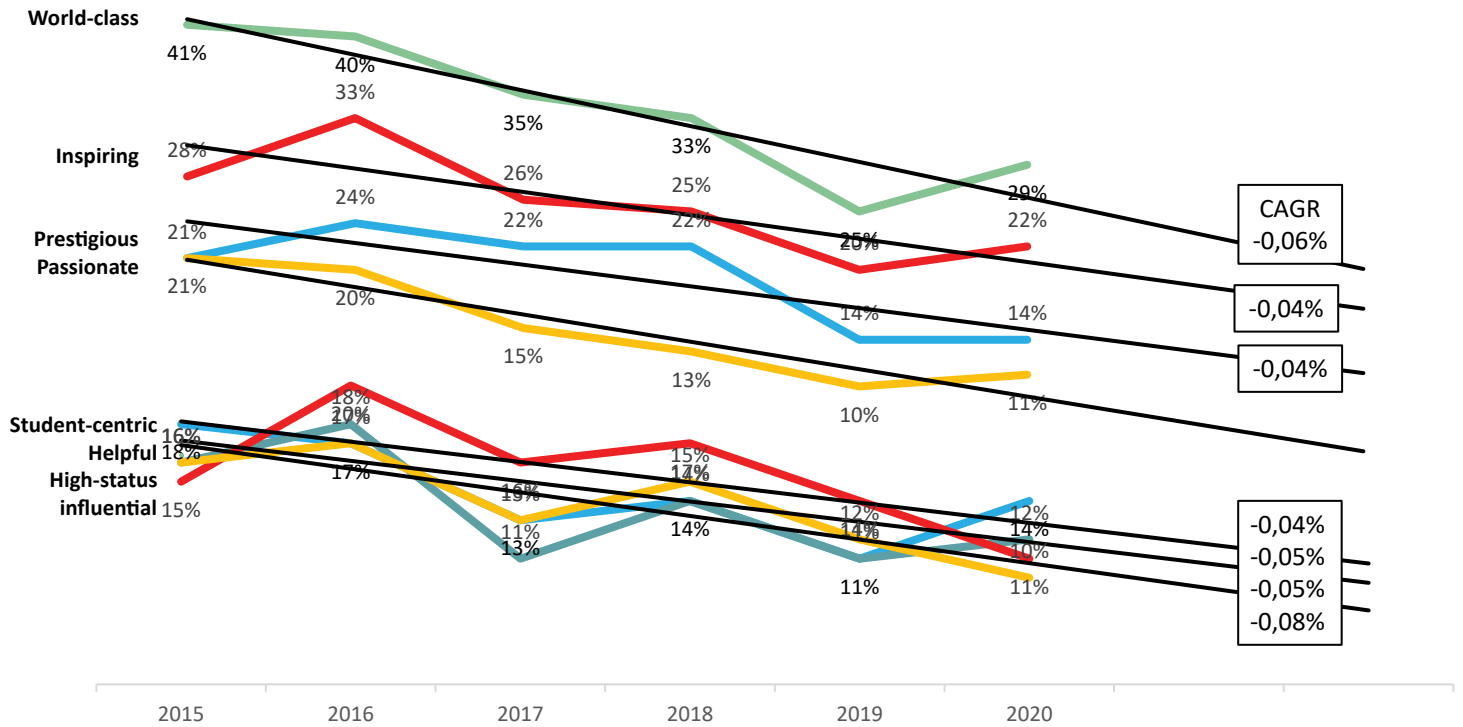
## Choice of words that best describe the business school attended: Increased associations



## Choice of words that best describe the business school attended: Stable associations



## Choice of words that best describe the business school attended: Decreased associations

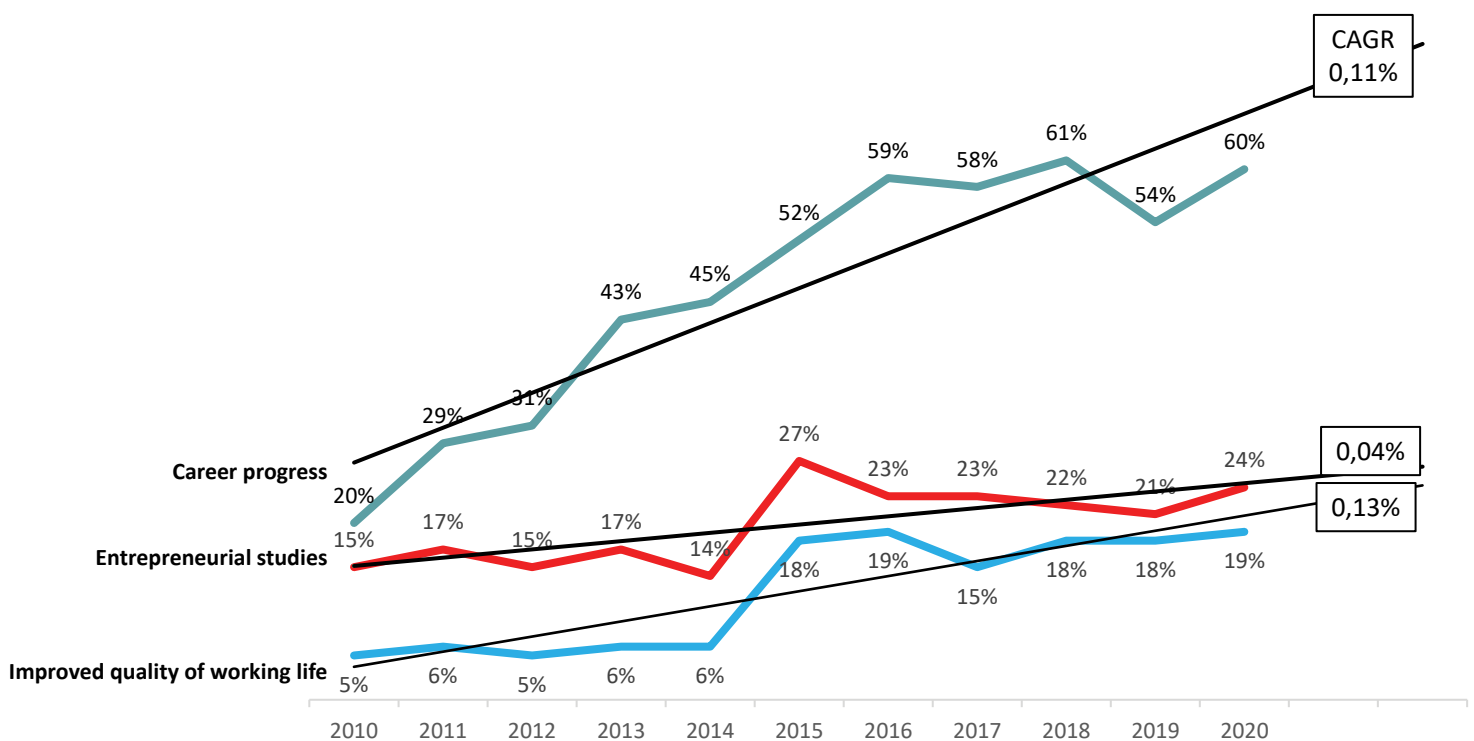


## Reasons for doing an MBA: Significantly increased importance for career progress

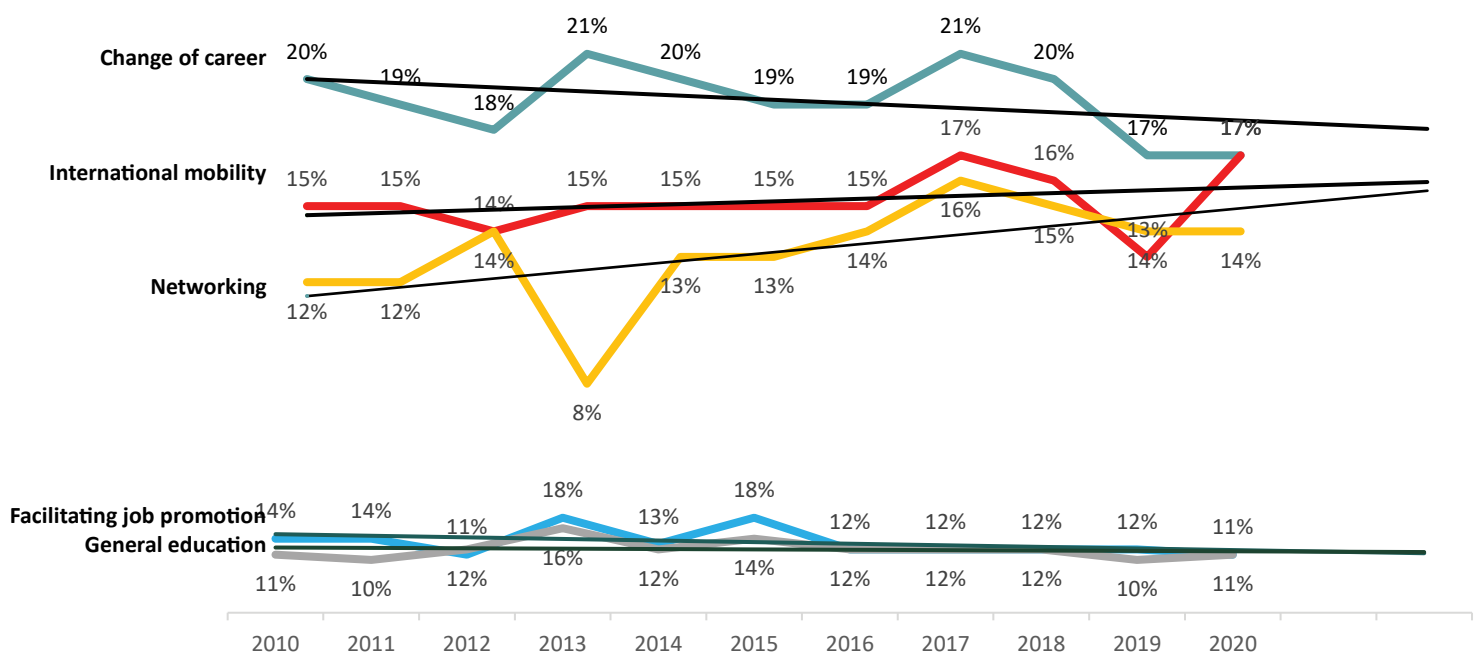
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Personal skills advancement	59%	59%	57%	58%	59%	55%	54%	52%	52%	43%	54%
Career progress	20%	29%	31%	43%	45%	52%	59%	58%	61%	54%	60%
Business education	62%	64%	62%	53%	57%	42%	52%	55%	52%	43%	54%
Entrepreneurial studies	15%	17%	15%	17%	14%	27%	23%	23%	22%	21%	24%
Financial reward/ROI	26%	28%	29%	38%	39%	27%	22%	19%	21%	16%	18%
Change of career	20%	19%	18%	21%	20%	19%	19%	21%	20%	17%	17%
Improved quality of working life	5%	6%	5%	6%	6%	18%	19%	15%	18%	18%	19%
Facilitating job promotion	14%	14%	11%	18%	13%	18%	12%	12%	12%	12%	11%
General education	11%	10%	12%	16%	12%	14%	12%	12%	12%	10%	11%
International mobility	15%	15%	14%	15%	15%	15%	15%	17%	16%	13%	17%
Networking/business connections	12%	12%	14%	8%	13%	13%	14%	16%	15%	14%	14%



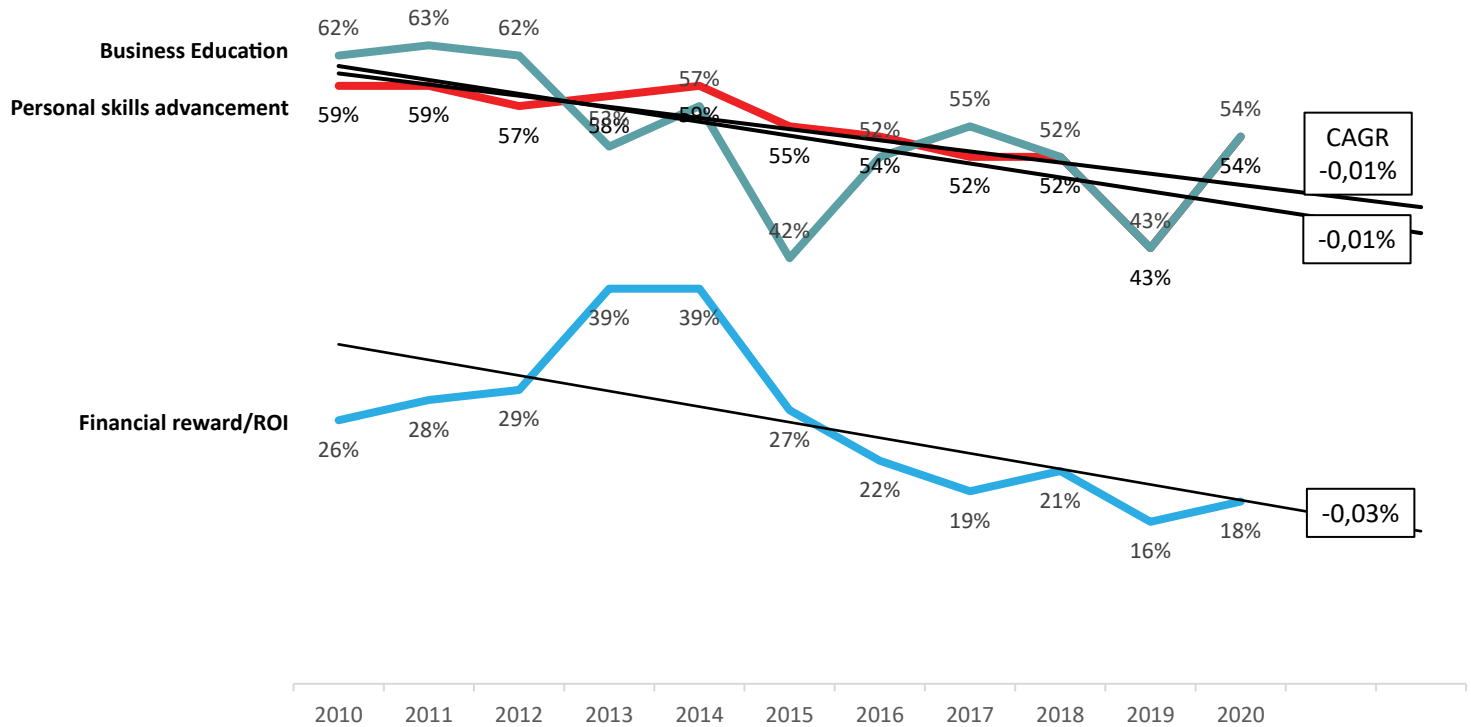
## Reasons for doing an MBA: Increasing importance



## Reasons for doing an MBA: Little change



## Reasons for doing an MBA: Decreasing importance

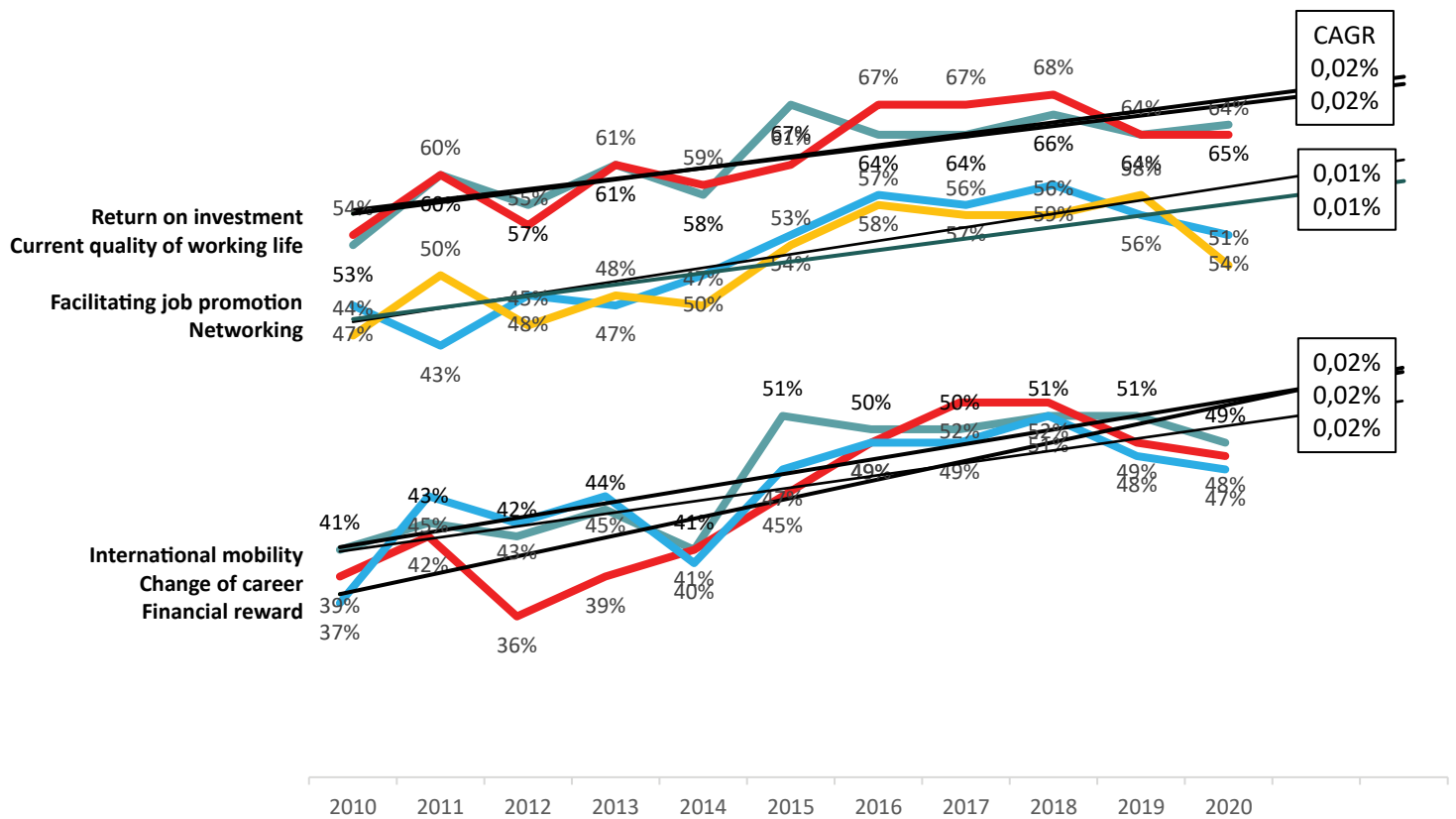


## Rating the programme: Meeting expectations Excellent + Very good

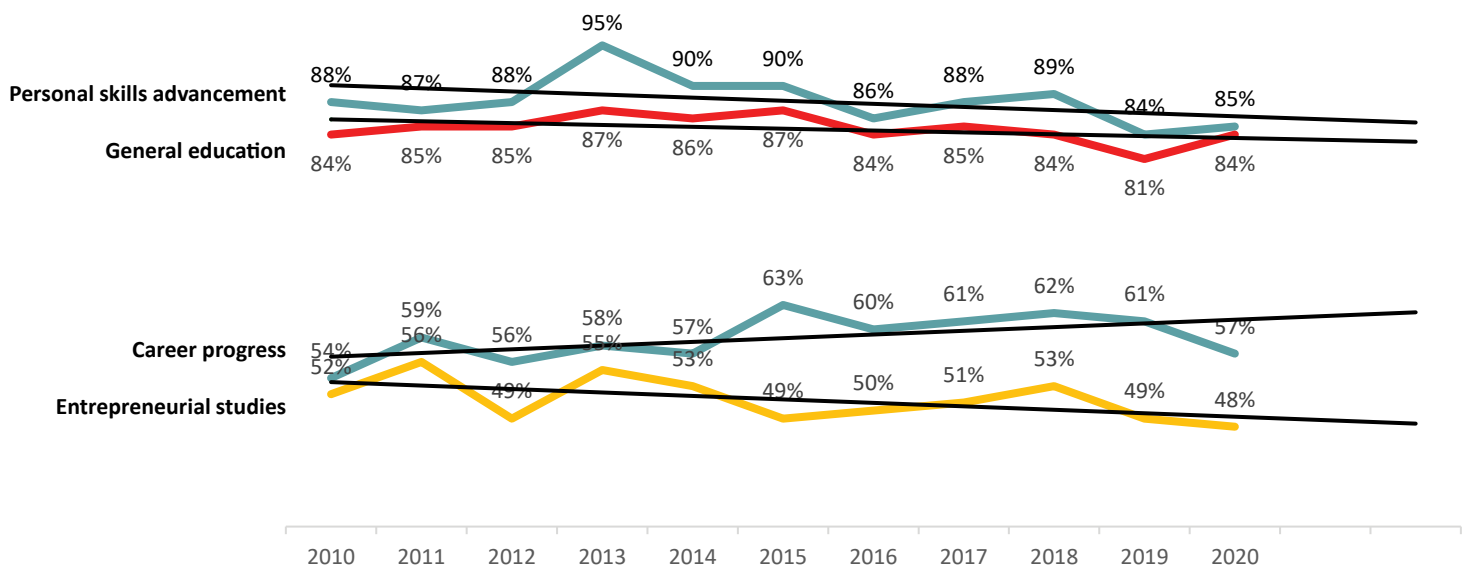
The only factor with declining ratings is 'business education'

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Business education	92%	91%	90%	94%	93%	90%	86%	87%	87%	84%	85%
Personal skills advancement	88%	87%	88%	95%	90%	90%	86%	88%	89%	84%	85%
General education	84%	85%	85%	87%	86%	87%	84%	85%	84%	81%	84%
Current quality of working life	53%	60%	57%	61%	58%	67%	64%	64%	66%	64%	65%
Return on investment	54%	60%	55%	61%	59%	61%	67%	67%	68%	64%	64%
Career progress	54%	59%	56%	58%	57%	63%	60%	61%	62%	61%	57%
Networking/business connections	47%	43%	48%	47%	50%	54%	58%	57%	59%	56%	54%
Facilitating job promotion	44%	50%	45%	48%	47%	53%	57%	56%	56%	58%	51%
Change of career	41%	43%	42%	44%	41%	51%	50%	50%	51%	51%	49%
Entrepreneurial studies	52%	56%	49%	55%	53%	49%	50%	51%	53%	49%	48%
International mobility	39%	42%	36%	39%	41%	45%	49%	52%	52%	49%	48%
Financial reward	37%	45%	43%	45%	40%	47%	49%	49%	51%	48%	47%

## Meeting expectations of the MBA programme: Increased ratings

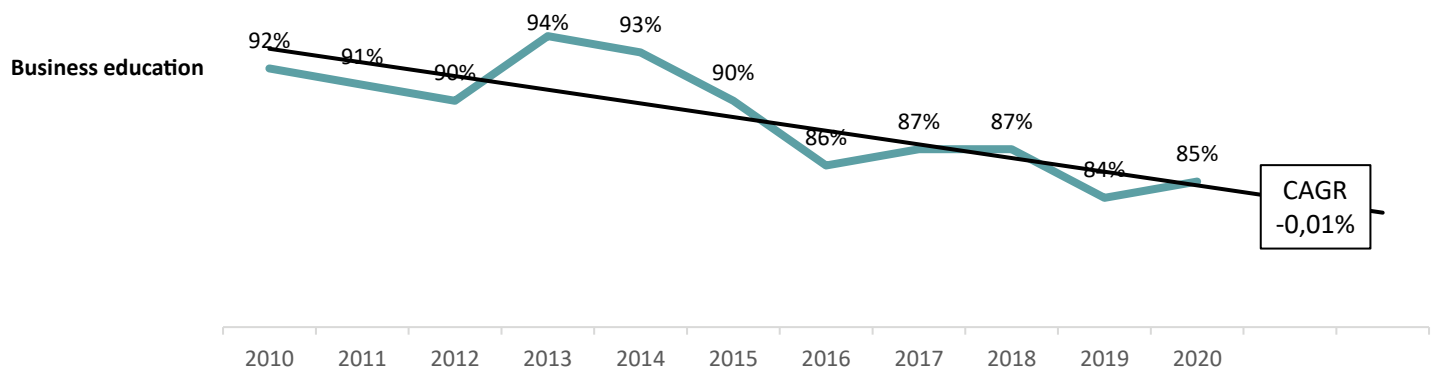


## Meeting expectations of the MBA programme: Little change





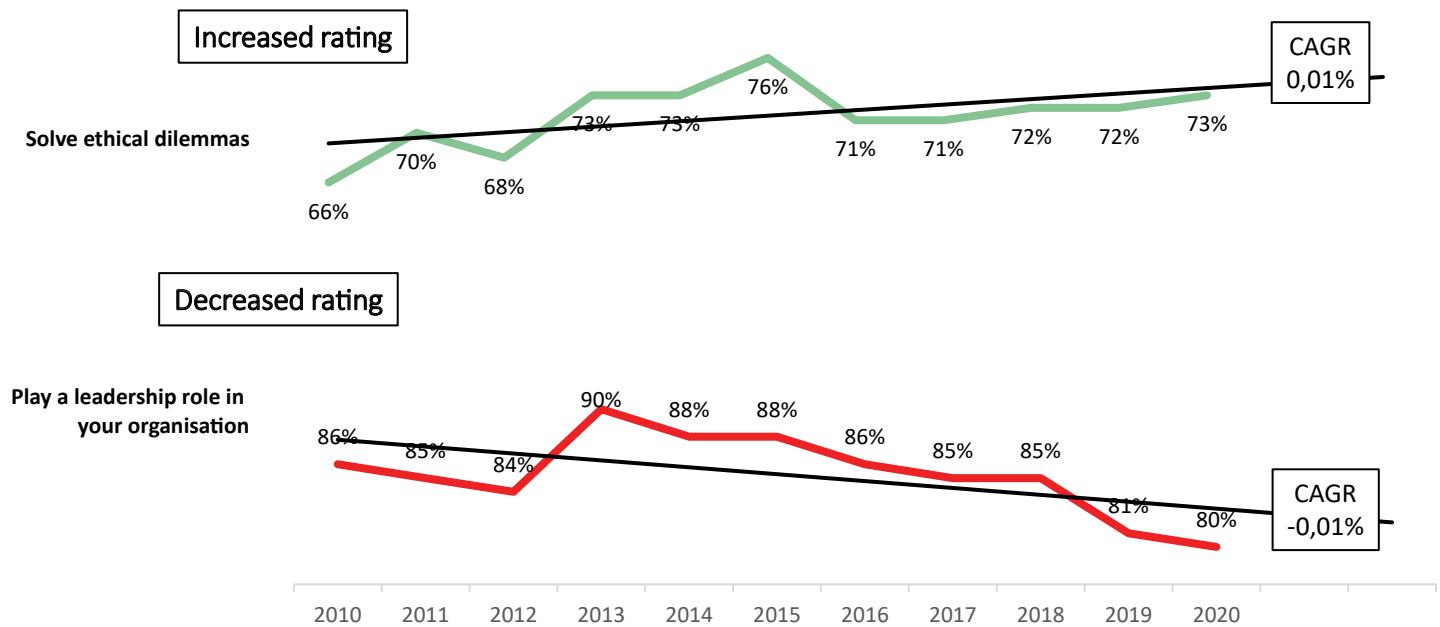
## Meeting expectations of the MBA programme: Decreased ratings



**Rating the programme: improved ability Excellent + Very good**  
 Little change since 2010 – increased rating for ‘solve ethical dilemmas’, decreased rating for ‘play a leadership role in your organisation’

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Critical thinking	Not asked					90%	89%	88%	90%	88%	87%
Think strategically	90%	90%	91%	94%	94%	93%	89%	90%	90%	87%	86%
Solve problems	88%	85%	86%	92%	88%	88%	83%	83%	83%	84%	83%
Work as a team member	84%	82%	85%	84%	85%	86%	84%	89%	87%	84%	83%
Make effective decisions	85%	86%	85%	89%	89%	89%	83%	83%	84%	81%	81%
Communicate effectively	81%	80%	80%	83%	84%	84%	81%	84%	85%	83%	81%
Manage people	79%	80%	80%	83%	82%	84%	78%	83%	84%	82%	81%
Play a leadership role in your organisation	86%	85%	84%	90%	88%	88%	86%	85%	85%	81%	80%
Prepare written reports	84%	84%	83%	88%	85%	84%	82%	80%	81%	80%	80%
Manage business processes	81%	82%	82%	87%	84%	84%	77%	78%	80%	79%	79%
Think creatively	82%	85%	82%	89%	83%	83%	81%	81%	81%	80%	79%
Cultural intelligence	Not asked					77%	77%	77%	78%	77%	78%
Implement effectively	78%	81%	80%	86%	81%	82%	75%	76%	78%	76%	74%
Work with numbers and figures	71%	72%	74%	80%	76%	78%	76%	76%	76%	74%	74%
Manage projects	Not asked					79%	72%	74%	74%	75%	73%
Solve ethical dilemmas	66%	70%	68%	73%	73%	76%	71%	71%	72%	72%	73%
International perspective	Not asked					73%	70%	70%	70%	69%	69%
Solve corporate governance dilemmas	60%	64%	63%	66%	68%	70%	69%	68%	68%	67%	65%

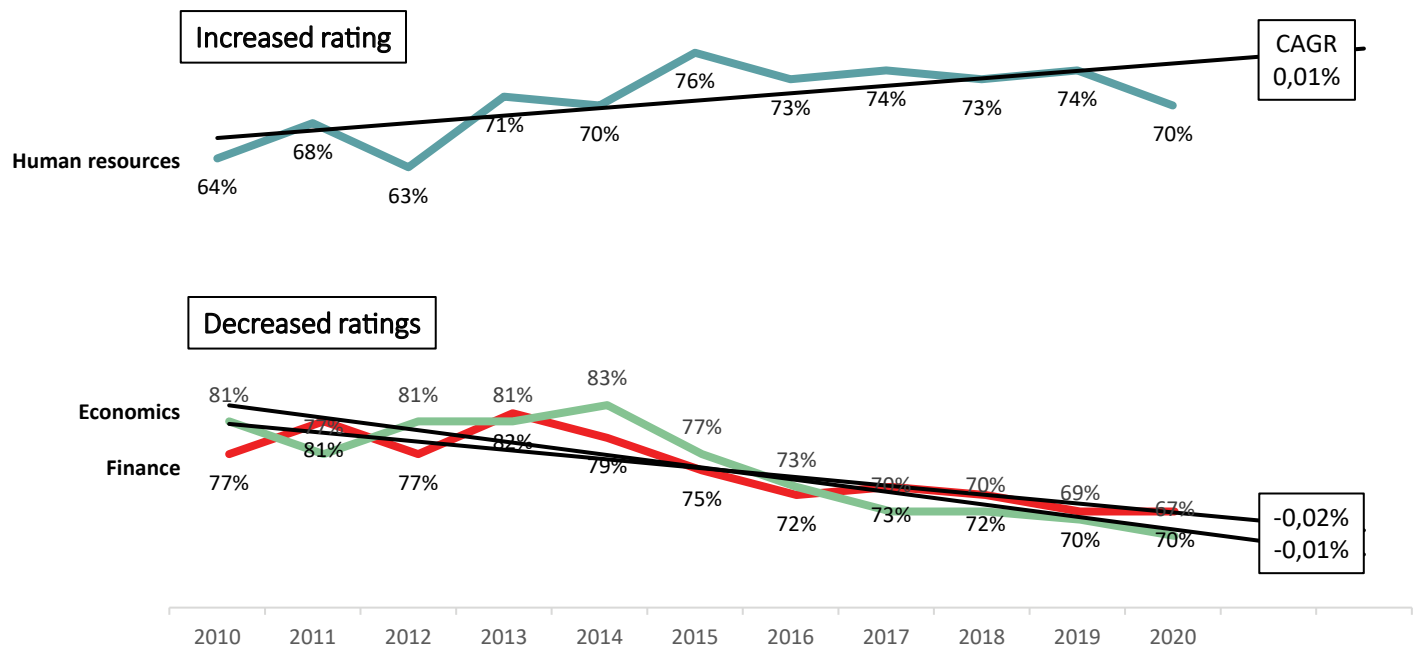
## Improved personal ability



**Rating the programme: Subjects Excellent + Very good**  
 Little change since 2010 – increased rating for ‘Human Resources’, decreased ratings for ‘Economics’ and Finance’

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Leadership	85%	82%	83%	90%	87%	88%	85%	86%	87%	86%	85%
Strategy	88%	88%	89%	91%	93%	91%	88%	88%	87%	85%	83%
Management of Business Processes	76%	76%	75%	84%	80%	80%	77%	78%	78%	77%	77%
Research	80%	80%	77%	82%	82%	83%	81%	81%	81%	78%	76%
People Management	79%	70%	66%	78%	74%	81%	77%	81%	78%	79%	76%
Governance and Ethics	Not asked					73%	70%	71%	74%	73%	73%
Operations	76%	79%	80%	82%	84%	79%	76%	78%	74%	74%	72%
Human Resources	64%	68%	63%	71%	70%	76%	73%	74%	73%	74%	70%
Finance	77%	81%	77%	82%	79%	75%	72%	73%	72%	70%	70%
Marketing	69%	72%	70%	77%	73%	80%	73%	73%	72%	73%	69%
Performance Management	Not asked					75%	72%	72%	73%	72%	69%
Economics	81%	77%	81%	81%	83%	77%	73%	70%	70%	69%	67%
Project Management	Not asked					70%	66%	66%	69%	68%	65%
Mentoring and Coaching						67%	66%	65%	65%	63%	64%
Knowledge Management						66%	60%	62%	66%	67%	64%
Entrepreneurship	62%	66%	62%	67%	66%	65%	59%	58%	60%	57%	60%
Information Technology	42% 4	5%	42%	49%	48%	54%	48%	49%	50%	49%	46%
Mergers and Acquisitions	Not asked					50%	50%	48%	48%	51%	45%

## Assessment of subjects

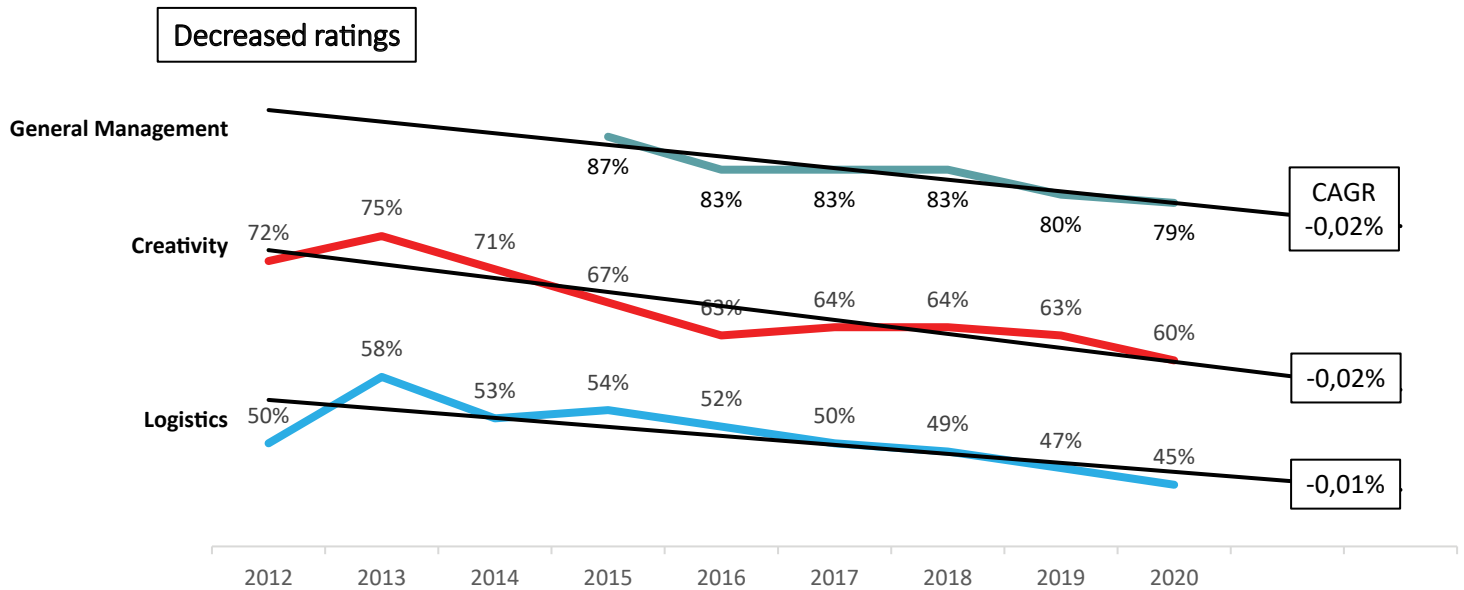


**Rating the programme: Disciplines Excellent + Very good**  
 Little change since 2010/2015 – decreased rating for ‘General Management’, ‘Creativity’ and ‘Logistics’

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Leadership	Not asked					88%	83%	86%	86%	84%	84%
General Management	Not asked					87%	83%	83%	83%	80%	79%
Ethics	Not asked					70%	78%	77%	74%	71%	72%
Corporate Social Responsibility	Not asked					64%	70%	70%	69%	68%	71%
Sustainability	Not asked					67%	76%	70%	72%	71%	73%
Market Research	Not asked					67%	77%	72%	73%	67%	68%
Corporate Governance	Not asked					63%	75%	73%	67%	64%	64%
International Business	Not asked					66%	74%	70%	72%	66%	68%
Innovation	Not asked					69%	66%	67%	69%	67%	67%
Creativity	Not asked					72%	75%	71%	67%	63%	64%
Data Analysis	Not asked					63%	74%	66%	68%	62%	62%
Business in Africa	Not asked					63%	74%	66%	68%	62%	62%
Logistics	Not asked					57%	60%	62%	59%	55%	56%
E-commerce	Not asked					50%	58%	53%	54%	52%	50%
Business Law	Not asked					41%	46%	43%	48%	44%	43%
	Not asked					35%	46%	41%	38%	34%	32%



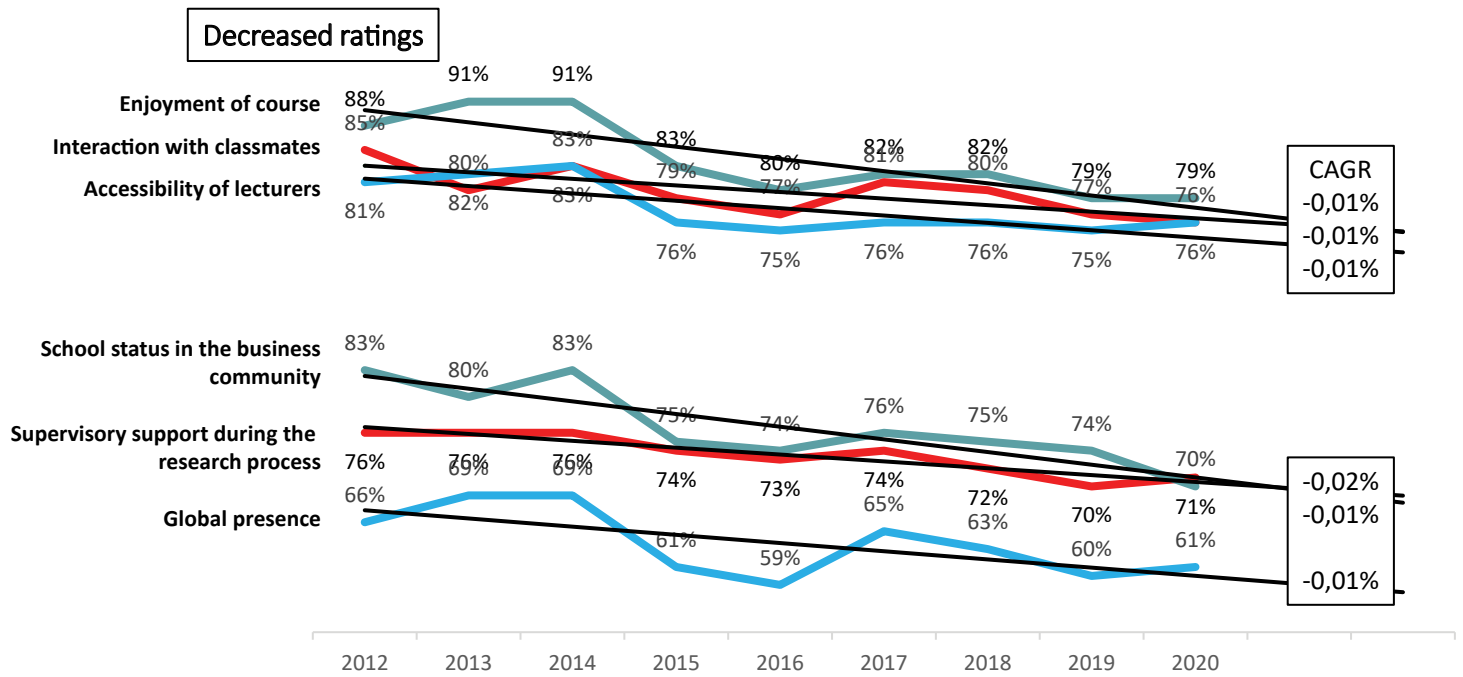
## Assessment of disciplines



## Rating the programme: Experience Excellent + Very good Decreased ratings on a number of factors

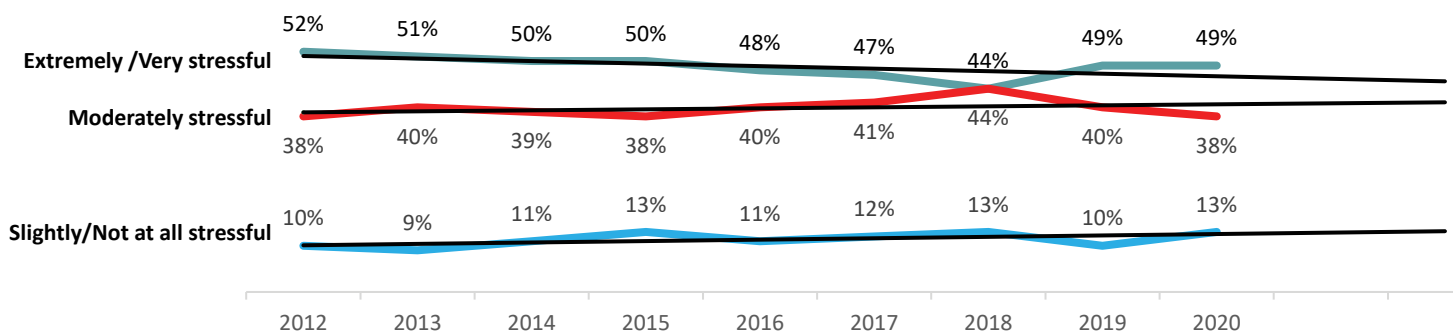
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Value for money	Not asked		83%	87%	83%	80%	79%	79%	79%	74%	86%
Access to reading material			84%	88%	87%	87%	81%	86%	84%	79%	83%
Quality and standard of the curriculum			82%	90%	89%	86%	81%	82%	82%	79%	80%
Online access			Not asked			81%	79%	84%	80%	79%	80%
Enjoyment of course			88%	91%	91%	83%	80%	82%	82%	79%	79%
Quality of lecturers for core courses			80%	81%	86%	81%	78%	79%	80%	78%	79%
Relevance of the MBA programme to my business			88%	89%	87%	83%	82%	81%	81%	77%	78%
Interaction with classmates			85%	80%	83%	79%	77%	81%	80%	77%	76%
Location			Not asked			78%	77%	79%	78%	75%	76%
Accessibility of lecturers/facilitators			81%	82%	83%	76%	75%	76%	76%	75%	76%
Quality of lecturers for elective courses			81%	86%	84%	77%	75%	78%	79%	76%	75%
Flexible solution to my MBA needs			74%	82%	81%	76%	76%	76%	76%	74%	75%
Quality of facilities			75%	77%	80%	73%	70%	73%	73%	69%	72%
Supervisory support during the research process			76%	76%	76%	74%	73%	74%	72%	70%	71%
School status in the business community	Not asked		83%	80%	83%	75%	74%	76%	75%	74%	70%
Administrative support			72%	78%	76%	72%	70%	69%	66%	66%	69%
Receiving feedback about my performance			68%	77%	75%	71%	68%	67%	68%	66%	69%
Involvement of the most prominent academics in lecturing			70%	75%	78%	68%	64%	68%	67%	66%	66%
Service level to students			Not asked			67%	65%	67%	63%	63%	64%
Responsiveness of faculty to students' concerns and opinions			64%	72%	71%	66%	63%	66%	64%	64%	64%
Efforts – in class or extramural studies – to improve leadership skills			66%	65%	69%	66%	63%	64%	67%	64%	62%
Global presence			66%	69%	69%	61%	59%	5%	63%	60%	61%
Level of cutting-edge research activity from faculty			60%	69%	67%	63%	57%	62%	62%	58%	59%
Access to industry leaders			Not asked			55%	54%	59%	56%	55%	51%

## Assessment of disciplines



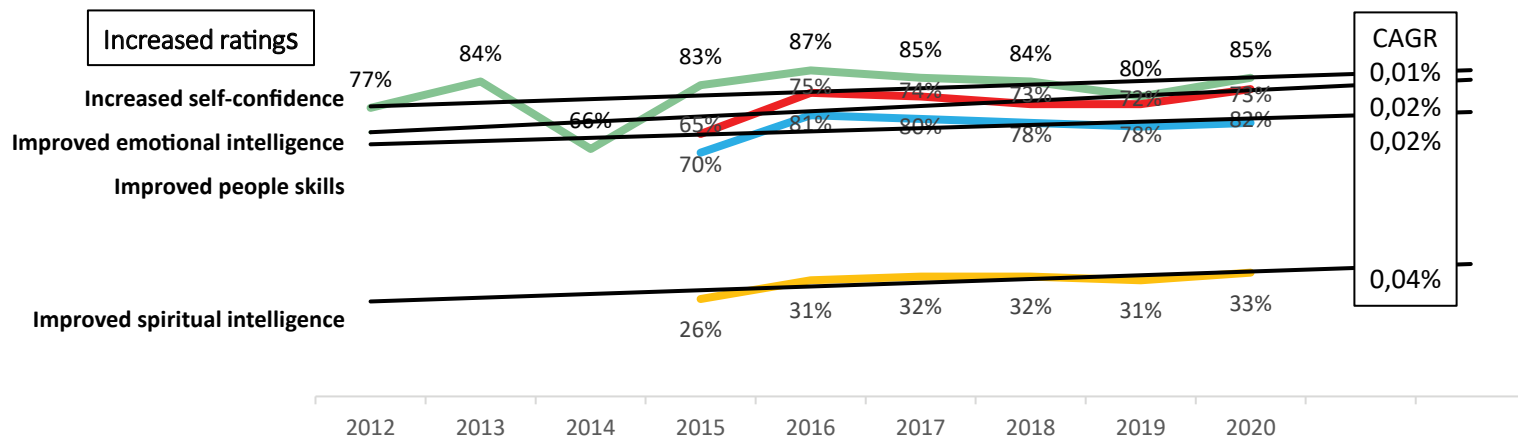
## MBA programme and stress: Little change since 2012

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Extremely stressful	Not asked		12%	12%	12%	11%	12%	12%	10%	14%	13%
Very stressful			40%	39%	38%	39%	36%	35%	34%	35%	36%
Moderately stressful			38%	40%	39%	38%	40%	41%	44%	40%	38%
Slightly stressful			8%	7%	8%	10%	8%	9%	9%	7%	9%
Not at all stressful			2%	2%	3%	3%	3%	3%	4%	3%	4%



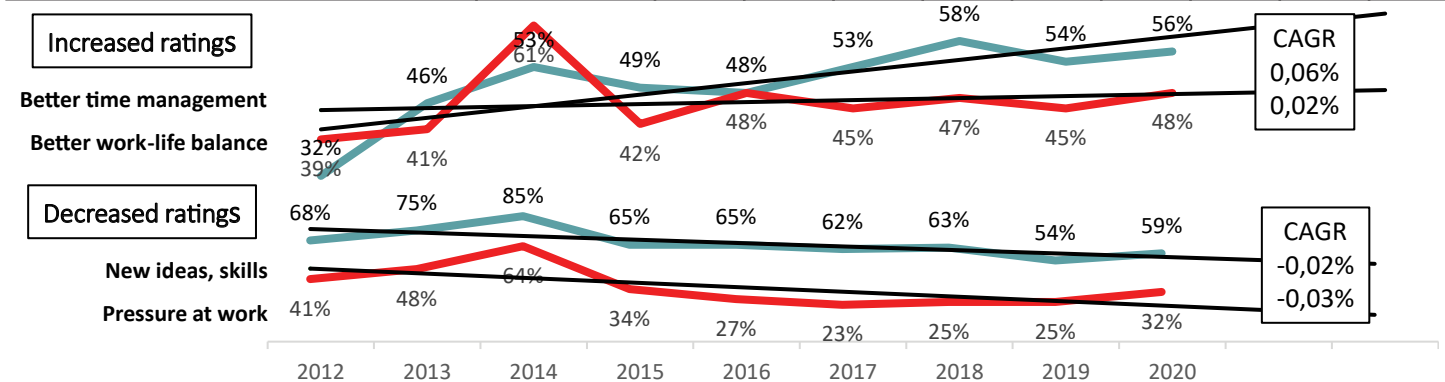
## Impact of MBA programme on personal life: Although ratings on the other factors have all increased, personal growth remains the highest reported impact

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Personal growth	Not asked	Not asked	88%	90%	68%	86%	88%	87%	87%	84%	90%
Increased self-confidence			77%	84%	66%	83%	87%	85%	84%	80%	85%
Improved emotional intelligence			Not asked	Not asked	Not asked	70%	81%	80%	78%	78%	82%
Improved people skills						65%	75%	74%	73%	72%	73%
Improved spiritual intelligence						26%	31%	32%	32%	31%	33%



## Impact of MBA programme on career and work-life balance: Graduates report increased improvements in time management and work-life balance

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Improved strategic thinking ability	Not asked	Not asked	87%	90%	60%	83%	85%	85%	83%	78%	83%
Improved general business acumen			88%	89%	88%	79%	81%	81%	77%	75%	81%
Improved work life: new ideas, skills			68%	75%	85%	65%	65%	62%	63%	54%	59%
Improved career prospects			59%	66%	34%	64%	63%	61%	62%	57%	58%
Improved communication skills			59%	66%	82%	63%	62%	62%	61%	58%	62%
Networking			48%	51%	40%	52%	54%	53%	54%	47%	48%
Assisted me with time management			32%	46%	53%	49%	48%	53%	58%	54%	56%
Assisted me to create a better work-life balance			39%	41%	61%	42%	48%	45%	47%	45%	48%
Pressure at work			41%	48%	64%	34%	27%	23%	25%	25%	32%





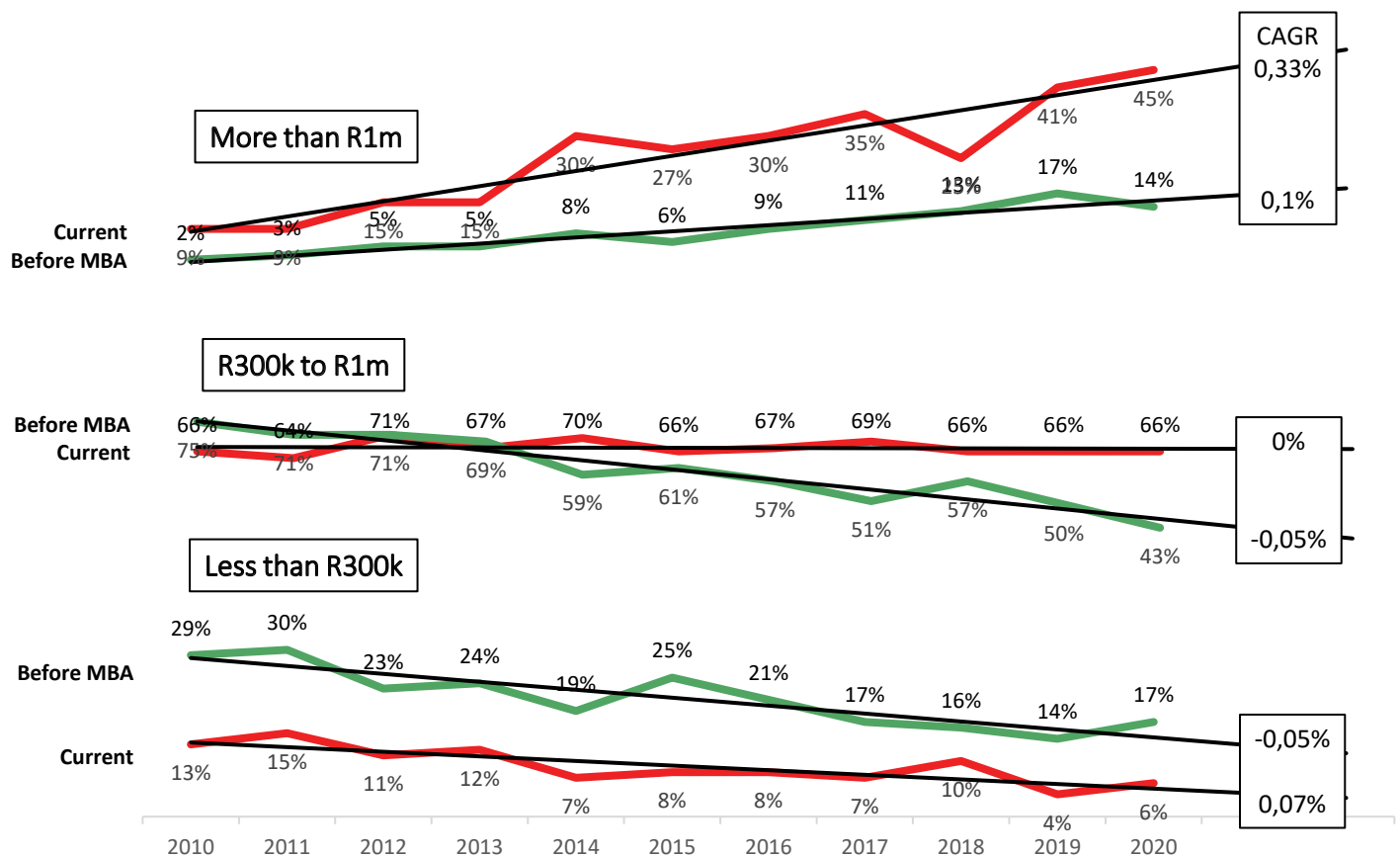
## Impact of MBA programme on remuneration: CTC before MBA and current

### Significantly increasing proportion of graduates earning more than R1m

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Before MBA											
Less than R300k	29%	30%	23%	24%	19%	25%	21%	17%	16%	14%	17%
R300k to R600k	47%	46%	48%	43%	41%	39%	36%	34%	30%	29%	31%
R601k to R1m	19%	18%	23%	24%	29%	27%	31%	35%	36%	37%	35%
More than R1m	2%	3%	5%	5%	8%	6%	9%	11%	13%	17%	14%
Current											
Less than R300k	13%	15%	11%	12%	7%	8%	8%	7%	10%	4%	6%
R300k to R600k	38%	37%	39%	34%	19%	25%	21%	17%	22%	19%	15%
R601k to R1m	37%	34%	32%	35%	40%	36%	36%	34%	35%	31%	28%
More than R1m	9%	9%	15%	15%	30%	27%	30%	35%	25%	41%	45%

## Impact of MBA programme on remuneration: CTC before MBA and current

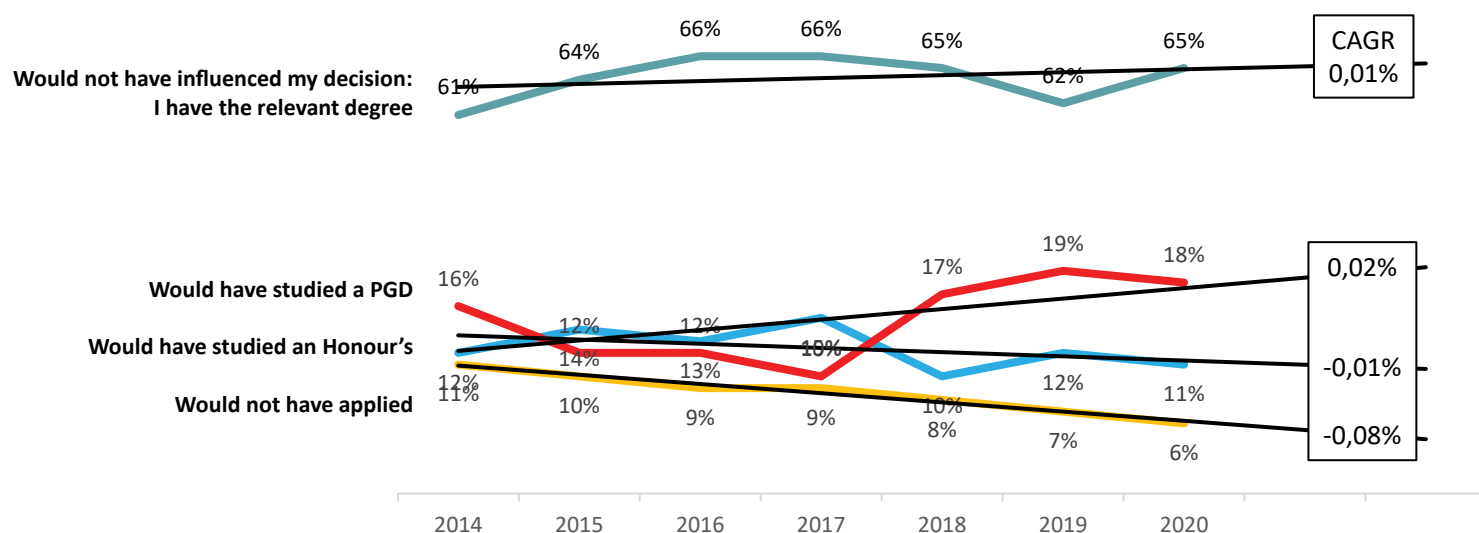
### Significantly increasing proportion of graduates earning more than R1m



## New entrance requirements: Impact on decision to study for their MBA And average of 64% of graduates had a relevant degree before they applied for an MBA

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Would not have influenced my decision											
I hold an Honour’s degree	Not asked				45%	43%	48%	50%	47%	45%	48%
I hold a PGD					11%	17%	13%	12%	14%	14%	14%
I hold a 4-year Bachelor’s degree					0%	4%	5%	0%	3%	2%	3%
Would have influenced my decision											
Would have studied for my Honour’s degree	Not asked				12%	14%	13%	5%	10%	12%	11%
Would have studied for my PGD					16%	12%	12%	10%	17%	19%	18%
Would not have applied					11%	10%	9%	9%	8%	7%	6%

## New entrance requirements: Impact on decision to study for their MBA And average of 64% of graduates had a relevant degree before they applied for an MBA



## MBA alumni contact

### Contact with business school since graduation: Few shifts since 2016

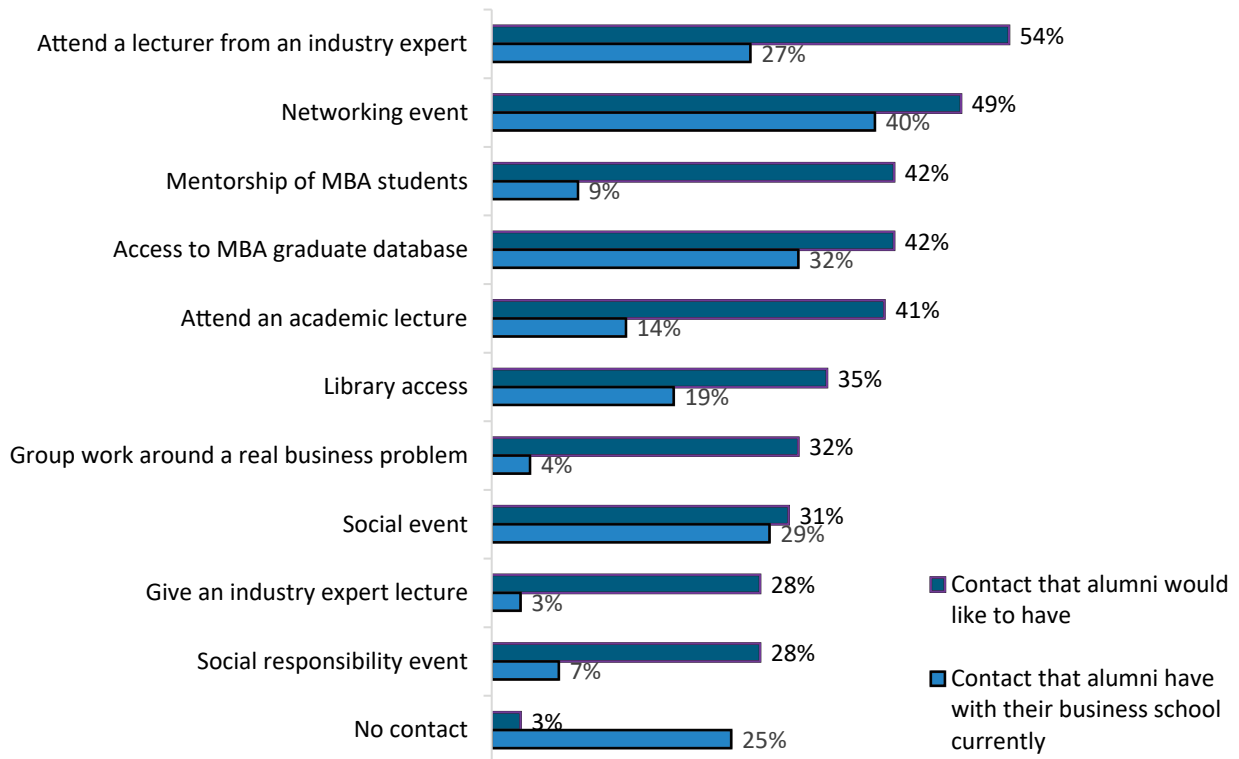
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Networking event	Not asked						44%	41%	39%	34%	41%
Social event							33%	32%	29%	24%	28%
No contact							24%	25%	28%	21%	27%
Access to MBA graduate database							36%	33%	30%	28%	34%
Attended a lecture from an industry expert							27%	30%	25%	22%	33%
Library access							21%	21%	21%	16%	15%
Attended an academic lecture							14%	15%	13%	12%	16%
Mentorship of MBA students							10%	11%	9%	7%	8%
Social responsibility event							7%	7%	6%	5%	8%
Group work around a real business problem							5%	3%	4%	4%	4%
Gave an industry expert lecture							2%	4%	3%	3%	3%

### Contact that graduates would like to have: Few shifts since 2016

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Networking event	Not asked						52%	54%	51%	41%	47%
Mentorship of MBA students							47%	44%	45%	35%	40%
Attend a lecturer from an industry expert							56%	57%	56%	46%	55%
Group work around a real business problem							34%	30%	33%	27%	35%
Library access							37%	38%	36%	27%	35%
Give an industry expert lecture							29%	27%	30%	26%	29%
Attend an academic lecture							44%	43%	45%	35%	38%
Access to MBA graduate database							44%	43%	45%	35%	42%
Social event							33%	34%	32%	27%	30%
Social responsibility event							30%	27%	28%	25%	32%
No contact							3%	2%	3%	2%	3%

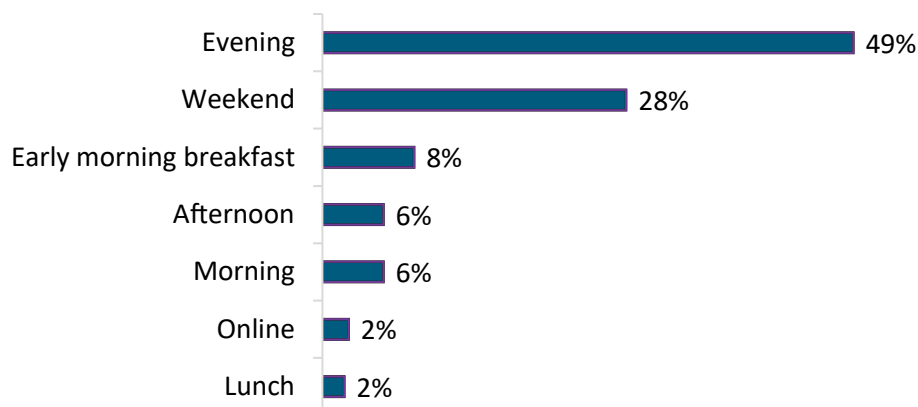


## Comparison of average scores: Alumni would like to have far more contact with their alma mater than they currently have, particularly regarding lecture attendance and mentorship



## Most convenient time to attend an event: Little shift since 2016, most would prefer evenings

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
n	947	921	1001	508	969	1715	1340	1284	1261	1210	934
Evening	Not asked						51%	52%	48%	47%	45%
Weekend							26%	25%	28%	29%	31%
Early morning breakfast							9%	9%	9%	8%	7%
Afternoon							5%	5%	5%	6%	7%
Morning							5%	6%	6%	6%	5%
Online							1%	2%	3%	3%	3%
Lunch							2%	2%	2%	2%	2%





## **Insights: Shifts and Trends between 2010 and 2020**

### **Demographics**

- Although most MBA graduates stay in South Africa there is a slight downward trend.
- Males continue to be in the majority but there is a steady increase in the proportion of women.
- Although they currently account for around half of students, a decreasing proportion are between 30 and 40 years old and an increasing proportion are older.
- A stable 40% of students have a post-graduate degree when they apply for an MBA. An increasing proportion have a PGD but this is off a low base.
- Around half of MBA students have a Commerce (average 32%) or Science/Engineering (average 28%) background, although there is a decreasing proportion for both.
- The average years of work and management experience has risen between 2010 and 2020, with a majority of students having at least 8 years of work experience and 5 years of management experience.
- Financial services continue to dominate regarding the industry sector where graduates are currently employed. However, there is a decreasing proportion of graduates in this sectors, as well as in manufacturing and in agriculture and mining. An increasing proportion of graduates are employed in government and education.
- A decreasing proportion of graduates are employed in a general management position, little change in other positions.
- Graduates report a stable 5% increase in self-employment after graduation.
- A decreasing proportion of MBA students are sponsored by their employers and a decreasing proportion of these get full sponsorship. There is an increase in business school bursaries but off a low base.

## **Insights: Shifts and Trends between 2010 and 2020**

### **Choice of business school**

- There are no significant changes regarding business schools attended prior to MBA studies.
- Reputation had a greater impact on choice of business school in 2012, as did location and schedule/class times. Of increasing importance are academic quality, part-time study, accreditation, fees, course content and flexibility.
- There are no significant changes regarding choice of business schools regardless of cost or location.

### **MBA programme**

- In terms of MBA delivery, there has been a growth in 'distance with some contact', and a decrease in 'part-time'. 'Distance with no contact' and 'full-time' are both at a stable low proportion.
- Graduates are asked to choose five words from a long list to describe the business school they attended: business schools are more likely to be described as accessible, flexible, enriching and cutting-edge in 2020 than in 2015, and less likely to be described as world-class, inspiring, prestigious, passionate, student-centric, helpful, high-status and influential.
- Career progress has significantly increased in importance as a reason for doing an MBA. Improved quality of working life and entrepreneurial studies have also increased in importance. Business education, personal skills advancement and financial reward have all decreased in importance.
- Most aspects of the MBA programme have met or exceeded expectations, particularly return on investment and current quality of working life. Ratings on business education have, however, declined.

## Insights: Shifts and Trends between 2010 and 2020

### MBA programme cntd

- Graduates rated themselves highly on improved abilities on a number of factors. Increased rating for solving ethical dilemmas, decreased rating for playing a leadership role in their organisation.
- There has been little change in ratings for most subjects between 2010 and 2020 increased rating for human resources; decreased ratings for economics and finance.
- There has been little change in ratings for most disciplines between 2010 and 2020 decreased ratings for general management, creativity and logistics.
- There are decreased ratings on a number of factors related to their experience of the course, most notably, enjoyment of the course, interaction with classmates and accessibility of lecturers.
- There is little change in the experience of stress during their MBA studies, with an average of 39% moderate experiencing stress, and 49% experiencing it as extremely/very stressful.
- The greatest impact on their personal life continues to be personal growth, with increased ratings for increased self-confidence, emotional intelligence, people skills and spiritual intelligence.
- Graduates reported increased improvements in terms of time management and work-life balance.
- A significantly increasing proportion of graduates report earning more than R1m.
- A stable average of 64% of graduates had a relevant degree before they applied for an MBA.

## Insights: Shifts and Trends between 2010 and 2020

### MBA alumni contact

- There are few reported shifts in contact that graduates have had since they graduated and contact they would like to have.
- Alumni would like to have far more contact with their alma mater than they currently have, particularly regarding lecture attendance and mentorship of MBA students.
- Most would prefer evening events/contact.



## Insights: Shifts and Trends between 2010 and 2020

	Top Score			
Demographics	2010	2012	2015	2020
Current place of residence	88% SA			85% SA
Gender	75% Male			69% Male
Age on MBA graduation	66% aged 30-40 yrs			51% aged 30-40 yrs
Highest qualification prior to MBA	42% Bachelors			27% Honours
Academic field prior to MBA	36% Sciences/Engineering			32% Commerce
Years of work experience prior to MBA	59% >8 years			73% >8 years
Years of management experience prior to MBA	30% >8 years			60% >8 years
Industry sector where currently employed	21% Financial services			19% Financial services
Current functional work position		32% GM		16% GM
Self-employed prior to MBA	6%			6%
Self-employed currently	12%			13%
Employer sponsorship of MBA	61%			47%
Business school bursary	7%			14%
Choice of business school				
Bus School attended for exec ed prior to MBA			9% GIBS	10% GIBS
Reasons impacting on choice of bus school		67% Good reputation		64% Academic quality
Choice of bus school regardless of cost or location		30% UCT		27% GIBS

## Insights: Shifts and Trends between 2010 and 2020

	Top Score			
Demographics	2010	2012	2015	2020
MBA programme				
MBA delivery			49% Part-time	46% Distance with some contact
Description of bus school attended			41% World-class	60% Accessible
Reasons for doing an MBA	62% Business education			60% Career progress
Meeting expectations	92% Business education			85% Business education 85% Personal skills advancement
Improved ability	90% Think strategically			87% Critical thinking
Subjects	88% Strategy			85% Leadership
Disciplines		72% Creativity		84% Leadership
Experience		88% Relevance of the MBA programme to my business		86% Value for money
Experience of stress		52% Extremely/very stressful		49% Extremely/very stressful
Impact on personal life		88% personal growth		90% Personal growth
Impact on career		88% Improved general business acumen		83% Improved strategic thinking ability
CTC before MBA	47%: R300-R600k			47%: R600k-R1m
CTC after MBA	38%: R300-R600k			45%: >R1m
Had a relevant degree before MBA application			64%	65%



## Insights: Shifts and Trends between 2010 and 2020

	Top Score	
	2016	2020
MBA alumni contact		
Contact since graduation	44% Networking event	41% Networking event
Contact alumni would like to have	56% Attend a lecture from an industry expert	55% Attend a lecture from an industry expert
Most convenient time to attend an event	51% Evening	45% Evening







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