



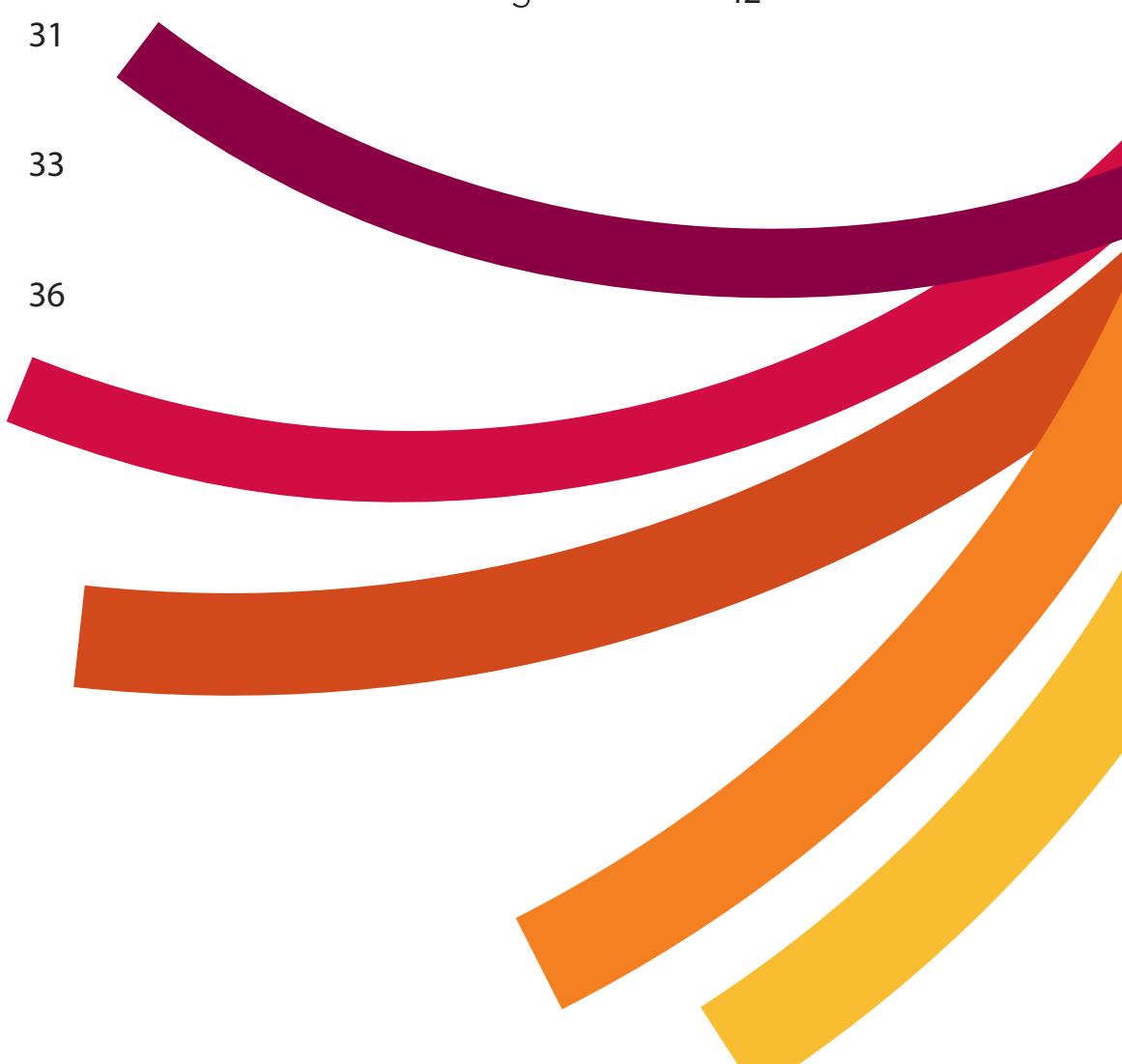
# APPLICATION AND ENROLMENT REPORT 2016

Global insights on MBA applications,  
offers, enrolments and graduations across the  
AMBA-accredited Business School network

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# Introduction



**Andrew Main Wilson,  
Chief Executive, AMBA**

I am proud to present the findings from the Association of MBAs (AMBA) *Application and Enrolment Report 2016*.

AMBA annually collects application and enrolment data from Business Schools that operate AMBA-accredited programmes. This information is analysed, aggregated and shared with Business Schools in the AMBA network as part of the package of services provided to our members. It is intended that this report will support Business Schools that operate AMBA-accredited programmes, as a benchmarking tool, as well as a document that provides guidance towards potential future business strategy.

As an updated version of the Intake and Graduation Report, 2016's *Application and Enrolment Report* comprises the largest study of AMBA-accredited Business Schools participating in a study of intake data, with 92% of all institutions operating AMBA-accredited programmes returning completed survey templates. With a record number of participating institutions (218), this report has enabled us to provide an accurate analysis of global intake figures for the AMBA-accredited MBA in 2015.

Diversity data provided by institutions also allows this report to provide insight into each region's Business Schools' relationships with international students and the gender makeup of MBA classes.

The 2016 report is the first to feature an investigation into the format of MBA tuition and includes regional analysis of applications and enrolment figures on full-time, part-time and modular programmes. This enables Business Schools to identify which regions have the highest demand for specific formats of MBA programme, be they provided by a local institution or operated by an international institution with its primary campus in another region.

In addition, this report includes a study exploring historical application and enrolment trends across the academic years 2011, 2014 and 2015; three years that provide insight into both the relative short-and-long-term changes in applications and enrolments.

# Methodology

Each year all Business Schools operating AMBA-accredited programmes are required, as a condition of accreditation, to provide AMBA with a completed template detailing the number applications, offers made, enrolments and graduations from all accredited MBA programmes in the previous calendar year. In 2016 Business Schools were also required to provide diversity data to indicate the gender of applicants and students, as well as the number of international and domestic applicants and students.

Information was requested from 236 Business Schools between March and August 2016 and 218 returned a completed template; a 92% response rate.

The data collected for this report was solely taken from schools that operate AMBA-accredited MBA programmes and therefore, should not be considered to be indicative of the MBA market as a whole.

Business Schools were required to provide intake and graduation data, state if they offer more than one annual cohort for a programme and indicate if their programmes operate on their own campus or at another location overseas.

Business Schools also provided details of partner institutions with which they coordinated in delivering accredited programmes. All data is self-reported by Business Schools and is not audited by AMBA.

Given the timing of the academic year will vary depending on location, the *Application and Enrolment Report 2016* features data pertaining to the 2015 calendar year (1 January to 31 December). Students classified as 'graduating' from MBA programmes have applied, had offers made to and enrolled in years prior to 2015 as all MBA programmes are a minimum of 12 months. Figures have been rounded up to the nearest whole number, except in the section on historical trends and section on regional trends towards MBA delivery.

A key element for the first study is the application to enrolment conversion rate: the percentage of enrolments that come as a result of applications

for a course beginning in the year of 2015. This provides insight into a region's MBA market including the level of competition to get onto AMBA-accredited MBA courses and the ability of prospective students to secure funding.

AMBA does not audit responses but has communicated sufficiently with Business School staff to ensure respondents fully understood how to complete the template. Furthermore, multiple cohort programmes were divided according to accreditation data; this enabled effective analysis of classroom sizes. Due to local regulations and educational customs, the format of MBA application and study can vary and efforts have been made to ensure uniform categorisation within this report. For instance, MBA programmes in several Business Schools in mainland China are considered to be one programme, operated using both part-time and full-time formats. In an effort to ensure uniform categorisation of MBA programmes, these courses had their application and enrolment figures equally split in two (50/50) and are classed as distinct programmes; one full-time and another part-time.

The regional analysis of MBA programme format (full-time, part-time and modular programmes) is unlike the rest of the report as it measures where the courses are taught – not where the institution the programme is attributed to is based. For example, a Business School could be based in Scotland but might also provide a part-time course in Shanghai, China. As a result this programme would be included in the analysis of China. It is essential that this be considered in comparing figures within this section to elsewhere in the report.

Historical trend data is taken from AMBA's *Intake and Graduation Reports* in 2012, 2015 and 2016's *Application and Enrolment Report* and correspond to data pertaining to the calendar years of 2011, 2014 and 2015. Some data has been reviewed alongside information taken from AMBA self-assessment reports and input from regional accreditation managers to avoid drawing false conclusions.

*For more detailed information on key terms please refer to the glossary of key terms on page 41.*

# Application and Enrolment Report 2016

## Executive Summary

### Study One: Institutional Analysis

- Based on results from 218 Business Schools worldwide (92% of all institutions offering AMBA-accredited programmes at that time), there were more than 120,000 applicants and over 38,000 student enrolments on AMBA-accredited MBA programmes in 2015.
- A total of 59% of AMBA-accredited MBA programmes are taught using a part-time format and 82% were taught using a classroom based mode of study.
- On average, each AMBA-accredited Business School operated three MBA programmes in 2015.
- Business Schools based in China that offered AMBA-accredited MBAs collectively reported the highest number of applications (30,134), enrolments (9,116) and graduations (8,304) in 2015.
- On average, Business Schools worldwide received 574 applications each for AMBA-accredited MBA programmes in 2015.
- Business Schools in China reported the lowest median value application to enrolment success rate of 25% per programme cohort. This made it the most competitive region to get onto an AMBA-accredited MBA programme cohort. India was the second most competitive region and reported a median value application to enrolment success rate of 32% per programme.
- Globally, women made up 28% of total applications to participating Business Schools' accredited programmes. In Oceania, women made up 57% of applications whereas in India this figure was 15%. In terms of enrolments, 34% of cohorts in participating Business Schools' accredited programmes were women, with Schools in China reporting the highest percentage of female enrolments (39%) and India the lowest (11%).
- Based on total figures at participating Business Schools worldwide, both men and women had roughly the same average application to enrolment conversion rate, with 32% of female applicants and 31% of applicants enrolling onto MBA programmes after submitting an application.

- North America and the UK lead the world in terms of the percentage of international applications (71% and 72% respectively) and enrolments (60% and 59%) for AMBA-accredited MBA programmes. These figures contrast to China and India which have the lowest number of international applicants (1% and 2% respectively) and enrolments (3% and 2% respectively) for AMBA-accredited MBA programmes.

### Study Two: Specific Format Analysis

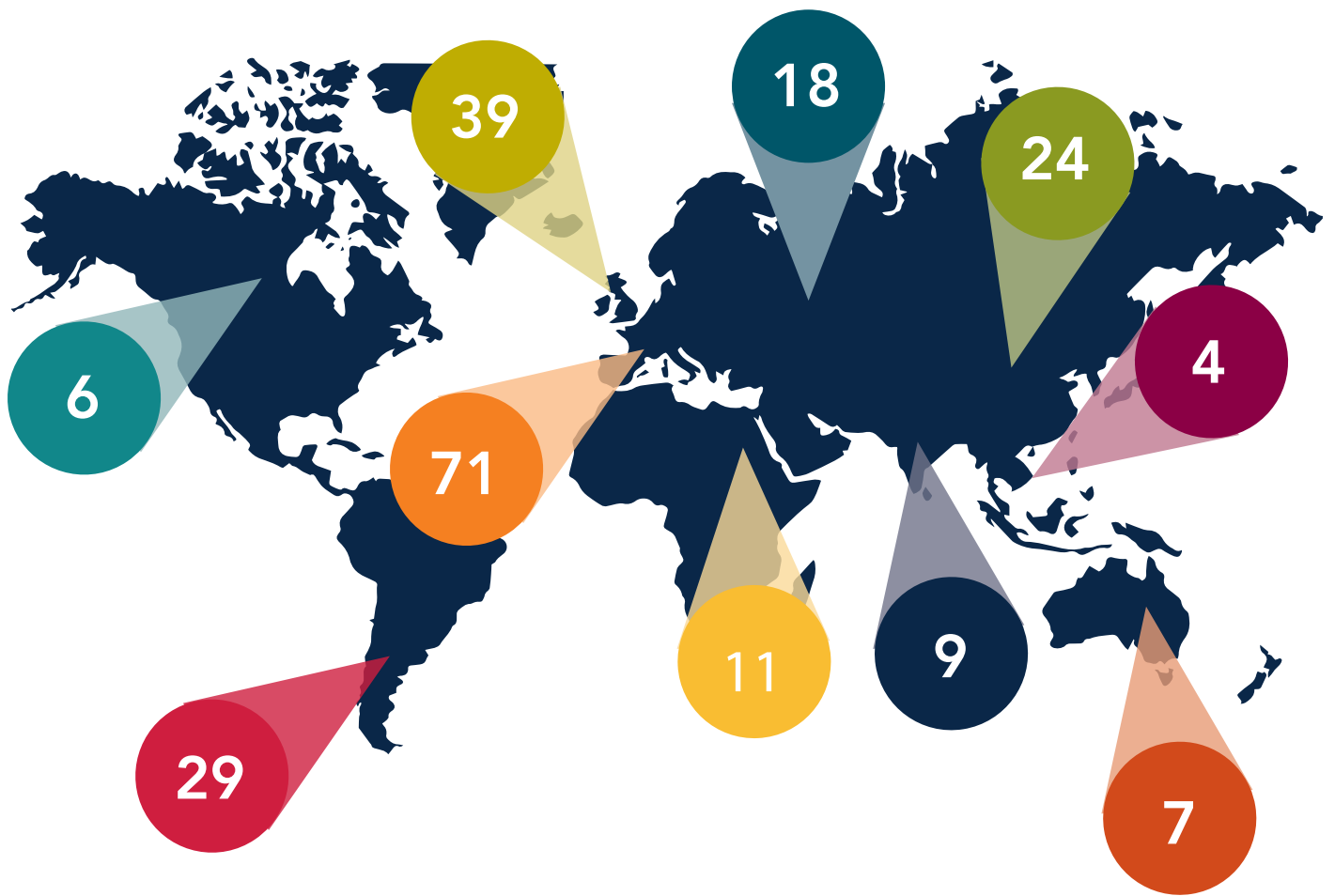
- The highest number of applications for modular courses, was reported in Eastern Europe and Russia with 4,541 in 2015. However, Schools in this region reported 552 enrolments on modular courses; a lower figure than that reported in Asia (excluding India and China), Middle East and Africa and Western Europe.
- Part-time MBA programme data revealed that the highest number of applications and enrolments were reported in China with 23,646 applications and 8,371 enrolments; this was followed by Latin America with 10,385 applications and 5,725 enrolments.
- The highest number of applications for full-time MBA programmes was reported in India (21,370), however due to a limited number of programmes, this only led to 636 enrolments; less than Western Europe, China, the UK and North America and Caribbean regions.

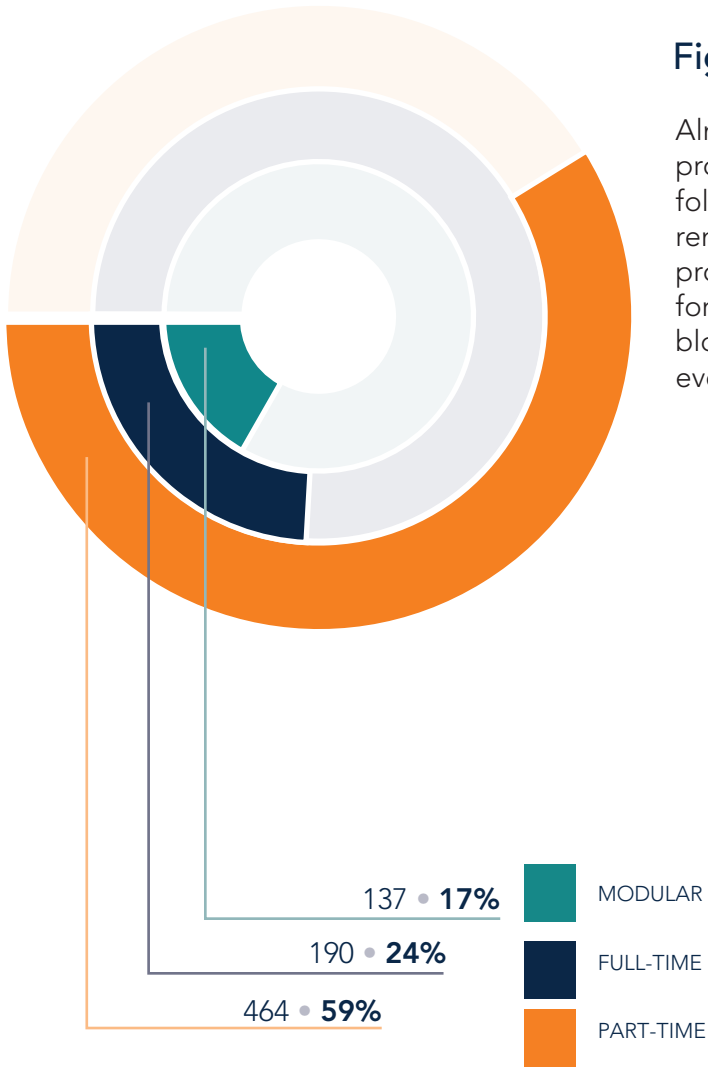
### Study Three: Historical Application and Enrolment Trends

- Data taken from 90 Business Schools worldwide from 2011, 2014 and 2015, indicated the number of enrolments on AMBA-accredited MBA programmes has fallen by 13.2% between 2011 and 2015.
- Despite the net fall in enrolments globally, there was consistent growth in the number of application and enrolment figures reported in Oceania between 2011 and 2015.
- The number applications reported by the cross section of Business Schools analysed increased by 5.2% between 2014 and 2015.

# Study One: Institutional Analysis

Figure 1: Number of Participating Business Schools





**Figure 2: Format of MBA Study**

Almost 60% of all AMBA-accredited MBA programmes were part-time (59%), this was followed by full-time programmes (24%). The remaining 17% of AMBA-accredited MBA programmes were taught using a modular format, in which students are taught in intensive blocks of training, usually on a monthly basis or every two-to-three months.

**Figure 3: Mode of MBA Study**

The majority of MBA programmes were taught in classroom learning environments (82%) this contrasts to a minority of MBA programmes that were taught primarily online (4%). The remaining 14% are taught using a blended mode of study that comprised both online facilities and tasks as well as a large proportion of classroom-based learning.

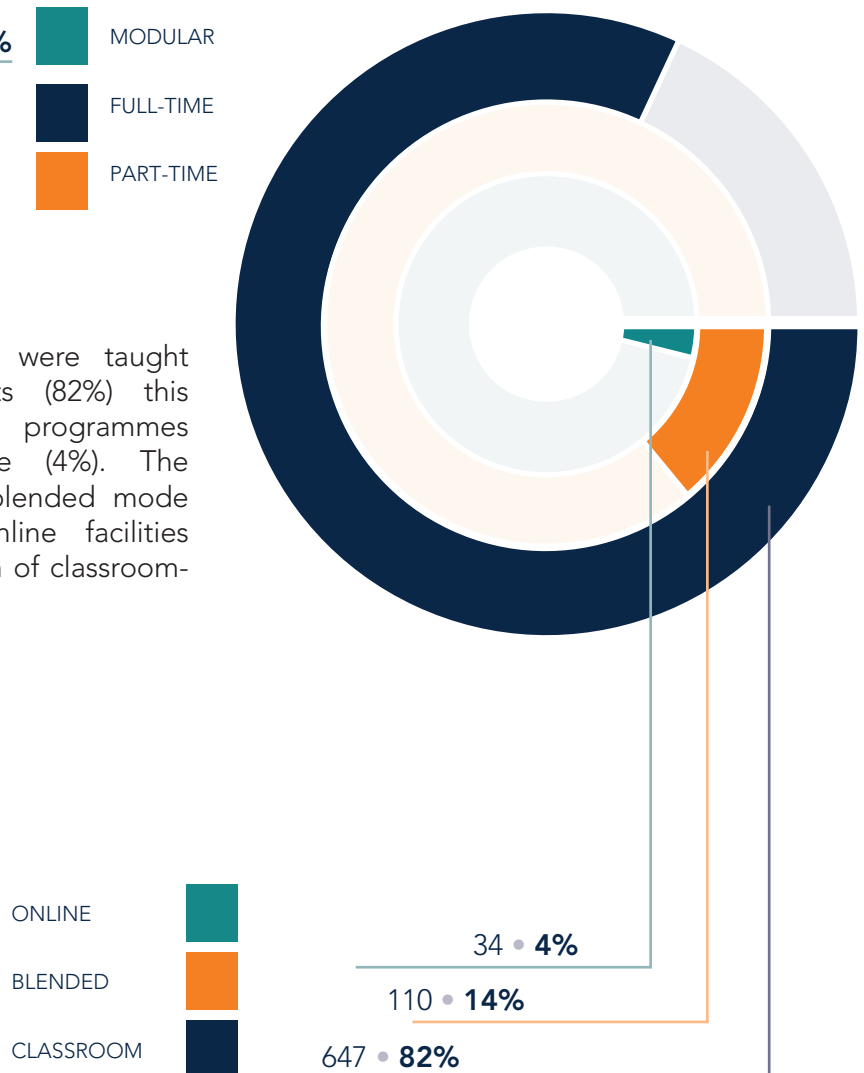




Figure 4: Average Number of Accredited MBA Programmes per Business School

REGION	AVERAGE NUMBER OF ACCREDITED MBA PROGRAMMES
WESTERN EUROPE	2
EASTERN EUROPE AND RUSSIA	3
INDIA	2
CHINA	3
LATIN AMERICA	3
MIDDLE EAST AND AFRICA	3
OCEANIA	3
UK	4
NORTH AMERICA AND CARIBBEAN	5
ASIA (EXCL. INDIA AND CHINA)	3
GLOBAL	3

Figure 5: Key Figures per Programme Cohort (average and median)

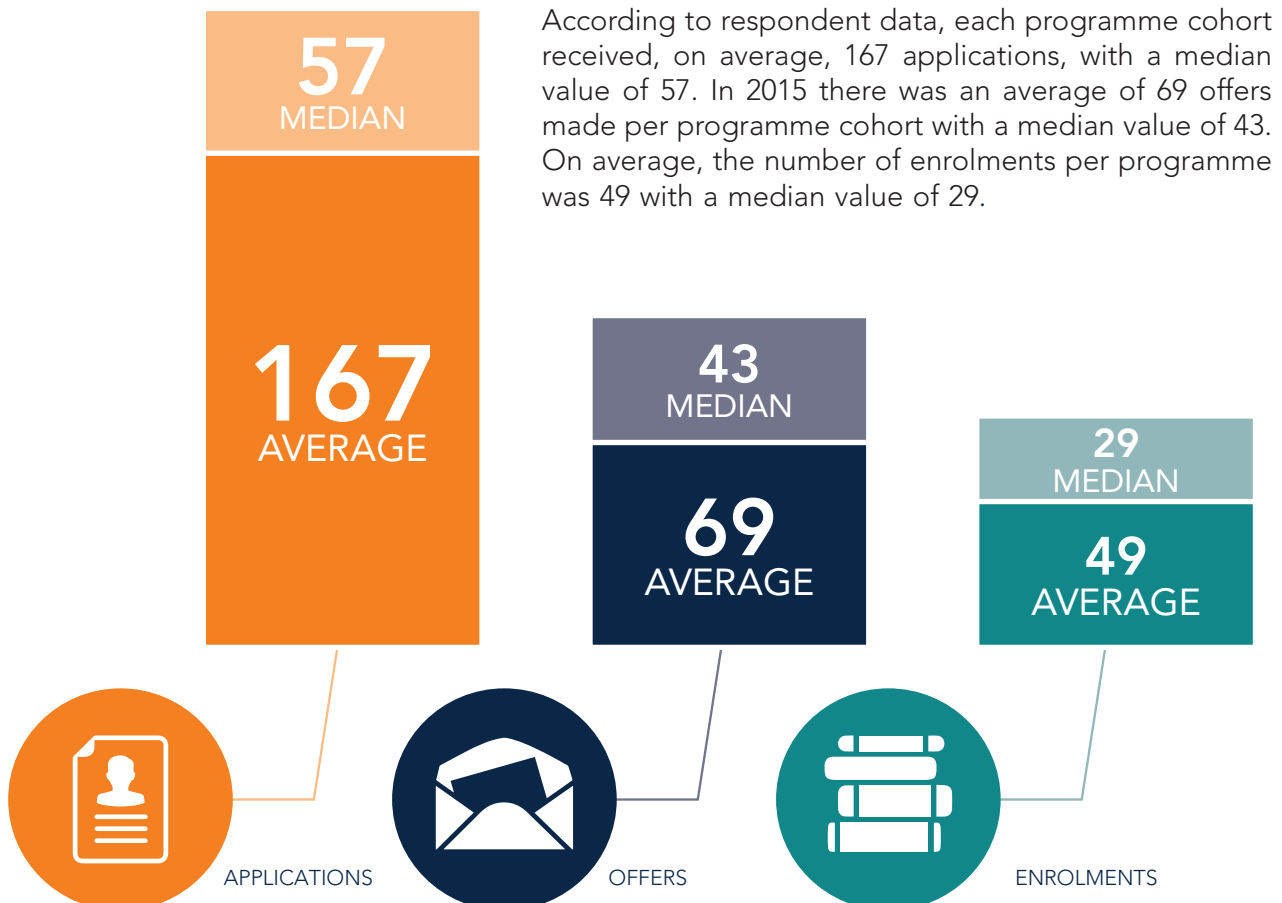


Figure 6: Total Regional MBA Applications and Enrolments

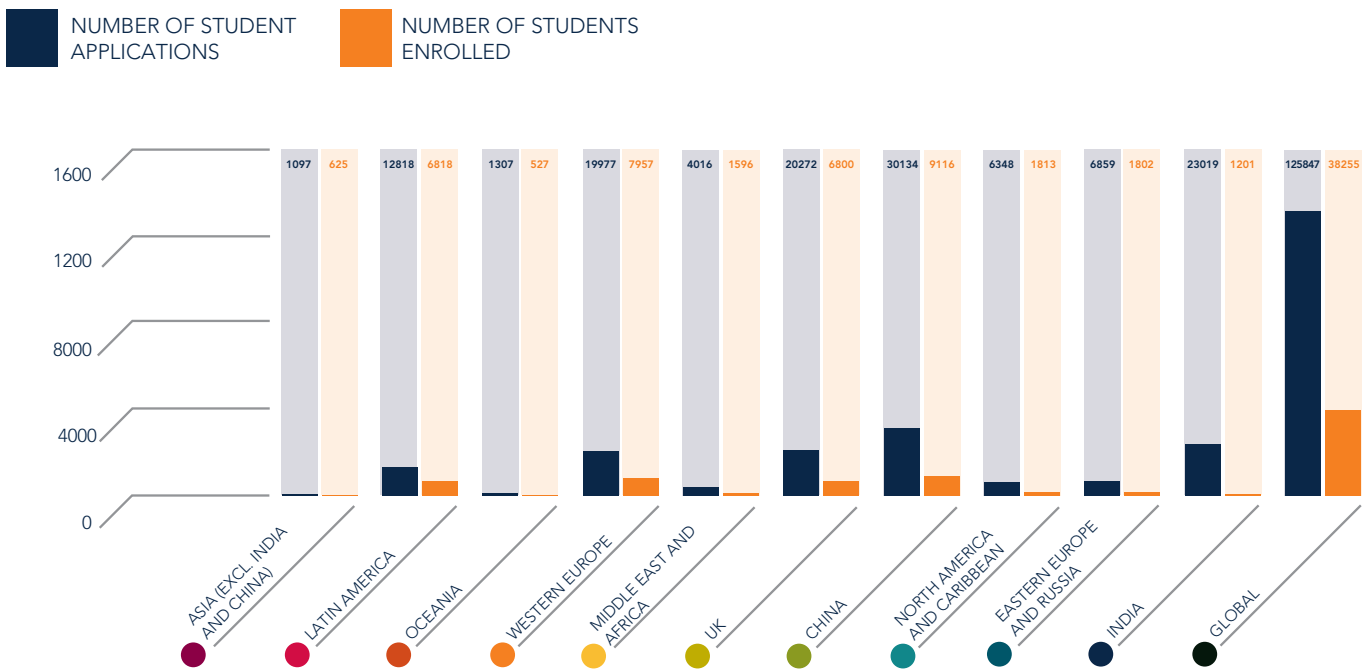
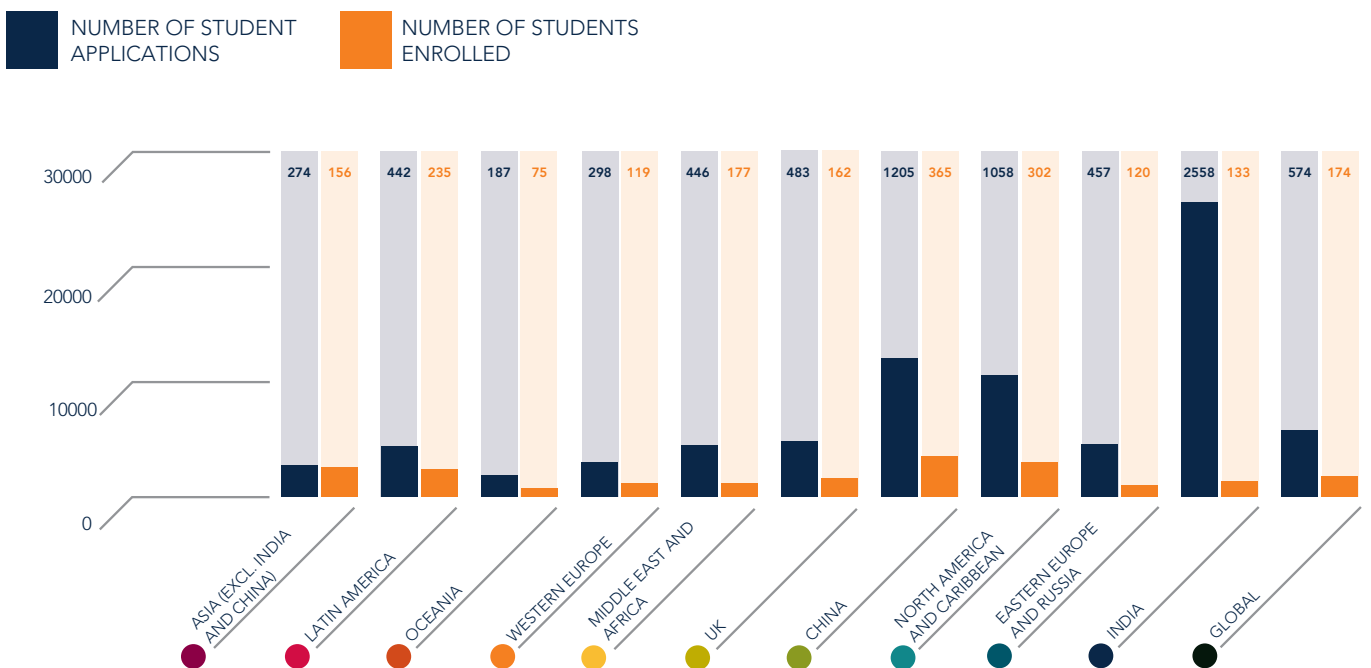


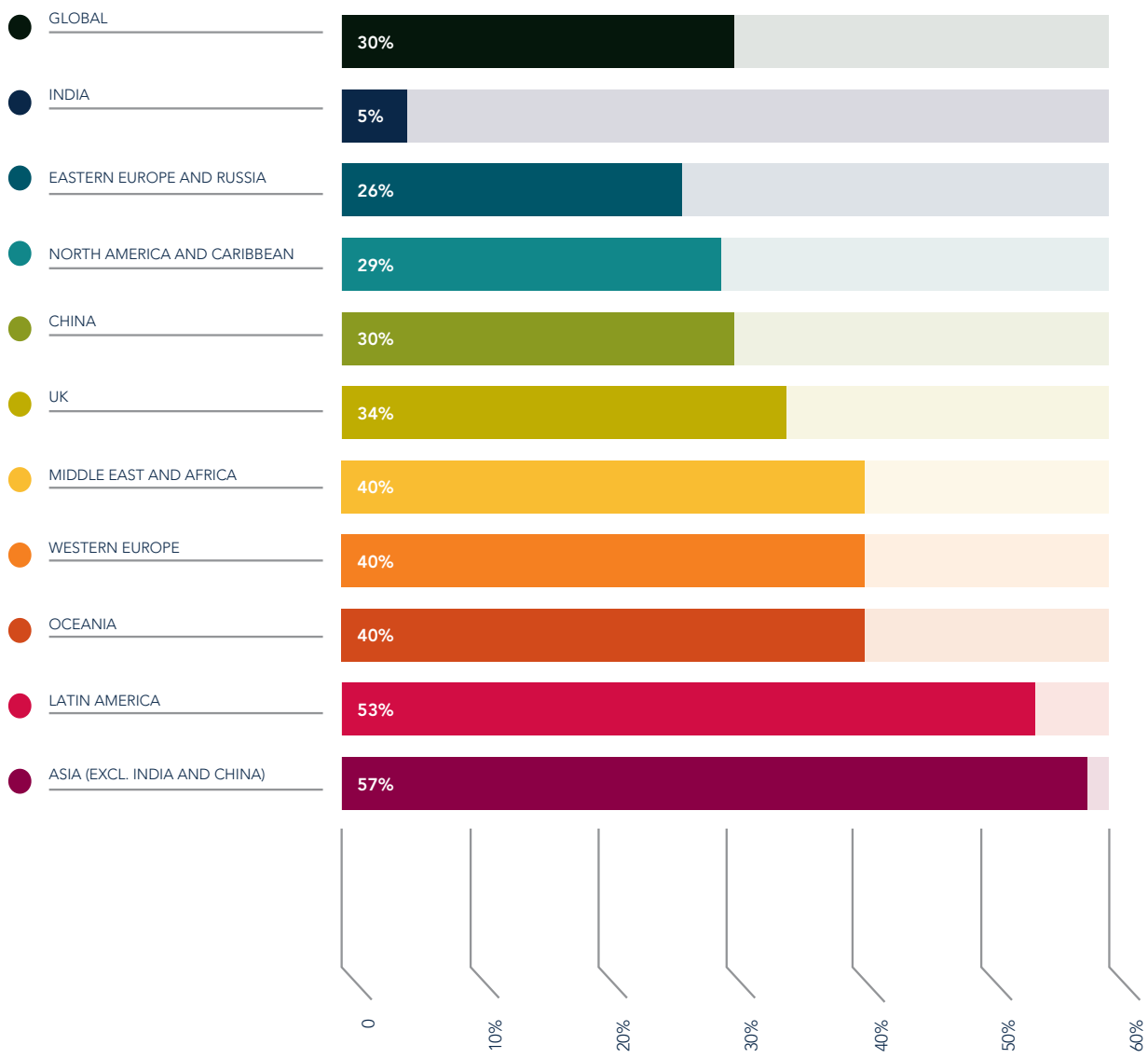
Figure 7: Average Number of MBA Applications and Enrolments per School



On average, Business Schools in India reported the highest number of applications per school (2,558) whereas Schools in Oceania reported the least (187). Business schools in China has the highest number of enrolments per school (365), which contrasted to Oceania where Schools reported the fewest (75).

## Figure 8: Average Application to Enrolment Conversion Rate per School

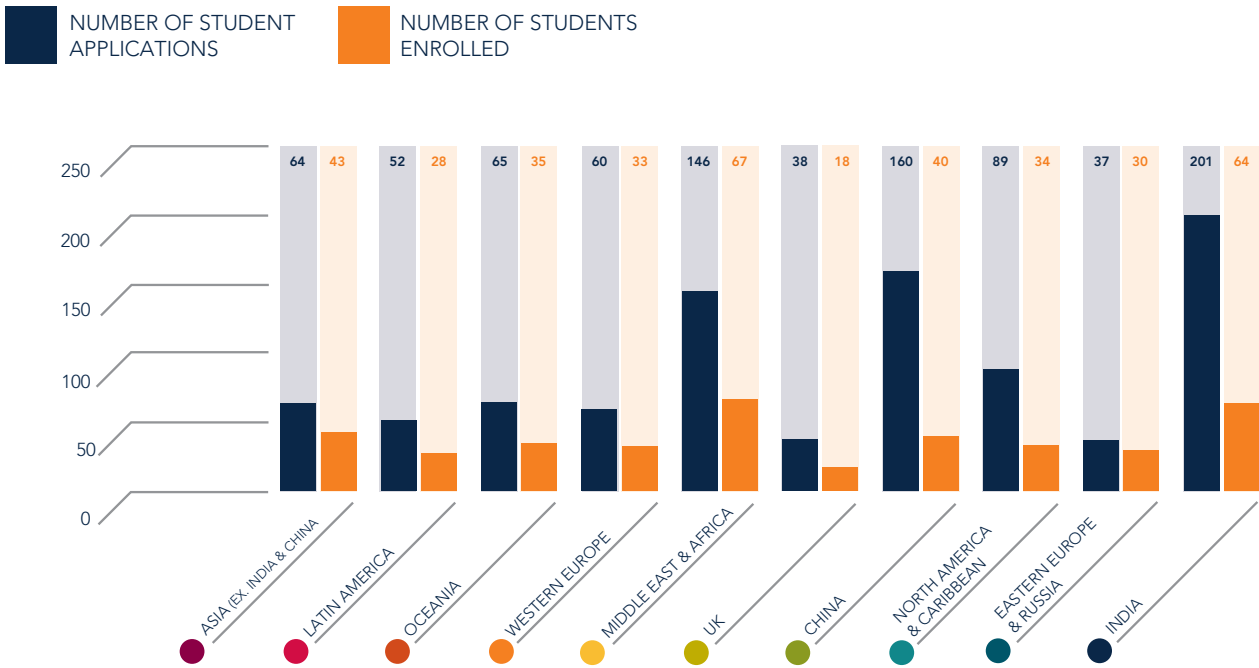
**Application to Enrolment Conversion Rate** refers to the percentage of applications that result in a successful enrolment onto an MBA programme. It does not take into account the offers made to prospective students.



The average application to enrolment conversion rate per school worldwide was 30% in 2015. Schools in India reported the lowest average application to enrolment conversion rate per school (5%). This contrasts to average application to enrolment conversion rates of more than 50% reported by schools in Latin America (56%) and Asia (excluding India and China) (53%).



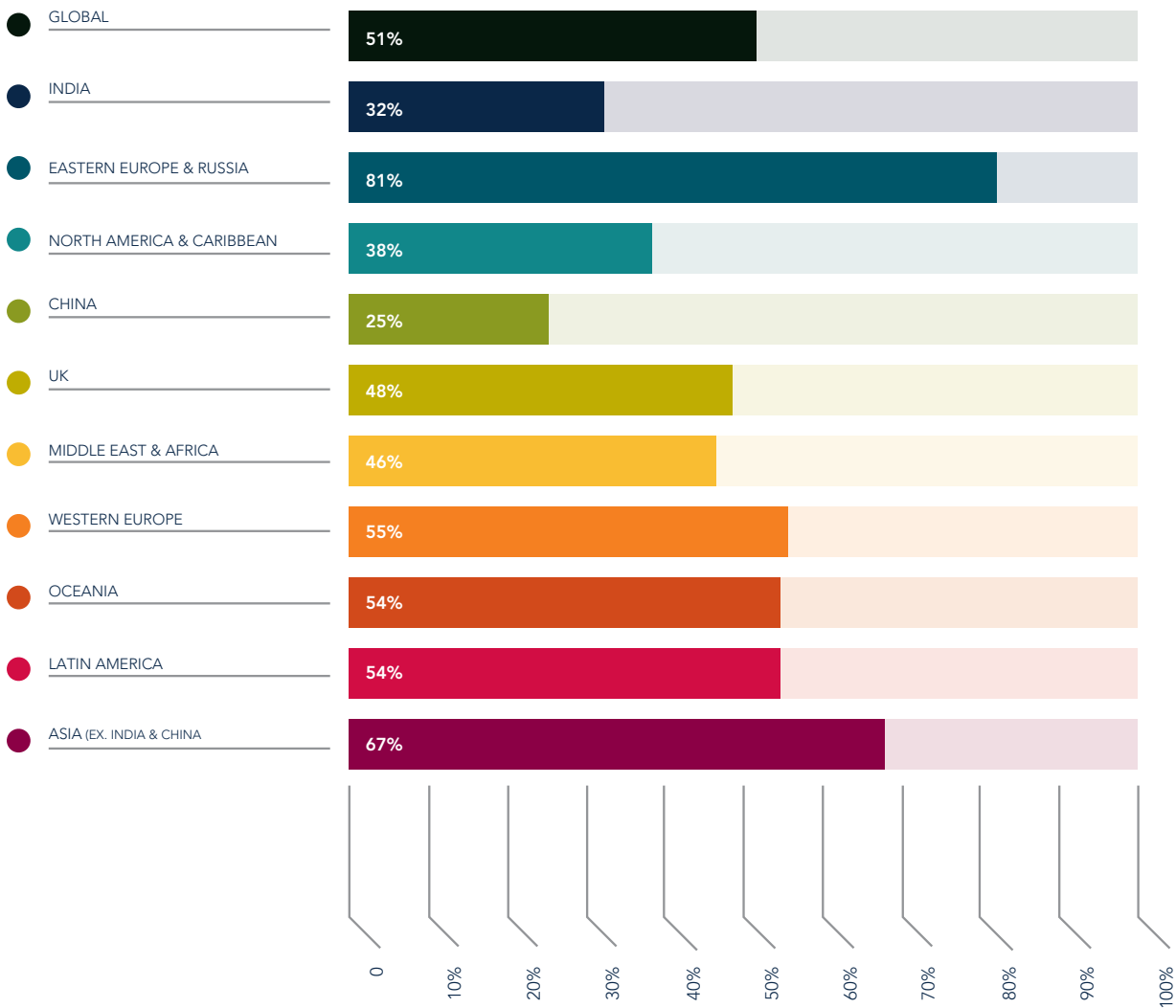
Figure 9: Median MBA Applications and Enrolments per Programme Cohort



The median value of number of applications per MBA programme was highest among Business Schools in India (201), and the lowest figures were reported in Eastern Europe and Russia (37) and the UK (38). Schools in the UK had the lowest median value of enrolments reported per programme cohort (18) which contrasts to that reported in the Middle East and Africa (67) and India (64).



Figure 10: Median MBA Application to Enrolment Conversion Rate per Programme Cohort



Globally, the median application to enrolment conversion rate of MBA programmes in 2015 was 51%. The lowest application to enrolment conversion rates were reported in by Business Schools in China (25%) and India (32%). From this angle of analysis, the highest median value application to enrolment conversion rate was reported by institutions in Eastern Europe and Russia (81%).

Figure 11: Percentage of International and Domestic Applications / Enrolments

REGION	INTERNATIONAL APPLICATIONS	DOMESTIC APPLICATIONS
● WESTERN EUROPE	58%	42%
● EASTERN EUROPE AND RUSSIA	35%	65%
● INDIA	2%	98%
● CHINA	1%	99%
● LATIN AMERICA	8%	92%
● MIDDLE EAST AND AFRICA	35%	65%
● OCEANIA	32%	68%
● UK	72%	28%
● NORTH AMERICA AND CARIBBEAN	62%	38%
● ASIA (EXCL. INDIA AND CHINA)	7%	93%
● GLOBAL	29%	71%
○ (NORTH AMERICA)	(71%)	(29%)

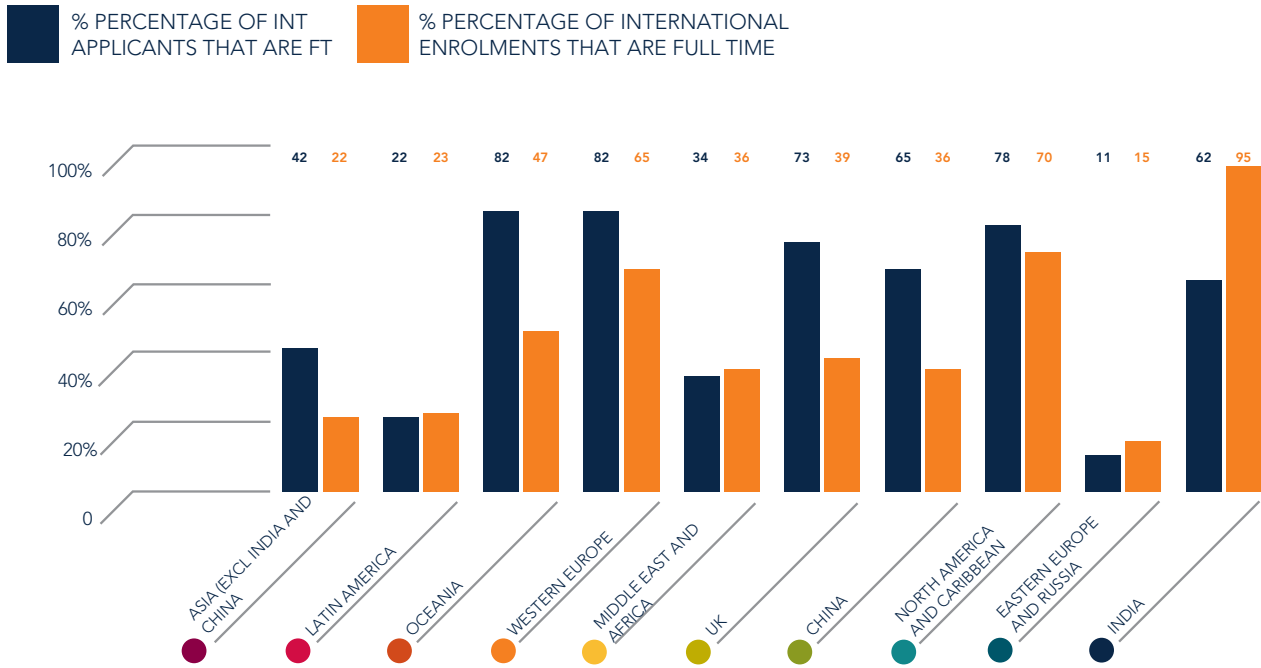
REGION	INTERNATIONAL ENROLMENTS	DOMESTIC ENROLMENTS
● WESTERN EUROPE	48%	52%
● EASTERN EUROPE AND RUSSIA	18%	82%
● INDIA	2%	98%
● CHINA	3%	97%
● LATIN AMERICA	9%	91%
● MIDDLE EAST AND AFRICA	10%	90%
● OCEANIA	16%	84%
● UK	59%	41%
● NORTH AMERICA AND CARIBBEAN	28%	72%
● ASIA (EXCL. INDIA AND CHINA)	13%	87%
● GLOBAL	26%	74%
○ (NORTH AMERICA)	(60%)	(40%)

In the UK, international students make up the largest percentage of MBA applications and enrolments (72% and 59% respectively). However, North America was split from the Caribbean to form a separate region of analysis; in this region, 71% of MBA applications were from overseas as were 60% of enrolled students; a larger percentage than that reported in the UK. The lowest number of international applications

and enrolments was reported by Business Schools offering AMBA-accredited programmes based in India and China, with both regions reporting less than 3% of applications and less than 4% of enrolments coming from international students.

These results suggest that both these regions have yet to mature as destinations for international MBA students.

### Figure 12: Percentage of International Applicants and Enrolments For Full-time Programmes



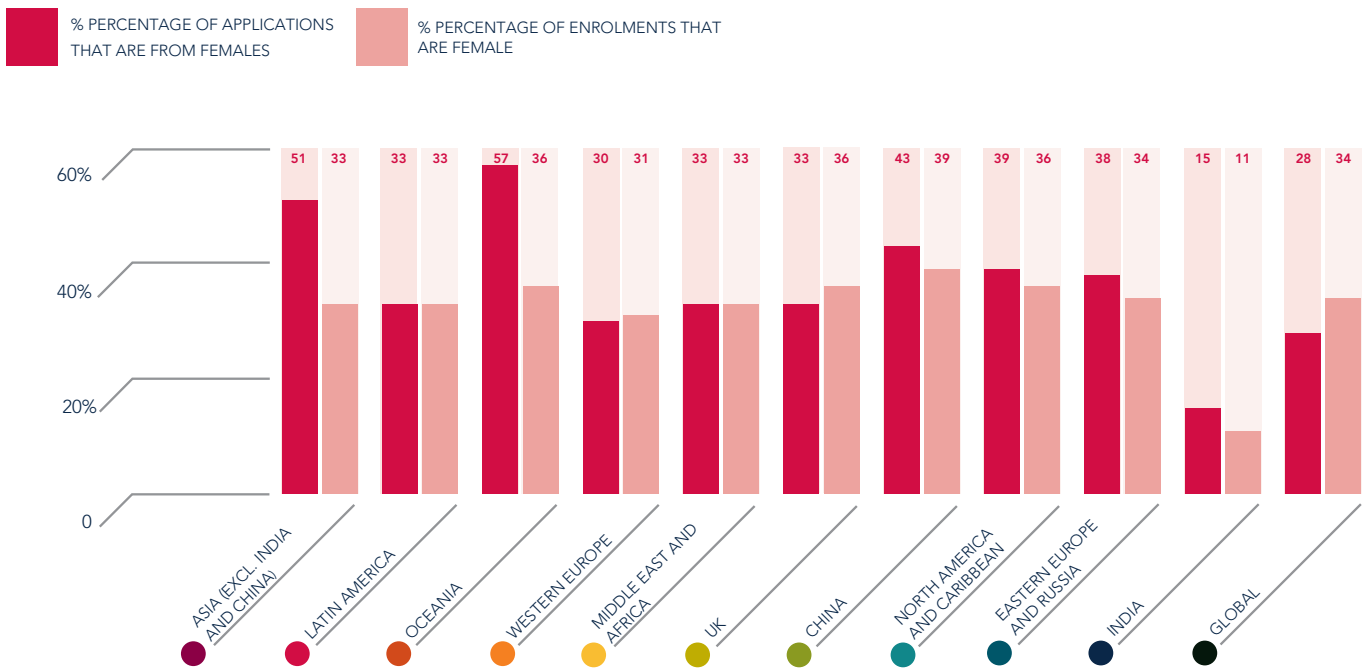
Business Schools based in Oceania (82%) and Western Europe (82%) reported the greatest percentage of foreign applicants for full-time AMBA-accredited courses, when compared to overall international applications received. This was followed by Schools in North America and the Caribbean (78%) and UK (73%). The lowest percentage of international applicants for

full-time programmes were reported in Eastern Europe and Russia (11%) and Latin America (22%).

Business Schools in India reported the highest percentage of international students that were enrolled on full-time MBA programmes (95%). The lowest percentage of international students enrolled on full-time MBA programmes was reported in Eastern Europe and Russia (15%).



Figure 13: Percentage of Female Applications and Enrolments



Based on total application and enrolment figures, females made up 57% of applications reported by Schools in Oceania; the highest percentage of female applications reported in any region. Indian Business Schools reported the lowest percentage of female applications at 15%.

Schools in China reported the highest percentage of female enrolments with 39%. This contrasted to India, where participating Schools reported 11% of enrolments as female. India is notable as the only region in which Schools reported less than 30% of enrolments were women.

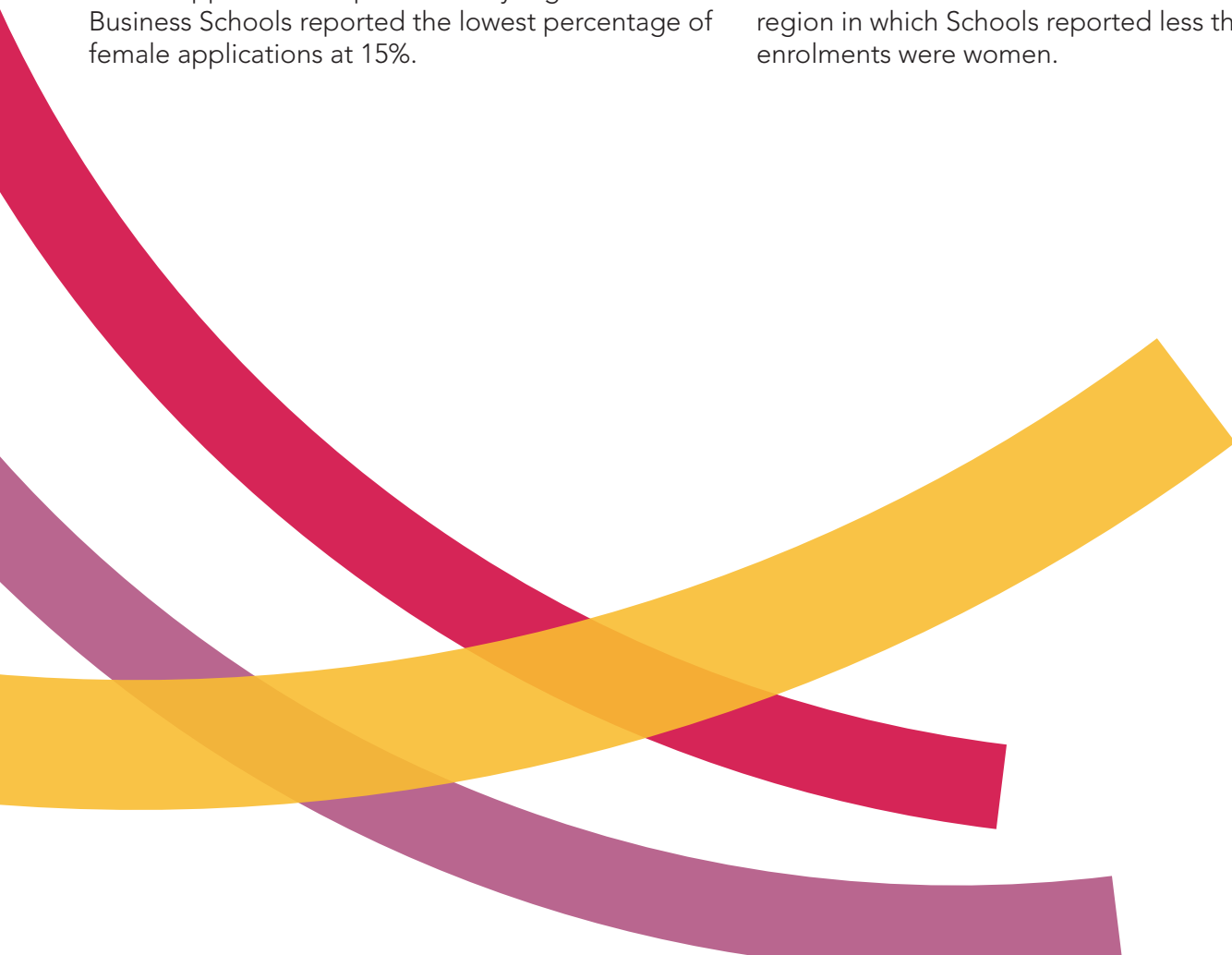




Figure 14: Gender Analysis of MBA Application to Enrolment Conversion Rate

REGION	MALE APPLICATION TO ENROLMENT CONVERSION RATE	FEMALE APPLICATION TO ENROLMENT CONVERSION RATE
WESTERN EUROPE	30%	31%
EASTERN EUROPE AND RUSSIA	33%	24%
INDIA	6%	4%
CHINA	30%	28%
LATIN AMERICA	56%	56%
MIDDLE EAST AND AFRICA	39%	45%
OCEANIA	49%	49%
UK	36%	31%
NORTH AMERICA AND CARIBBEAN	29%	27%
ASIA (EXCL. INDIA AND CHINA)	70%	44%
GLOBAL	31%	32%

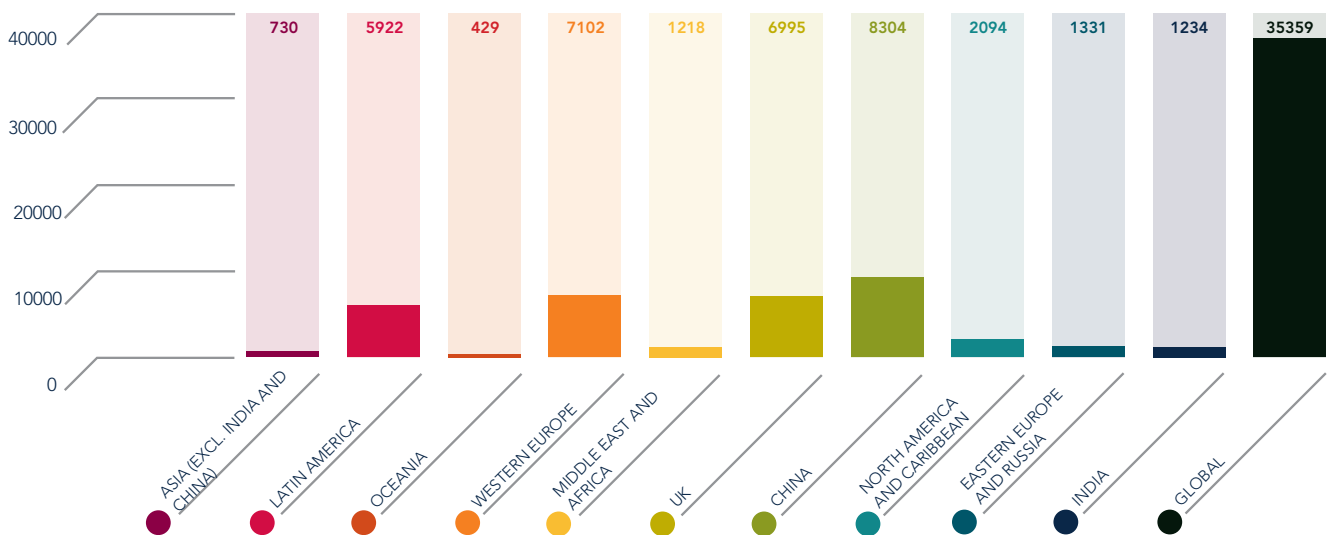
Based on total enrolment and application figures, Business Schools in Asia (excluding India and China) reported the highest application to enrolment conversion rate for males (70%), whereas Business schools in India, where significantly large application numbers had been recorded, gave the lowest application rate for males with 6%.

In terms of female application to enrolment conversion rate, Latin American Business Schools reported the highest rate of 56%,

followed by institutions in Oceania (49%). Schools in India reported the lowest female application to enrolment conversion rate of 4%.

Based on figures taken from each region, the worldwide average application to enrolment conversion rate is roughly equal between males (31%) and females (32%). Males and females in Latin America, Oceania and Western Europe roughly received the same application to enrolment conversion rate (56%, 49% and 30/31% respectively).

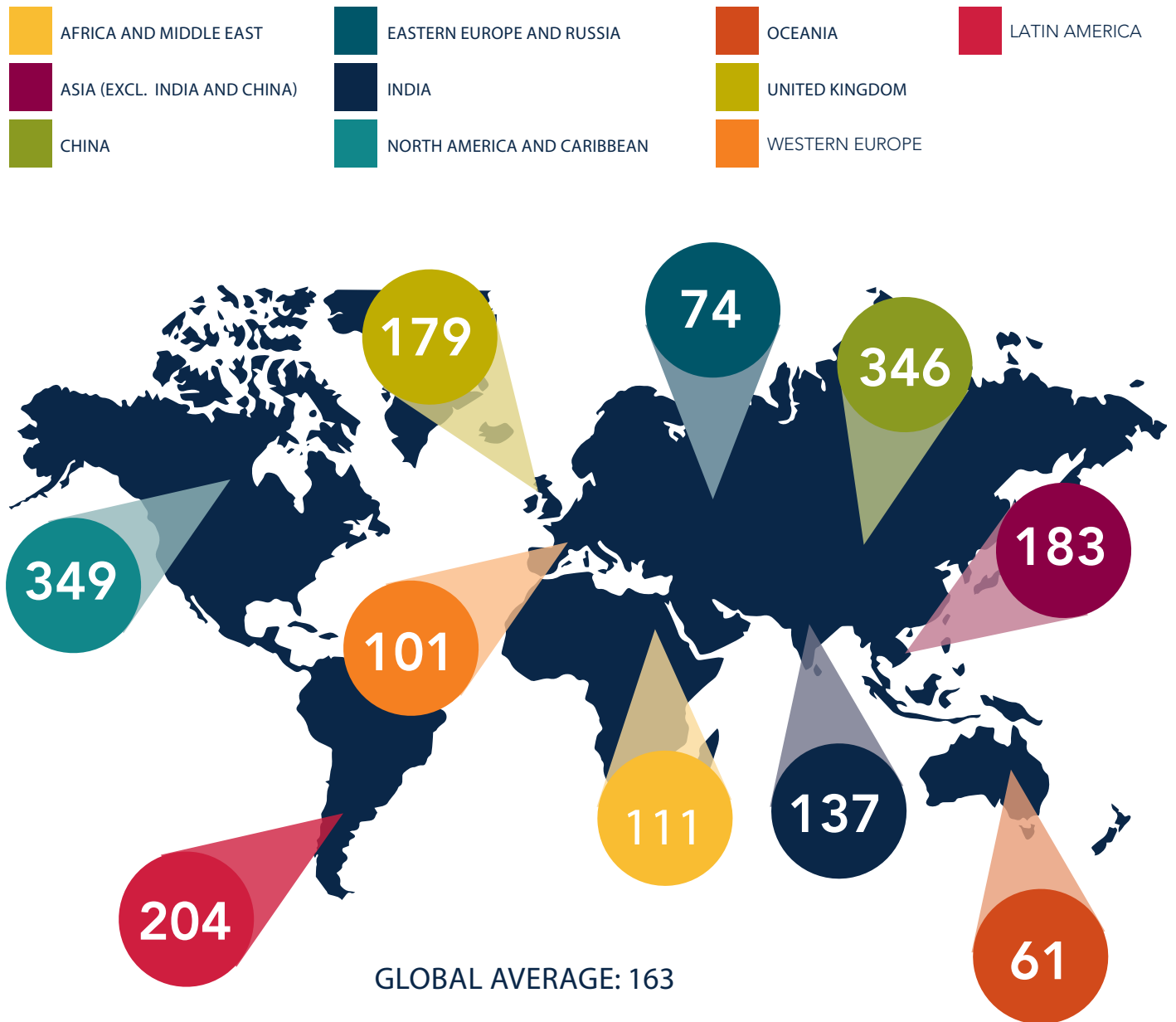
Figure 15: Total Graduations from AMBA-accredited MBA Programmes Worldwide



The survey showed that Business Schools in China reported 8,304 graduations, the highest number recorded in the study. The lowest number of graduations were reported by Business Schools in Oceania with 429 graduations.

Oceania's figures are attributed to a relatively low number of MBA enrolments per cohort (35) and a comparatively low number of Business Schools (eight in total; seven participating in this report) operating AMBA-accredited MBA programmes in the region.

Figure 16: Average Number of Graduations per School



Business Schools in North America and The Caribbean reported the highest number of graduations per school from AMBA-accredited MBA programmes (349) which contrast to the lower numbers reported in Oceania (61) as well as Eastern Europe and Russia (74); Business Schools in both of these regions reported less than half the worldwide average number of graduations per school (167) in 2015.

# SUMMARY: ASIA (EXCL. INDIA AND CHINA)

Figure 17: Region's MBA Programmes by Study Format

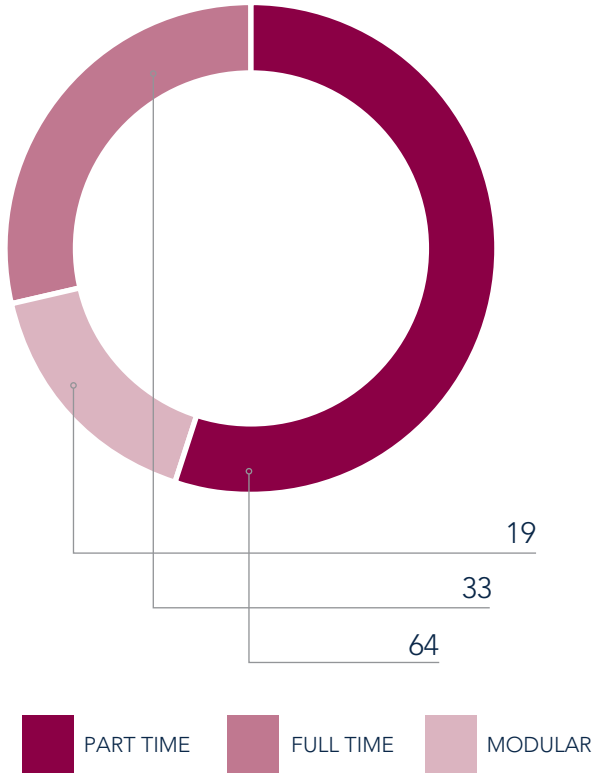


Figure 18: Average Figures Per School

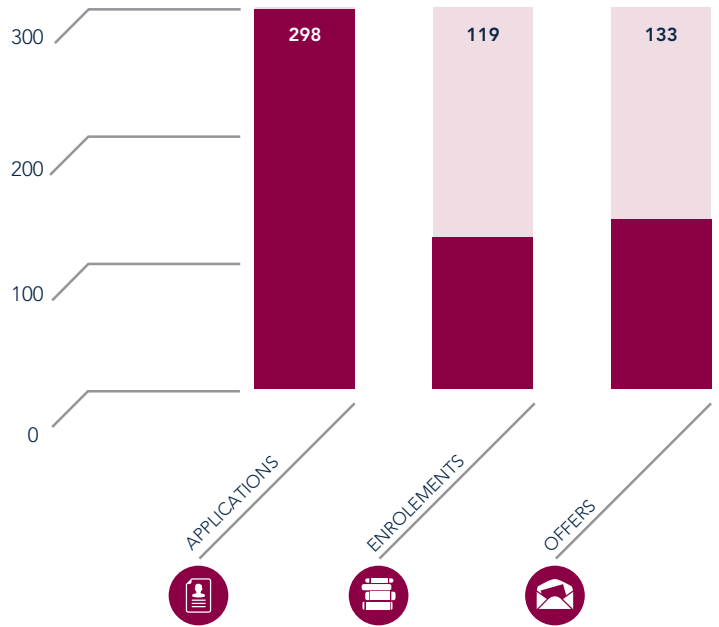


Figure 19: Median Values Per Programme Cohort

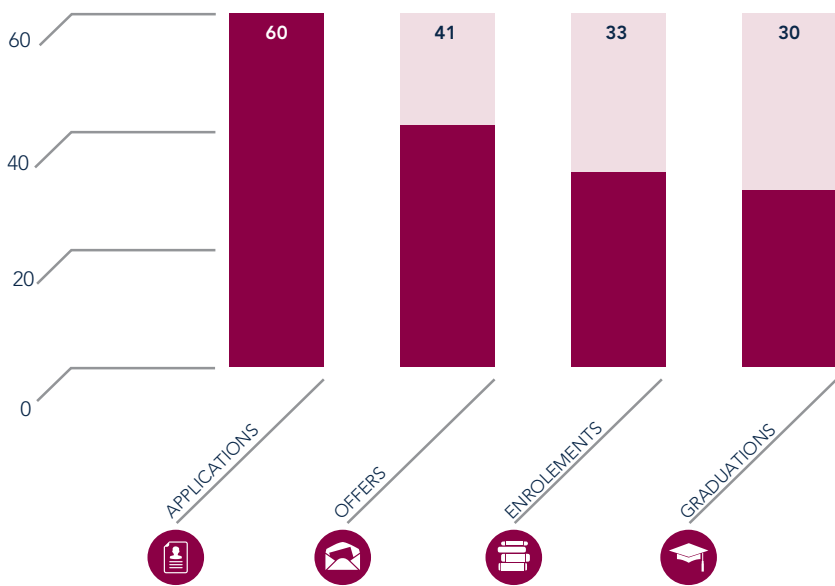


Figure 20: Additional Information

Female % of Applications	51%
Female % of Enrolments	33%
% International Applications	7%
% International Enrolments	13%
Average Number of Accredited-MBA Programmes per School	3

# SUMMARY: CHINA

Figure 21: Region's MBA Programmes by Study Format

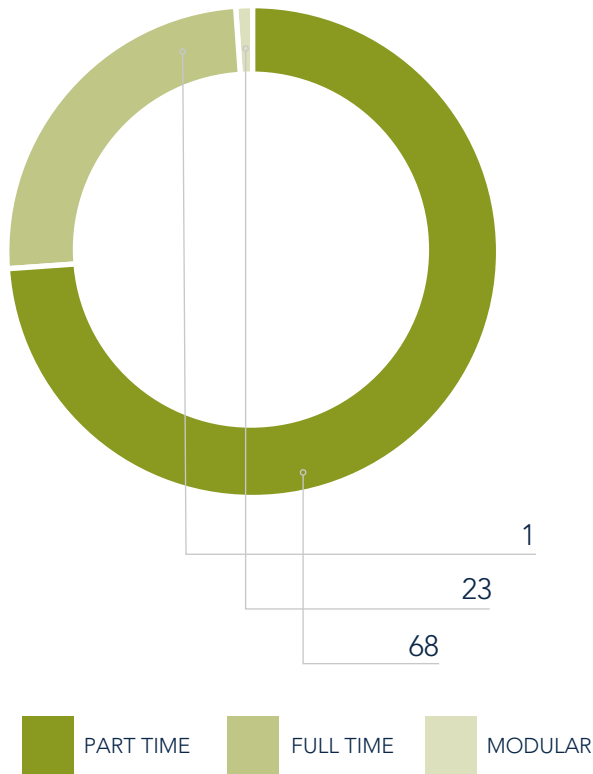


Figure 22: Average Figures Per School

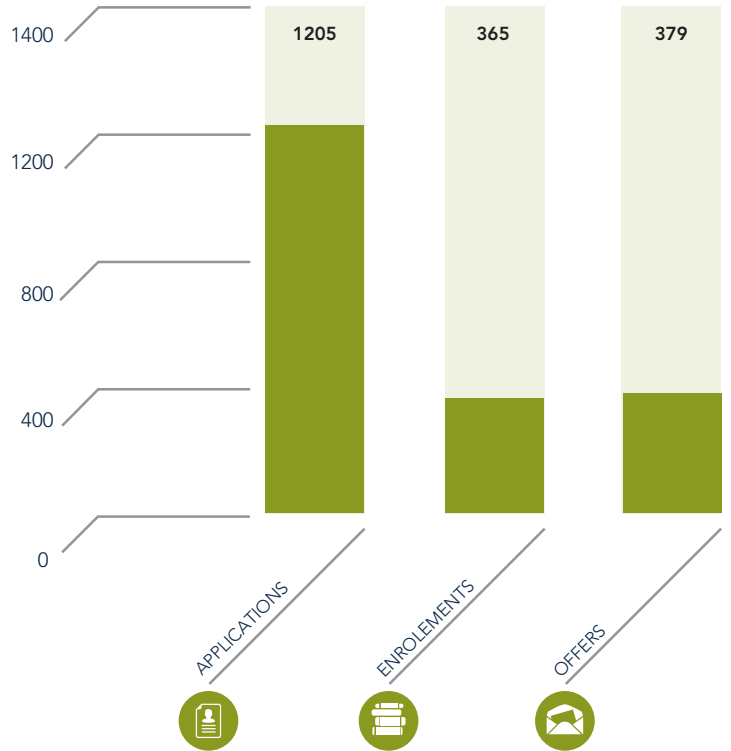


Figure 23: Median Values Per Programme Cohort

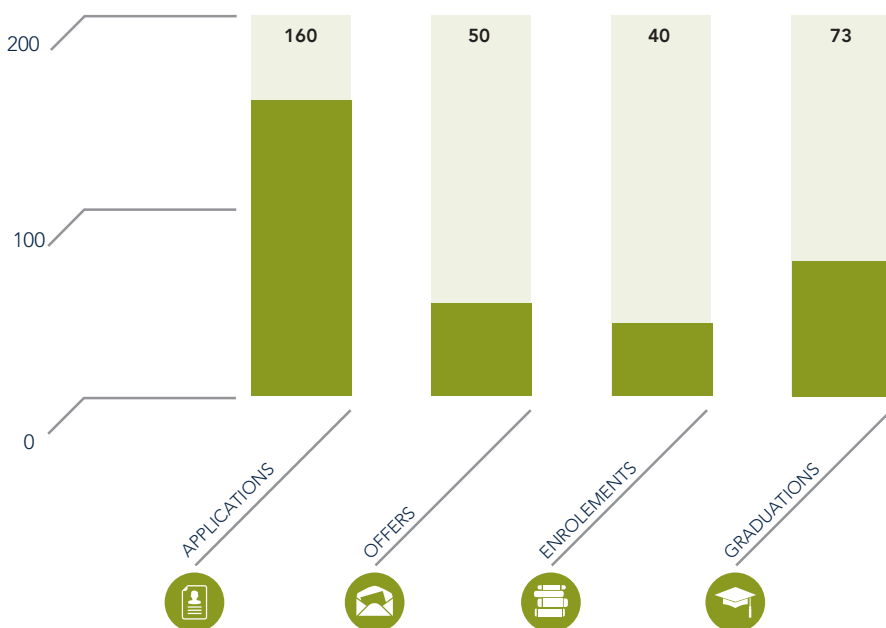


Figure 24: Additional Information

Female % of Applications	43%
Female % of Enrolments	39%
% International Applications	1%
% International Enrolments	3%
Average Number of Accredited-MBA Programmes per School	3

# SUMMARY: EASTERN EUROPE AND RUSSIA

Figure 25: Region's MBA Programmes by Study Format

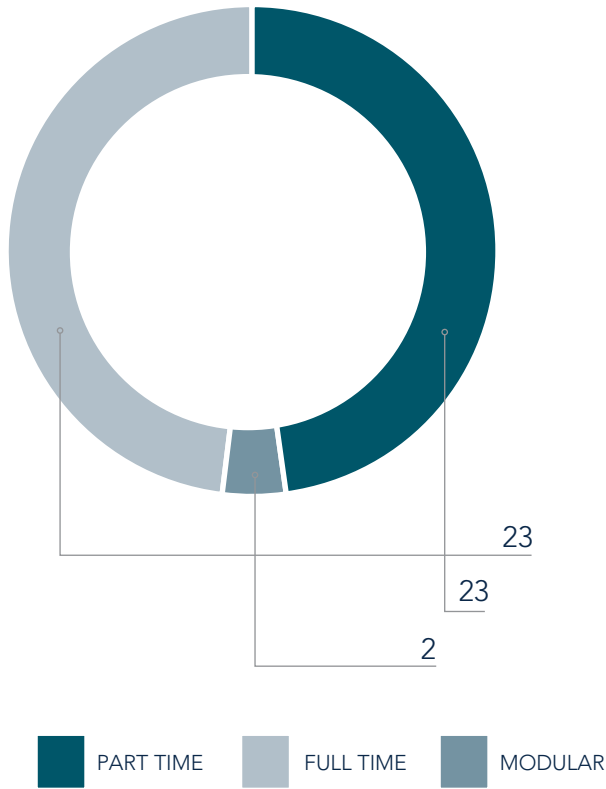


Figure 26: Average Figures Per School

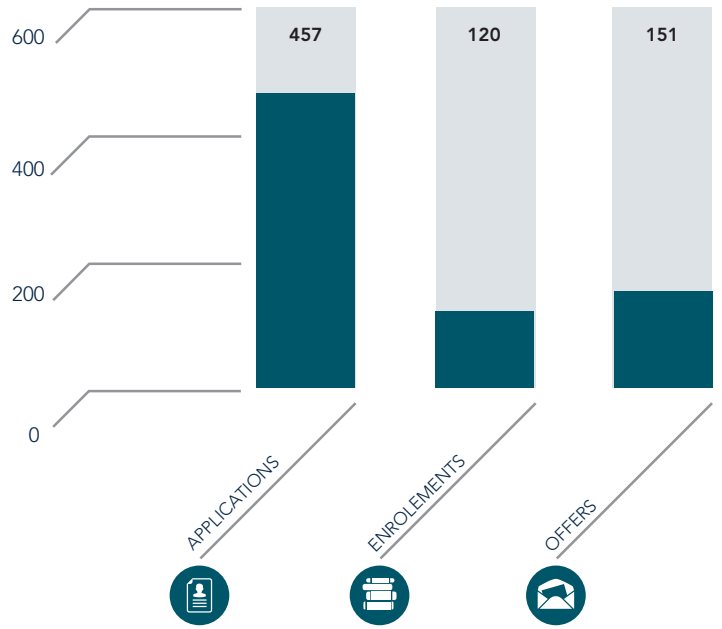


Figure 27: Median Values Per Programme Cohort

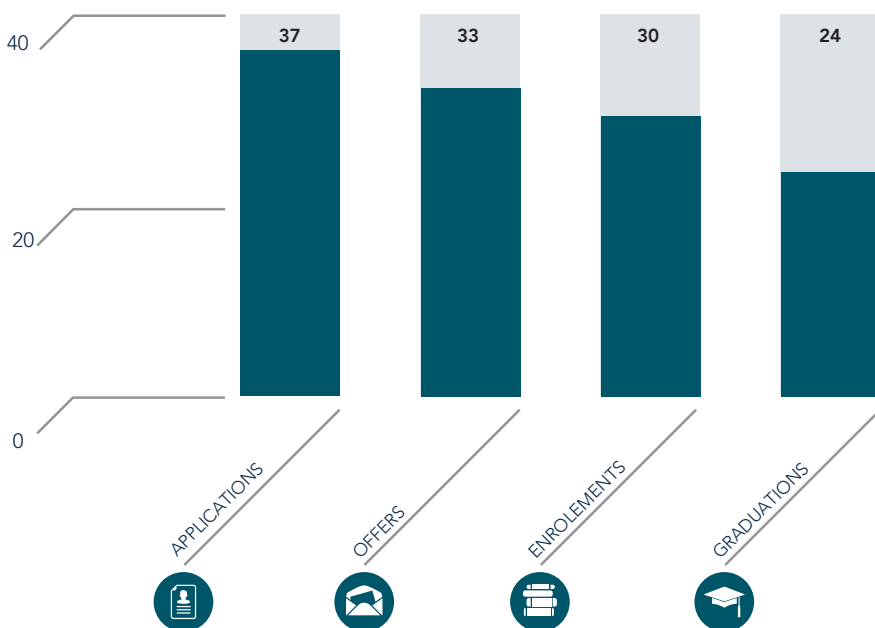


Figure 28: Additional Information

Female % of Applications	38%
Female % of Enrolments	34%
% International Applications	35%
% International Enrolments	18%
Average Number of Accredited-MBA Programmes per School	3

# SUMMARY: INDIA

Figure 29: Region's MBA Programmes by Study Format

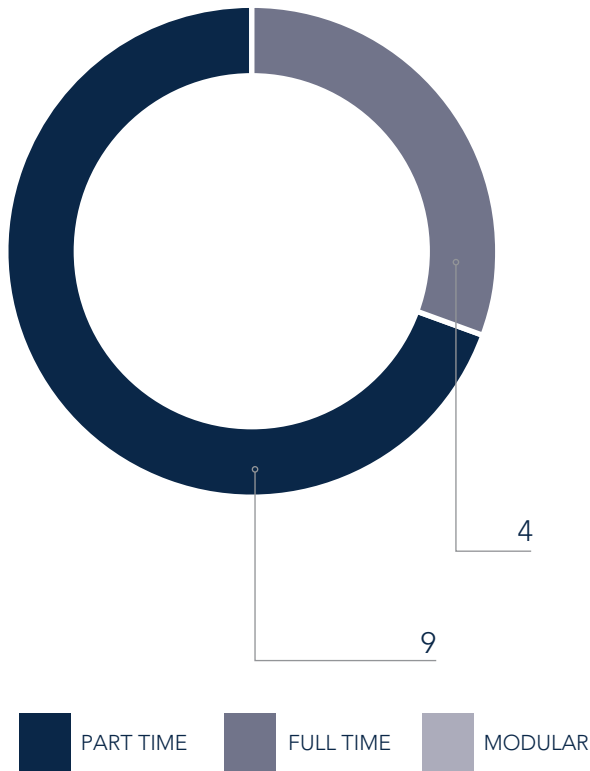


Figure 30: Average Figures Per School

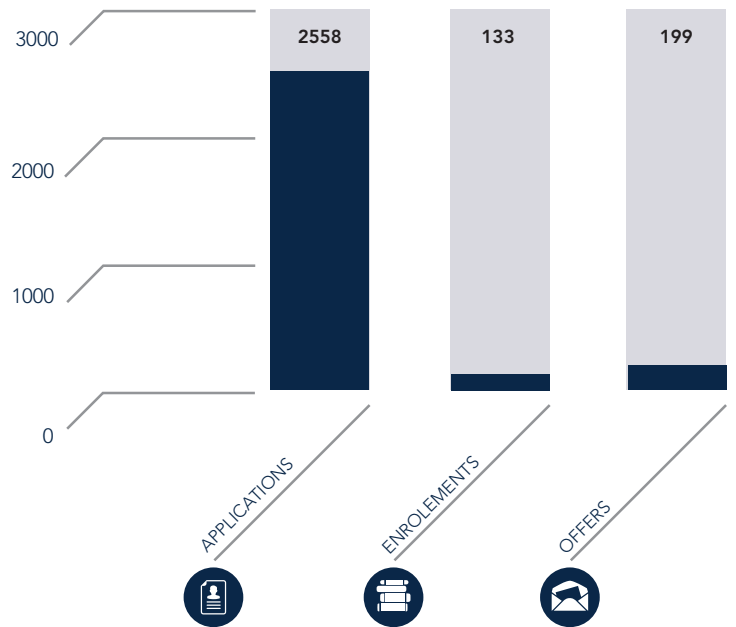


Figure 31: Median Values Per Programme Cohort

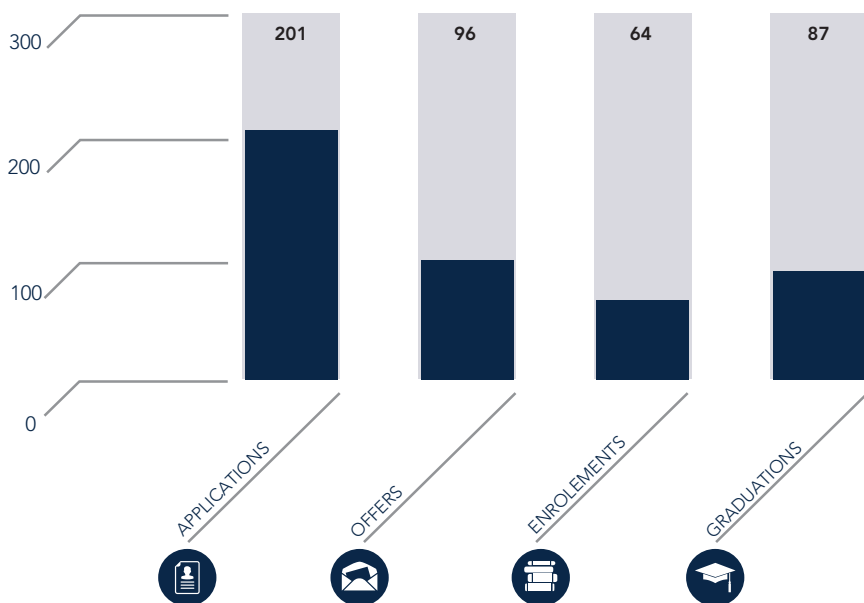


Figure 32: Additional Information

Female % of Applications	15%
Female % of Enrolments	11%
% International Applications	2%
% International Enrolments	2%
Average Number of Accredited-MBA Programmes per School	2

# SUMMARY: LATIN AMERICA

Figure 33: Region's MBA Programmes by Study Format

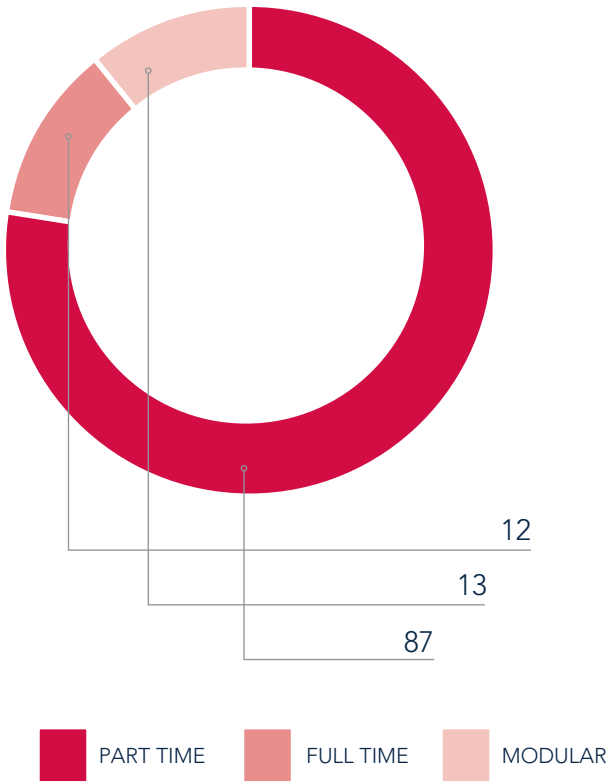


Figure 34: Average Figures Per School

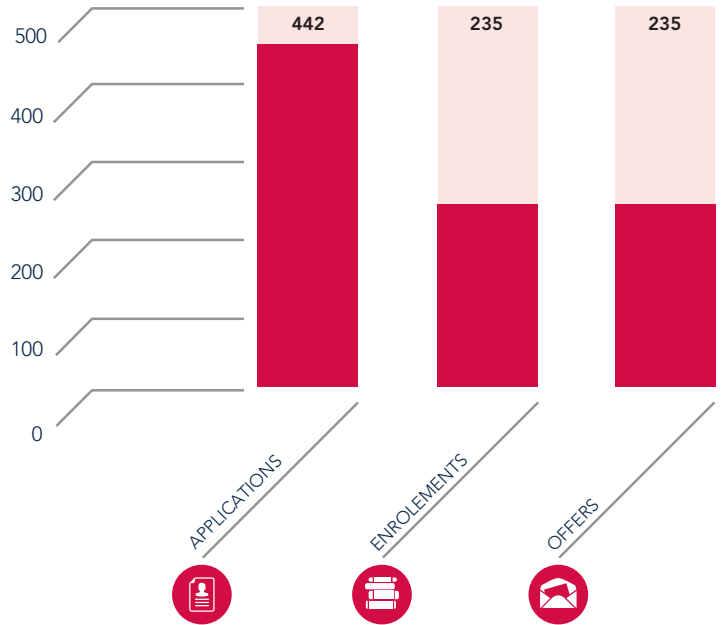


Figure 35: Median Values Per Programme Cohort

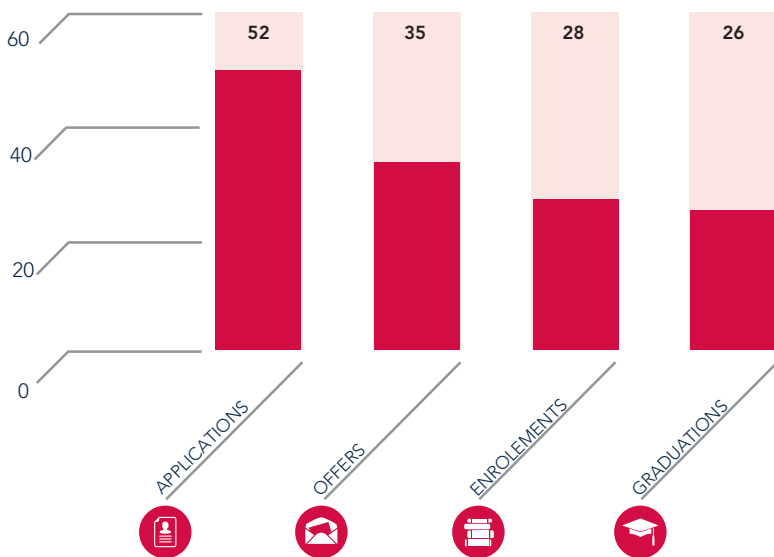


Figure 36: Additional Information

Female % of Applications	33%
Female % of Enrolments	33%
% International Applications	8%
% International Enrolments	9%
Average Number of Accredited-MBA Programmes per School	3



# SUMMARY: MIDDLE EAST AND AFRICA

Figure 37: Region's MBA Programmes by Study Format

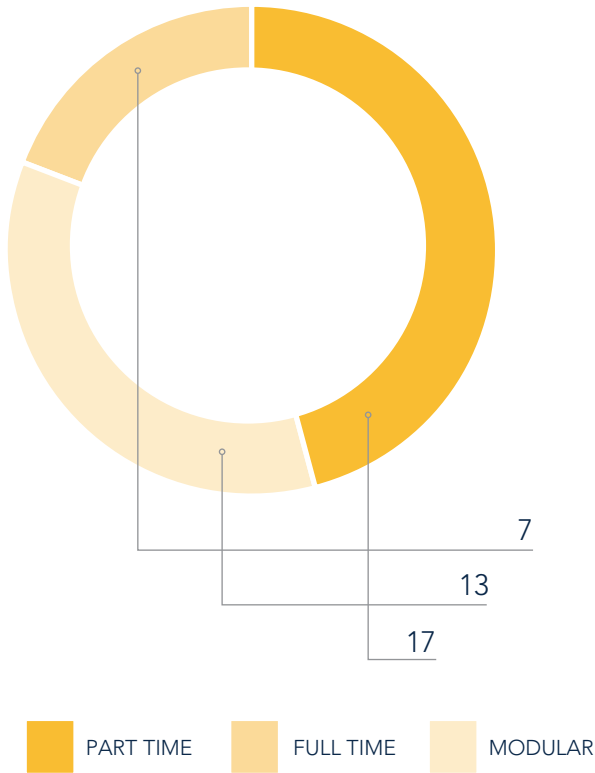


Figure 38: Average Figures Per School

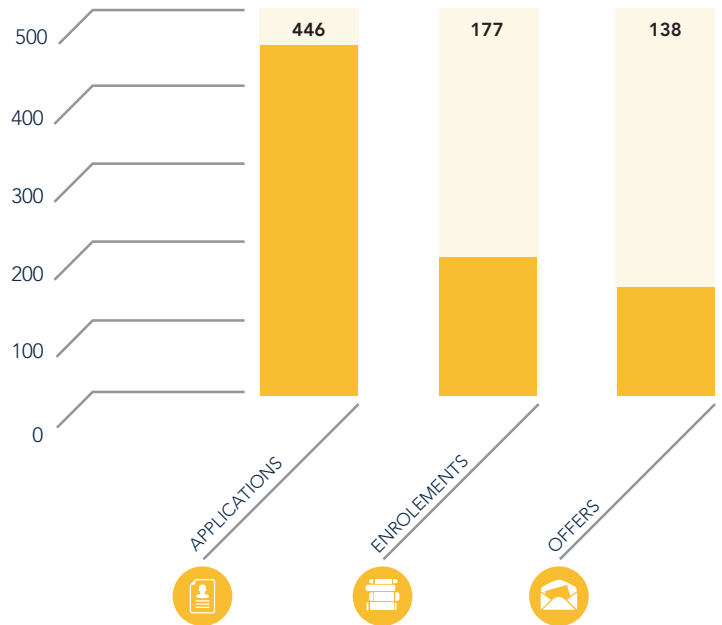


Figure 39: Median Values Per Programme Cohort

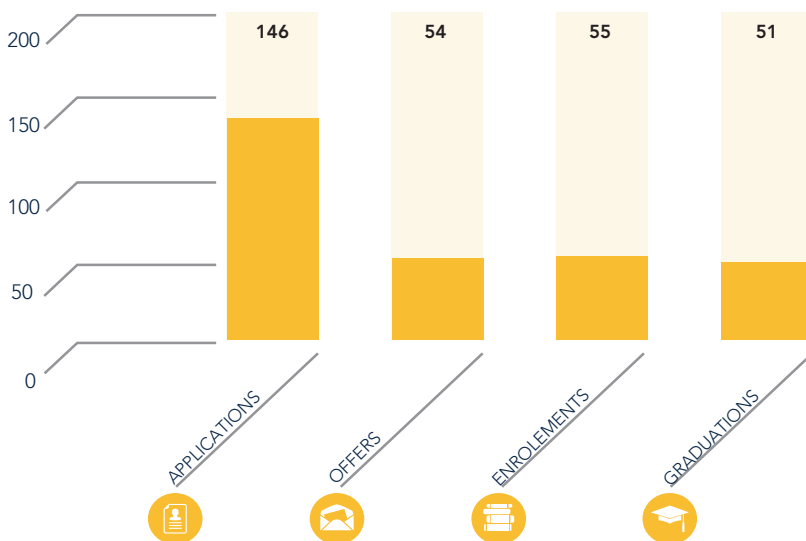


Figure 40: Additional Information

Female % of Applications	33%
Female % of Enrolments	33%
% International Applications	35%
% International Enrolments	10%
Average Number of Accredited-MBA Programmes per School	3

# SUMMARY: NORTH AMERICA AND CARIBBEAN

Figure 41: Region's MBA Programmes by Study Format

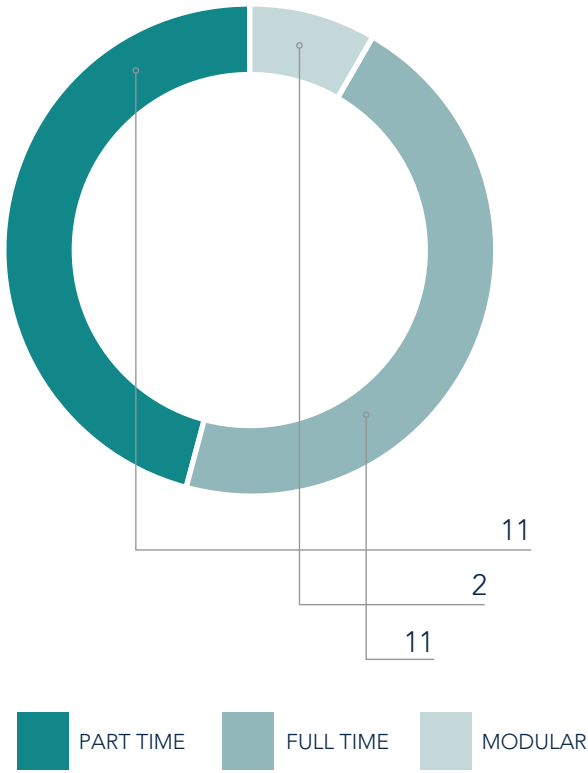


Figure 42: Average Figures Per School

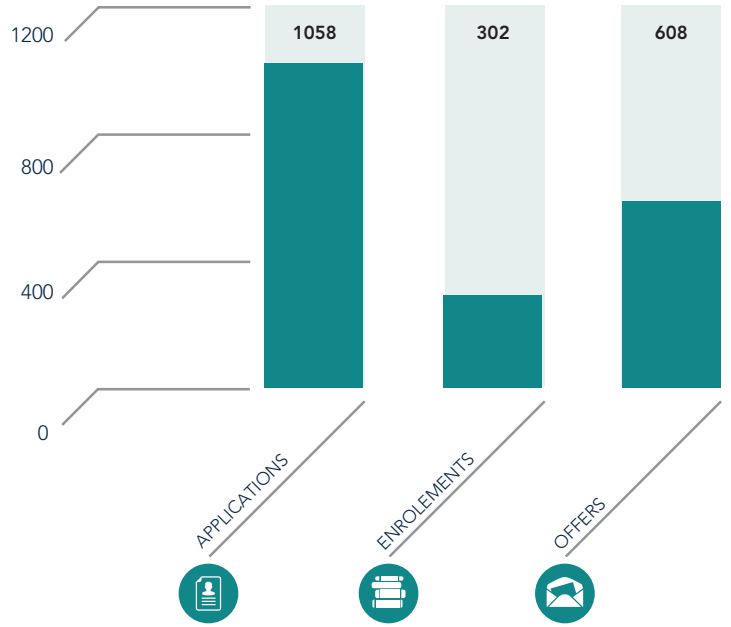


Figure 43: Median Values Per Programme Cohort

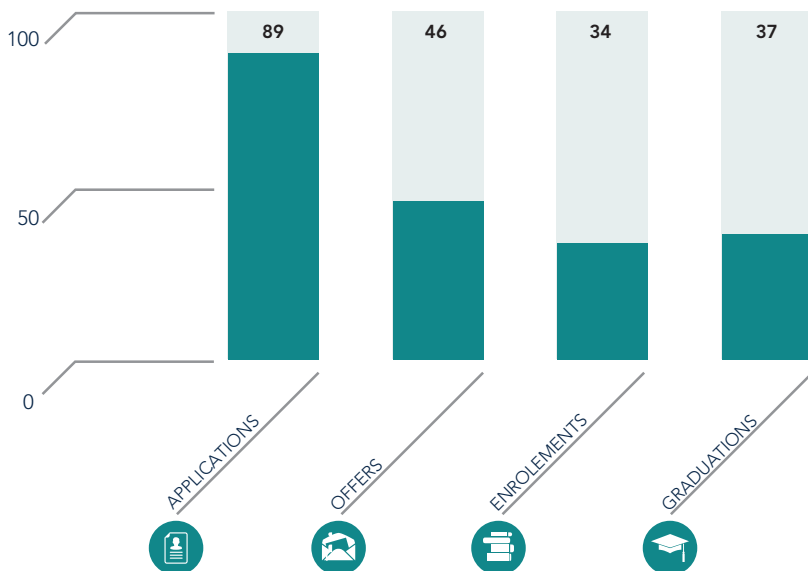


Figure 44: Additional Information

Female % of Applications	39%
Female % of Enrolments	36%
% International Applications	62%
% International Enrolments	28%
Average Number of Accredited-MBA Programmes per School	5

# SUMMARY: WESTERN EUROPE

Figure 45: Region's MBA Programmes by Study Format

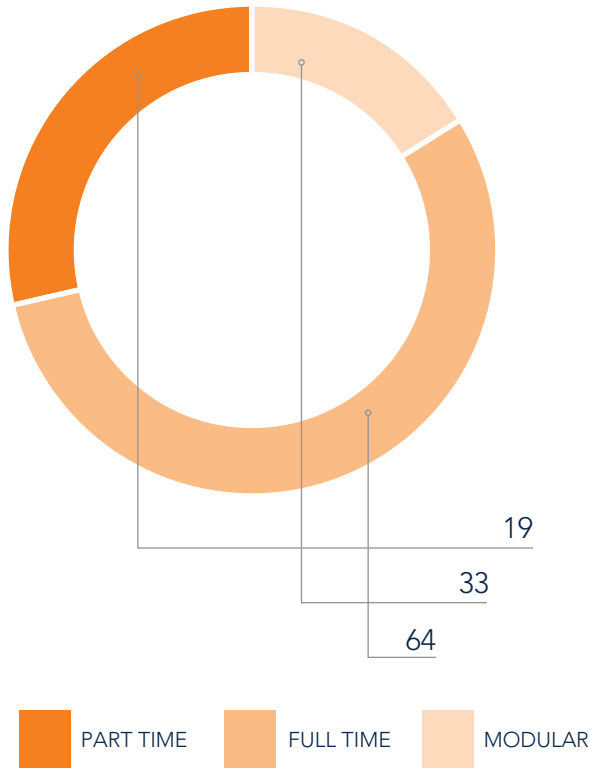


Figure 46: Average Figures Per School

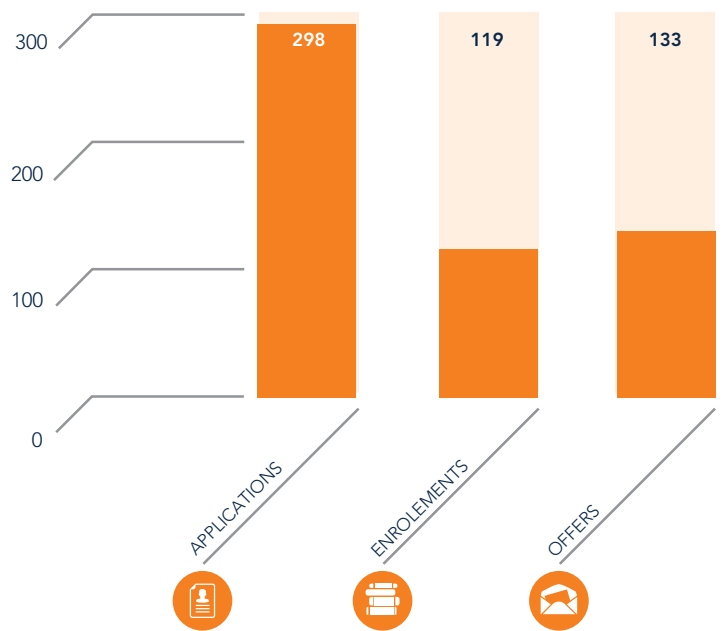


Figure 47: Median Values Per Programme Cohort

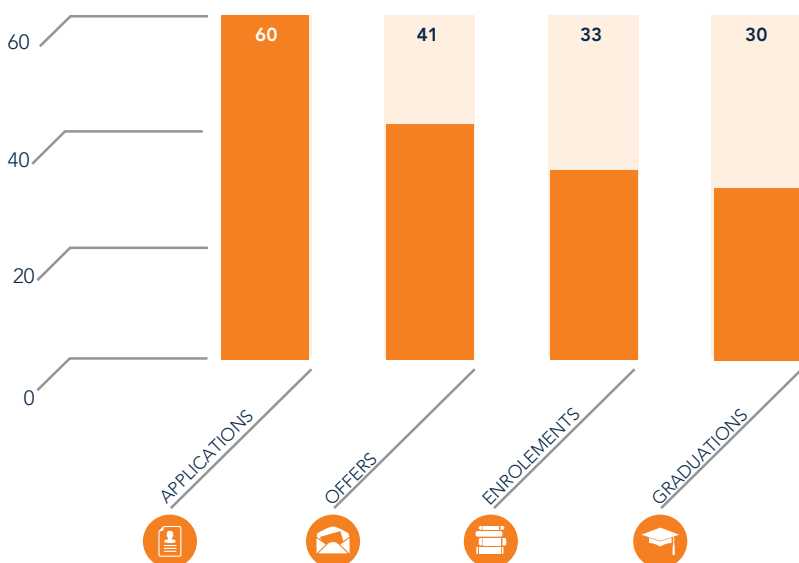


Figure 48: Additional Information

Female % of Applications	30%
Female % of Enrolments	31%
% International Applications	58%
% International Enrolments	48%
Average Number of Accredited-MBA Programmes per School	2

# SUMMARY: UNITED KINGDOM

Figure 49: Region’s MBA Programmes by Study Format

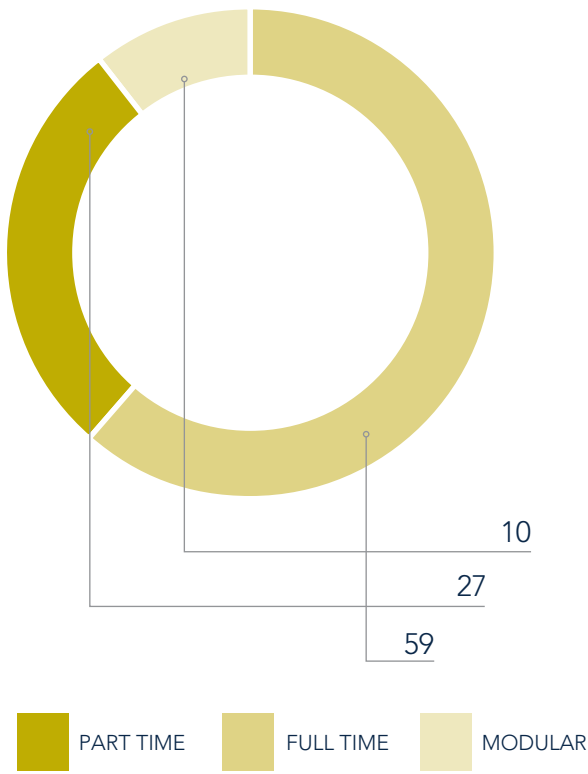


Figure 50: Average Figures Per School

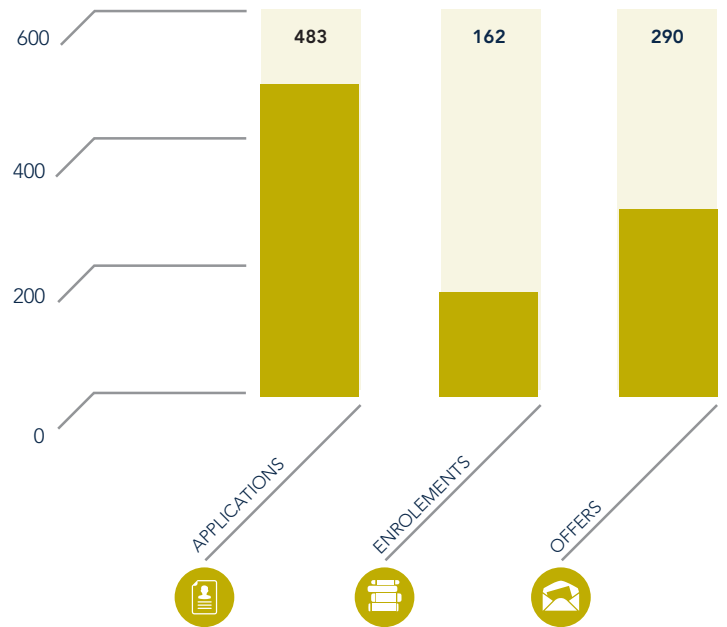


Figure 51: Median Values Per Programme Cohort

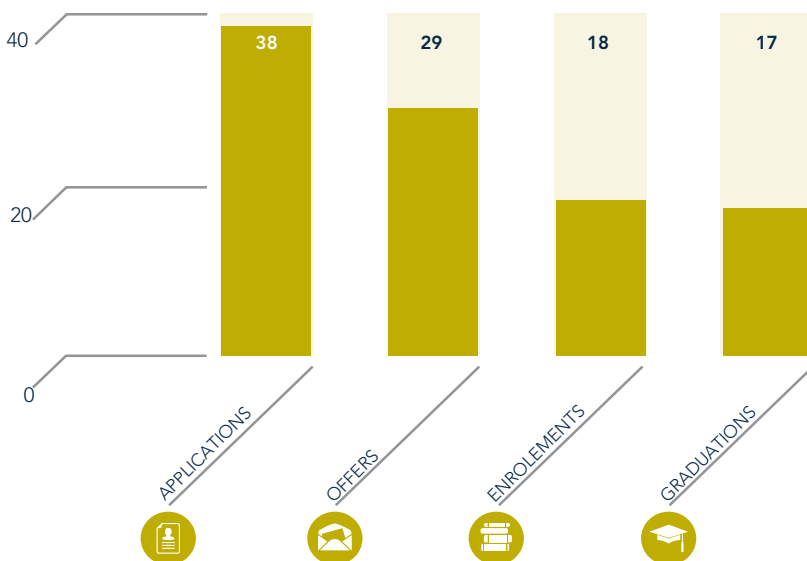


Figure 52: Additional Information

Female % of Applications	33%
Female % of Enrolments	36%
% International Applications	72%
% International Enrolments	59%
Average Number of Accredited-MBA Programmes per School	4

# SUMMARY: OCEANIA

Figure 53: Region's MBA Programmes by Study Format

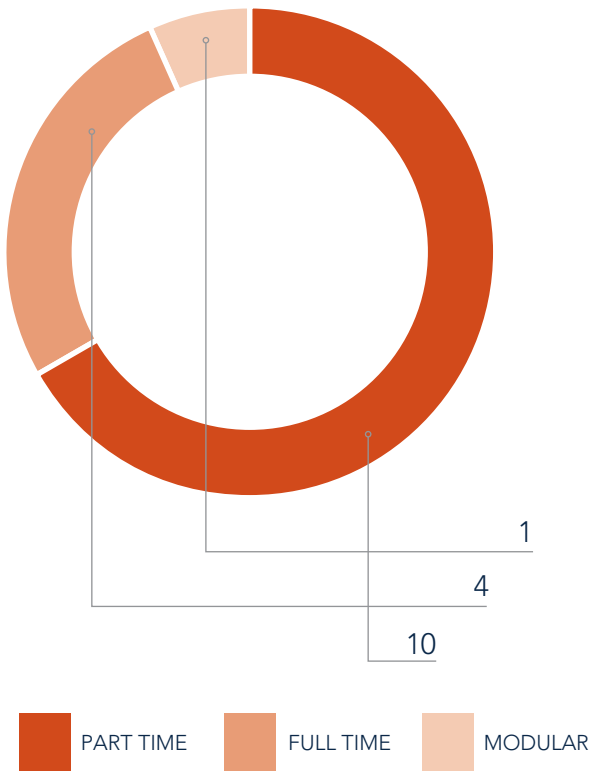


Figure 54: Average Figures Per School

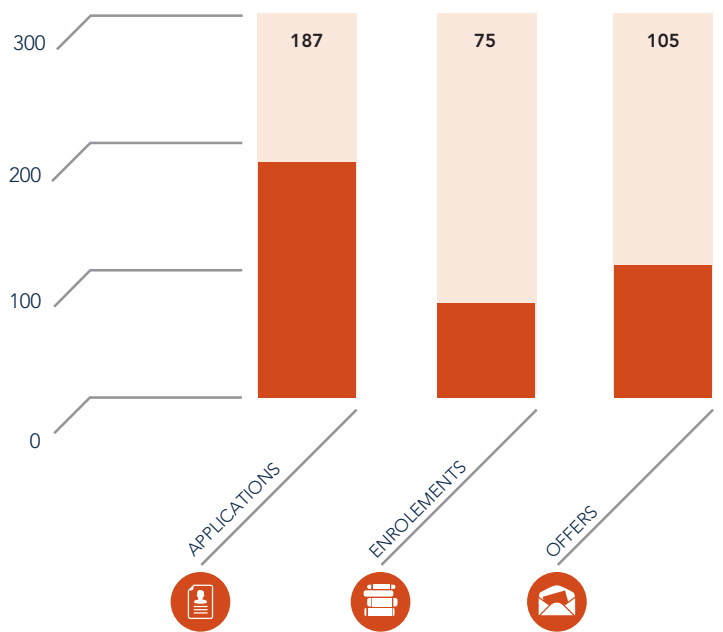


Figure 55: Median Values Per Programme Cohort

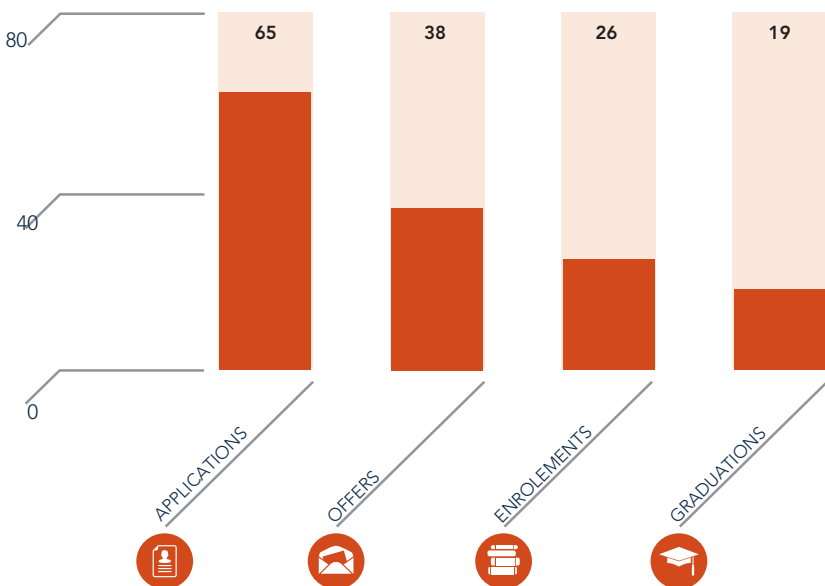


Figure 56: Additional Information

Female % of Applications	57%
Female % of Enrolments	36%
% International Applications	32%
% International Enrolments	16%
Average Number of Accredited-MBA Programmes per School	3

## Study Two: Specific Format Analysis

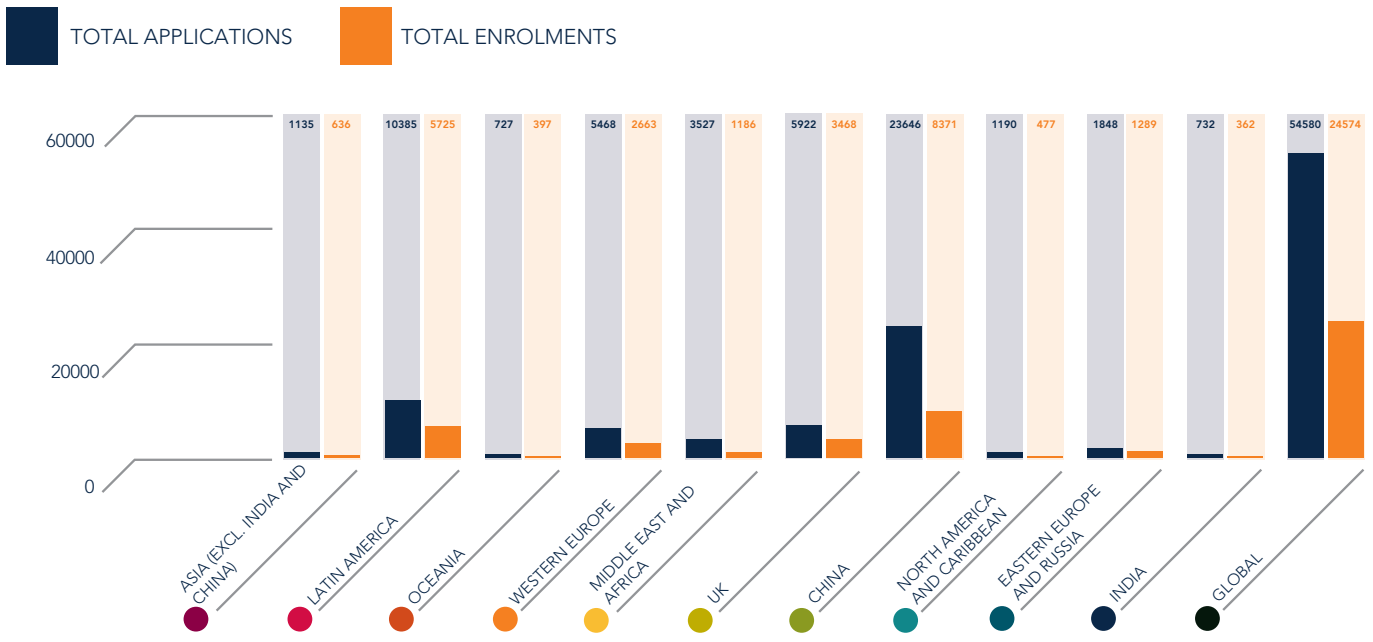
This section comprises an analysis of the specific formats of AMBA-accredited MBA programmes and measures the formats that are most in demand in each region. MBA programmes are attributed to the region in which they are taught, not where the reporting institution's main campus is located. For example, a part-time MBA programme that is operated by a Business School in Germany but taught in Malaysia will be attributed to the Asia (excluding India and China) region.

The results recorded within this section must be read in the context of the number of MBA programmes that are AMBA-accredited in each region; these are displayed in the table below.

Figure 57: Format of Study per Region

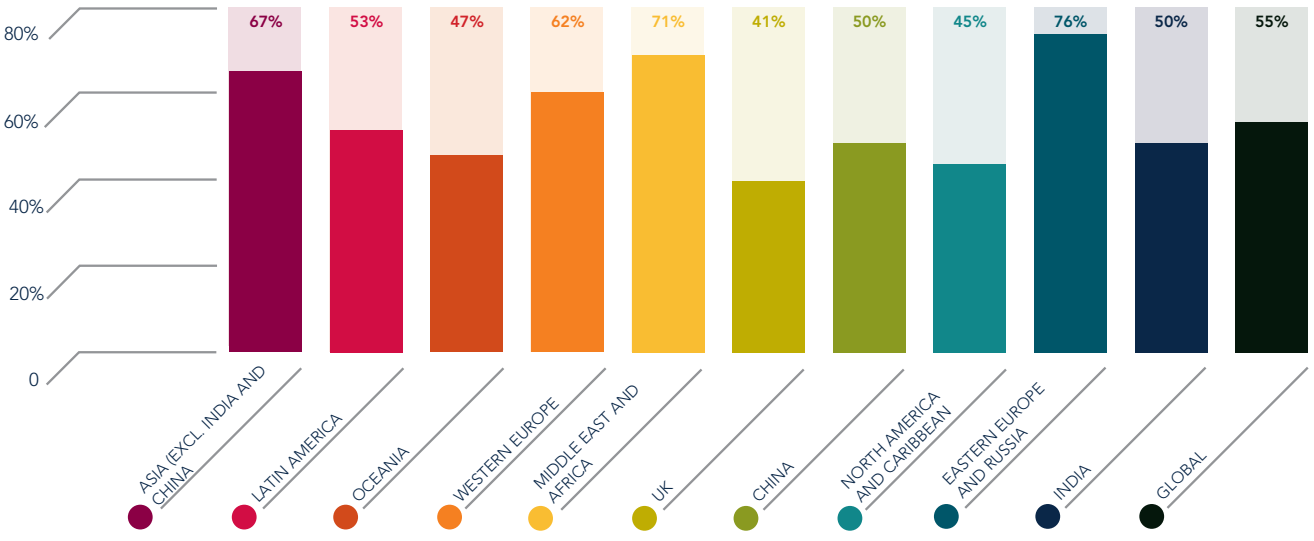
REGION	PART-TIME	FULL-TIME	MODULAR
WESTERN EUROPE	64	33	19
EASTERN EUROPE AND RUSSIA	23	2	23
INDIA	4	9	0
CHINA	68	23	1
LATIN AMERICA	87	13	12
MIDDLE EAST AND AFRICA	17	7	13
OCEANIA	10	4	1
UK	27	59	10
NORTH AMERICA AND CARIBBEAN	11	11	2
(ASIA (EXCL. INDIA AND CHINA	8	4	18
GLOBAL	319	165	99

Figure 58: Total Applications and for Part-Time MBA Programmes



The results show that Business Schools in China report the highest number of applications for part-time MBA courses (23,646) and 33% of these applications led to enrolments (8,371). The figures for China include Executive MBA (EMBA) courses. The lowest number of total applications for part-time courses was recorded by Business Schools in Oceania (727) and 55% of these led to enrolments (397). Business Schools in India reported the lowest number of enrolments on part-time courses (362) and this can be attributed to the small number of part-time courses on offer by AMBA-accredited Business Schools in the region (four).

Figure 59: Median Application to Enrolment Conversion Rate per Programme Cohort: Part-time MBA Programmes



Looking at median values per part-time MBA programme cohort, the highest application to enrolment conversion rate was reported by Business Schools in Eastern Europe and Russia (76%), and the lowest figure was reported by institutions in the UK (41%).

### Figure 60: Regional Share of Enrolments for AMBA-accredited Part-time MBA Programmes

Of the global AMBA-accredited part-time MBA market, 34% of part-time MBA enrolments are in Chinese Business Schools and 23% are in Latin America Business Schools. This contrasts to institutions in regions such as India and Oceania, which offer very few AMBA-accredited part-time programmes so subsequently have a low regional share of enrolments.

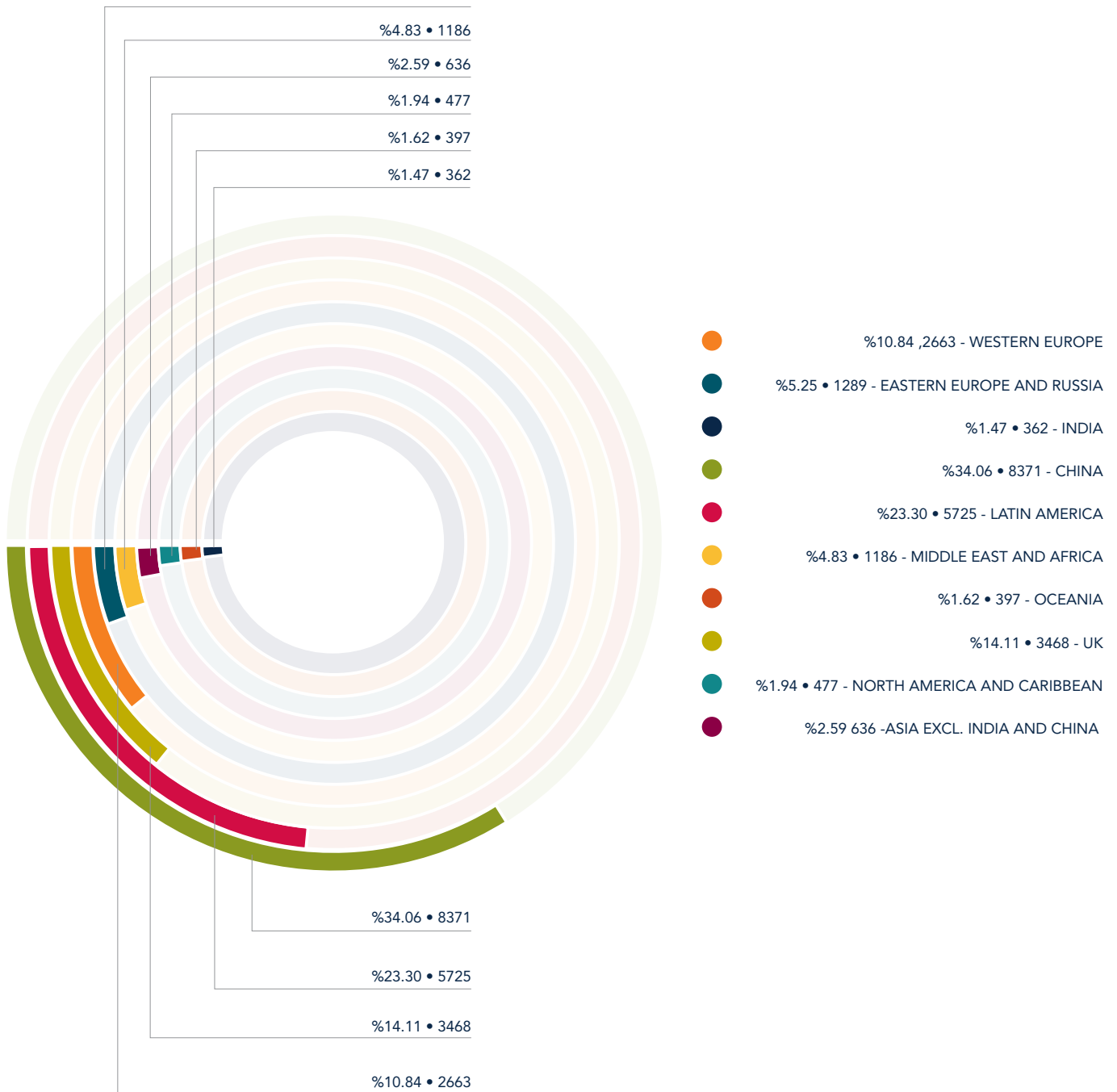
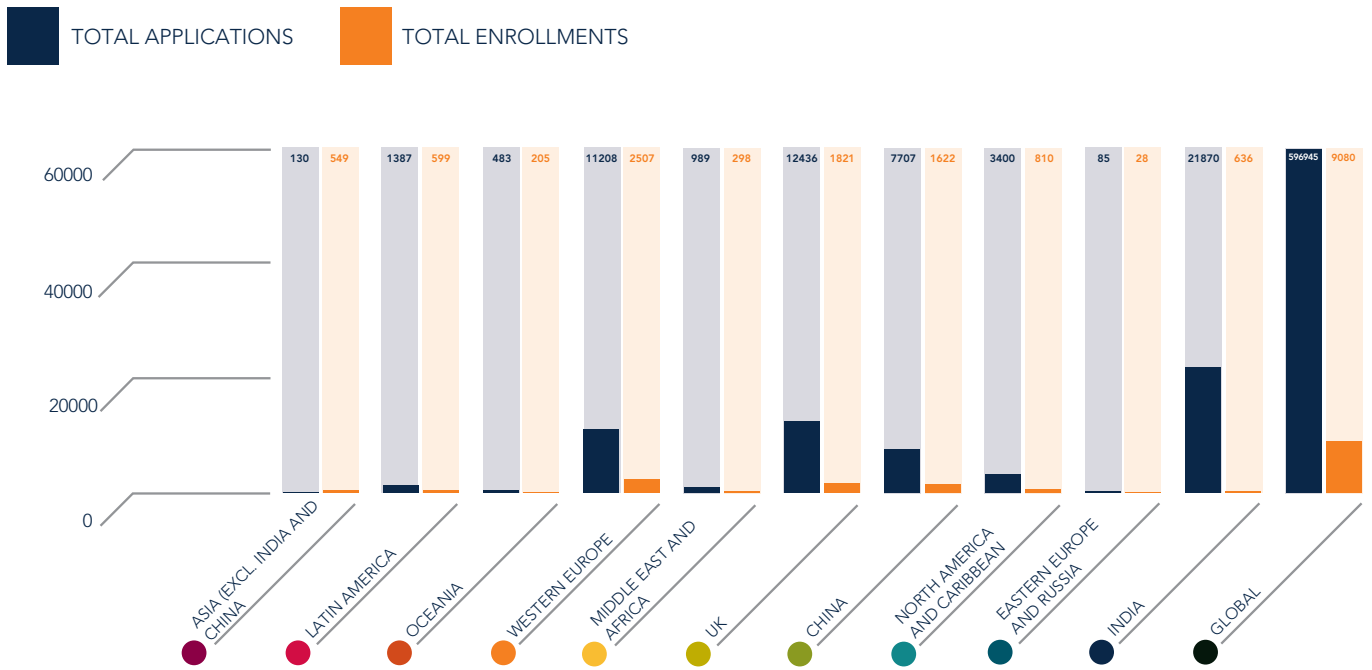




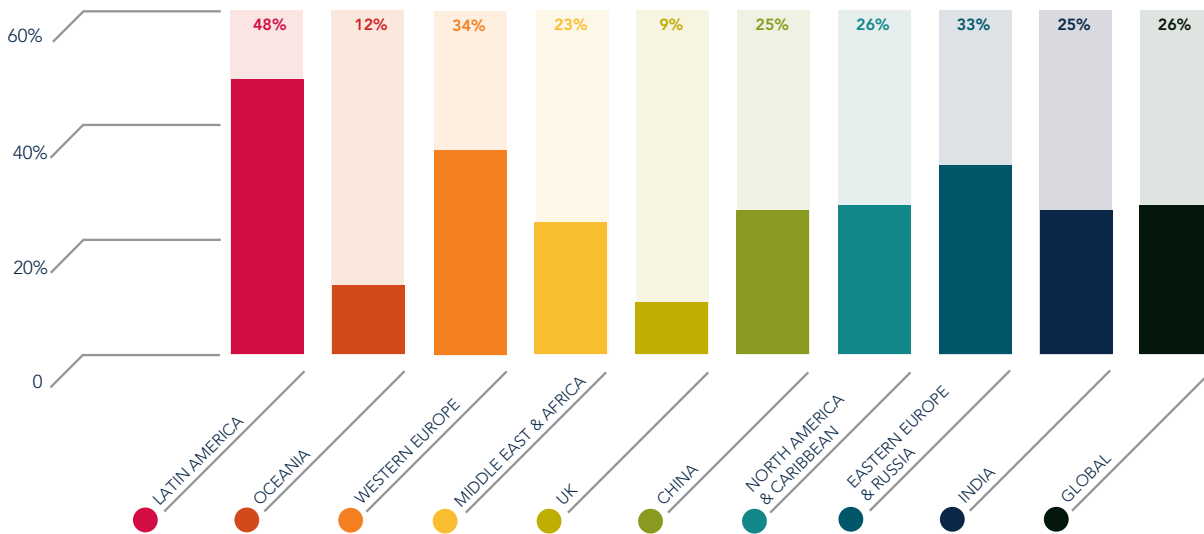
Figure 61: Total Applications and Enrolments for Full-time MBA Courses



The results show the region with was Business Schools in India reported the highest number of total applications for full-time MBA courses (21,870). Business Schools in Eastern Europe and Russia recorded the lowest figure of total applications for full-time MBA programmes (85).



Figure 62: Median Application to Enrolment Conversion Rate per Programme Cohort: Full-time MBA Programmes



The median application to enrolment conversion rate for full-time MBA courses in India (25%) is significantly lower than Indian Business School's rate for part-time courses (50%). The lowest median figure for regional applications was reported by Business Schools in Oceania (59) with seven enrolments as a result of a comparatively low application to enrolment conversion rate (12%).

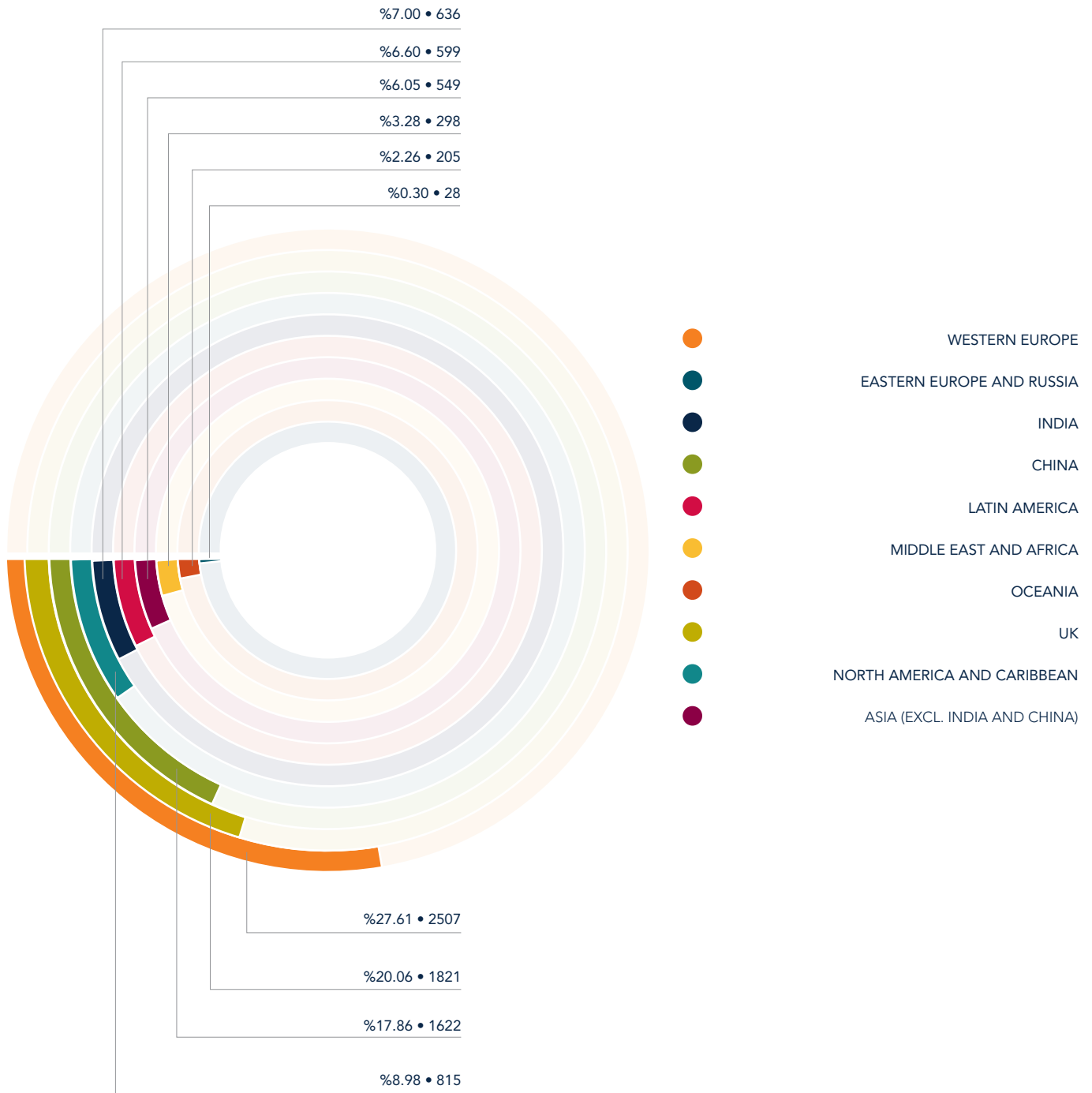
*Note: Asia (excluding India and China) does not feature in the application to enrolment conversion rate analysis for full-time MBA programmes due to a sizeable number of enrolments coming from one school who do not disclose application data.*

#### **Note on International Student Figures for Full-time Programme Cohorts**

Almost nine out of 10 (87%) full time MBA students enrolled at AMBA-accredited Schools in Asia (excluding India and China) were international students. This is due to a strong presence of international students enrolled on courses at Business Schools in Singapore.

These courses are regional cohorts and taught away from the Business Schools' main campuses (most of which are based in Western Europe).

Figure 63: Regional Share of Enrolments for AMBA-accredited Full-time MBA Programmes

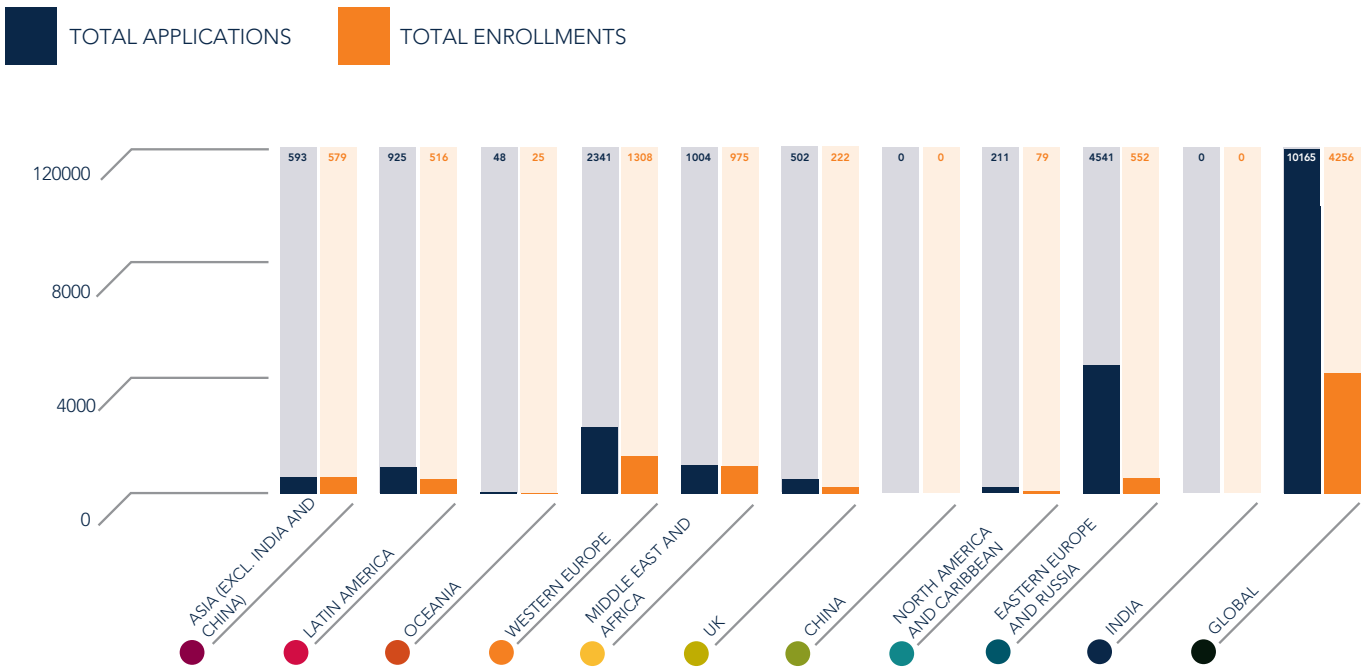


The largest number of enrolments onto AMBA-accredited full-time programmes was reported by Business Schools in Western Europe, which accounted for 28% of all global enrolments. This was followed by Business Schools in the UK, which accounted for another 20% of full-time enrolments. Eastern Europe and Russia reported the lowest number of full-time enrolments (28 across two full-time programmes) and accounted for 0.3% of full-time enrolments worldwide.



**Figure 64: Total Application and Enrolments for Modular MBA Courses**

It should be noted that there were no AMBA-accredited modular MBA courses operating in India during the period of study. The modular course operating in China was taught by a European Business School but was administered by a local non-AMBA-accredited institution which does not disclose information on recruitment.



The highest number of applications for modular MBA programmes was recorded by Business Schools in Eastern Europe and Russia (4,541), yet a total application to enrolment conversion rate of 12% led to 552 enrolments for schools in this region. The lowest number of total applications (with full data sets and excluding India) was reported by Business Schools in Oceania (48) which reported an application to enrolment conversion rate of 52% delivered 25 enrolments.

**Figure 65: Median Application to Enrolment Conversion Rate per Cohort: Modular MBA Programmes**

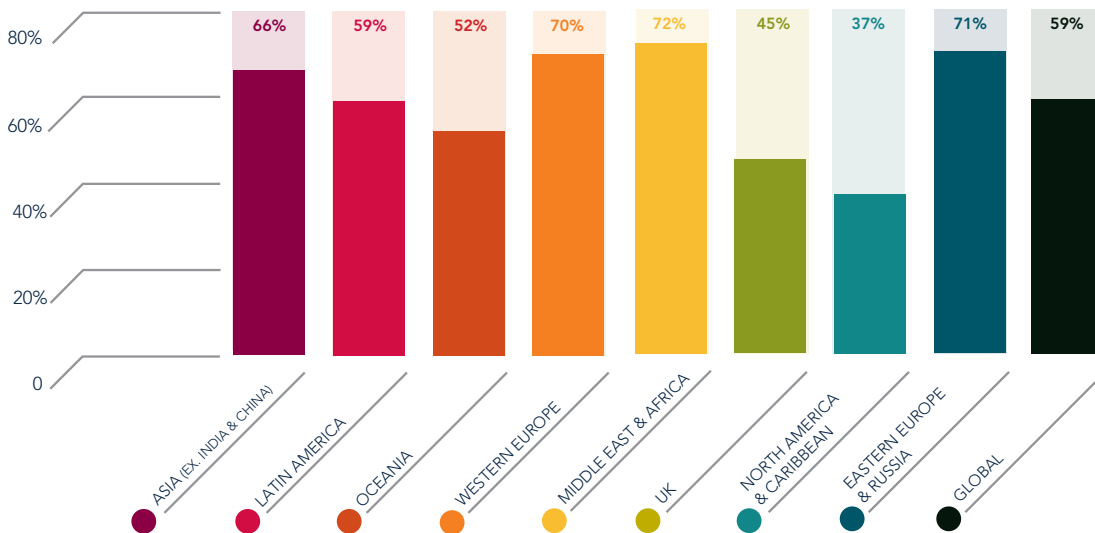
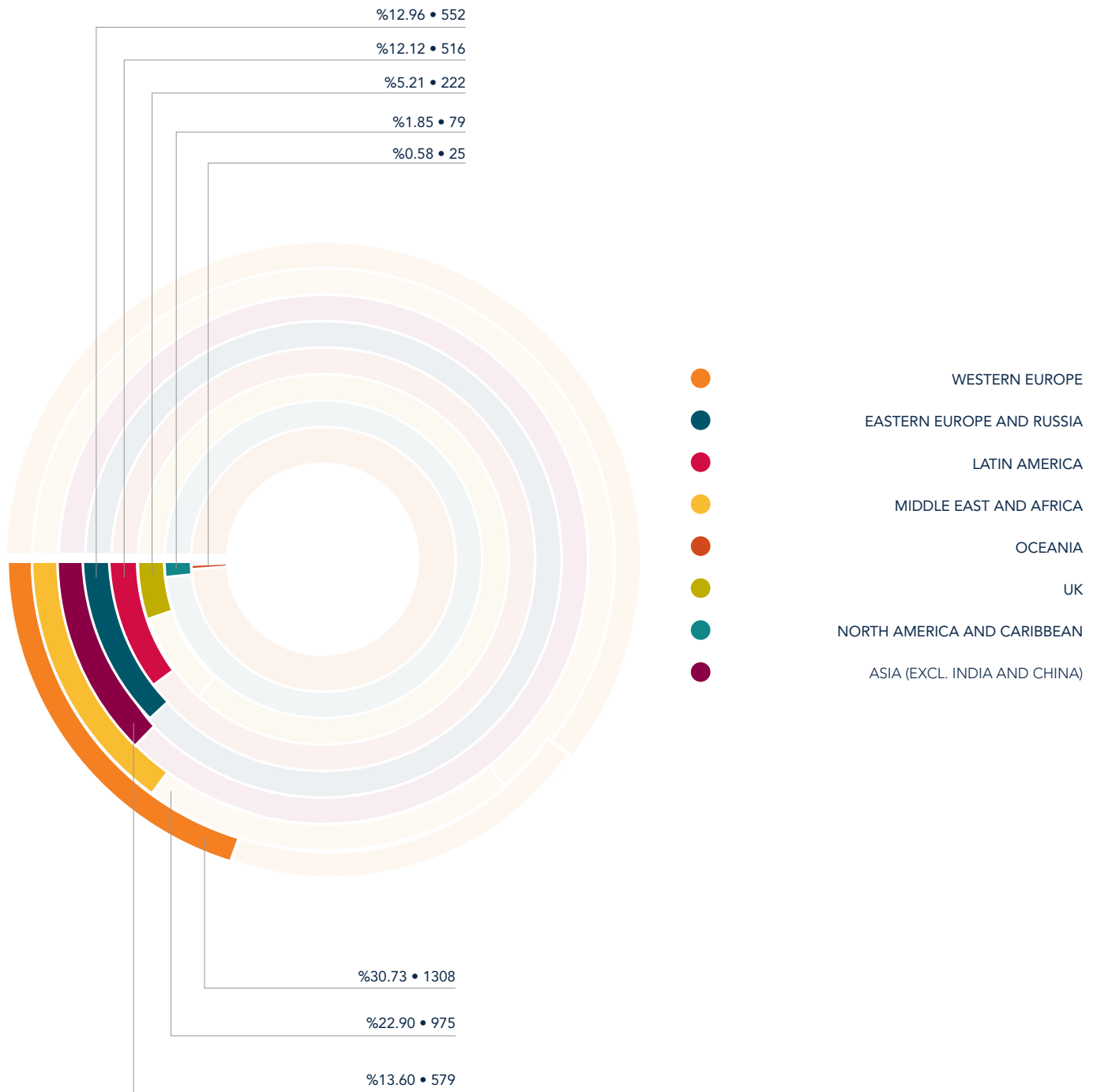


Figure 66: Regional Share of Enrolments of AMBA-accredited Modular MBA Programmes



With notable absence of AMBA-accredited modular MBA programmes in China and India, enrolments on modular programmes are most prevalent in Business Schools in Western Europe (with 28% of all global modular MBA enrolments) followed by those in the Middle East and Africa (21%) and Asia (excluding India and China) (13%). It should be noted that of those Business Schools offering AMBA-accredited MBAs in Asia (excluding India and China) 85% are schools not based within the region and were primarily from the UK and Western Europe.

## Study Three: Historical Application and Enrolment Trends

This section's data set is distinct from other studies found in this report as it focuses on data taken from the same 90 selected Business Schools from around the world, comparing 2011, 2014 and 2015 data sets. The Business Schools were selected in order to represent the varying areas within each region and countries in which AMBA has had a presence for more than five years.

This data was collected in 2012, 2015 Intake and Graduation Report and 2016's Application and Enrolment Report with data pertaining to the previous year (2011, 2014 and 2015).

The following data presented is not reflective of AMBA's recent growth in accredited schools and is restricted by limited data provided by schools in previous years. Therefore a number of areas referred to in other parts of this report are not included in this section.

All figures in this study have been rounded up to one decimal place. In this section of analysis Eastern Europe and Russia refers to Russian, Slovenian and Croatian Business Schools.

Figure 67: 2011, 2014 and 2015 Global Application and Enrolment Figures

	2011	2014	2015	PERCENTAGE CHANGE 2011 - 2014	PERCENTAGE CHANGE 2014 - 2015	PERCENTAGE CHANGE 2011 - 2015
APPLICATIONS	48360	41752	43908	-13.7%	5.2%	-9.2%
ENROLMENTS	16940	14711	14697	-13.2%	-0.1%	-13.2%

Figure 68: 2011, 2014 and 2015 Regional Application and Enrolment Figures

	2011	2014	2015	PERCENTAGE CHANGE 2011 - 2014	PERCENTAGE CHANGE 2014 - 2015	PERCENTAGE CHANGE 2011 - 2015
● UK	18490	14133	13013	-23.6%	-7.9%	-29.6%
● WESTERN EUROPE	9993	10107	12894	1.1%	27.6%	29.0%
● EASTERN EUROPE AND RUSSIA	805	385	587	-52.2%	52.5%	-27.1%
● CHINA AND JAPAN	8897	7817	7742	-12.1%	-1.0%	-13.0%
● AFRICA	773	1322	2030	71.0%	53.6%	162.6%
● NORTH AMERICA AND CARIBBEAN	928	605	736	-34.8%	21.7%	-20.7%
● LATIN AMERICA	7776	6359	5889	-18.2%	-7.4%	-24.3%
● OCEANIA	698	1024	1017	46.7%	-0.7%	45.7%
● GLOBAL	48360	41752	43908	-13.7%	5.2%	-9.2%

	2011	2014	2015	PERCENTAGE CHANGE 2011 - 2014	PERCENTAGE CHANGE 2014 - 2015	PERCENTAGE CHANGE 2011 - 2015
● UK	5075	4382	4214	-13.7%	-3.8%	-17.0%
● WESTERN EUROPE	3748	3539	3371	-5.6%	-4.7%	-10.1%
● EASTERN EUROPE AND RUSSIA	609	378	432	-37.9%	14.3%	-29.1%
● CHINA AND JAPAN	2788	2422	2410	-13.1%	-0.5%	-13.6%
● AFRICA	351	374	368	6.6%	-1.6%	4.8%
● NORTH AMERICA AND CARIBBEAN	313	310	288	-1.0%	-7.1%	-8.0%
● LATIN AMERICA	3803	3038	3307	-20.1%	8.9%	-13.0%
● OCEANIA	253	268	307	5.9%	14.6%	21.3%
● GLOBAL	16940	14711	14697	-13.2%	-0.1%	-13.2%

Figure 69: 2011,2014 and 2015 Average Number of Enrolment per School

	2011	2014	2015	PERCENTAGE CHANGE 2011 - 2014	PERCENTAGE CHANGE 2014 - 2015	PERCENTAGE CHANGE 2011 - 2015
● UK	616	471	434	-23.6%	-7.9%	-29.6%
● WESTERN EUROPE	333	337	430	1.1%	27.6%	29.0%
● EASTERN EUROPE AND RUSSIA	805	385	587	-52.2%	52.5%	-27.1%
● CHINA AND JAPAN	1483	1303	1290	-12.1%	-1.0%	-13.0%
● AFRICA	773	1322	2030	71.0%	53.6%	162.6%
● NORTH AMERICA AND CARIBBEAN	928	605	736	-34.8%	21.7%	-20.7%
● LATIN AMERICA	7776	6359	5889	-18.2%	-7.4%	-24.3%
● OCEANIA	698	1024	1017	46.7%	-0.7%	45.7%
● GLOBAL	537	464	488	-13.7%	5.2%	-9.2%

	2011	2014	2015	PERCENTAGE CHANGE 2011 - 2014	PERCENTAGE CHANGE 2014 - 2015	PERCENTAGE CHANGE 2011 - 2015
● UK	169	146	140	-13.7%	-3.8%	-17.0%
● WESTERN EUROPE	125	118	112	-5.6%	-4.7%	-10.1%
● EASTERN EUROPE AND RUSSIA	609	378	432	-37.9%	14.3%	-29.1%
● CHINA AND JAPAN	465	404	402	-13.1%	-0.5%	-13.6%
● AFRICA	351	374	368	6.6%	-1.6%	4.8%
● NORTH AMERICA AND CARIBBEAN	313	310	288	-1.0%	-7.1%	-8.0%
● LATIN AMERICA	380	304	331	-20.1%	8.9%	-13.0%
● OCEANIA	253	268	307	5.9%	14.6%	21.3%
● GLOBAL	188	163	163	-13.2%	-0.1%	-13.2%

## ANALYSIS OF HISTORICAL TREND DATA ON APPLICATIONS

Applications for AMBA-accredited MBA programmes between 2011 and 2015 decreased overall by 9.2%. This trend started with an initial drop of 13.7% between 2011 and 2014, however applications overall increased between 2014 and 2015, with a net increase of 5.2%.

The most significant decrease was reported in Eastern Europe and Russia where applications fell by 52.2% between 2011 and 2014. Schools in this region did however report an increase in the

number of applications between 2014 and 2015 by 52.5%. This increase can partly be attributed to a number of Business Schools operating modular MBA programmes, that do not recruit annually, despite this late time increase, application numbers have fallen significantly overall (27.1%).

Although a net decrease was reported in applications between 2011 and 2015, it should be noted that Western Europe and Oceania bucked the overall trend to report a consistent increase in the number of applications during this time period.

## ANALYSIS OF HISTORICAL TREND DATA ON ENROLMENTS

The data reveals a decrease of 13.2% in the number of enrolments on AMBA-accredited MBA programmes worldwide between 2011 and 2015. However, between 2014 and 2015 there was a decrease of just 0.1% in reported enrolments globally.

The most significant fall in enrolments were reported by Business Schools in Eastern Europe and Russia (29.6%) between 2011 and 2015; again however it is likely that this is due to a number of Business Schools operating modular MBA

programmes that do not recruit annually. Business Schools in North America and the Caribbean (20.4%), the UK (17%), as well as China and Japan (13.6%) also experienced significant falls in the number of enrolments between 2011 and 2015.

Business Schools in Oceania reported a consistent increase in the number of enrolments reported between 2011 and 2015 with a total increase of 21.3%. Latin America reported a drop in enrolments overall (-13%), yet also saw a rise of 8.9% in enrolments between 2014 and 2015.





## GLOSSARY OF KEY TERMS

### Survey measures

- Applications: the number of students applying for a particular programme, defined by the submission of an application form.
- Offers made: the number of acceptances that institutions issue to applicants.
- Enrolments: the number of students accepting the institution's offer to study on a programme and commencing study in that year.
- Graduations: the number of students completing the programme with sufficient marks to be awarded a MBA certificate; these students do not have had attend a graduation ceremony.

### Delivery Modes

- Classroom: programmes that are primarily taught using face-to-face interaction amongst the class and Business School staff. Programmes may incorporate digital technology to coordinate and operate some lessons, however the majority of contact time (seminars, lectures and group sessions) must be held using a synchronous face-to-face teaching style.
- Blended: MBA programmes that are taught using a significant proportion (40 - 60%) of online classes/tasks as well as classroom learning.
- Online: programmes that are operated using technologies that allow students to study a large proportion of the programme away from the physical base of the academic institution, and within certain limits, at their own pace. At the time of administering this survey, programmes must still have a minimum of 120 hours face-to-face tuition or synchronous contact time between students and faculty.

### Format of MBA Study

- Modular: students usually attend a business school in intensive blocks for one week every two months. This allows students to continue working and building their studies around leave entitlements, sabbaticals etc, which for some causes less disruption in their working life than traditional part-time programmes.
- Part-time: programmes designed to allow students to study while continuing in full-time employment. Study usually takes place in the evenings or at weekends.
- Full-time: the traditional learning model, where students usually attend classes during the day; typically full-time students have classes or undertake work towards their MBA five days per week.

### General Terms

- Accreditation: the Association of MBAs assesses the quality of postgraduate general management programmes (MBA, MBM and DBA), through a process of independent peer review, against criteria devised by the Association's International Accreditation Advisory Board (IAAB). These criteria are regarded as the international standard for postgraduate management programmes.
- Master of Business Administration (MBA): these are postgraduate, post-experience generalist degrees, aimed at career enhancement, leadership and strategic thinking. The learning process should make use of the experience within the cohort as well as that of the faculty.
- Application to Enrolment Conversion Rate: the percentage of enrolments that come as a result of applications for a course beginning in the year of 2015. Application to enrolment conversion rate can be worked by dividing the number of applications by the number of enrolments per school or per programme using median, average or total values.

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