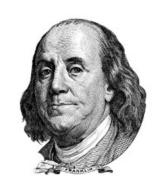
How to Choose the Best MBA in US



The Ultimate Guide



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MASSACHUSETTS (MA)

TECHNOLOGY

Technology changed Massachusetts in the 1980s, decreasing unemployment of the state from 12 to 3%, increasing the personal income by 63% in a span of just seven years. Route 128 was the epicenter of the growth spurt with a select few companies - DEC (Digital Equipment Corporation), Lotus Development Corporation, Apollo Computer, Wang Laboratories, and Data General, leading the high-tech revolution. MIT's Engineers had a significant role in the revival of the state. The Government responded with lower tax and pro-business policies. Military contracts (\$10 billion in 1988 vs. \$3.7 billion in 1980) were another contributor. At the peak of the growth, termed popularly, as the "Massachusetts Miracle," MIT graduates employed over 1.1 million people through 4,000 companies, bringing in annual sales of \$232 billion.

Silicon Valley had a worthy competitor, but the tax rates in the 90s along with the failure of the big companies that revived the Massachusetts Economy resulted in a mass migration of Entrepreneurs to the valley. By 1997, MIT-based Entrepreneurs generated the most jobs in California (162,000) against Massachusetts (125,000).

2016 Innovation Scorecard puts the state right on top based on four criteria: Fast Internet, Tech Workforce, VC Investment & Research Dollars per capita, and STEM degree. The lion share of the investment is in **IoT** (**Internet of Things**), **Automation** (**Industrial and Automobile**), and **Healthcare technology**.

In 2010, The Mass Technology Leadership Council (MassTLC) set an ambitious goal - to create 100,000 new technology jobs that would generate an additional \$50-\$75B in wealth, and support a non-tech ecosystem of 163,000 professionals. The increase in wage expected is \$8.8 billion for technologists and an equally impressive \$8.2 billion for non-tech professionals, including MBA. Although a quarter of the target has been met in 5 years, ending in 2015, the challenge remains.

Despite 46% of the openings in Massachusetts payroll contributed by the technology industry, and 35% directly by sector, only 2.9% is in direct technology occupation. A larger percentage (22%) is in indirect jobs. For MBAs, moving to Silicon Valley might not be necessary if working in the technology sector is a bigger criterion over brand names synonymous with Silicon Valley (Google, Twitter, Uber, Intel, Airbnb).



Here is an overview of Technology companies with headquarters, local offices or with a strong state heritage.

Technology Company	Focus
Acquia	Software as a service (SaaS)
Akamai	Content Delivery Network (CDN)
Applause	Software Testing Service
Brightcove	Online Video Platform
Bullhorn	CRM Software
Constant Contact	Email Marketing
Hubspot	Marketing & Sales Platform
LogMeIn	Software as a Service (SaaS)
Semantic Machines	Artifical Intelligence
Trip Advisor	Travel Website
VeraCode	Security
Wistia	Video Hosting
WordStream	Search Engine Optimization

Technology Global Brands (Local Focus Office/Headquarters)

Office/ neadquarters)	
Amazon.com	E-Commerce/Cloud
Apple	Consumer Electronics
Cisco	Networking
Dell EMC	Consumer Electronics
Facebook	Social Media
GE	Power & Water, Oil and Gas, Aviation, Healthcare, Transportation and Capital which cater to the needs of Financial services, Medical devices, Life Sciences,
	Pharmaceutical, Automotive, Software Development and
Google	Search and Advertising
IBM	Technology
Microsoft	Technology
Oracle	Technology
PayPal	Online Payment System
Twitter	Social Media
Uber	Online Transportation



FINANCIAL SERVICES & INSURANCE

Although the French, British, and the Dutch pooled money and used it as a fund in early 1774, 1822 and 1847, Massachusetts Investors Trust (Boston), is credited as the first Mutual Fund in the modern world, coming into existence in 1924. It was not until 1928 with the Wellington Fund that stocks and bonds began to be included in Mutual funds.

As an industry, Finance & Insurance employs 5.7% of the total employment, contributing 20% (\$2.3 B) of the total taxes in the state. In addition to attaining the third position in MA as an industry, Financial Services support sprawling Legal, Accounting and Management Analyst jobs.

Harvard Business School is a hunting ground for Finance professionals (28% of the Full-time MBA Class – the highest) who earned a median base salary of \$150,000. It is no surprise since an average employee in the MA Financial Activities industry earned a total salary of \$142,225 in 2015 – a massive 45% increase from 2005.

The future, however, is at the Intersection of Finance and Technology. FinTech has become more than a buzzword when in early 2015, the Boston-based **Fidelity Investments**, the fourth largest Mutual Fund in the world with 2.1 trillion USD worth of Assets under its Management partnered with Thomson Reuters and Amazon.com. The trio launched the **FinTech Sandbox**; a non-profit that provides data feed, for a minimal charge or free, to FinTech Entrepreneurs.

With access to diverse data, infrastructure, and accelerator partners, Entrepreneurs can avail up to \$15,000 in credits from Amazon Web services. Currently, 55 start-ups are utilizing the massive scale of support that the eco-system is offering.

With 2017, the number of 60+ year olds in MA has overtaken the 20 and younger demographic for the first time. The change was gradual from 1990 to 2000 (1.5%), then picked pace from 2000 to 2010 (16%). If 2016 was any indication of the massive need for pension funds and change in spending habits for MA's majority citizens, the 2010 to 2020 projections shows a 48.8% increase in the aging demographic.



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Finance & Insurance (Local	Focus
Office/Headquarters)	
Fidelity Investments	Asset Management
State Street Global	Asset Management/Banking
Putnam Investments	Mutual Fund
Adage Capital Management	Hedge Fund
Baupost Group	Hedge Fund
Convexity Capital Management	Hedge Fund
Grantham, Mayo, Van Otterloo	Hedge Fund
Highfields Capital Management	Hedge Fund
Wellington Hedge Management	Hedge Fund
Santander Bank	Banking
BNY Mellon	Banking
Liberty Mutual	Insurance
Hanover Insurance Group	Insurance
MAPFRE	Insurance
FMR LLC	Mutual Fund/Insurance
Manulife Financial Group	Insurance
Massachusetts Mutual Life	
Insurance Company	Mutual Fund/Insurance

The Insurance and the Asset Management sectors have responded accordingly with the retirement assets, reaching \$33.9 trillion in 2012, projected to reach \$56.5 trillion in 2020. opportunity to serve the valuable and a large risk-averse customer base requires professionals with dogged persistence and calm in an uncertain market. Boston hosts of the top 10 largest retirement funds **Fidelity** Investments (#3) and State Street

Global (#4).

EDUCATION

The Puritans, settled in Boston, in the 1630s believed in the power of learning, not of worldly concepts but theological morals. For them, educating children, or at least giving them the capability to read the Bible was essential for a well-rounded life on Earth and thereafter. Respect for the government was proclaimed in the Bible. Literacy was a paramount virtue, and to fulfill the qualities of a responsible and religious citizen, the first formal school - the Boston Latin School was opened in 1635.

Although the motivation was religious, the Town of Boston funded the school. The experiment was not a runaway success. In 1642, the General Court had to pass a law forcing homes to teach all the dependents, mostly children, to read English or face fine. Trading off "work time," for learning Latin, Philosophy, Arithmetic, or English didn't fit well with the locals, but the fines were never fully enforced. **The 1647 Massachusetts School Laws** led to the first publically funded schools in Massachusetts, with small tuition fee or support for the schoolmaster demanded in return from the children's family.



The Schools were a training ground for **Harvard College (Founded in 1648)** – the prestigious church-sponsored institution of the time.

Admission to one of the two top Business Schools in Boston - Harvard Business School and the MIT Sloan School of Management, both located in Cambridge, in the Boston metropolitan area, guarantees an 80-120% increase in salary with a brand that is recognizable in any part of the world. Case study method, experiential learning, partnerships, technological innovation, and industry experts as faculty helped the two schools offer a valuable hands-on learning experience for MBA candidates.

The innovation is not restricted to Business Schools. Boston Pilot Schools offered the control of the budget, staffing, curriculum, and flexibility in learning, to the hands of the school. With a higher autonomy, schools demonstrated accountability in meeting the teaching goals – lower dropout rate, higher pass out rate, higher scores (Math & English), and narrowing difference in performance across ethnicity (Black & Latino benchmarked against White).

Apart from Harvard Business School and MIT Sloan School of Management, Boston Carroll School of Management, Boston University Questrom School of Business, consistently feature in the Top 30 Business School in the US.

Harvard University by a big margin contributes the most for the state economy. In 2016, the student community, all of 34,202, that include undergraduates, professional, graduates and extension school participants, had a direct or indirect impact on the economy. For instance, \$317.6 million were spent on local purchases and salaries for the support staff. Over Eighteen thousand people were directly employed by Harvard University, enabling a sub-economy exclusively to meet the need of the huge support staff and students. The total expenses in 2016 ran at \$2.8 billion, out of which, \$1.4 billion was spent in the state for supplies and services.

Education	Total Employees	Focus
Harvard University	18335	Higher Education
Massachusetts Institute of Technology	8763*	Higher Education
Lesley University	441*	Higher Education
*2015 Data		

TOP MBA PROGRAMS IN MASSACHUSETTS

#1. HARVARD BUSINESS SCHOOL

Harvard Full-time MBA is a 24-month program with the latest class enrolling 935 students in the Boston Campus. The full-time MBA is a residential program with a focus on hands-on experience through the Case Study Method and FIELD projects. By encouraging students to exercise their knowledge on real-world problems, Harvard Business Schools has created a learning environment that fosters Entrepreneurship and leadership. Even though the class size is huge compared to other top MBA programs, the school leadership has set up **small learning groups of 80-90**, to mimic the efficiency of lean teams.

HARVARD MBA CURRICULUM

The Harvard MBA Curriculum is divided into Year One Spring & Fall, and Year Two Spring & Fall schedules. During Year One Fall, HBS MBA students follow a common curriculum - Finance 1, Financial Reporting and Control, Marketing, Leadership and Organizational Behavior (LEAD), Technology and Operations Management, FIELD Foundation in Leadership and Field 2: Global Intelligence.

Year One - Fall

Finance 1 is the classic Finance course that teaches MBA students how organizations create value through informed Financial decisions.

Financial Reporting and Control familiarizes students with the vocabulary of accounting and teaches them to communicate in the new language while discussing growth and profits.

Leadership and Organizational Behavior (LEAD): is the popular Harvard MBA course that teaches students how to transform from a Manager to a Leader by understanding group dynamics, motivations, and professional relationships.

Marketing course enables students to think about marketing from the context of General Management and teaches them to control the marketing mix: pricing, distribution, and product.

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Technology and Operations Management: With the course, students get an in-depth understanding of how operations and technology contribute to the timely release of products, and satisfactory delivery of services.

FIELD Foundations (Leadership): The foundation course on leadership divides the MBA class to small flexible teams called "hives," and pushes them to think beyond the obvious, and transform themselves into **self-aware leaders** with a high emotional intelligence.

The **required curriculum extends to Year one – spring**. The schedule includes Strategy and Entrepreneurship, and a course that offers an extensive study of Leadership and Finance.

Year One - Spring

Business, Government, and the International Economy (BGIE): Instead of looking at Businesses as isolated entities, Harvard MBA students will learn how politics, exchange rate, international trade laws, the balance of payment and FDI impact Businesses, and their profit forecast.

Curriculum	Harvard MBA
Core Topics	12
Required Core	Finance 1
D Foundations	Financial Reporting and Control (FRC)
Business,	Leadership and
vernment, and	Organizational Behavior
e International	(LEAD)
conomy (BGIE)	
Strategy	Marketing
ntrepreneurial	Technology and
Manager (TEM)	Operations Management (TOM)
Finance II	Leadership and Corporate Accountability (LCA)

FIELD Global Immersions

Strategy: Students will learn to formulate strategies that sustain competitive advantage for their companies by understanding risks from uncertain market conditions, predicting competitor's behavior, and studying industries with the latest analytics tool.

The Entrepreneurial Manager (TEM): HBS MBA students will get the first glimpse of Entrepreneurship through the TEM Course that teaches them to spot opportunities, turn them into viable organizations, manage and grow them into sustainable enterprises.



Finance 2: develops on the Foundation created in the Finance 1 course by focusing on developing skills for operating financial analysis tools, understanding complexities of deals and financial transactions, and make financial policy decisions based on the health and competitive advantage of the company.

Curriculum	Harvard MBA
Elective Themes	10
	Organizational Behavior
	Negotiation,
	Organizations & Markets
	Marketing
	General Management
	Finance
	Entrepreneurial
	Management
	Business, Government &
	the International
	Economy
	Accounting and
	Management
	Strategy
	Technology & Operations
	Management

Leadership and Corporate Accountability (LCA): demonstrates how personal values can play a major role in leadership and culture of the company. The course familiarizes students with the complexities of leadership decisions from three contexts: legal, ethical and economic.

FIELD Global Immersions: With the experiential learning program, students have to develop a product or service, as a continuation of the visit to partner organizations during Term 2.

Year Two – Fall & Spring

To develop the expertise in a chosen field, HBS MBA students can take up to 5 courses per

semester from 120 courses in 10 subject areas: Accounting and Management, Business, Government & the International Economy, Entrepreneurial Management, Finance, General Management, Marketing, Negotiation, Organizations & Markets, Organizational Behavior, Strategy, and Technology & Operations Management.

Cross-Registration: As part of the 2nd year schedule, students can cross-register for up to two courses for the graduate program at the Fletcher School of Law and Diplomacy at Tufts University, and the Sloan School of Business at the Massachusetts Institute of Technology (MIT).

HBS Case Method

Harvard Business School has transformed the case study method by presenting real scenarios, supported by data about markets, competitors, limitations, and timeline. Students have to read, reflect on the case, and discuss the problem statement before the actual class begins.

In the class, students lead 85% of the conversation while the professor steers the conversation by making occasional observations. By moving away from a traditional lecture-based learning system, HBS Case Method leverages the diverse experience of the HBS class. With 50% of student's grade depending on the quality of class participation, the incentive to contribute in the class is high.

Joint Degree Programs

HBS Full-time MBA students can choose to complete a joint degree program with Harvard Kennedy School (Master of Public Policy - MBA/MPP & Master of Public Administration-International Development - MBA/MPA-ID), Harvard Law School (JD/MBA), Harvard Medical School (MD/MBA), or Harvard School of Dental Medicine (DMD/MBA)

HARVARD MBA CLASS PROFILE

Harvard MBA Class Profile	
Women	43%
International	35%
Average Age	27
GMAT - Middle 80%	690-760
Median GMAT	730
Average GPA	3.67

For the Class of 2018, Harvard Full-time MBA program received 9,759 applications but admitted only 840 students – a 9.9% acceptance rate. The program has maintained a high barrier of entry academically with the GMAT median for the class at 730 and average GPA at 3.67. Women found an

increasing representation in the class with 43%. International students constituted 35%, with Asians among the highest at 14% followed by Europeans at 11%.

Undergraduate Degree	
STEM	38%
Economics/Business	41%
Humanities/Social	21%
Sciences	

For the second year in a row, **Business/Economics** (41%) background found a higher representation than Humanities and Social Science (21%) students. STEM (Science, Technology, Engineering, and Management) MBAs maintained the 2nd position

with 38% representation in the class.

Pre-MBA Industry	
Consulting	15%
Consumer Products	7%
Energy/Extractive Minerals	7%
Financial Services	11%
Govt/Education/Non-Profit	7%
Health care/Biotech	7%
High Tech/Communications	15%
Industrial/Heavy Manufacturing	5%
Military	5%
Other services	6%
Venture Capital/Private Equity	15%

15% of the MBA class had experience in Venture Capital and Private Equity and 11% in financial services, taking the total percentage of the class with pre-MBA experience in Finance to 26% - a representation much higher than Consulting (15%) and High-Tech (15%).

This might be one reason why post-MBA, 41% accepted an offer in Financial Services industry and the highest percentage were placed in a Finance job function (29%).

HARVARD MBA COST

The total cost for a Harvard MBA student varies depending on the number of codependents.

	Single	Married	Married with One	Married with Two
			Child	Children
Tuition	\$72,000	\$72,000	\$72,000	\$72,000
Harvard Student Health Program	\$1,142	\$1,142	\$1,142	\$1,142
Health Insurance	\$3,130	\$3,130	\$3,130	\$3,130
Harvard Student Health Program (Dependents)	\$0	\$6,776	\$10,356	\$12,158
Study Material	\$2,500	\$2,500	\$2,500	\$2,500
Lodging & Utilities	\$17,592	\$26,592	\$35,184	\$35,184
Personal	\$19,776	\$24,816	\$31,308	\$41,040
Total (1-Year)	\$116,140	\$136,956	\$155,620	\$167,154
Total (2 Years)	\$232,280	\$273,912	\$311,240	\$334,308



For a single student, the approximate cost is \$232,800, while, for a couple, it is \$273,912. The total cost can go up to \$334,308 for a Married couple with 2 Children. This is a rough estimate. The annual tuition fee for the Class of 2019 was \$72,000 with Room & Utilities costing \$1,466/month, and other personal expense including food budgeted at \$1,648/month, for a single student.

HARVARD MBA SALARY

For the Class of 2016, the median Base Salary was \$135,000 with the lowest 25% of the class earning a median salary of \$118,000 and remaining 75% making \$147,000. Consulting, the 2nd most popular job function made the MBA graduates a base salary of \$140,000 while Finance, the favorite for the candidates gave a \$125,000 base salary. However, both were tied at a total median salary of \$165,000.

General Management and Marketing were the other two top choices, both receiving over \$130,000 in total salary.

Harvard MBA Salary	%	Median Base	Median Signing	Total Salary
		Salary	Bonus	(Median)
By Function	100%	\$135,000	\$25,000	\$160,000
Business Development	7%	\$118,750	\$30,000	\$148,750
Consulting	27%	\$140,000	\$25,000	\$165,000
Finance	29%	\$125,000	\$40,000	\$165,000
Investment Banking	4%	\$125,000	\$45,000	\$170,000
Investment	8%	\$125,000	\$35,000	\$160,000
Management / Hedge				
Fund				
Venture Capital / Private	12%	\$131,875	\$25,000	\$156875
Equity / LBO				
General Management	12%	\$110,000	\$20,000	\$130,000
Leadership	3%	\$107,500	\$20,000	\$127,500
Development				
General Management	6%	\$113,750	\$23,000	\$136,750
Marketing	13%	\$110,000	\$25,000	\$135,000
Product Management	7%	\$122,500	\$30,000	\$152,500
Other	4%	\$100,000	\$25,000	\$125,000
Strategic Planning	7%	\$104,250	\$30,000	\$134250



In Financial services, Investment Banking had a moderate base salary of \$125,000, but compensated with an impressive \$45,000 signing bonus, taking the total to \$170,000 – the highest total salary among all the job functions.

Financial Services was the most popular industry for Consultants and Financial Analysts, attracting a median total salary of \$190,000; \$20,000 higher than what Consulting could offer. Technology was not far behind in popularity. Nearly a fifth of the latest MBA class chose the industry with the total median salary at \$155,000, the third highest by industry.

Harvard MBA Salary	%	Median	Median	Total
		Base	Signing	Salary
		Salary	Bonus	(Median)
By Industry	100%	\$135,000	\$25,000	\$160,000
Consulting	25%	\$145,000	\$25,000	\$170,000
Consumer Products	3%	\$104,000	\$25,000	\$129,000
Entertainment / Media	3%	\$130,500	\$15,000	\$145,500
Financial Services	28%	\$150,000	\$40,000	\$190,000
Health Care	8%	\$125,000	\$20,000	\$145,000
Manufacturing	5%	\$125,000	\$25,000	\$150,000
Nonprofit/Government	2%	\$90,000	*	\$90,000
Retail / Trading	2%	\$110,000	\$25,000	\$135,000
Services	4%	\$110,000	\$15,000	\$125,000
Technology	19%	\$125,000	\$30,000	\$155,000

The best data point to measure the impact of a top MBA program is the salary by location. For Harvard MBAs, **International location fetched only \$8000 less than the median Base Salary received in the United States** – a trend that reduces the pressure for international HBS MBA students to find employment in the US. For the HBS Class of 2016, the majority (23%) found job opportunities in New York City, followed by California Bay Area (15%) and Boston (14%).



#2. MIT SLOAN SCHOOL OF MANAGEMENT

MIT Sloan provides a 2-Year Full-time MBA program that is a combination of case studies, team projects, lectures, interaction with industry leaders and hands-on training. The customizable experience helps students design their courses based on post-MBA goals. Students experience a truly unique MBA program through Global action projects, club-led leadership initiatives, and interacting with a culture where experimentation is the norm.

ABOVE CHAPTERS ARE EXCERPTS FROM F1GMAT'S NEW BOOK

How to Choose the Best MBA in US

BUY HOW TO CHOOSE THE BEST

MBA IN US: THE ULTIMATE GUIDE

