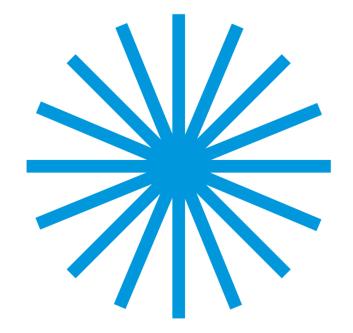




At IE Business School, your future career is our main priority. We will nurture the unique benefits that earning a Master in Management will bring to you personally and professionally, while providing you with information about how others before you have successfully kicked off the career of their dreams. Whether you want guidance on how best to embark on your own journey, or you want the opportunity to try new experiences, this report and our Talent & Careers Team are here to help. Where might you go next? Read on for job market insights, real-world examples, and practical advice, and let us help you make informed, data-driven decisions about what's next and what's best for you.





01

THE WORLD OF WORK

SUCCESS HINGES ON BEING ABLE TO RESPOND TO CURVEBALLS

FROM THE GREAT RESIGNATION TO CAREER COMMITTING

THE RELATIONSHIP BETWEEN "WORK" AND "LIFE" CONTINUES TO EVOLVE

A SHIFT TO A SKILLS-FIRST APPROACH TO HIRING

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OUR MASTER IN
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INTERNATIONAL BUSINESS &

ECONOMICS

04

YOUR SUCCESS, OUR PURPOSE







SUCCESS HINGES
ON BEING ABLE
TO RESPOND TO
CURVEBALLS

If the past few years have taught us anything, it's that success in the workplace often hinges upon the ability to respond to curveballs fast and effectively. The forces of revolutionary technology, geopolitical instability, global communication, and environmental challenges are converging at an unprecedented pace.

This increasing uncertainty poses significant challenges but brings even bigger opportunities for those who are prepared. New sectors are emerging fast, as are new roles within companies. All businesses

- disruptive big tech companies included are confronted with the need to reinvent themselves. This, combined with a historically strong labor market in many countries, has created a significant demand for people who navigate through the uncertainty of these changing times. They are nimble, fast, digitally savvy, and can think outside of the box to find solutions to real-world problems. They are motivated by a greater sense of purpose and responsibility. They are self-aware and always open to learning, experimenting, and improving. At IE Business School, we are producing this next generation of leaders, arming our graduates with the leadership skills that will endure no matter what comes next.



FROM THE GREAT RESIGNATION TO CAREER COMMITTING

In terms of labor trends, 2022 was marked by the 'The Great Resignation.' At that time, more than one-fifth of workers were

To choose where to work

planning to quit their jobs, according to the PWC Work Force Hopes and Fears survey. For Gen Z workers, that was especially true, with 27% saying they were "extremely or very likely" to find a new employer in the next 12 months. When asked why, the leading reason was financial, but the search for purpose and meaning at work was another key motivator.

countries and territories

Compensation and meaning drove the desire to change jobs

The most important factors when considering a change in the work environment and % of respondents

Financial compensation	71%		
Fulfilment at work		68%	
To be "truly oneself"		66%	
Finding a team that cares about well-being		60%	
To be creative/innovative in job		60%	
To exceed expectations		58%	
To choose when to work	50%	%	Source: PwC's 2022 Global Workforce Hopes and Fears Survey of
			52,195 workers across 44



Most college graduates who made the leap in search of new employment in 2022 were rewarded for their bravery.

According to a 2022 Pew
Research survey on the Great
Resignation, 66% of people with
at least a bachelor's degree who
quit their jobs were earning
more money and 63% said
they had more opportunities
for advancement. Around 50%
also reported better work-life
balance, flexibility, and increased
benefits. A much smaller
fraction reported the worsening
of any of those metrics.

After the upheaval of 2022, the latest work trend has been described as 'career committing.' It's all about employees investing in their careers in a

time of economic uncertainty. A LinkedIn survey in the UK found that more than half of employees were taking proactive steps to make themselves professionally stronger. That includes networking more (35%), taking on new projects (39%), and investing in new skills (79%). It's a form of reengagement that takes planning and setting goals. For the new wave of nonemployees, it can also mean committing to their new roles as entrepreneurs. McKinsey & Co. found that 31% of employees who left their jobs in 2021 did so to start a new business.

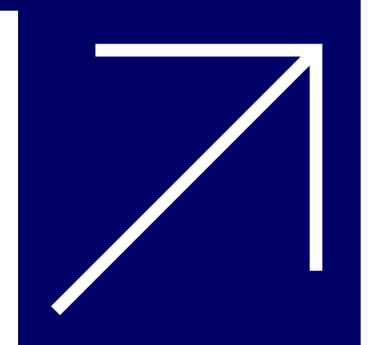


As the Microsoft New Future of Work Report (2022) points out, how people conceive work within their lives is in constant flux. Now, priorities seem to be shifting toward tighter integration of work and personal needs. Here are some different perspectives on where work fits in.

Work-life conflict

This is the perspective that your work and life are competing for your attention – a zero-sum game. It's a vision that the more effort that you put into work, the less you will be able to give to anything else. If you behave more like

Taking the path of integration demands planning and establishing goals and boundaries, while equally focusing on well-being, which can impact performance in all domains of life.



your "work-self" that will be damaging to your "life-self" and vice versa. However, academic research suggests that conceptualizing the two as opposed can negatively impact the quality of life and life satisfaction, according to a literature review published in The Clinical Neuropsychologist.

Work-life balance

From the early 2000s, the concept of a work-life balance became more prominent. This way of thinking acknowledged the importance of both domains of life and how it's important to be satisfied and have control in multiple roles. The goal is to find a healthy balance where both domains are compatible.

Work-life integration

According to Microsoft, this concept is gaining popularity in today's age and demands a more fluid, flexible, and dynamic approach to work as it no longer views "life" and "work" as totally separate. Taking the path of integration demands planning and establishing goals and boundaries, while equally focusing on well-being, which can impact performance in all domains of life. This concept is particularly important when people are working from home. It can take many forms such as doing household chores during a conference call, taking a stress-reduction workshop at work, or making sure to get a good night's sleep so you're more present throughout your day.

FLEXIBILITY IS BECOMING A FEATURE, NOT A FAD

During the depths of COVID-19 lockdowns, experts' predictions about the future of office work varied wildly. Some predicted a quick return to normality, others, that offices would give way to virtual reality goggles and the metaverse. Three years on and the dust has settled. The lasting impacts of the dramatic shift to remote work during lockdowns is becoming clearer, and all evidence suggests that workplace flexibility is here to stay, although there are benefits to working inperson.





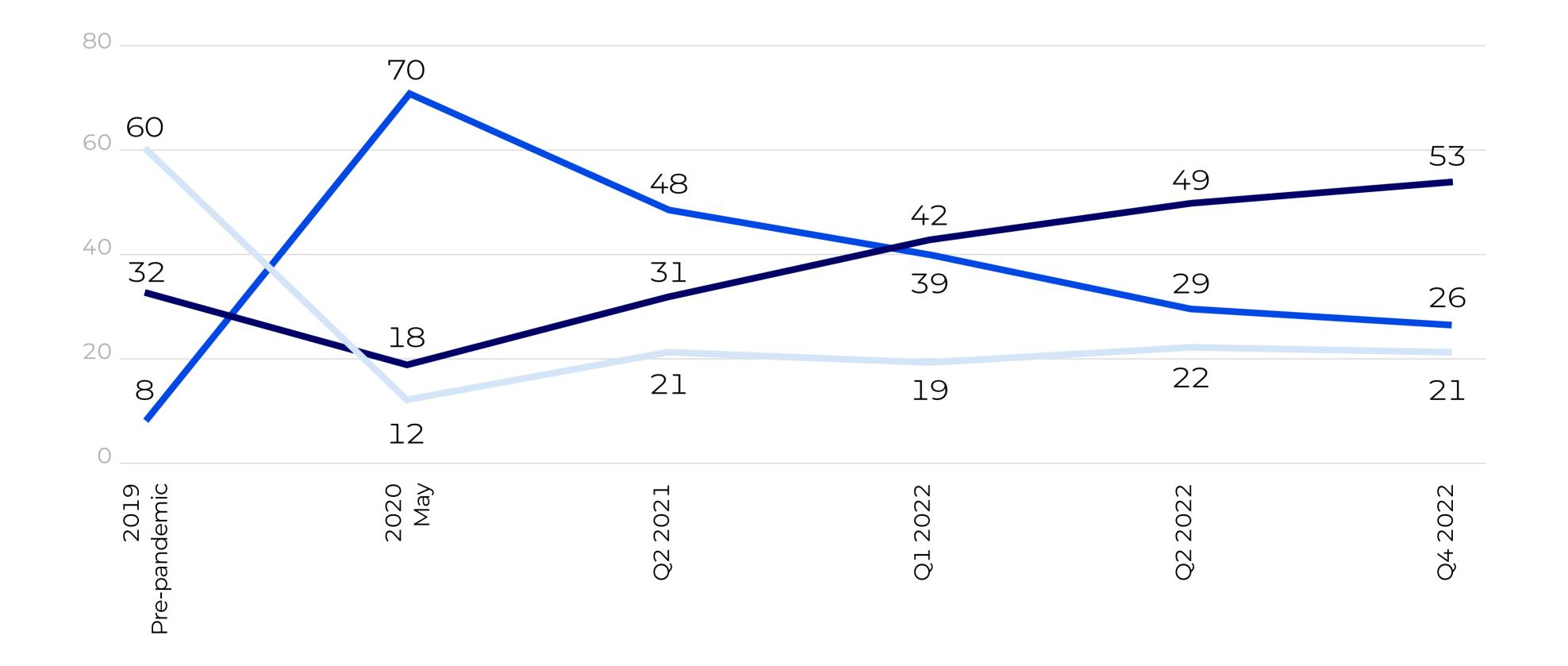
The office will never be the same again

How many remote-capable employees in the US are working hybrid or fully remote?

Hybrid (> 10% to <100% remote)

Exclusively remote

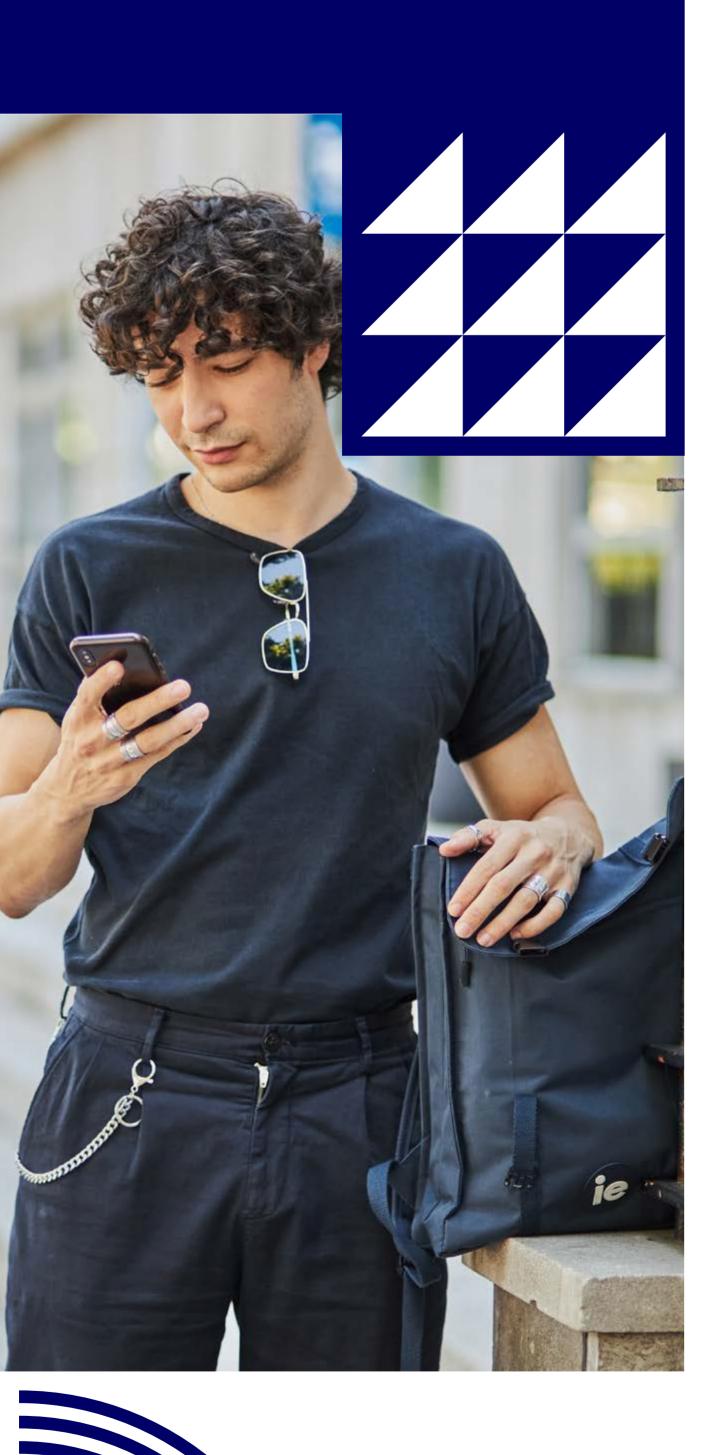
On site



Source: GALLUP

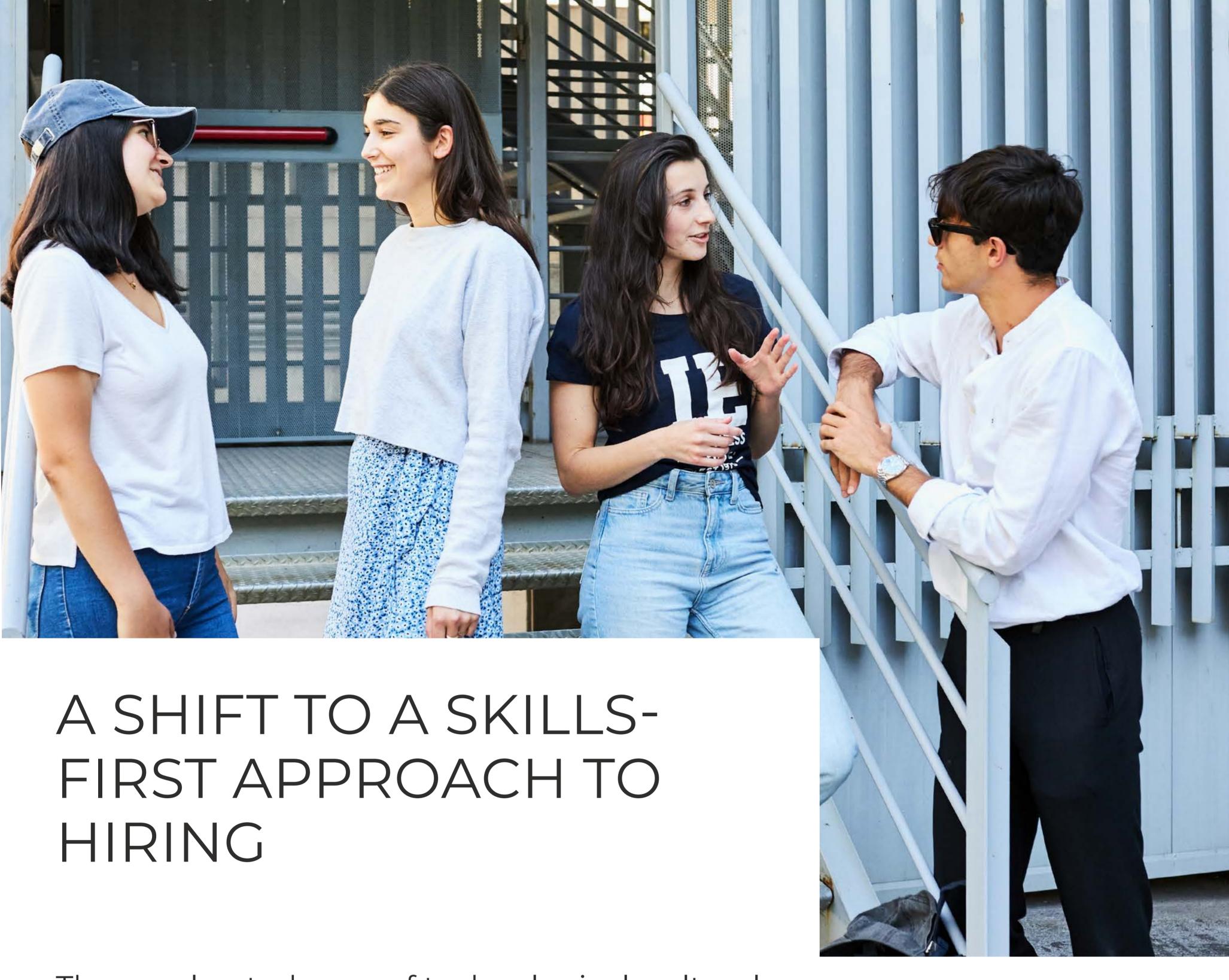


Microsoft
suggests several
ways to overcome
productivity
paranoia like
setting clear goals
for employees,
rewarding impact
(not productivity
theater) and
collecting regular
feedback





- ▶ US companies say they save 2% per year on salary bills with remote work, so an economic downturn could make work-from-home even more sticky. (The Shift to Remote Work Lessens Wage-Growth Pressures, The National Bureau of Economic Research)
- ▶ Big companies like Goldman Sachs, Disney and Twitter are calling employees back to the office, although success at actually mandating on-site work has been incomplete.
- ▶ Productivity paranoia is undermining trust. According to Microsoft, 85% of leaders say the shift to hybrid work has made it challenging to be confident that employees are being productive. However, data shows hours worked, number of meetings and other activity metrics have increased. Microsoft suggests several ways to overcome the paranoia, like setting clear goals for employees, rewarding impact (not productivity theater) and collecting regular feedback. Businesses are still adjusting.
- ▶ 73% of employees say they need a better reason to go to the office than just company expectations (Microsoft 2022). Expectations have changed and in-person time can be best used to help workers build bonds and networks.
- ► New leadership practices are needed for a digitally connected and distributed workforce (Microsoft 2022).



The accelerated pace of technological, cultural and societal change has revolutionized the way recruiters evaluate candidates. According to the World Economic Forum's Future of Jobs report in 2020, half of all employees will need reskilling before 2025 to adapt to the dramatic changes. This presents great opportunities for recent graduates who are already up to date with new business concepts and practices and thrive in new, exciting situations, as well as those who are open to continuing learning throughout their careers.

As increasingly powerful technology continues converging in unexpected ways, chances are,



this pattern of re-learning and adapting will only continue tightening decade after decade. That means that employers are placing less importance on hard skills and hard knowledge as their half-life times continue to diminish. Instead, more timeless skills like leadership and active learning are becoming more important than anything else. In a 2023 CNBC article, former Google VP Claire Hughes Johnson said self-awareness was the number one skill she looked for (and she conducted 40 hours of job interviews each week).

At IE Business School, we've been well ahead of this important shift. That's why we focus on boosting the impact that our students can have in the world by focusing on teaching the thinking, behavioral and digital skills needed to succeed in today's and tomorrow's workplace. With our personalized approach to education, our goal is for each student to identify their strengths and weaknesses and undertake journeys of self-transformation so they are resilient and able to succeed in tackling whatever their lives and careers may throw at them. It's not about memorizing facts that may soon be out of date, it's about becoming the next best you who can handle any situation that life may throw your way.



"In today's fast-paced world, formal education, training or job experience acquired in the past have the potential to become obsolete very quickly, therefore we need to focus not on what people have done in the past but on what they are capable of doing in the future".

Judith Wiese

Chief People and Sustainability
Officer and Member of the
Managing Board, Siemens at the
World Economic Forum Annual
Meeting



TOP 10 SKILLS OF 2025

Source: Future of Jobs Report 2020, World Economic Forum

Analytical thinking and innovation

Active learning and learning strategies

Complex problem solving

Critical thinking and analysis

Creativity, originality and initiative

Leadership and social influence

Technology use, monitoring and control

Technology design and programming

Resilience, stress tolerance and flexibility

Reasoning, problem solving and ideation



Problem Solving



Selfmanagement



Working with people



Technology use and development





WHY AN ENTREPRENUERIAL MINDSET IS A MUST

The ability to think like an entrepreneur — to identify opportunities, take calculated risks, build relationships, and embrace change — is crucial for success in the modern economy. It drives innovation, creates jobs, and the UN says it's key to achieving the Sustainable Development Goals and addressing global challenges like climate change. But an entrepreneurial mindset is not only valuable for those who decide to create their own business — it can bolster teams of all kinds, whether they're working in startups or massive corporations, governments, or small nonprofit organizations.

The need for this attitude, something we consciously foster at IE Business School, may be needed now more than ever. On the one

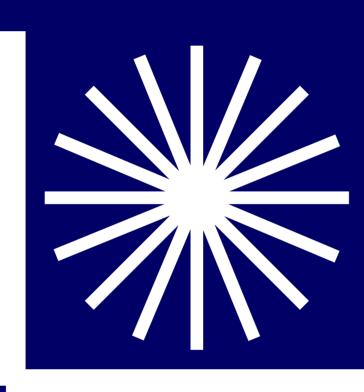
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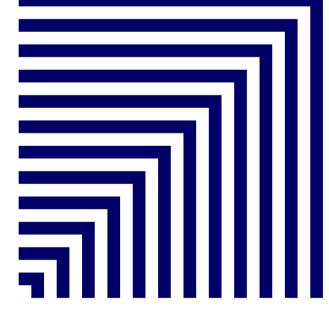
WORLDWIDE for entrepreneurship teaching

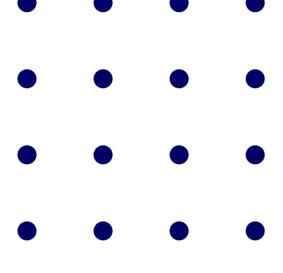
FT 2022 Rankings

"In an uncertain economy, executives' first instinct might be to cut costs and shore up established holdings. A better way is to build new businesses."

McKinsey, 2022







hand, it's part of a larger trend. Corporate longevity, for instance, has been declining since the 1960s. Further, Statista predicts that the average company lifespan on the S&P Index will consistently decline until 2028, underscoring the need for companies to reinvent themselves continuously.

On the other hand, an entrepreneurial mindset is particularly suited for this moment in time. As McKinsey points out in the Dec 2022 report 'Business Building', companies should bet on forging new lines of businesses to enhance their risk profiles amid the current uncertainty. And success hinges on fostering entrepreneurial mindsets within companies (intrapreneurs) for success. Indeed, over the last three years, executives at top-performing companies have doubled down on business building at top-performing companies, and in 2022, 46% of executives said it was a top priority. To put its importance in context, over the next five years, 50% of all revenue is expected to come from new businesses, products, and services.

At IE Business School, entrepreneurship has always been an integral part of our DNA. We instill this mindset in all our students, and it drives some to start their own businesses, others to innovate in existing organizations, invest in others' great ideas, or teach and mentor other entrepreneurs... This strength has been recognized internationally. In the Financial Times MBA 2022 ranking, IE Business School was ranked number one in Europe and fourth in the world for entrepreneurship teaching — one spot behind MIT Sloan and one ahead of Berkley.

PURPOSE MATTERS FOR INDIVIDUALS, COMPANIES AND SOCIETIES

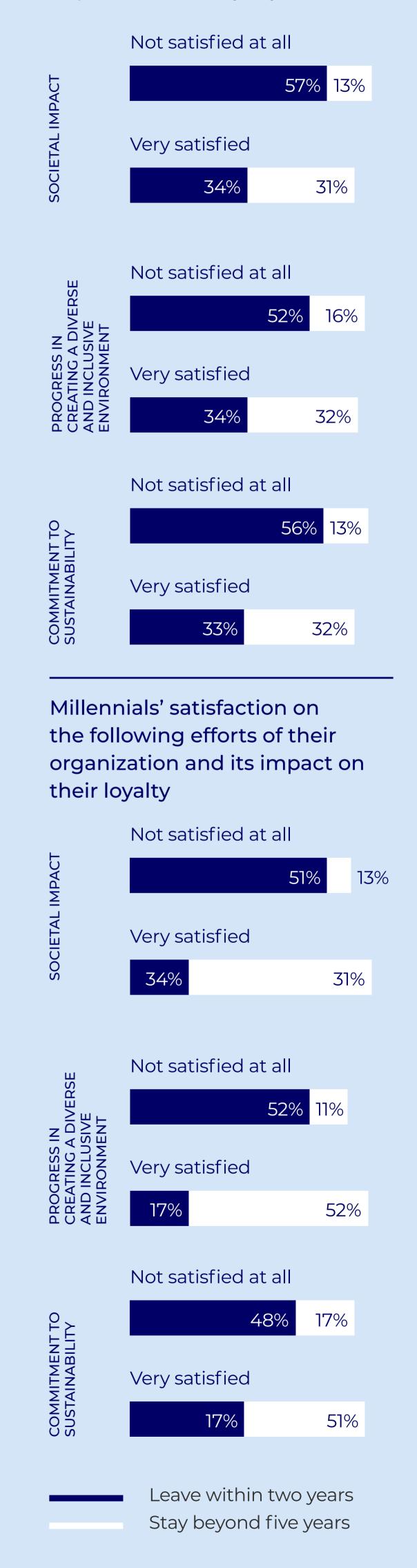


Helping students find and develop a purpose with their career is one of the main objectives of our Master in Management program. That's not only because it can dramatically improve graduates' happiness and job satisfaction, but also because it's essential to our mission of creating a new generation of responsible and successful business professionals working to forge a new and better world. As worklife integration moves to the fore, workers are increasingly determined to find purpose and meaning at work. And for good reason. A 2020 study of entrepreneurs published in the Journal of Business Ventures found that the higher level of meaning that comes with being an entrepreneur is the decisive factor for why entrepreneurs are consistently happier than other workers.

Meanwhile, the 2022 Deloitte Gen Z and Millennial survey found that younger workers are very willing to turn down jobs and assignments that don't align with their values. That was particularly true for Gen Z and Millennials in senior positions, where nearly half (47%) said they had rejected a job or assignment based on personal ethics. The same survey found that deriving a sense of meaning from work was the sixth most important determining factor for choosing an

If you want to develop within a company, value alignment is key

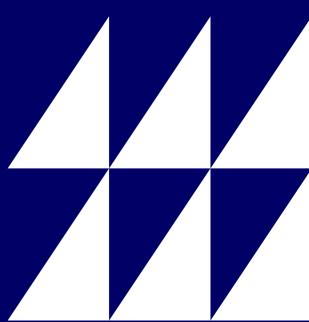
Gen Zs' satisfaction on the following efforts of their organization and its impact on their loyalty





organization. However, it becomes even more important in terms of job loyalty. Employees who are very satisfied with how their workplaces deal with societal impact, diversity, and sustainability are much more likely to stay with the same employer for more than five years.

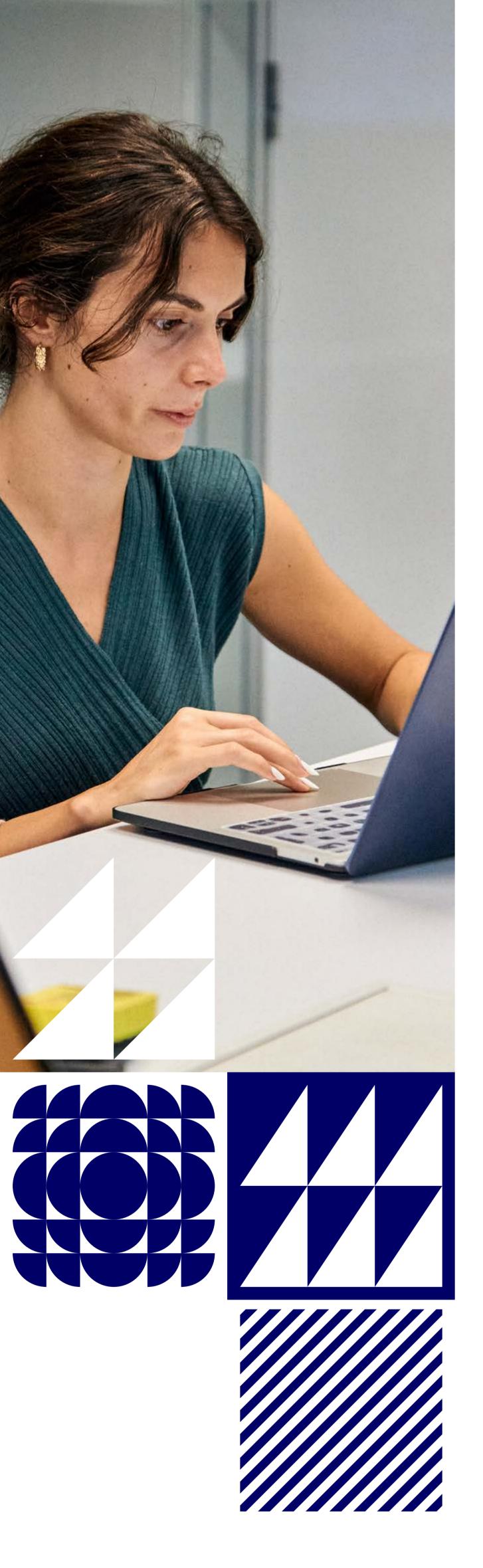






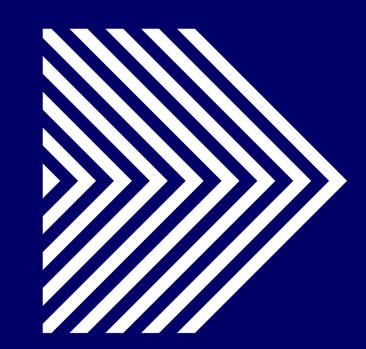
EMERGING TECH: SUPPORT RATHER THAN REPLACEMENT... SO FAR

A single technological development marked the end of 2022—the launch of OpenAl's ChatGPT. It took the world by storm, able to rapidly create texts about almost anything. The first reaction? This could revolutionize or even replace highly skilled workers – from marketers, psychologists, journalists, lawyers, coders, and teachers to name a few. But as the buzz settled, it became increasingly clear that while the emergent AI technology is exciting, it still has major limitations. Most importantly, perhaps, is that some of the information it provides is flat-out wrong, which makes it impossible to blindly rely on what it produces.



Even so, technology is advancing incredibly fast and disrupting the workforce. In fact, 60% of the jobs available in 2018 didn't exist even a generation ago. A 2022 US White House report concluded that although technology's potential to automate jobs has received widespread attention, it also augments work and is an important driver of new job creation. That's what AI has done, so far. One widely cited OECD study from 2018 suggested that half of the jobs available in wealthy countries were at risk of being replaced by robots in the coming years. Far from that robot-filled dystopia, or universal basic income utopia, we see humans are needed more than ever – especially those who know how to leverage technology to increase business competitiveness, productivity, and effectiveness.

In the 2022 PwC Global Workforce Hopes and Fears Survey, only 30% of respondents said they were concerned about their role being replaced by technology in the next three years. Meanwhile, 39% said they're concerned about not getting sufficient training in digital and technology skills from their employer. That proportion is even higher among younger respondents, who are more in tune with the power of tech. At IE Business School, we know how important digital skills are and ensure all our graduates emerge as digitally savvy business professionals who are deeply aware of the power of technology. At the same time, they gain life-long skills that will allow them to stay ahead of the curve for decades to come.



Written by ChatGPT

As AI continues to shape the global economy, it's crucial for Master in Management students to understand its potential impacts on their careers. Here are a few pieces of advice:

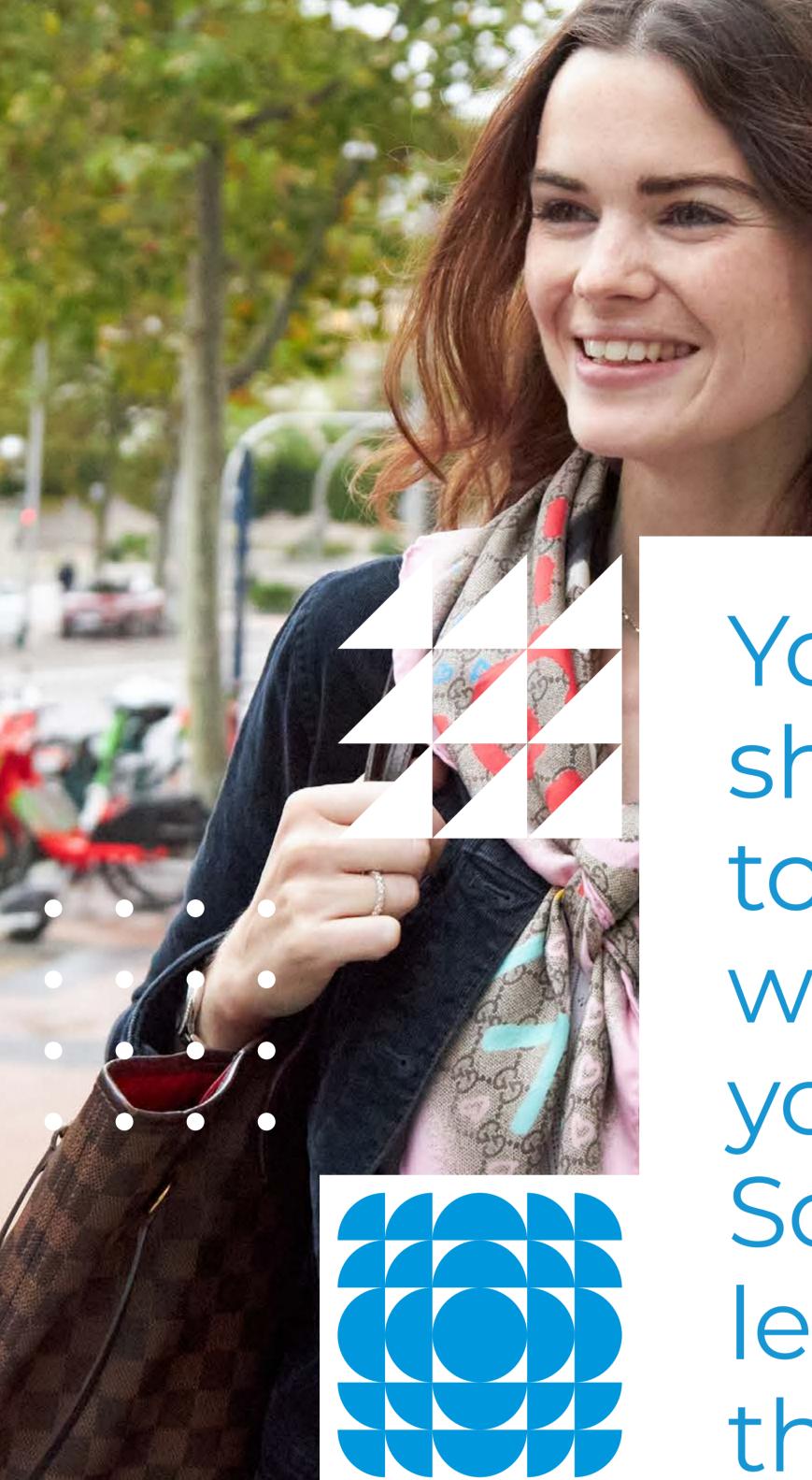
- ► Develop a basic understanding of AI, machine learning, and related technologies. While you don't necessarily need to become an expert, it's crucial to grasp the fundamental concepts.
- ► Data is the fuel that powers AI. Therefore, it's critical to develop data literacy skills. These skills involve being able to collect, analyze, and interpret data, which are critical in AI-driven environments.
- As AI becomes increasingly prevalent, so do questions about ethics and regulation. Understanding the implications of using AI and being aware of the existing and emerging regulatory landscape is essential.

- ► While AI can automate certain tasks, the human element in businesses remains critical.

 Learning how to manage and work alongside AI technologies, while still leading and inspiring human teams, is a vital skill.
- Al is a fast-evolving field. As such, it's essential to commit to continuous learning. Stay updated on the latest Al trends, developments, and debates.
- Al is creating new opportunities and business models. Having an innovation mindset can help you harness the power of Al effectively. This involves being open to change, taking calculated risks, and embracing new technology.

Remember, Al is not meant to replace business professionals but rather to augment their capabilities. By embracing Al and developing the necessary skills, you can position yourself for a successful career at the intersection of business and Al.



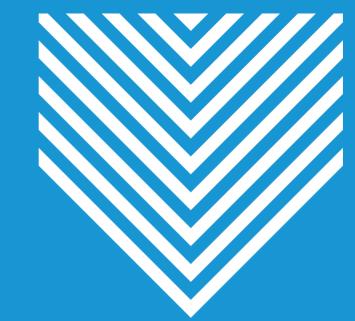


Your education should be a journey to what's next and what's best for you. At IE Business School, we'll help you learn more about the current you your aspirations, strengths, gaps and your purpose. And then we'll be your trusted guide to help you define and pursue the next best you.

You are probably reading this because you are driven to learn and develop the skills needed to lead you to greatness... We continuously talk to companies and analyze job data so you don't have to—because it's not easy. The result is that we've organized the world of business into major Career Pathways for you to explore and our mission is to help you explore your options and get on the career path that's right for you. Your Master in Management journey will be tailored to you so that you can discover and develop the exact set of skills that recruiters want from you. How do you want to kick start your career?

Have a look...





BRANDING,
MARKETING
& SALES

STRATEGY,
ORGANIZATION &
TRANSFORMATION IN
THE INTERNATIONAL
MBA

FINANCE,
INVESTMENTS &
ACCOUNTING IN THE
INTERNATIONAL MBA

DIGITAL BUSINESS,
ANALYTICS &
OPERATIONS IN THE
INTERNATIONAL MBA

ENTREPRENEURSHIP
& CORPORATE
INNOVATION IN THE
INTERNATIONAL
MBA

INTERNATIONAL
BUSINESS &
ECONOMICS IN THE
INTERNATIONAL MBA



BRANDING, MARKETING & SALES IN THE MASTER IN MANAGEMENT

Do you have an eye for narratives and want to deepen your expertise in business-centered communications? Whether you are creative, analytical, a big-picture strategist or a master of the sale, this pathway will sharpen your skills, thinking and behavior to make your storytelling even more convincing. While this pathway gets you ready for a number of promising career trajectories, they tend to focus on business growth and the power of branding.

CAREER AREAS IN THIS PATHWAY

- ► Sales & Business Development
- ► Strategic Marketing & Brand Management
- Digital marketing & Analytics
- ► Customer Insights & Market Research
- ► Creative Direction, Content & Branding

ROLES & JOBS WITHIN THIS PATHWAY

Community Manager

Sales Strategist

Marketing Research Analyst

Brand Designer

Public Relations Specialist

Customer Insight Analyst

Sales Representative

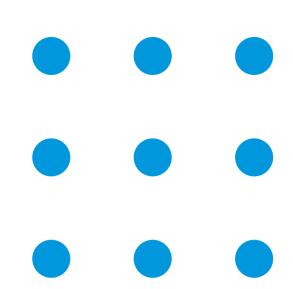
Marketing Consultant

Digital Marketing
Technology
Consultant









ROLES & JOBS WITHIN THIS PATHWAY

Corporate Strategist

Business
Transformation
Consultant

Implementation Coach

Digital Transformation Consultant

Operations Manager

Public Sector
Optimization
Consultant

Digital Transformation Analyst

Change &
Communications
Manager

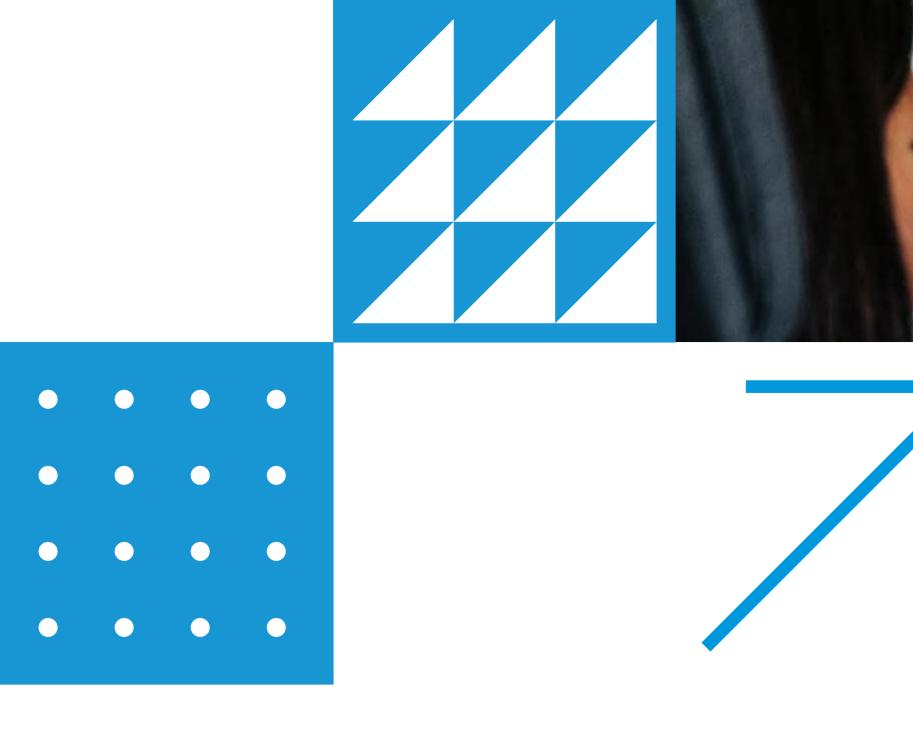
STRATEGY, ORGANIZATION & TRANSFORMATION IN THE MASTER IN MANAGEMENT

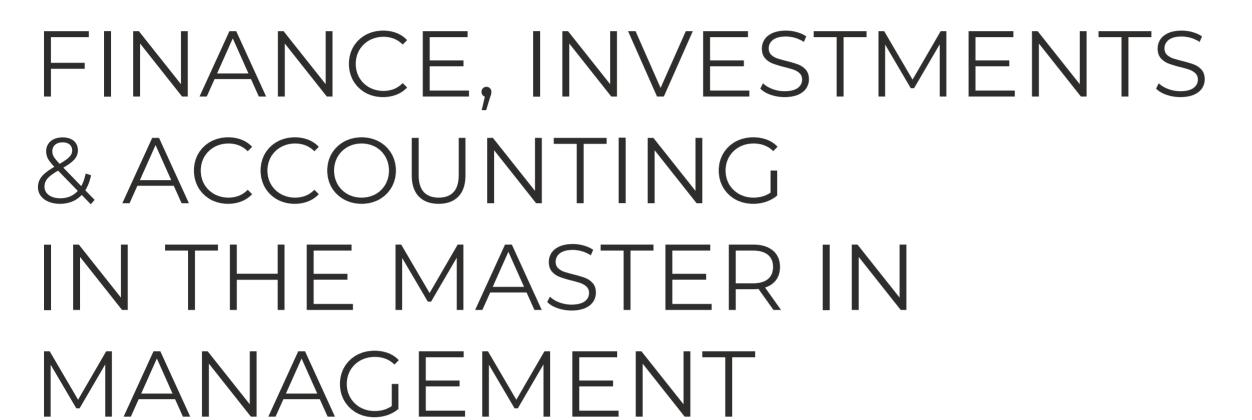
In today's rapidly changing business landscape, companies must continuously transform to stay relevant, efficient and competitive. If you're a leader passionate about designing and implementing change, this pathway puts you on track to choose from a vast range of career opportunities. Its aim? To teach you the mindset and skills needed to formulate, plan and execute major organizational transformations that will unlock company value; to prepare you with the analytic, visionary and management capacity to deliver useful and lasting change.

CAREER AREAS IN THIS PATHWAY

- Organization Strategy and Transformation
- Business Strategy and Transformation







Finance is at the heart of business, economic development and everyday life, but it takes a true specialist to understand how it works and how to best leverage it. If you're interested in an intellectually challenging and fast-paced career with vast potential for rewards, this pathway will give you the analytical and interpersonal skills that it takes to accelerate your journey to success. It centers around understanding the ins and outs of money, investments and financial systems and applying that knowledge in the real world.

CAREER AREAS IN THIS PATHWAY

- Corporate Finance & Investment Banking
- Private Equity, Venture Capital & Alternative Investments
- Asset Management & Global Markets
- ► Fintech, Digital Finance & Defi
- ► Financial Control, Forensics & Audit
- ► Sustainable Finance & Impact Investing



Investment Banker

Financial Analyst

Private Equity Specialist

Impact Investing
Consultant

ESG Auditor

Fintech Consultant

Forensic Accountant

Financial Trader





ROLES & JOBS WITHIN THIS PATHWAY

Innovation Product Lead

Data Scientist

Digital Analytics Consultant

Automation Consultant

IT, Data & Business
Intelligence Specialist

Data Analyst

Business &
Technology Analyst

Operations & Technology Manager

DIGITAL BUSINESS, ANALYTICS & OPERATIONS IN THE MASTER IN MANAGEMENT

Want to understand how to turn massive amounts of data into insights? How to leverage technology to boost efficiency? Get ahead of the most powerful technological trends? This pathway deepens your expertise in the technology that can improve performance across any area of a company's business and operations. It teaches how to lead digital strategies, transformations and make data-driven decisions. As technology becomes more and more impactful, so do professionals who know how to use it.

CAREER AREAS IN THIS PATHWAY

- ► Technology Strategy & Digital Transformation
- ► Business Analytics, Intelligence & Insight
- Business Automation & Operations





ENTREPRENEURSHIP & CORPORATE INNOVATION IN THE MASTER IN MANAGEMENT

For the bold, the risk-takers and those who thrive on disruption. This pathway arms you with what it takes to be a successful entrepreneur, whether launching your own company, turbo-charging the growth of a scale-up or joining a corporate unit focused on innovation or venture building. It instills a 'can do' mindset and the practical skills to help you achieve your specific goals and purpose.

CAREER AREAS IN THIS PATHWAY

- ► Starting Your Own Business
- Scale-Ups & Growth Hacking
- ► Corporate Innovation & Business Building

ROLES & JOBS WITHIN THIS PATHWAY

Founder & CEO

Entrepreneur in Residence

Business Innovation Consultant

Venture Capital Analyst

Business Analyst

Venture Creation Lead

Innovation and Operations
Consultant

Startup Consultant



ROLES & JOBS WITHIN THIS PATHWAY

Financial Analyst

International Business Strategist

Chief Economist

International
Development
Consultant

International Trade Manager

Government Affairs
Director

Chief Financial Officer

Risk Management Analyst

INTERNATIONAL BUSINESS & ECONOMICS IN THE MASTER IN MANAGEMENT

Are you a globally minded leader with a drive to understand what's shaping economic trends? This pathway focuses on the interplay between market forces — from the political to the social, the environmental to the financial. Gaining this big-picture knowledge can give you a significant edge in today's interconnected and dynamic business landscape. Careers in this pathway are diverse but share a common focus on the macro aspects of business management, strategy and decision-making.

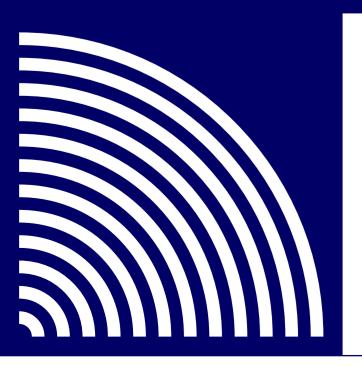
CAREER AREAS IN THIS PATHWAY

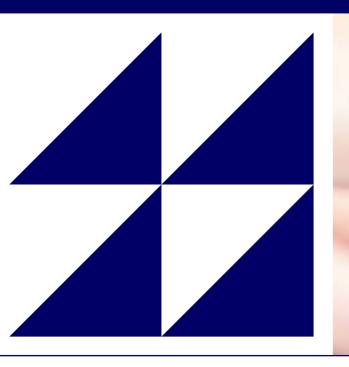
- ► Economic Analysis & Global Strategy
- International Development & Program Management
- Business Development & Trade





WORLD OF WORK



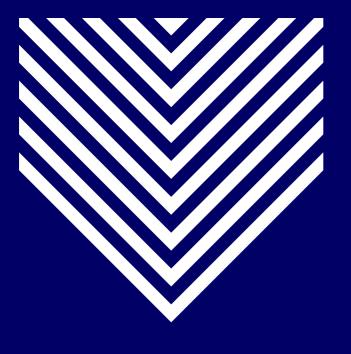




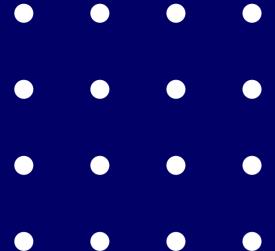


To offer a full perspective of the career outcomes of our Master in Management, we have examined data from several intakes that represents the diversity of our alumni.

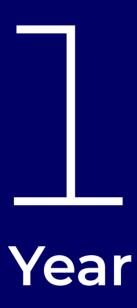
This helps us have a broader view of where our alumni are positioned in the world of work and gives a stable perspective that stands the test of economic, job market or societal challenges.

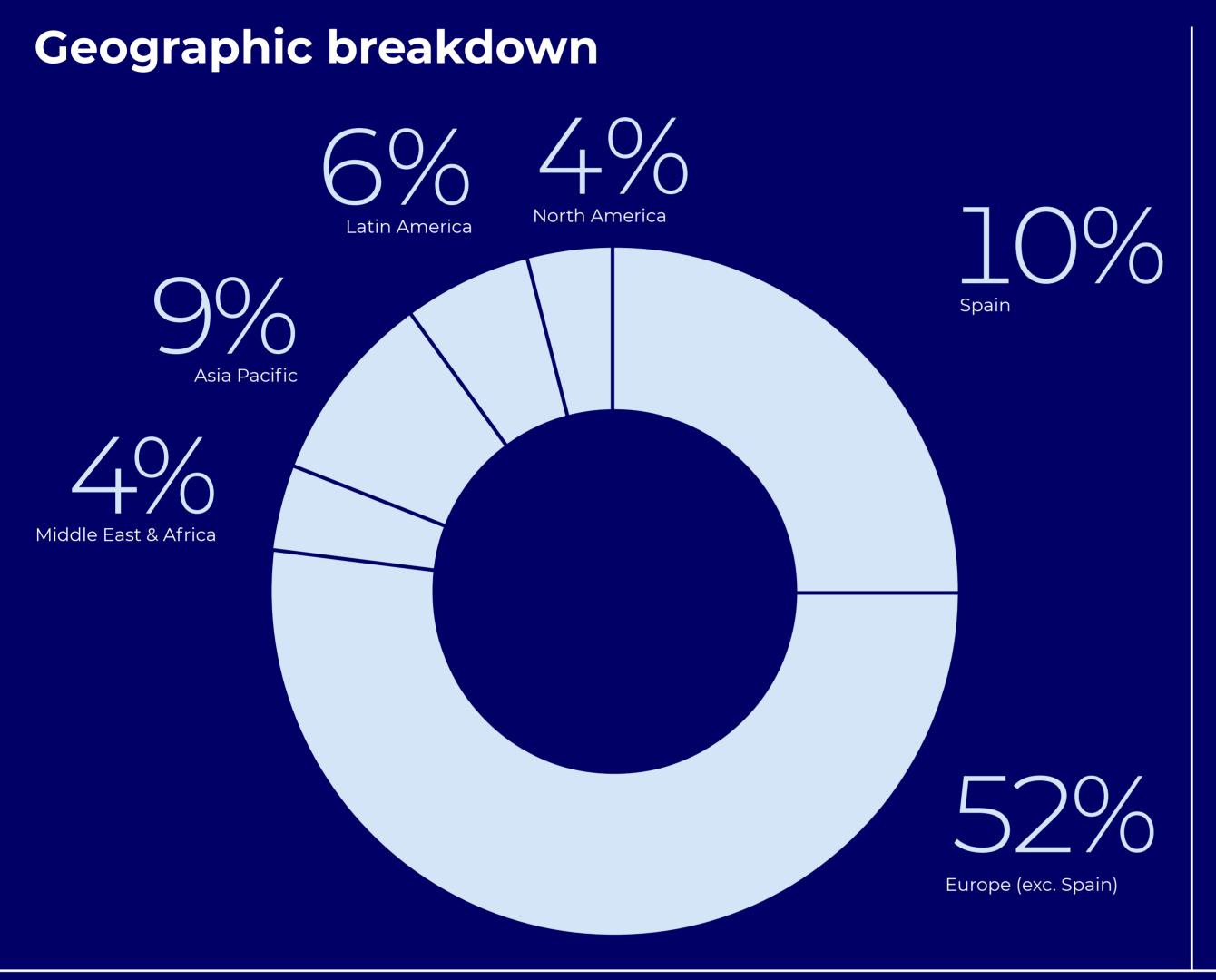


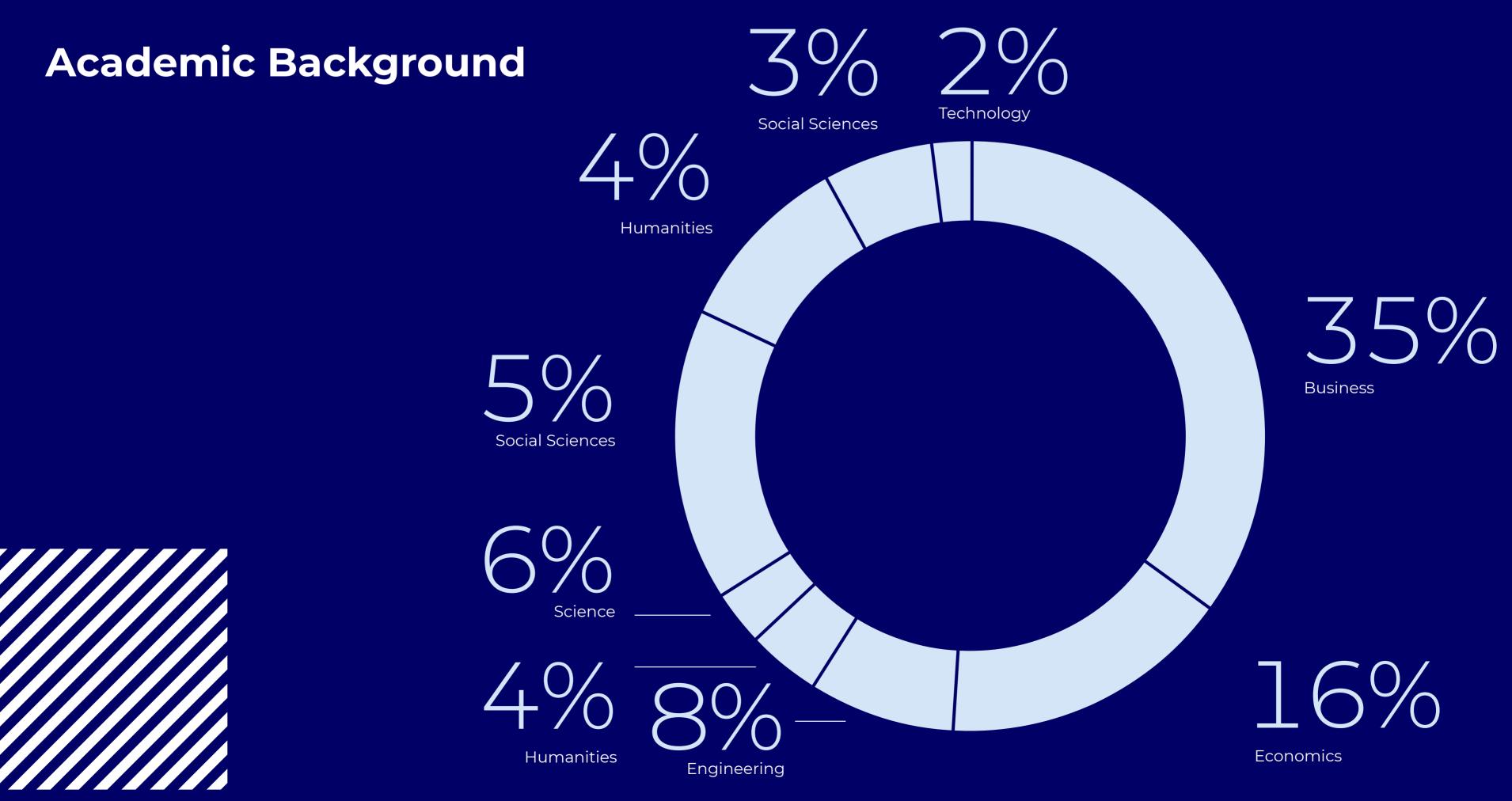
Our students before the Master in Management



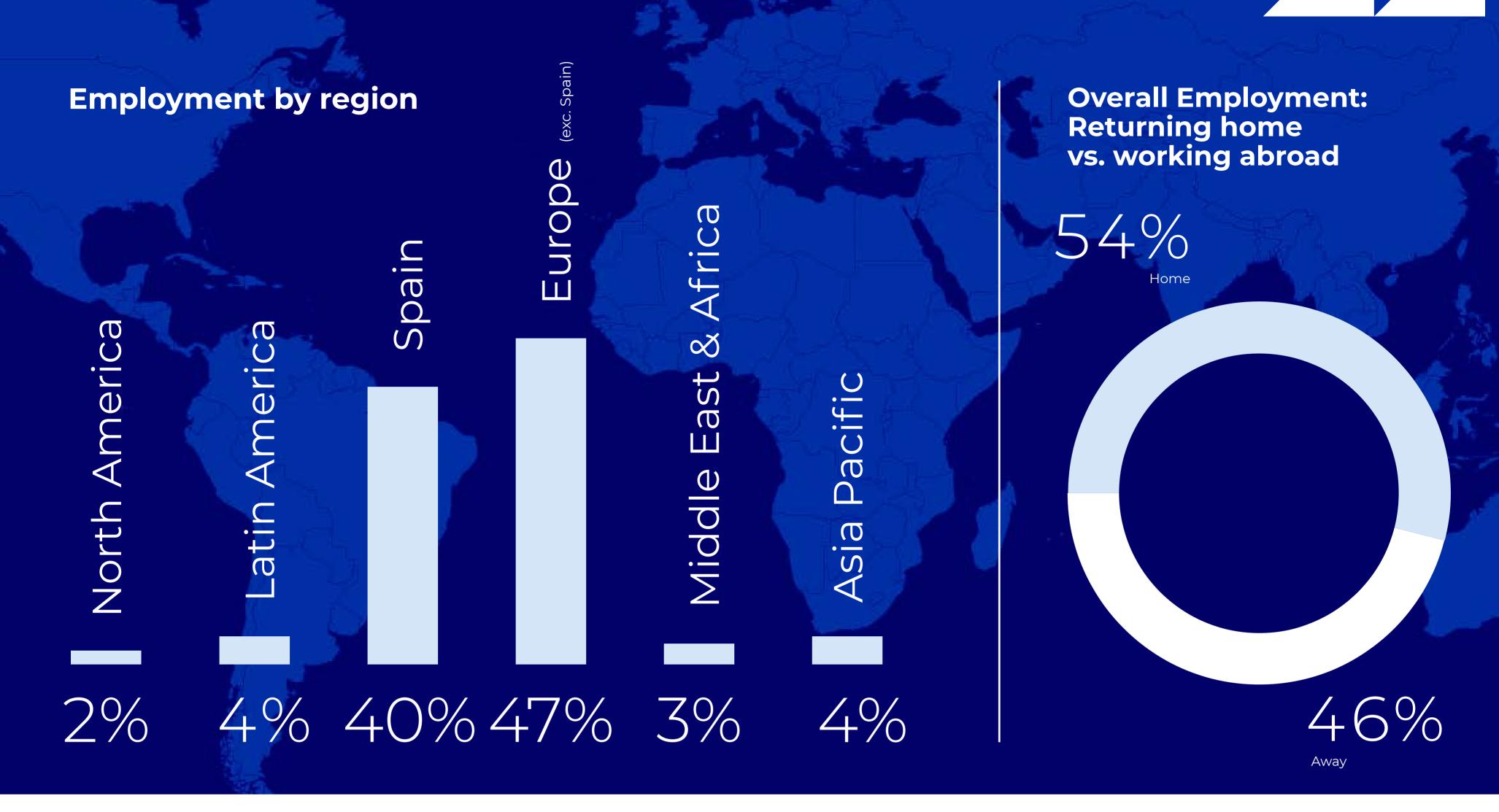
Average Work Experience



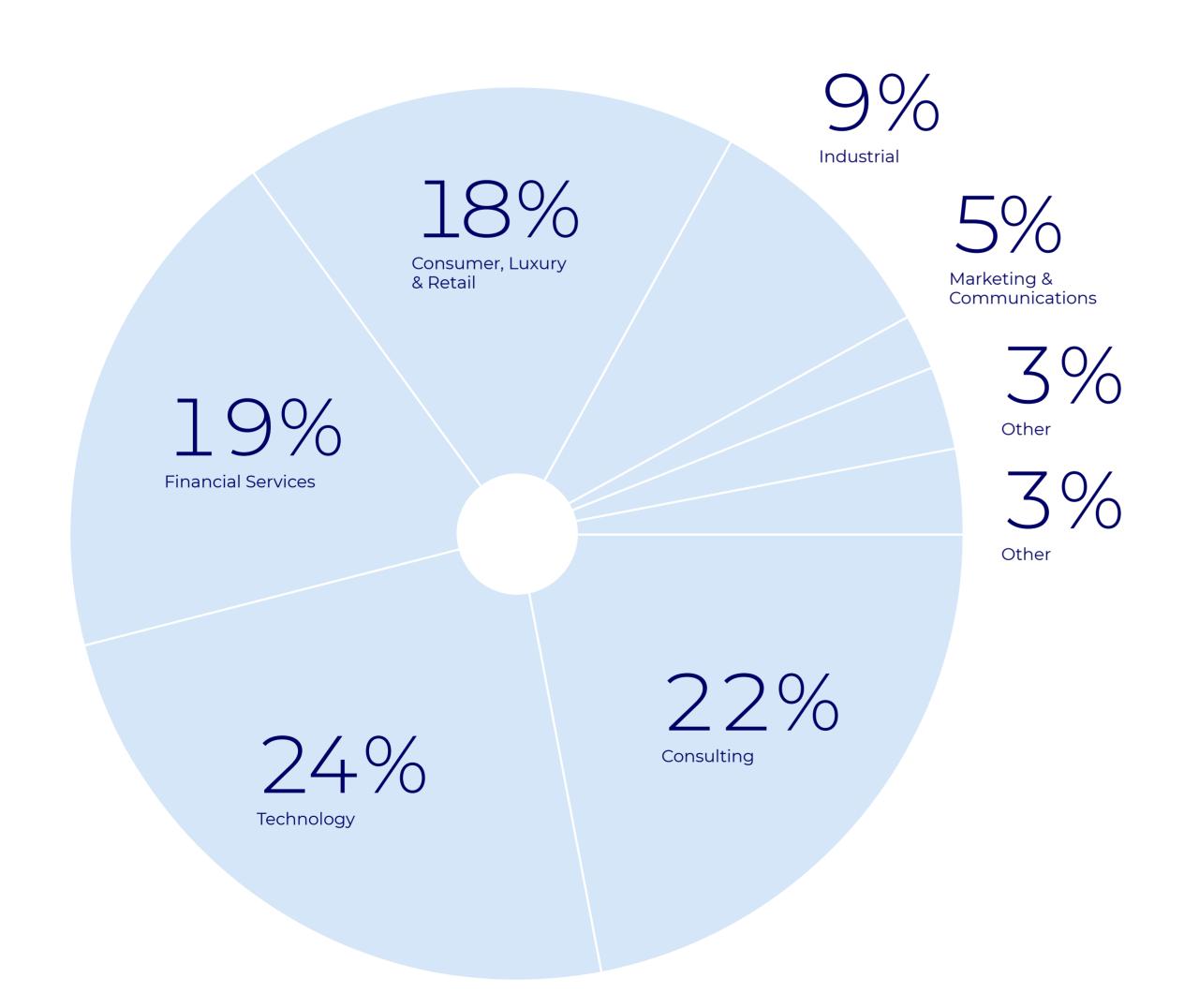




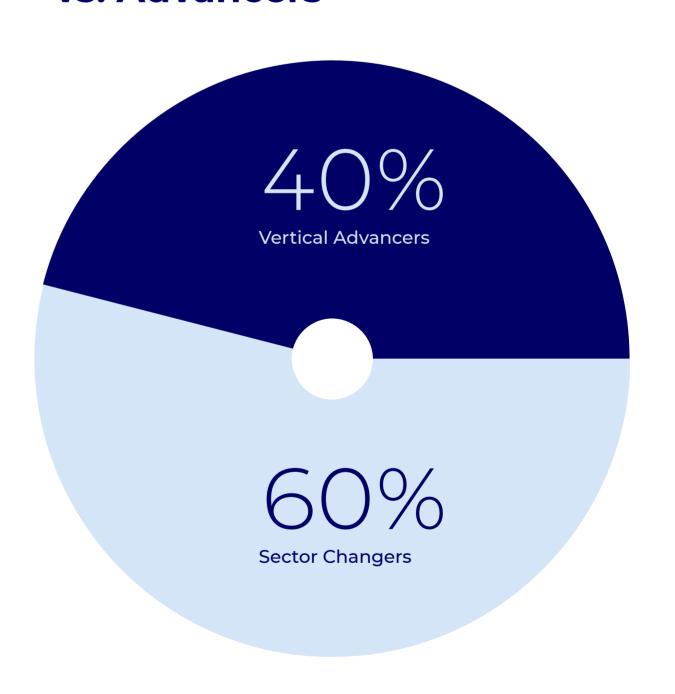
Our students after graduating from the Master in Management



Employment by sector



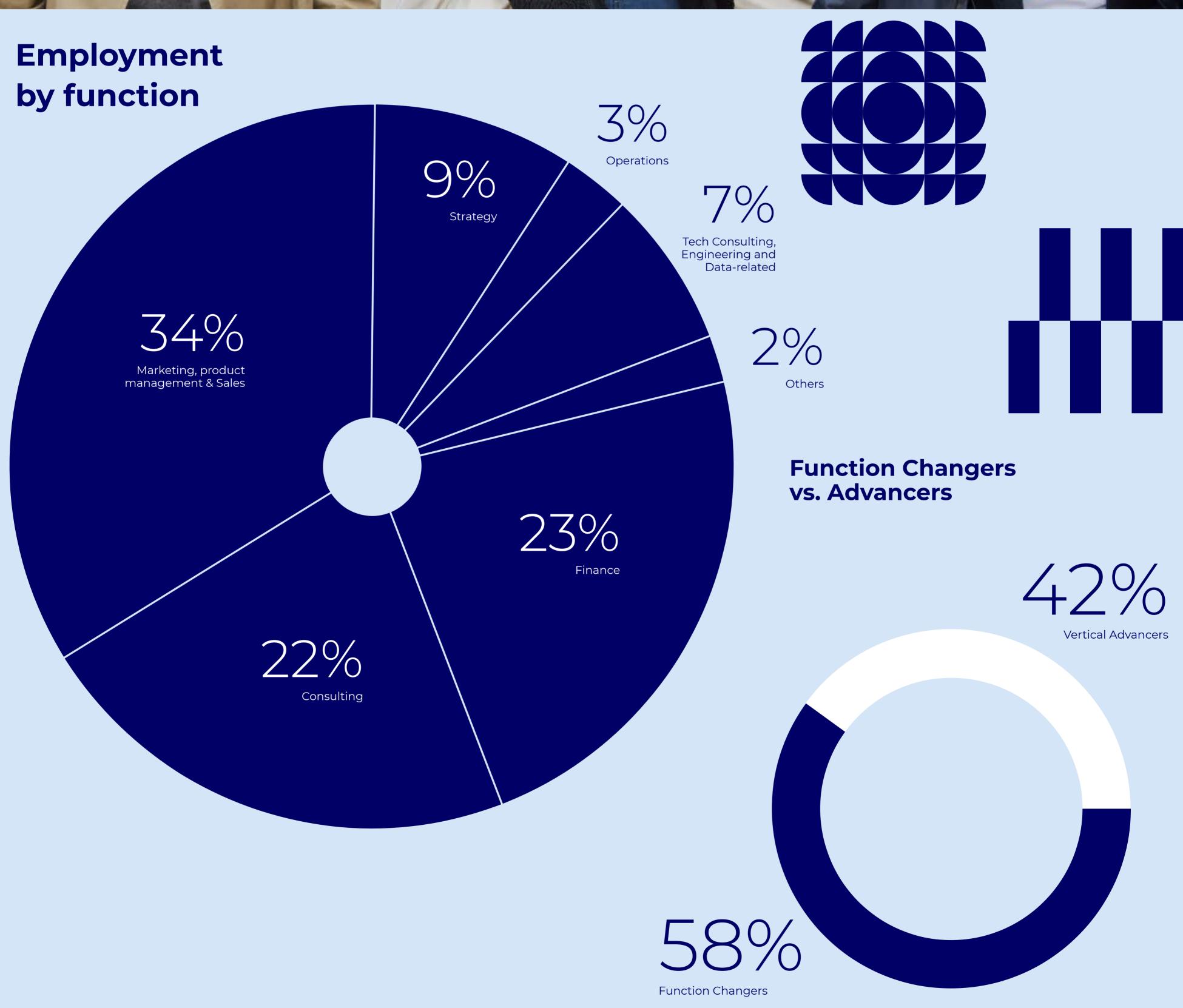
Sector Changers vs. Advancers



*Data from Master in Management Alumni from 2020-2022 intakes who reported to be actively seeking employment at 3 months after graduation.









Top Employers



*All salaries shown are annual figures as reported by Master in Management Alumni from 2020-2022 classes who reported to be actively seeking employment at 3 months after graduation.

- * Salaries are converted into USD and PPP adjusted.
- * To ensure the anonymity of our students, values are reported only wherever 3 or more data points are available.

Average salaries by regions	Average of Total Compensation (PPP adjusted)
Asia Pacific	\$56,617
Europe (exc. Spain)	\$56,743
Latin America	\$71,499
Middle East & Africa	\$49,610
North America	\$62,464
Spain	\$51,090
Total	\$54,670









WE'RE HERE TO HELP YOU KICK START YOUR CAREER

Our Talent & Careers Department's mission is to guide and empower our community of students and alumni in their career journey. Our Career Discover Advisors help you unlock your potential through unique self-assessment tools and methodologies. Our industry experts explore with you market trends and professional paths that align with your profile and aspirations. Our team works closely with more than 2,000 recruiting partners, with the constant aim to match and connect directly the right talent with the right need.

OUR EVENTS

The incredible variety of our events allows students to engage with companies at a whole other level. In 2021, we hosted more than 282 virtual and physical events with recruiting partners.

Company Presentations

Interviews and Assessment Centers

Business Competitions

Panels

Workshops

Conferences

Networking activities with IE clubs

Webinars

Livestreams

Make the most of it

During your time at IE Business School, you will meet with us throughout career education workshops and events, designed to help students land the job that's best for them. Reach out to our dedicated Careers Team and we will assist you in defining your very own career strategy via personalized career advising sessions. On the IE Career Portal, find a curated collection of resources and access exclusive job offers.

Visiting companies

In the 2021/2022 academic year we welcomed +300 recruiting partners on our on-campus facilities, including:

2,100
RECRUITING
PARTNERS
GLOBALLY

12,000
JOB
OPPORTUNITIES
IE Career Portal







