



**GENDER, AGE AND THE MBA DEGREE  
PROGRAMS:  
AN EVALUATION OF EXTRINSIC AND INTRINSIC  
CAREER BENEFITS OF SRI LANKAN MBA'S**

MASTER OF BUSINESS ADMINISTRATION  
IN  
PROJECT MANAGEMENT

J.M.B.Jayasundara  
Department of Civil Engineering  
University of Moratuwa

2009

92395



## Abstract

Given this rapid expansion in business schools/Universities and MBA graduate numbers, the purpose of this study was to assess whether and how graduate business management education offered in Sri Lanka makes better and competent managers. To attainment of this purpose an empirical research was conducted, interviewing 84 MBA graduates from 4 universities, to assess whether and to what extent MBA training can influence managerial competencies, employability, and career development. More specifically the report tests the graduates after gaining an MBA, will provide them with business related competencies, enrich graduates' employability, promote career advancement, and lead to increase compensation with special focus to explore whether there are age and gender biases/ significances of those findings.

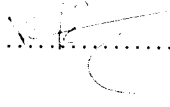
The analysis of graduates' perceptions and attitudes revealed that MBA studies have a positive effect on skills, employability, and compensation, with gender bias in some areas of internal and external career benefits. It further revealed that there are University specific lapses in course curriculum when meeting the requirements of individuals.

This is an exploratory study that seeks to analyze the self reports of a limited number of respondents. A complete and more representative survey covering the graduates and the employers of those graduates-would result in a more comprehensive assessment of the effectiveness of MBA studies on managers in Sri Lanka.

The findings of the study will help the Universities offering MBA and those are going to start MBA education to add values for their course curriculum. On the other hand the future students will be benefited by knowing and ensuring the real career advancements of MBA courses in Sri Lankan Universities and its relevance to the market.

## DECLARATION


I hereby certify that this dissertation does not incorporate, without acknowledgement, any material previously submitted for a Degree or Diploma in any University and to the best of my knowledge and belief, it does not contain any material previously published or written by another person or myself except where due reference is made in the text. I also hereby give consent for my dissertation, if accepted, to be made available for photocopying and for interlibrary loans, and for the title and summary to be made available to outside organizations

J.M.H.Jayasundara .....  


7<sup>th</sup> February 2009



University of Moratuwa, Sri Lanka.  
Electronic Theses & Dissertations  
[www.lib.mrt.ac.lk](http://www.lib.mrt.ac.lk)

Approved By .....  


Prof. N.D. Gunawardena

Department of Civil Engineering

University of Moratuwa

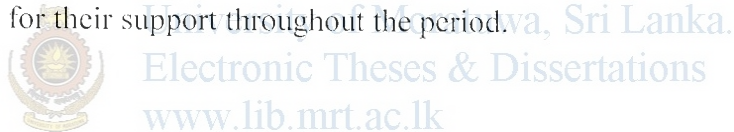
7<sup>th</sup> February 2009

## Acknowledgement

I wish to express my sincere gratitude to the University of Moratuwa, Department of Civil Engineering for giving me this opportunity to do an empirical study which was more interesting and valuable experience.

I deeply appreciate Prof. N.D.Gunawardena my supervisor, Department of Civil Engineering, University of Moratuwa, for his continuous support and guidance rendered during the period of this dissertation.

Also I would like to remember with respect Dr. Ashoka Perera, Dr. Chintha Jayasinghe, Dr. L. Ekanayake of the Department of Civil Engineering, University of Moratuwa for their valuable suggestions, comments and encouragement during the progress presentations. Also I would like to memorize all the members of the Department of Civil Engineering for their support throughout the period.



My respect goes to Mr. Ranepura, the Director Administration of the PIM, Dr. Predeep Randiwala & Dr. Hemakumara, University of Colombo, Dr. Chandena Perera and Dr. Wathsala Akuratiyagama of the University of Moratuwa, for their support given at sampling stage.

I express my thanks and appreciation to my family for their understanding, motivation and support given to make the priority on this by sharing household responsibilities. Last but not least, I would like to thank to all my colleagues and friends who helped me on this dissertation.

# Contents

	Page
<b>Abstract .....</b>	<b>1</b>
<b>Introduction .....</b>	<b>2</b>
1.1 Background .....	2-5
1.2 Objectives of the Study .....	6
1.3 Significance of the Study .....	7-9
1.4 Methodology .....	10
1.4.1 Sample Design and Data Collection Process .....	10-11
1.4.2 Selection of Measures and Data Analysis Techniques .....	11
1.5 Limitations .....	12
1.6 Organization of the Report .....	13
<b>2. Literature Review .....</b>	<b>14</b>
2.1 Historical Overview of the Business Education in the Globe .....	14-16
2.1.1 Landmarks in History .....	16-18
2.2 Basic types of MBA programs .....	19-20
2.3 Common Expectations from MBA programs .....	21-23
2.3.1 Extrinsic and Intrinsic CAREER BENEFITS .....	23-24
2.4 Pros and Cons of MBA Programs in career development: World Experience ...	25-28
2.5 MBA as a global requirement .....	29-31
<b>3 Historical Land Marks of the MBA Education in Sri Lanka .....</b>	<b>32</b>
3.1 Emergence of Business Education in Sri Lanka .....	32-34
3.2 Overview of MBA Degree PROGRAMS IN SRI LANKA .....	35-36
<b>4 ANALYSIS OF THE SURVEY DATA .....</b>	<b>37</b>
4.1 Demographic characteristics .....	37-40
4.2 Background information of MBAs in the Sample .....	40-42
4.3 Career status prior to the MBA .....	43-44
4.4 Motivations for taking the MBA .....	45-50
4.5 Career Satisfaction after Completion of the MBA .....	51-53

4.6 Job Change, Mobility after obtaining MBA .....	54-56
4.7 Financial and Non Financial benefits .....	57-61
4.8 Improvement in Job competence and skills .....	62-65
4.9 Improvement Strategies for MBA programs .....	66-67
<b>5. CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>68</b>
5.1 Conclusions .....	68-69
5.2 Recommendations.....	70-71
5.3 Further Research Directions .....	72
<b>References .....</b>	<b>73-78</b>

*Annexure*

**Annexure I: Questionnaire**



University of Moratuwa, Sri Lanka.  
Electronic Theses & Dissertations  
[www.lib.mrt.ac.lk](http://www.lib.mrt.ac.lk)

## List of Tables

	Page
Table 4.1: Marital Status of the Sample .....	38
Table 4.2: Motivations for Pursuing the MBA by Gender and Age (Percentages) ..	45
Table 4.3: Contingency Analysis for Intrinsic Career Benefits by Gender.....	47
Table 4.4: Contingency Analysis for Extrinsic Career Benefits by Gender .....	48
Table 4.5: Contingency Analysis for Intrinsic Career Benefits by Age .....	49
Table 4.6: Contingency Analysis for Extrinsic Career Benefits by Age .....	49
Table 4.7: Achieved KSAOs* After Completion the MBA by Gender and Age (Percentages).....	51
Table 4.8: Satisfaction after Completion of MBA .....	52
Table 4.9: Time Taken To Get First Promotion after MBA by Sex .....	54
Table 4.10: Time Taken To Get First Mobilization after MBA by Sex .....	55
Table 4.11: The Prior Level of the Position and the Level of Position Just After MBA .....	55
Table 4.12: Change of Functional Area.....	56
Table 4.13: Monthly Salary Statistics of the Present Employment by Sex .....	57
Table 4.14: The Status of Achievements of KSAOs by Gender (Percentages) .....	63
Table 4.15: Chi-Square Test for Independence between Gender and Each Skill Variable .....	64
Table 4.16: Suggestions for Further Improvement of Course Curriculum by Gender (Percentages) .....	66
Table 4.17: Suggestions for Further Improvement of Course Curriculum by Gender (Percentages) .....	67

## List of Figures

	Page
Figure 4.1: Marital Status of the Sample .....	37
Figure 4.2: Influence of Having Children for Higher Education / Career Development.....	38
Figure 4.3: Sector of Present Employment.....	39
Figure 4.4: Sample by Year of Completion MBA.....	40
Figure 4.5: Sample by Graduated University.....	41
Figure 4.6: Sample by Types of MBAs.....	42
Figure 4.7: Sector of Employment Prior to MBA.....	43
Figure 4.8: Functional Area of the Positions Held before MBA.....	44
Figure 4.9: Financial Benefits Received in Three Career Land Marks by Gender...58	
Figure 4.10 Non-Financial Benefits Received in three Career Land Marks by Gender.....	60



University of Moratuwa, Sri Lanka.

Electronic Theses & Dissertations

[www.lib.mrt.ac.lk](http://www.lib.mrt.ac.lk)