American University of Armenia

Employer Satisfaction Survey of AUA Graduates

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Introduction

During November-December 2010, the American University of Armenia conducted Employer Satisfaction Survey. The survey was carried out by AUA Office of Institutional Research (IRO) with the support of the Provost and Vice President and Alumni and Career Development Office.

The major objectives of the survey were to assess employer satisfaction with graduates from AUA in the areas of academic and technical skills, as well as employer satisfaction with the overall responsiveness of AUA to their human resource needs.

This report describes the methodology used for the survey and presents the findings in tables.

Methodology

Instrument Design and Timeline

The instrument includes questions on importance of qualities in hiring new personal at the organization, overall perception of AUA graduates as well as general satisfaction with skills and competencies of particular AUA graduate working in the organization. Demographic questions were asked for analysis purposes.

Survey questionnaires were distributed on November 10, 2010, and survey responses were collected through December 31, 2010.

Sample, Response Rate, Procedures

The 2010 Employer Satisfaction Survey questionnaire was sent to employers of all 207 employed AUA graduates of 2007, 2008, 2009 and 2010. The survey population included employers of 32 graduates from Department of Law (LAW), particularly employers of 12 graduates with MCLS degree and employers of 20 graduates with LLM degree, employers of 47 graduates from the College of Engineering (CoE), employers of 20 graduates from the Department of English Programs (DEP), employers of 27 graduates from School of Political Science and International Affairs (PSIA), employers of 62 graduates of School of Business Management (SBM) and employers of 19 graduates from College of Health Sciences (CHS). AUA graduates were informed about Employer Satisfaction Survey that AUA is going to conduct.

In order to obtain an adequate response rate, the following procedures were followed:

- A letter from the Provost/Vice-President was sent along with the self-administered questionnaire to each employer of AUA graduate with an explanation of its importance and the request to complete the survey.
- A reminder call was made and e-mail message was sent to non-respondents by the IRO.

A total 117 employers participated in the survey. In total the IRO office received 143 completed questionnaires from employers, which comprises a response rate of 69.1 percent.

Upon completion of data collection, data was entered into an SPSS file and statistical analyses such as frequencies, cross-tabulations, and mean averages of the responses were performed.

Table 1: Response rate by departments			
	Total number of employed graduates	**Number of responses**	**Percent**
Master of Engineering in Industrial Engineering and Systems (M. Eng.)	17	11	64.7
Master of Science in Computer and Information Science (MS CIS)	30	23	76.7
Master of Business Administration (MBA)	62	45	72.6
Master of Political Science and International Affairs (MPSIA)	27	19	70.4
Department of Law (LAW)	32	22	68.8
MCLS	12	9	75.0
LLM	20	13	65.0
Department of English Languages (DEP)	20	10	50.0
College of Health Sciences (CHS)	19	13	68.4
TOTAL	**207**	**143**	**69.1**

GENERAL INFROMATION ABOUT ORGANIZATION

Table 2: Means of how useful are the following methods for hiring new employees on scale of 1 to 7 *(1=not useful at all and 7=very useful)* *(in descending order)*	
	Mean
Direct contact with potential employees	5.74
Internships	5.54
Referrals from colleagues	5.21
AUA Alumni and Career Development Office	4.75
Unsolicited resumes	4.37
Employment agencies	3.39
Newspaper advertisements	3.13

Table 2: Means of how important are the following qualities or features for hiring new employees on scale of 1 to 7 *(1=not at all important and 7=very important)*	
(in descending order)	
	Mean
Understanding of job	6.29
Specific technical knowledge required for the job	6.02
Knowledge of specific computer applications required for the job	5.84
Understanding of organizational context	5.83
Previous work experience	5.78
Degree in a specific field	5.37
Specialized training or skills	5.29
Internship/practical experience	5.24
Master's degree or higher	5.21
Reputation of the university	5.16
Understanding of international business environment	5.08
Employer recommendations	4.60
Knowledge of peoples and cultures from other countries	4.55
Specialized certification	4.42
University grades	4.35
Recommendation from an instructor	3.95

Table 3: Most important competences required by the organization		
(Multiple responses permitted; in descending order)		
	Frequency	**Percent**
Analytical ability	69	62.2
Professional expertise	67	60.4
English language fluency	58	52.3
Computer skills	52	46.9
Critical thinking	25	22.5
Communication skills	24	21.6
Research skills	24	21.6
Ability to adapt to change	14	12.6

Table 4: Most important competences required by the organization		
(Multiple responses permitted; in descending order)		
	Frequency	**Percent**
Understanding of professional responsibilities	55	50.0
Ability to work independently	43	39.1
Understanding of job responsibilities	37	33.6
Desire to learn new things	35	31.8
Dedication and commitment	29	26.4
Creativity	27	24.5
Self discipline	25	22.7
Initiative	24	21.8
Interpersonal skills/relations with coworkers	16	14.5
Understanding of ethical responsibilities	15	13.6
Attendance and punctuality	9	8.2
Self-awareness of personal strengths and weaknesses	5	4.5
Positive demeanor	5	4.5
Self confidence	5	4.5

Table 5: Most important competences required by the organization *(Multiple responses permitted; in descending order)*	Frequency	Percent
Ability to work in a team	72	65.5
Ability to identify, formulate and solve problems	72	65.5
Time management/meeting deadlines	57	51.8
Ability to prioritize tasks	47	42.7
Ability to organize and delegate tasks	29	26.4
Professional demeanor	28	25.5
Presentation skills	12	10.9
Leadership skills	8	7.3
Entrepreneurial skills	4	3.6

GENERAL PERCEPTION OF AUA GRADUATES

Table 6: Overall views and perceptions of AUA graduates
Ability to address the problem quickly, good English, good leadership skills self-confidence.
All AUA graduates have abilities for professional development and high level of knowledge.
AUA gives good theoretical knowledge, it is on the high level, but I cannot say the same about the practical knowledge.
AUA graduates are professional and committed employees.
AUA graduates are professionals, they all have analytical thinking, creative approach toward work.
AUA graduates are professionals, they have analytical abilities and creative approach toward job.
AUA graduates are responsible and punctual, they have analytical thinking, and high level of knowledge in their filed.
AUA graduates are usually proactive, have analytical thinking, systems thinking, are able to prioritize the tasks and have always met the requirements of the University.
AUA graduates are very competent specialists, they have a great authority in their specified fields.
AUA graduates are very purposeful, they are eager to learn new things. They can work in a team and be a good colleague
AUA graduates are very smart, they know what employers want from them and they are very responsible.
AUA graduates are very well aware of their job responsibilities, they are very disciplined and punctual and have ability to work in a team.
AUA graduates are very well known as professionals, they all have high level of education and aware of new methods on how to sold the problems.
AUA graduates are very well prepared and prospective personnel.
AUA graduates are well equipped with specific knowledge to start working in an organization like ours with mission to strengthen capacity of civil society organizations and local government in Armenia.
AUA graduates during their years of study learn analytical ability and have their own opinion.

They easily adapt to requirements of the employer, they are more flexible and able to work as a team member.
AUA graduates have broad spectrum of knowledge in finances and accounting. But knowledge in quantitative and economics are weak.
AUA graduates have grate volume of knowledge in their field of expertise and can work independently. Their analytical and research abilities are very well developed.
AUA graduates have high expertise and have all the apply to all requirements of the employers
AUA graduates have high sense of professional responsibility, they know how to work at international organizations.
AUA graduates have more broader view of the problems, have good ability to understand and solve problems.
AUA graduates have such knowledge that can be very helpful for the development of the organization.
AUA graduates have theoretical base, able to work in a team, leadership and time management skills. They also have analytical thinking.
AUA graduates meet all the necessary requirements.
AUA graduates receive high quality of education which allows them to understand job responsibilities, fluent in English, have initiative skills, have creative approach, have analytical thinking.
AUA graduates received diversified education and are professional in their field. And this applies mostly to the earlier graduates. One positive aspect that make AUA graduates differ from others is knowledge of English.
AUA graduates show willingness to learn and improve. The best qualities that AUA graduates have in general are learning abilities, interpersonal skills, the sense of teamwork.
AUA graduates that are working in our organization are unique with their analytical thinking, creativity and devotion. They also have research skills, they are more informed and are thinking in English
AUA graduates who I met were very intelligent and very well educated. They are independent, self-confident and have positive vision about their future and career.
AUA prepares professional and qualitative graduates.
Competent and well organized.
Educated, with high level of self-confidence and ambitions.
Excellent.
Excellent English level, good level of education, good sense of responsibility.
First and the most important one is that graduates get knowledge that are relevant to the real world, they all aware of new technologies. They all have an ability to work in a team, on the same time they are able to work independently and achieve the goal.
For Computer science it will be better to put more attention on technologies and trends.
Good.
Good.
Good knowledge of English.
Good perception.
Good professional skills and knowledge of English.
Good sense of responsibility
Great majority of AUA graduates have very good professional and practical knowledge, they are very self-assured and have strong leadership skills.
Highly professional.

Highly professional.
I believe that AUA graduates have good theoretical knowledge and ability to apply them into practice.
I have never expect that AUA graduates will have knowledge that is inherent to Harvard, but my perception about AUA graduates is pretty good.
I think that AUA graduates have high level of professionalism and education.
I would like to be very honest with you. I think that AUA graduates are really well-equipped with knowledge in their sphere. There is though one opinion which not only I but also many employers share. AUA graduates are pretty arrogant.
In difference to the graduates from other Armenian universities the graduates of AUA are demonstrating good practical knowledge and readiness to start working without long ramp-up period.
Initiative taking, good sense of global issues, understanding of time management and team work.
Interpersonal relations with supervisors, high sense of responsibility in completing the tasks.
It is assumed that the perception about AUA graduates must be higher than of other universities in Armenia, however nowadays AUA is equal to other universities in Armenia.
Most graduates are prepared, knowledgeable and responsible. What is more, they are eager to learn new things and are open-minded.
My perception about AUA graduates is positive.
My perception is very high.
My perceptions and expectations are related to the job requirements. The way any employee meets the needs, and stands out in terms of professionalism, is the best evaluation of the subject matter.
My understanding is that during last years the quality of education was decreased and should be improved to meet the market expectations.
Opinion about AUA graduates can be completely different based on their personal attributes. They do not have similar working skills. Personal attributes prevail over the professional skills.
Overall AUA graduates received broad specter of knowledge, and on the other hand received very specific knowledge that is very important for their understanding of the work. The experience of the faculty members and the way of teaching allows them to understand deeply the topic. Important to mention that AUA graduates have personal skills that do not have weaknesses.
Overall impression is positive, however I met different graduates, who have good theoretical knowledge but cannot practice them.
Overall impression is positive, however I would suggest to make admission process stricter, in order to have more qualified graduates. Add courses that deal with telecommunication.
Overall impression on AUA graduates is positive, especially when it comes to self-confidence and ability to express their opinion and views.
Overall my perception is positive. They all are intelligent and educated people.
Overall perception is positive.
Overall positive perception.
Perception about graduates who have humanitarian background is positive, about those who have technical background the perception is negative.
Quick understanding of the tasks, good English, which allow them to sell back services.
Responsible, intelligent, diversified.
Smart and initiative person.
The AUA graduate who is currently working at our company has sufficient knowledge and skills needed for the position she is assigned at.
The general observation may be brought down to open-mindedness, professional skills, self-

discipline, and punctuality in meeting the deadlines, self-confidence and willingness to learn new things.
The graduates from AUA usually comes with high level of English knowledge. They have developed soft skills, knows organization structure, processes. Overall graduates from AUA are more prepared to join company and become a productive member very soon.
The overall perception varies between departments graduated, but in general AUA graduates are outstanding in work discipline being organized.
The perception is good.
There are two employees from AUA working at our company currently. In general, I am very satisfied with the leadership skills as well as time management and task prioritization abilities, analytical and critical thinking capabilities they have.
They all are very well prepared, self-confident, initiative and responsible.
They all well prepared, have good computer skills, know how the projects are managed, high perception about their own knowledge, too ambitious.
They are very self-confident, but need some practice before applying for the job.
They are very well organized, however it is noticed that some of them shows arrogance and self-confidence.
They are very well prepared.
This AUA graduate is the only person working with us from AUA, however I interviewed many AUA graduates for the post, and overall I found them having good professional skills and confident and of course this graduate continues to contribute a lot.
Three out of eight employees in Financial Unit are AUA graduates. The major qualities for which AUA graduates have been hired are the professional skills, academic knowledge, ability to undertake complex tasks, work under pressure and meet deadlines. Students are being exposed to all of these in AUA which makes them ready for getting a job.
Typically their English skills are above the average candidates in Yerevan and they are technically competent. However an opportunity for improvement is their experience with working in non-hierarchical team environments and need for a much deeper experience with presentation skills and spoken English. English grammar is also a problematic area for them.
Very good preparation.
Very good theoretical background, very often not backed by practical experience. Good level of business, English and interpersonal skills. Sometimes too ambitious, having very fast professional growth expectations.
Positive.
Positive perception.
Very positive.
Very positive.
Very positive.
Very positive.
Very positive perception.
We employ many in our department and they are all confident, competent and professional individuals.
We have only one graduate and our perception is good.
Well educated, has general understanding of current world (economy, finance, culture). Easily meeting employers' expectations.
Well educated, professional, self-confident, understanding job responsibilities.

Table 7: How can AUA improve the preparation of its graduates for employment in the organization, what skill are needed, what other academic programs should be added
A master Degree in Economics would be a valuable addition to AUA academic programs.
Accounting for Financial Analysts.
Add course on Intellectual Property, since the role of Intellectual property increases from year to year.
All required skills are provided by bank.
Along with theoretical knowledge it would be good to have some practice. Those students who do not have law background have more detailed knowledge in law at AUA.
As our company acts in Data management sphere of structures finance, it would be nice if AUA includes this courses in its academic programs.
As President of the NGO I would like to suggest having more practical experience in order graduates have knowledge to work as program managers. I would suggest subjects in European Integration, Role of Armenia in the regional context.
AUA graduates' level of education is much higher than it is required by our organization
AUA prepares good graduates, however lack of Armenian, especially in legal sphere, some of the graduates cannot communicate properly. I would suggest to include one or two legal courses in Armenian. It would be better if the graduates have more advanced knowledge in Corporative Law or Tax Law. AUA graduates have good knowledge in International Law. But in comparison with others AUA is much better.
AUA totally corresponds to our needs.
BA degree should be provided. Closer work with employers, in terms of providing alumni data.
Better knowledge of technical skills as well as English, communication and ability to work in a team.
Business writing an d ability to prepare business case, projects based on market data and competitor analysis.
Can't really advice anything new.
CIS is enough for our country. And acquired knowledge seems to be enough.
Computer advanced skills. In academic programs I would suggest to add subjects in the field of human resource management, quality assurance, marketing and Public relations.
Continued effort toward writing skills, promoting research skills, encouraging contact/interaction with industry.
Course on European Union affairs.
Courses in management-- supervisor -employee relationship, conflicts, communication.
Deeper knowledge in current socio-economic and legal fields.
Deeper knowledge of new software, and development languages line.NET, Flash\Flex, Objectives C.
Develop analytical abilities and research skills. Advance knowledge in statistical programs.
Developed more analytical and critical thinking.
Direct learning of certain abilities.
First of all the graduates should have high sense of responsibility, intelligent, communication skills as well as know the banking business.
Focus on group and team projects. Use these projects to gather peer feedback which can then be included in the grading process.
Foreign language skills, understanding of the profession.
Give a chance for internships in different organizations.

Give opportunity to the AUA students to have more hours of internship in different companies and organizations 9local and foreign).
Give students opportunities to practice. It will allow students to understand how our organization works and develop skills that allow to work in our organization.
Good knowledge of LINUX OS, Digital, Analog and Mixed signal circuit design. Memory circuit design (SRAM, DRAM, EEROM, Flash ROM, etc.) VLSI Layout design and Physical Verification.
Graduates mainly lack professional experience and expertise. These can be fulfilled either by adding more practical courses, or by involving graduates and student in internship campaigns.
Have more practical experience.
Have more practical work.
Have practical experience. Organize practicum.
HSBC require knowledge in banking system and macro economy.
I think it will be great if AUA will have agreement with several Armenian IT companies so that the best students can pass internship in that companies.
I think that AUA doesn't have any program that deals with culture and art that have all qualifications from Europe or US.
I think that AUA gives all necessary knowledge to become a specialist in the field.
I think that AUA provides all necessary knowledge that is required by employers.
I think that AUA provides all the necessary knowledge, but it would be better if the graduates are aware of civil society and public sector.
I think that your programs are really good. You just need educate them that for a company it does not matter what you have graduated from, but what you can give that company through your knowledge and how the company will benefit from hiring you.
I would quantitative methods, economics, Intermediate Micro and Macro.
I would suggest psychology.
In general, I am satisfied with the skills, competencies and preparation of AUA graduates working in my company. They are capable of competently overcome job requirements, lead the group, meet the deadlines and correctly manage their time in the frames of current work.
In order to understand the topic more deeply I would suggest to make extend the time of the course and to separate some of the courses into two courses, so the students have more time to understand the topic.
Increase the numbers of practical work. In IT better knowledge of ORACLE, PI/SQL, Ms SQL, UNIX/LINUX, Windows, and Excel and Access for other fields.
Internships must be more seriously for the graduates to have the necessary organizational experience, and preparation of the professional documents, e.g.. business plans has place for improvement.
It will be great to provide the students with an opportunity to have organizational practices before graduating, so this is more about obtaining skills and getting to know more on how organizations operate.
It would be better if AUA pays more attention to American and Armenian values, on abilities to work as a team members, as well as knowledge of Armenian.
It would be good if AUA graduates know Russian as well as English.
Knowledge related to the banking processes, accounting, basic knowledge of internationally accepted banking.
Logical studies.
More advanced knowledge in law.

More cooperation with the organizations where AUA graduates can obtain practical knowledge.
More deeper knowledge in different types of Laws.
More detailed knowledge in Armenian law and practice.
More practical subjects, more extensive internship programs.
More practical work.
More practice.
More practice.
More realistic approach toward work, they need to expect fluent increase in career and not drastic increase, need to appreciate team work.
Our organization is working in the field of public administration. AUA does not provide specialist in that field.
Pay attention on grading system, I think it must be more strict.
Programs that will contribute to the development of analytical thinking and sense of responsibility.
Separate programs specialized in PR.
Should have more professional English Writing Skills.
Some practical knowledge would be great.
Strategic Management, Program management, Public management, Risks evaluation and management.
Structured finance, new technologies like AJAX, new technologies.
The AUA graduate who is currently working at our company has sufficient knowledge and skills needed for the position she is assigned at.
There are no suggestions in this field.
They need deeper knowledge in teaching   the four language skills and more practice in teaching. the knowledge of the psychology of learners of different age groups might be an asset.
To focus more on practical issues connected with the work (adding internships in the appropriate organizations).
To have more practical work, e.g. give students opportunities to work at the organizations and implement theoretical knowledge.
UNIX/Linux/Oracle/Qt administration (less) and programming (more).
We need people with PH perspective and good managerial skills.
We need to use YSMU as a place for summer practice for AUA students.
We would suggest to establish a PhD program, as a need for doctors with Western philosophy and values system is huge currently in the higher education in Armenia. As a tertiary institution, we're mostly having troubles recruiting lecturers with higher than MA degree.

SATISFACTION WITH AUA GRADUATE

Table 8: Means of level of satisfaction with <u>professional attributes</u> of this AUA graduate on scale of 1 to 7 *(1=very dissatisfied and 7=very satisfied)*

(in descending order)

	Mean
Interpersonal skills/relations with supervisors	6.32
Understanding of job responsibilities	6.30
Interpersonal skills/relations with coworkers	6.28
English language fluency	6.28
Ability to work in a team	6.21
Communication listening	6.21
Communication speaking	6.21
Computer skills	6.15
Professional demeanor	6.14
Communication writing	6.09
Ability to identify, formulate and solve problems	6.08
Time management/meeting deadlines	6.06
Analytical ability	6.02
Ability to adapt to change	5.98
Presentation skills	5.90
Research skills	5.90
Ability to prioritize tasks	5.89
Critical thinking	5.89
Ability to delegate tasks	5.80
Professional expertise	5.77
Leadership skills	5.47

Table 9: Means of level of satisfaction with personal attributes of this AUA graduate on scale of 1 to 7 *(1=very dissatisfied and 7=very satisfied)* *(in descending order)*	Mean
Positive demeanor	6.43
Desire to learn new things	6.35
Understanding of ethical responsibilities	6.33
Understanding of professional responsibilities	6.32
Dedication and commitment	6.24
Attendance and punctuality	6.18
Self discipline	6.15
Ability to work independently	6.10
Self confidence	5.90
Creativity	5.84
Self-awareness of personal strengths and weaknesses	5.80
Initiative	5.75

Table 10: As an employer, I am satisfied overall with the work of this AUA graduate

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	77	53.8	55.0	55.0
Agree	61	42.7	43.6	98.6
Disagree	2	1.4	1.4	**100.0**
Strongly disagree	0	0.0	0.0	
Missing value	3	2.1	**100.0**	
TOTAL	**143**	**100.0**		

Mean= 3.54 *(1=strongly disagree and 4=strongly agree; missing value excluded)*

Table 11: This AUA graduate has contributed to the growth of our organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	37	25.9	28.9	28.9
Agree	81	56.6	63.3	92.2
Disagree	10	7.0	7.8	**100.0**
Strongly disagree	0	0.0	0.0	
Does not apply	13	9.1	**100.0**	
Missing value	2	1.4		
TOTAL	**143**	**100.0**		
Mean= 3.21 *(1=strongly disagree and 4=strongly agree; doesn't apply and missing value excluded)*				

Table 12: This AUA graduate's performance is higher than that of most graduates from other universities

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	32	22.4	24.8	24.8
Agree	48	33.6	37.2	62.0
Disagree	41	28.7	31.8	93.8
Strongly disagree	8	5.6	6.2	**100.0**
Does not apply	13	9.1	**100.0**	
Missing value	1	0.7		
TOTAL	**143**	**100.0**		
Mean= 2.81 *(1=strongly disagree and 4=strongly agree; doesn't apply and missing value excluded)*				

Table 13: This AUA graduate contributes to the overall success of our organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	43	30.1	31.9	31.9
Agree	81	56.6	60.0	91.9
Disagree	11	7.7	8.1	**100.0**
Strongly disagree	0	0.0	0.0	
Does not apply	7	4.9	**100.0**	
Missing value	1	0.7		
TOTAL	**143**	**100.0**		
Mean=3.24 *(1=strongly disagree and 4=strongly agree; doesn't apply and missing value excluded)*				

Table 14: Strengths of AUA graduate		
(Multiple responses permitted; in descending order)		
	Frequency	**Percent**
Disciplined, punctual and highly organized	47	12.4
Understanding of professional and job responsibilities	42	11.1
Committed to work	28	7.4
Analytical thinking	24	6.3
Desire to learn new things	23	6.1
Responsible	20	5.3
Ability to work in a team	19	5.0
Creative and innovative	17	4.5
Positive demeanor	16	4.2
Oral and written communication skills	16	4.2
Hard working	16	4.2
Ability to work independently	13	3.4
Problem solving skills	11	2.9
Self-confident	11	2.9
Time management and ability to meet deadlines	9	2.4
Good technical knowledge	7	1.9
Purposeful	7	1.9
Initiative	6	1.6
Fluency in English	6	1.6
Research skills	5	1.3
High level of professional ethics	5	1.3
Ability to adapt to changes	4	1.1
Clever	4	1.1
Very intelligent	3	0.8
Have good leadership skills	3	0.8
Ability to priorities tasks	2	0.5
Quick in actions/energetic	2	0.5
Ability to face high workloads	1	0.3
Honest	1	0.3
Diligent	1	0.3
Ability to listen	1	0.3
Fluency in Russian and Armenian	1	0.3
Ability to successfully accomplish tasks	1	0.3
Ability to think broader	1	0.3
Cognizant	1	0.3
Ability to negotiate	1	0.3
Very steady	1	0.3
Persistent	1	0.3
Desire to build career	1	0.3
Total	**378**	**100.0**

Table 15: Weaknesses of AUA graduate		
(Multiple responses permitted; in descending order)		
	Frequency	**Percent**
Lack of leadership skills	29	14.0
Lack of self-confidence	20	9.7
Too shy	15	7.2
Lack of initiative	13	6.3
Bad time management	11	5.3
Lack of enthusiasm	11	5.3
Not punctual, come at work late	10	4.8
Lack of profession knowledge	9	4.3
Too emotional	9	4.3
Lack of communication skills	8	3.9
Lack of creative approach toward work	7	3.4
Do not accept critic	5	2.4
Haste and Inconsistent	5	2.4
Lack of ability to delegate tasks	4	1.9
Lack of working experience	4	1.9
Lack of analytical thinking	4	1.9
Lack of presentation skills	4	1.9
Lack of ability to work independently	4	1.9
Lack of knowledge in quantitative methods	4	1.9
Reserved	3	1.4
Poor knowledge of computer	3	1.4
Passive	3	1.4
Not able to work under stress	2	1.0
Not a team member	2	1.0
Not detailed oriented	2	1.0
Not good English	2	1.0
Lack of ability to priorities tasks	2	1.0
Too self-confident	2	1.0
Not good Russian and Armenian	2	1.0
Lack of experience in negotiation process	1	0.5
Poor knowledge how library works	1	0.5
Too detailed oriented	1	0.5
Persistent	1	0.5
Do not use dress code	1	0.5
Whimsical	1	0.5
Can't think of any	2	1.0
Total	**207**	**100.0**

Table 16: Do you anticipate hiring more graduates from AUA as a result of the performance of this graduate		
	Frequency	**Percent**
Yes	119	83.2
No	13	9.1
Missing value	11	7.7
Total	**143**	**100.0**

BACKGROUND INFORMATION OF AUA GRADUATE

Table 17: Position of the graduate held in the organization			
	Frequency	**Percent**	**Valid Percent**
Executive	0	0.0	0.0
Managerial	59	41.3	42.8
IT specialist	8	5.6	5.8
Consultant	12	8.4	8.7
Administrative	48	33.6	34.8
Teacher	11	7.7	8.0
Missing	5	3.5	**100.0**
Total	**143**	**100.0**	

Table 18: Number of years this graduate has been employed by the organization		
	Mean	
	2 years	
	Min	**Max**
	1 month	10 years 3 months

Table 19: Does this graduate work part-time or full-time		
	Frequency	**Percent**
Part-time	21	14.7
Full-time	117	81.8
Missing	5	3.5
Total	**143**	**100.0**

Table 20: Gross monthly salary range for the AUA graduate				
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Less than 60,000 AMD	6	4.2	5.0	5.0
60,001 – 100,000 AMD	17	11.9	14.0	19.0
100,001 – 200,000 AMD	48	33.6	39.7	58.7
200,001 – 300,000 AMD	20	14.0	16.5	75.2
300,001 - 400,000 AMD	14	9.8	11.6	86.8
Over 400,000 AMD	16	11.2	13.2	100.0
Missing value	22	15.4	**100.0**	
Total	**143**	**100.0**		

Table 21: Verification of graduate's diploma/degree			
	Frequency	**Percent**	**Valid Percent**
Yes	102	71.3	73.9
No	36	25.2	26.1
Missing	5	3.5	**100.0**
Total	**143**	**100.0**	

Table 22: Type of the organization where AUA graduate is employed		
	Frequency	**Percent**
Armenian government and agencies	16	11.2
Armenian non-governmental organizations	8	5.6
Businesses and enterprises	82	57.3
Educational and research institutions	23	16.1
Foreign-funded development projects and companies	5	3.5
Embassies and international organizations	9	6.3
Total	**143**	**100.0**

Table 23: Comments and suggestions
This graduate started with our organization as an intern from AUA for research for her Master's thesis. Later she was offered a job as a researcher for a comprehensive assessment of the civil society in Armenia by CIVICUS methodology. I want to mention that we highly appreciate the understanding of research tools and research skills that AUA provides its students with, especially with their involvement in Turpanjian CPA activities.
We are glad to cooperate with AUA.
I want to express good luck to you in all your endeavors and I wish ourselves to have more intelligent and clever employees.
Education at AUA should be available to broader people
This AUA graduate is a dedicated employee. She has a high responsible attitude toward her job. She contributes her personal and professional skills to the work and the results satisfy the requirements both of employers and clients.
AUA gives people good English knowledge, high ambitions and some management skills; however it would be good to have more technological and technical background also. I get this feeling based on my interviews with AUA graduates. However it is not applicable in case of this graduate whom I am evaluating now, since his technological vision completely fits with our expectations.
I'm very satisfied and pleased of having this graduate in my team. I'm sorry, but I think, you would like to know, that I also had a very bad experience working with one other AUA graduate.
This MBA graduate is a very reliable and competent person, who has ability to provide general and structural analysis, to give predictions on the problems occurrence and suggest their constructive solution. She is able to conduct productive and constructive discussions on the issues raised. Weights all the risks before taking an action or making forecasts for further decisions. This MBA graduate is one of the most valuable employees in our department, who has a good potential to further develop as a professional and be able to bring positive input to our company.
It would be good if AUA organize a meeting with graduates and employers, exchange of experience and to provide employers statistical data on where AUA graduates work.
We have 20 employees working in my department and this AUA graduate is one of the best employees, whose work is always satisfied by director and clients.
Thanks for your interest in the AUA graduates' future career and your follow-up activities.
The salary depends on the hours the teacher is willing or has the opportunity to teach.
Thank you very much for this survey. In previous years we had a chance to invite interns from AUA. We would like to have this opportunity again
I would like to pay more but our University pays salaries per hour work. Thanks a lot for your work.
As I already told pay more attentions on empiric and economical categories, as well leadership and negotiation skills.
I would be happy if all my employees be like this AUA graduate. I have positive perception about AUA graduates. I am familiar with many AUA graduates, particularly those who work in pharmaceutical sphere. Thank you
This graduate is pleasant person to work with, eager to learn and contribute to the organization with all his professional skills. I'm sure we will benefit from his

contribution. He has mastered the software run in our program and is eager to learn more. Thanks, hope AUA trains many more like him.
AUA graduates are very smart, they have desire to move forward and develop professional skills.
AUA graduates receive western style of education and they at the end they have internationally accepted practice in their field. Besides discussing the international practices it would be better to discuss Armenian cases as well.
Based on AUA strategy most of the faculty members received their degrees from abroad, which means that AUA graduates have lack of expertise t work as civil servants at state organization in Armenia. I would suggest to know what employers want from AUA graduates and organize trainings in these fields, and not only in English. Add new majors or programs in Public Management or Public Policy.
Very good person and employee to have in team. Trusted and dedicated. In the course of years she grew tremendously and never stopped learning.
As a statistics, the graduates from AUA are more organized and mature in comparison with other graduates from different institutions.
More courses/trainings on Web application development, DB administration and design.
We are very proud having this AUA graduate in our organization. I would like to have more cooperation between our organization and AUA.
AUA give very broad specter of knowledge. Applies modern methods and technologies, develops abilities to work in a team, which are very important in the market. Education, that AUA provides, allows the graduates to have managerial positions. Today most managers are not professionals, which hinder the development of the organization, but AUA that applies modern methods give professional managers. AUA graduates have western style education and way of thinking, which is very difficult to apply in nowadays Armenian market.
It is pleasure to work with this graduate. She is fully responsible person, recognizes her strengths and weaknesses and is a hard learner, very energetic and motivated.