

# **REFLECTION ON THE PANDEMIC AND COVID-19: PHENOMENOLOGICAL STUDY OF MBA STUDENTS AND THEIR EXPERIENCE**

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## **ABSTRACT**

Using a phenomenological lens, MBA students in a southern Minnesota metro area were interviewed regarding their experiences during the heart of the pandemic. Transcription of results was done for eight participants and then themes emerged from each detailed response were recorded and analyzed to get at the lived experience of each individual participating. Discussion of maintaining health, feeling valued, connecting at home with family and friends, making new starts, living life to the fullest and the uncertainty of whether we will emerge with less fear, and how to make positive changes - were major themes that emerged from coding responses.

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## **INTRODUCTION**

The impact of the COVID-19 pandemic is undeniable. The sociocultural changes are so profound that the virus created a “new normal”. This paper underscores this and its impact on graduate students. It is not an attempt to profoundly change our structures of education delivery, but to understand what students value and where they are headed in future offerings for MBA students.

The additional hope is to make recommendations to MBA programs to better meet the needs of remote students of the future, now that we have experienced the favorable and unfavorable aspects of remote learning. Hopefully, this will create additional discussion for practical implications in future offerings for business marketing and management students.

## **METHODOLOGY**

### **Transcendental Phenomenology**

For the purpose of this study, a transcendental phenomenological approach was used. Phenomenological inquiry was chosen as the aim is to understand the experience and perceptions of participants, seeking to understand the underlying structure of the experience. Transcendental phenomenology studies the lived experience of participants, allowing for development of perspectives including external, physical, and isolatable stimuli. In transcendental phenomenology, the researcher brackets out his or her understanding or pre-conceived ideas, as the purpose is to move beyond everyday experience to a state where everything is perceived freshly, as if for the first time (Moustakas, 1994).

Transcendental phenomenology clarifies the assumptions in which human understanding is grounded and investigates the ways in which knowledge comes into being. The process for transcendental phenomenology include bracketing out one's experience, collecting data from several people who have experienced the phenomenon, and analyzing the data by reducing it to significant statements or quotes in order to combine these statements into themes (Creswell & Poth, 2018; Moustakas, 1994). The researcher then develops a textural description—what the participants experienced, and a structural description—how they experienced it in terms of conditions, situations, or context.

The methodology of transcendental phenomenology includes the epoche', transcendental-phenomenological reduction, and imaginative variation. The epoche' means to refrain from judgment or our everyday way of viewing things. In transcendental-phenomenological reduction, each experience is considered in and of itself. The experience is perceived and described in totality, with assumptions suspended (Moustakas, 1994). This process allows for the researcher to derive a textural description of the meanings and essence of the phenomenon. Imaginative variation allows for the researcher to come to a structural differentiation among all of the collections of actual and possible

perceptions and thoughts that relate to the object in question and create a unifying synthesis or essence of the experience.

Transcendental phenomenology studies the lived experience of participants, allowing for development of perspectives including external, physical, and isolatable stimuli. Moustakas (1994) states that the purpose is to move beyond everyday experience to a state where everything is perceived freshly, as if for the first time. Additionally, in transcendental phenomenology, the researcher brackets out his/her understanding or pre-conceived ideas. Conversely, in hermeneutic phenomenology, the researcher becomes integral to the process, and pre-conceived understandings and knowledge become the “fore-structure” for interpretation. For the purpose of this study, the researcher seeks to understand the true essence of participant’s lived experiences, and in doing so, to view the participant’s experience without bias or prior interpretation, as one would with hermeneutic phenomenology.

Husserl introduced the concepts of noema and noesis in transcendental phenomenology. Noema refers to the object of experience or action—reflecting the perceptions, feelings, thoughts, memories, and judgments of the object (Lavery, 2003; Moustakas, 1994). Noema is that which is experienced; the “what” of experience (Moustakas, 1994). In contrast, the noesis is the act of experience; perceiving, remembering, thinking. Meanings must be recognized and drawn out. Noesis can be thought of as the way in which the “what” is experienced, or, the act of experiencing. For example, Moustakas (1994) discussed a situation where he received medical advice—the noema, for a health condition, and received the advice as critical disbelief and distrust—the noematic meaning. Moustakas (1994) recognized the source of his noematic meaning as stemming from a prior experience in which healthcare decisions had a tragic impact upon a sibling.

Husserl (1931) introduced the concepts of noema and noesis in transcendental phenomenology. Noema is the “what” of experience, and in contrast, the noesis is the act of experiencing; perceiving, remembering, and thinking (Lavery, 2003; Moustakas, 1994).

**Questions Examined:** How effectively are you adjusting in this pandemic? How are you coping? Is it worse than you expected?

**Population:** The population studied are adult, male and female MBA students living in a southern Minnesota community during a period of their studies in a program delivered in the Midwest. These individuals are working to complete their degree and transition into new workforce and enhance career mobility.

**Sample:** The sample being studied are eight adult, MBA Students of men and women living in southern Minnesota community during a period of their studies in a program delivered in the Midwest. These individuals are working to complete their degree and transition into new workforce opportunities and enhance career mobility. None were coerced to participate, and their responses have been documented for us to learn from their own “fresh” lived experience.

**Limitations:** This course was originally offered as an on-ground experience, but due to increases of COVID related cases, the course and interviews were moved to a virtual synchronous and asynchronous based modality of delivery. Interviews took place via Zoom, email follow-ups and by phone using the same questions for each participant.

## RESULTS

### Interview Results from Transcription

#### *Participant 1:*

I recall when the news broke about it spreading through China. I thought to myself wouldn't it be cool to live through something like this if it actually spread.

For years the media hypes up bird flu, swine flu, Ebola, Zika virus and other things that have the potential to be disastrous but they tend to lose steam before reaching their nefarious potential.

As it progressed I pushed to work from home which was shot down immediately as my company is very old school -- a few weeks after that we were given the green light to work from home. I followed all of the CDC guidance as it evolved and really didn't do much for 9 months. Since I have older parents I disassociated with my friends, missed countless adventures, social gatherings and even Thanksgiving(pending COVID test).

Working from home was fun for a while and I even got to witness an attempted coup at the Capital. As the days grew on and on with more bad news, living alone with no pets, no interactions with anyone aside from my parents were weighing heavy on my sanity. Luckily the vaccination development and rollouts were historically swift and effective when it was my turn I got mine and soon after went back into work. There was an adjustment period getting used to people coughing and sneezing but that went away with time. My mood, work performance and social aspects of my life improved drastically for the better.

The pandemic was an interesting experience and thankfully nobody in my family got seriously ill though many families were not as fortunate. If we had a normal president in office when COVID broke out the public likely would have followed CDC guidance and taken it more seriously. This virus will keep chugging along as new variants pop up here and there just like a bad flu season -- at some point we need get back to life as it was.

*Participant 2:*

Oh man, this one hits home. I would say it is both worse and not as bad as I was expecting. In March of 2020, I was working in the toxicology laboratory and had just made my first house payment, I thought I was being an adult. Quickly, rumors swirled of layoffs and furloughs and I got nervous knowing I had a new house to pay for. I scrambled to work in the COVID testing lab. My thought process was if the pandemic isn't that bad I will quickly be back to toxicology, but if it is and furloughs do happen I am sure there would be work for me testing COVID. A 3-month redeployment almost instantly went to 6 and that's when I was unsure what the future would hold. What is surprising to me is the fallout, this is also much worse than I could ever imagine. It has negatively affected how I view people and even family members. Before all the vaccine chatter much of the testing was under scrutiny.

I understand why it was a new virus thus meaning new tests were developed and mass-produced. There are bound to be errors, but what I would read on social media from loved ones about how poor of a job people in my position were doing affected me. I never thought I would have a job that is so front and centered in the media, I found out I never want one again. As soon as something hits the media it seems nowadays it must be associated with politics. I am not a very political person so seeing so much of the health care field lobbed back and forth between parties was insane to me. I feel like I dealt with it well for a long time. I worked long hours In November and December of 2021 and never got burnt out, I thought I was doing the right thing. But as we continue to see cases and lose people close to us for now what is no reason it gets harder and harder. Should this be taken seriously I guess depends on the level of seriousness one has. Is it going to end the human population? That looks unlikely at this point. Could it take more people from us that refuse to believe what science has shown us to be an effective vaccine? Absolutely.

*Participant 3:*

The pandemic is something that could be talked about for days, I feel. I think it is definitely worse than I expected when this all started at the beginning of 2020 in the US. It hit home quick as we were learning about layoffs and furloughs and the impacts of that. My supervisor was gone the day the news came out about furloughing staff at Mayo and being the assistant supervisor I had to share the news with our work unit that we would have furloughs as well. There is no training or planning that can prepare you to share that type of news as it was impacting myself as well. One blessing, and it has become a curse now, but the pandemic revitalized the idea of going outside to parks or national parks and taking in the sights that our world has. I enjoy those types of trips or activities and just being outside but now trying to go to any national park there seems to be more people there which is taking away from certain activities since there are still staffing shortages or capacity limits for certain areas. Unfortunately the pandemic has taken on a political feeling here in the US which seems to make it worse while other countries understand the science behind it and are willing to follow what the science is saying.

One example is island nations, such as New Zealand. Yes, they are smaller and have less population than the US but their government is working with the citizens to ensure safe testing and quarantine measures are followed to be considerate of the entire population. They are an island so they can control their borders or ports more efficiently but they have taken the pandemic seriously from the beginning which has allowed them to function fairly normal after the first large spike that went around the world. My ways of coping have been focus on school since I started the

program right before the pandemic start and we have been lucky to have classes continue to be available. So being productive with school and bettering myself through the pandemic is one way of coping. Another way is to find ways to still see friends or family, golfing has become a hobby that I do much more now and skiing or just outdoor activities in general. We all want the pandemic to be over but with how it has been handled to this point, I find it hard to see that happening anytime soon. It has changed significantly from where COVID-19 first began to where we are now. I truly believed the virus was going to wipe us out. Not necessarily from the virus itself but the impact it made on our mental and emotional well-being and how we see and interact with one another. My feelings towards the pandemic go in waves. One minute I am persevering. The next minute I feel like I am drowning. The biggest eye-opener has been the resiliency of our school-aged children. Their lives have forever changed, and I am curious to see the research to come, years down the road.

I was skeptical at first about the virus and I ended up catching it in April of 2021. My symptoms were not as severe as I thought they would be. I had a slight cough, shortness of breath, and lost my smell and taste. Within five days, it had passed. The worst has been the aftermath. I used to be the type of person who could work 12+ hours a day without a problem. Now, I have trouble focusing for longer than 6-8 hours. My brain gets tired and needs breaks more often. I believe we should take COVID seriously, but to what extent is your discretion. There are so many different perspectives and beliefs that people (myself included) believe in and don't. I respect each other's thoughts and opinions and will continue to do my part. I wear a mask while working with 90+ kids each day and when necessary in public places. As far as coping, today I am okay. What brings me joy is traveling. Being out of my comfort zone and exploring the world around. I haven't been on a plane since June (and it's killing me!) to reduce my risk of exposure.

#### *Participant 4*

Ahh the COVID-19 Pandemic. From when I first started hearing about COVID-19 when it was still isolated in China to now, it has been much worse than I expected. I had no idea it would be two years later and the virus would still be rampant and a part of our everyday lives. It is very surprising to me how much it has changed the business and working world. Working at home used to be something for entrepreneurs and a few select people, but now it is quite common. I have mixed feelings about how we as a society are dealing with this. I think some people handle it better than others and a lot of that probably has to do with personal experience. I think the news media has an agenda and they are out to scare people and at times they blow things out of proportion. I think it is important to take it seriously, but within reason. When I see people in their vehicles alone wearing a mask or posting on social media that sometimes they wear a mask in their house, that is just someone screaming for attention. To be honest I am not really sure the masking works that well. I do think the time to take it seriously is if you are symptomatic or exposed, to make sure you get a test and then quarantine if necessary. Outside of that I think people still have to go out and do things and live their lives. Bars and restaurants and businesses should be open and able to operate as they wish. I have been coping just fine personally. Besides maybe not socializing with some family and friends as much, the pandemic has not had a negative impact on my life at all. Since the beginning of 2020 I bought a truck, got a promotion at work and bought a house. Financially and personal growth wise it has probably been the best couple years of my life. I also have been very fortunate to have not lost any family members or friends due to the virus, which of course makes a huge difference in my outlook. Hopefully this Omicron is the last wave and we can get back to getting everyone healthy and moving forward!

#### *Participant 5*

The COVID-19 pandemic has been tragic in many ways. It has also been eye-opening in many ways. At the beginning of the pandemic, it was worse than I expected, seeing hospitals overrun in Italy and across the world was heartbreaking. Since the initial wave, with a majority of Americans now vaccinated and less-lethal variants of COVID-19 circulating, I believe we are in a much better spot. Throughout the first 10 months, it was difficult dealing with the pandemic. My father is 67 years old and immunocompromised. I took every precaution possible to not spread the virus to my father. Two weeks ago, my mother tested positive for COVID-19. Both her and my father are vaccinated and boosted.

Thankfully, my father never had symptoms. As vaccines and treatments have been rolled out, I was shocked at the politicization of our health care system in the United States. When Pfizer, Moderna, Johnson and Johnson fought tooth and nail to protect their patents by not sharing the formulas, I quickly suspected this was all about money and not the health of humans across the globe. These vaccines were mostly funded by the NIH and taxpayer dollars, but the patents are owned by private companies (Lalani, 2021). I also realized the Food and Drug Administration (FDA) is heavily funded by fees companies pay when they apply for approval of a medical device or drug (White, 2021). So,

the FDA is funded, approximately 45% of its budget, by the companies it regulates (White, 2021). This is a clear conflict of interest. Throughout my career, I have been an investigator. I began my career investigating fraud and money laundering at financial institutions, and now I investigate a variety of fraud and employee and patient issues throughout the business. Being able to gather all the facts by listening to every side of the story has really helped me open my eyes to our political and health care environment as a result of the COVID-19 pandemic. I encourage everyone to listen to different viewpoints and be skeptical of everything you hear whether you agree or disagree. In my opinion, that is the best way to gather all the facts and have informed conversations about various issues.

#### *Participant 6*

Thank you for asking this question as a discussion topic. As divisive as the pandemic/Covid-19 is, I feel passionate that as leaders our best path forward is to have healthy conversations about it and provide people some grace if we are ever going to fully get on the other side of it. Stances around vaccines, politics, masks, media and etc. have only made this situation more toxic. I hate how much those things divide us, but I know I don't have all the answers, so I am going to focus more on my personal experience as it pertains to Covid. I'll never forget that feeling of being sent home to work remote as the pandemic started. So many questions, so much uncertainty, thoughts racing and emotions running high. I was a traveling sales rep for our organization at the time and my heart was thankful to have been pulled off the road and able to hunker down with my family but my mind worried about what the future looked like for my job. However, in March of 2020 we had our largest sales month ever as retailers panic purchased and consumers stocked up for the lockdowns.

Organizationally, despite enormous price increases of ingredients and materials, as well as uncontrollable supply chain issues, we have been fortunate to have thrived during the pandemic. Which has undoubtedly alleviated a massive stressor for my family that many others have had to face. However, life at home was still a major shock to the system and a new normal had to be created. My wife went from being full time on Mayo campus to full time telework and our children's designated playroom became a shared permanent office. While I worked from a card table in our bedroom and we attempted to help navigate a 1st grader through distance learning. Then in January of 2021 my wife, two young girls and I all got Covid around the same time. As scary as it was at that time, prior to the vaccine and when quarantine times were significantly different, it ultimately was a blessing for all of us to go through it at one time together. I watched as my kids had roughly 24 hour fevers and then were perfectly fine, while my wife and I had more severe symptoms and lingering longer effects of fatigue, lost taste and smell. During our quarantine we decided we were going to take our natural immunity and run with it. We rebooked two cancelled vacations for February and March and tried to escape for a while; which was so good for our souls! Then later that Spring came back to in class learning, vaccines, and a return to the office for me. We tried our best to live a relatively normal summer and I was blessed to receive a promotion at work, that has turned into my opportunity to further my education by pursuing my MBA. We have had a lot of blessings as a family, despite the hardships and I think it is important to be mindful of that. That leads me to now, the Omicron variant and the callus of Covid fatigue I have built up. As I type this, we literally have just come out of quarantine this week, as my wife tested positive and my pre-schooler was a close contact at school. My now 2nd grader is finishing up her final days of the 2 week distance learning Rochester public schools shifted to during this time of heightened exposure.

My wife's symptoms were incredibly mild this go around, which has been consistent amongst everyone we know during this variant. My only real solidified thoughts are this: Covid does not appear to be something that is going away completely anytime soon and we as individuals and as a society need to learn how to deal with it. I have expressed that as a family we are going to live with Covid and not let Covid live us. The ripple effects the pandemic has had on both mental and physical health won't be fully realized for years to come. We have to accept that most people's minds on their stance have been made up and forcing people to do things is only going to lead to more division. We have to live and let live, but we won't ever fully begin to heal until we move out of Covid's shadow.

#### *Participant 7*

I would say the COVID-19 pandemic is worse than I had expected for multiple reasons. The first reason is that I remember stories on the news at the very beginning when we still called it the Wuhan virus. I remember seeing there was an epidemic of an unknown virus going through the city, but I didn't think it would be a big deal as I didn't think it would evolve into a pandemic. The second reason is that once COVID-19 did become a pandemic, I didn't realize how long it was going to stick around. If somebody told me in March 2020 we would still be in the middle of the pandemic almost 2 years later, I would have been shocked. I think we are dealing with it as effectively as we

can. I am very biased on my stance related to COVID-19. Coming from a science-based education and working in healthcare, I do understand the seriousness of the situation and I think I give it the respect it deserves.

I don't fear COVID-19, but I also don't want to spread it to others so I do what I can to slow the spread. There are people who understand the severity and they do what they can through things like masking and social distancing, and there are people who doubt the severity and go about life as normal. We are to a point where I think everybody knows how they feel, and we won't be able to change their mind. This is why I think we have reached peak effectiveness. Everybody has made their decision and now we have to go forward through the pandemic and fight it as best we can. It often feels like a fight with a lot of resistance, but at this point is the best that we can do. I have never been shy about sharing my COVID-19 pandemic opinions, and the biggest thing this pandemic has taught me is there are a lot more knuckleheads in the world than I had thought.

I understand not everybody can get the vaccine, and early on I understand why some people might be hesitant to get a new and rushed vaccine, but the people that think the vaccine is being used to force sterility or to wipe out our immune systems give me headaches. The political spin on everything also got crazy and still blows my mind. As much as I would love for the pandemic to end and life to get back to normal, a silver lining of the situation is the pandemic led to a lot of positives in my life. Thus far, I have been very fortunate and have not been COVID-19 positive, nor have any of my immediate family members. I took a new job to help perform COVID testing at the start of the pandemic and it resulted in me accepting a promotion so my career advanced a bit quicker than I had expected. I also had some tuition to pay and a furnace to replace, so the extra hours came at a very convenient time. I've made many connections while working through the pandemic, and it taught me a lot more about who I was. I was exposed to many more stressful and fast-moving environments and I think it has better prepared me for future career advancement post-pandemic. I hope the world will take the pandemic more seriously, but as I said above I think we are reaching the point of "this is the best that we can do."

Coping with the pandemic hasn't been too hard for me. I've never been one to attend large social gatherings or go out a lot, I tend to hang out at home watching Netflix or playing video games with my friends (Nick and Justen). When I do go out it is generally just the small-town bars near my house so it is easy for us to social distance when there are only 4 or 5 people at the bar, including the bartender. Other than wearing a mask, my life didn't change a ton.

#### *Participant 8*

Coming from a science background I always thought that a super virus would kill off humankind unless there was a natural disaster, or it was self-inflicted by nuclear war or something similar. That being said I never thought COVID-19 was a super virus but it was worse than I expected. I think the reason why it was worse than I expected was that I was naive. I thought people would have rallied together and we could have controlled this much better than we did. I think having the science background really helped me understand how viruses work and why CDC was trying to do things in certain ways. The biggest hindrance during the pandemic has been social media. The amount of incorrect information that gets floated around by politicians, celebrities, and athletes needs to be taken with a grain of salt. Also, keyboard warriors have helped divide people and they say things knowing that they will never have a repercussion.

I would say we haven't effectively dealt with the pandemic but we have done a good job of adjusting on the fly. To effectively deal with a pandemic like this everyone would need to be on the same page. At this point in time, I don't think we need to take COVID that seriously. There are vaccines available and between the number of people vaccinated and the number of people that have had the virus we should have pretty good herd immunity and it should only get better. I imagine that possibly starting as early as Fall 2022 there will be a COVID/FLU shot every year. They will make the COVID vaccine similar to how they make the FLU vaccine where they take the five most common strains and create a vaccine for them. I'm optimistic that this summer things will almost return to normal, but I thought that before. I do think that Mayo Clinic will permanently have a mask mandate at least at patient locations but possibly everywhere. I have been coping fine throughout the pandemic. I have job security and working for Mayo gave me early access to the vaccine. For mental health, I have had my wife and two kids to help and I never had to isolate myself alone.

## Coding Process

A search of words most frequently used was created using NVIVO software, and then checked by another colleague to see if we were in agreement with the frequent terms that emerged in the interviews. When we were not in agreement, adjustments were made to insure we included terms that one or both of us did not see on the first pass-through. Frequency of responses were recorded for the eight participants in Table 1 shown below.

### KEYWORD RESPONSES FROM PARTICIPANTS

In addition to the initial transcribed responses, keywords were tallied by frequency and doubled checked by another coder to ensure consistency of analysis. Dialogue among participants ensued but was not included in this document for confidentiality and anonymity reasons.

**Table 1. Results and Themes that Emerged From the Data Collected**

Top Responses: COVID 43, Pandemic 39, Work 35, People 30, Now 25, Think 24, Vaccine/vaccination 19, Test (testing) 19, Virus 19, Healing 17, Every 17, Health 16, Feeling 15, Thoughts 15, Home 14, Start 13, Life 13, Live 13, Worse 12, Years 12, Serious 11, Days 11

Ten responses: Social, Family, Okay, Furlough

Nine responses: Politics, Fear, Expect, Need, Old

Eight responses: Mask, Know, Coping, Change, Best, Better, Normal, Well-being, School, Mental, News, Deal

Seven responses: Good, Begin, House, Effective, Understand, Care, World, Fun, House, War, Situation

Six responses: Reason, Long, Science, Thankful, Believe, Myself, Agree, Fortunate, Everyone

Five responses: Supervisor, Promotion, Quarantine, Experience, Marketing, Interest, Positive, Open, Quick, Flu, Spread, Friends, Hard, Spread, Bad, Symptoms, Nation

Four responses: Social media, Focusing, Alone, Business, Differences, Future, Viewpoint, Immune, Isolate, Variant, Learning, Joy, Impact, Stress, Gather, Countries, Bar, Lost

Three responses: Everything, Blessing, Lead, CDC, Play, Trying, Parents, Question, Divide, National, Human, forward, toxic, lucky, rally, Shock, Potential, Population, Love, Outside, Go out, Approval, Pet, Opinion, Distance learning, Kids, Fight, Public, Emotion, Another, Eye opener, Children, Significant, Money.

For one and two responses: There were myriad choices of words to describe their experiences.

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## DISCUSSION

In addition to words like pandemic and COVID which topped the list, discussion of work, dealing with people, “What do we do now?”, and thinking differently - living among “a continuous vaccine testing for virus world” was present. Talk of healing emotionally and physically, regaining health and preserving it, while balancing feelings and thoughts of altered home lives was discussed. Others mentioned in great detail how this pandemic brought on a new start to live a new life. Some complained that our existing culture could get worse and serious, but optimism was evident.

Social structures with families changed, politics surfaced, and furloughs and layoffs became a reality for many participants. Fear, expectations and the need to care for loved ones more frequently was stated often.

Understanding one another, coping, changing for the better, maintaining well-being and balance to find goodness was elaborated on frequently. Refer to the Table 1 provided for a list of common responses that emerged from the interviews.

Peer reviewers have asked what could be accomplished using this methodology? The hope is that we gain a better understanding of the adjustment phase we all went through - but from an MBA student perspective. Although

we cannot generalize this to all populations, it does reveal the strains and benefits experienced by typical students expecting an on-ground delivery and adjusting to an online delivery.

### **PRACTICAL IMPLICATIONS**

Finding the contribution to the marketing and management education literature is limited here, but there are implications for the marketing educator. Relevance of these findings may be applicable to marketing management education conference participants and other settings.

### **CONCLUSIONS**

Isolation, the impact of social media, focusing, being alone, understanding our differences and viewpoints, while trying to find and maintain joy were common responses among these eight MBA participants during the pandemic. The desire to gather in common forums was desired and discussion of where we are headed left uncertainty, while still others saw hope and opportunity for better work life balance as a result of this quarantine time.

### **RECOMMENDATIONS**

The question is asked by astute readers of this study: Would you like to make recommendations to MBA programs to better meet the needs of remote students? Yes! But, this is not an attempt to create a historical record, but to capture the lived experiences of individuals who were in the vortex of this paradigmatic framework shift and condensed snapshot of time - which altered all of our lives.

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