

**Program Review Document
Department of Management**

A. Summarized Review of Degree Program Report

A-1 Mission, Centrality, and Uniqueness

The mission of the Department of Management is to shape tomorrow's leaders through relevant, ethical, and innovative management scholarship. The department offers a major in management with emphases in human resource management, operations and supply chain management, and general management, and a major in management information systems (MIS).

In today's rapidly changing global business environment, there is a need for graduates who have a solid base of knowledge in sound managerial practices. With so many domestic jobs shifting from manufacturing to supply chain activity and service operations, it is clear that graduates must not only understand these activities, but also have the capacity to work effectively in a multicultural and diverse workplace. In addition, businesses are utilizing technology more than ever, and seek graduates who have the capacity to analyze work situations and design technology solutions to address problems. Our programs are aimed at these needs so that graduates are prepared to contribute in the current and future business world.

The Bachelor of Science in Business Administration (Management and MIS Majors) degree is essential to the mission of Kansas State University, a comprehensive, land grant institution serving the students and the people of Kansas in the nation and the world. These degrees with majors in management and MIS provide highly skilled and knowledgeable graduates who are demanded by local, state, regional, national, and global businesses as well as not-for-profit organizations.

We hope to accomplish our mission through the generation, dissemination, and application of management knowledge by engaging in high quality teaching, research, and professional service activities. The department strives to be recognized as the leader in undergraduate management education in Kansas. K-State's management program is only one in the state that requires a course in Business Ethics and Social responsibility. While the curriculum in human resources is fairly standard, we have added an elective course in the Management of Diversity in the Workplace. Our MIS curriculum is also fairly standard, with the exception of our interactive networking lab that allows students to develop hands on skills in the structure and maintenance of a network lab environment.

The Department of Management offers not only solid and unique degree programs in management fields, but also serves the wider University environment by offering courses that are important to other degree programs such as professional ethics for graduate students. In addition, the Department curriculum

includes critical areas of business ethics and social responsibility, international management, entrepreneurship, and information technology. All of these topics have emerged as important in the business world of the 21st century. The skills and knowledge from these courses will be critical not only to business success, but also to the conduct of business in Kansas and beyond. The department resides in the College of Business Administration with its undergraduate and graduate academic programs having been accredited by the AACSB.

A-2 Quality of Faculty

The department is composed of five tenured professors, five tenured associate professors, four tenure-track assistant professors and nine non-tenure-track full time instructors. All faculty at the rank of assistant professor and above hold a Ph.D. degree. The faculty in management includes nationally known scholars in ethics, organizational behavior, MIS, general management, and operations management. Faculty members demonstrate effectiveness in the areas of teaching, research, and service. Student assessment of instructional quality is extremely strong among our faculty as measured by student course evaluations and placement of graduates. MIS faculty members bring real world projects into the classroom so that students will have portfolios of “real” work to show to recruiters during the interview process. In an analysis of research productivity / impact based upon the number of publications in the PREMIER journals in the management field over the past 10 years (1996 to 2005), the department ranks #13 in the number of journal articles published in the top tier journals out of all public institutions in the US without a Ph.D. program in business.

A-3 Quality of Students

Management students’ average scores on the ACT were 23.3 in 2005. This reflects the highest average in the past 5 years. For MIS students, ACT scores averaged 24.5 in 2005, down slightly from a high of 25.4 two years ago. The demand for graduates from our programs (both Management and MIS) suggest that our graduates are very competitive with others in the region, if not better than most.

For MIS, the program has decreased over the same time period, reflecting a nation-wide trend in MIS enrollment declines. In 2002, there were 217 MIS majors, with only 51 majors in 2006. Despite these declines, MIS graduates are still sought by major companies in the region for their expertise and work ethic.

A-4 Employer Demand

Employer demand for management graduates is strong. In the 2004-2005 school year, the latest for which data is available, 80% of management major graduates were employed prior to graduation. Another 12% of the graduates were seeking graduate degrees. Our Management graduates are hired by such companies as Cargill, Cerner Corporation, Hormel Foods, Sprint/Nextel, and Raytheon. For MIS, 82% had jobs upon graduation, and another 10% were seeking to further

their education. Graduates of our MIS major program have developed a strong reputation for their specialized knowledge in the areas of relevant MIS tools – systems analysis and design, database management, and networking and telecommunications. These MIS graduates have been hired by all of the major firms who recruit on campus for computer and information technology specialists. MIS graduates have been hired by such companies as Cerner Corporation, Cap Gemini, Deloitte and Touche, and General Electric. MIS graduates have historically commanded the highest salaries (on average) for graduates in the College of Business Administration.

The average starting salary for our graduates in the 2004-2005 academic year was \$34,512. Most students take jobs in the state of Kansas (54% in the 2004-2005 academic year) and the state of Missouri (17%). In the 2004-2005 academic year, students received on average 1.25 job offers per student. The average starting salary for a MIS graduate was \$44,114. Most of the jobs were in the state of Kansas (40.5%) and Missouri (45.2%). In the 2004-2005 academic year, MIS graduates received on average 1.27 job offers per student.

A-5 Service Provided to the Discipline, the University, and Beyond

Management teaches 5 courses that are required of all business majors. In addition, three of our courses in the business core are heavily subscribed with non-business majors. Management Concepts is a required course in numerous curricula across the university, including hotel and restaurant management, construction science, and architectural engineering. Our courses in Operations Management and Management Information Systems are also popular courses for non-business majors. We also teach Business Law and Labor Relations, both of which are heavily subscribed with non-business majors.

Faculty members in the Department of Management annually serve on over 30 committees and task forces in the department, college, and university. Further, 8 of 14 tenure and tenure track professors serve on editorial review boards for major journals in their respective fields. Ten of the 14 tenured and tenure track professors have served in leadership positions in their professional associations or for conference organization. All 14 have served as reviewers for professional conferences and academic journals.

A-6 Cost Effectiveness

The Department of Management produces more student credit hours (SCH) for upper division courses than any other department in the University. Management ranks 5th in the University (behind only English, Mathematics, Statistics, and Economics) in SCH generated for both upper and lower division courses. In 2005, Management generated 18,109 SCH, with 17,337 at the undergraduate level. Over the past 4 years, the Department of Management has generated an average of 18,206.25 SCH for undergraduates and 742 SCH at the graduate level.

This means that the average faculty member in Management generated 787.34 SCH in 2005. This level of SCH production reflects 3.5% of the University's total SCH production.

The costs to run the Department in 2005 included salary and benefits (\$2,628,169) and other operating expenses (\$94,256) for a total of \$2,722,425. This total represented 2.4% of the University's total budget. Therefore, the Department produced 3.5% of the University's total student credit hours on 2.4% of the budget. This suggests that the Department is a productive entity for KSU.

To supplement state resources, the department is actively engaged in raising funds from private sources and seeking extramural grants. Grants and contracts obtained by the Department faculty in the past five years exceeded \$1.2M. In addition funds raised from private sources between FY01 and FY05 totaled \$15,000. These funds are used for faculty development. In addition, the department has attracted significant increases in scholarships for students in Management and MIS majors.

B. Summarized Assessment of Student Learning Report

B-1. Student Learning Outcomes:

In 2004, the department established four student learning outcomes (SLO) for Management majors and three for MIS majors. These SLOs are intended to complement those of the College of Business Administration. The SLOs for the Department are listed below:

1. Management Major students should be able to:
 - a. Understand key concepts, theories and practices important to the management of organizations.
 - b. Diagnose organizational situations and develop decisions and managerial actions that enhance organizational effectiveness.
 - c. Identify methods to obtain and use quantitative as well as qualitative data to solve problems and make effective management decisions.
 - d. Understand system interdependence and how to minimize the impact of constraints on the effectiveness of organizations.
2. MIS Major students should be able to:
 - a. Apply knowledge of MIS to enhance organizational effectiveness.
 - b. Demonstrate understanding of organizational aspects of the information systems development life cycle.
 - c. Develop an understanding of and apply technical aspects of management information systems, especially those related to the development of information systems.

B-2. Assessment Measures Used

1. In the spring 2005 semester, the department developed an exam to assess Management SLO #1 (a) above. This exam was designed to test knowledge gained in the three major field requirements for all Management majors: Organizational Behavior, Quantitative Management, and Human Resource Management. This exam was administered in the fall 2005 semester to all freshmen in the Business Orientation class, and to all seniors in the Business Strategy classes.
2. We also established a process in the spring of 2005 for assessing SLO #1 (c) using a case study from one of the Quantitative Management sections. Student cases from the class were assessed by three faculty members in the quantitative management area using an established rubric.
3. In the summer 2006, the MIS faculty developed a test to assess MIS majors for their retention of knowledge from all MIS classes, covering parts of SLOs #2 (a), (b), and (c). In the fall 2006, this test was administered to students taking the entry level MIS class (MANGT 366) and those taking the capstone MIS class (MANGT 686). Scores across the two groups were compared.

B-3. Results of Assessment

1. Results from the first assessment of SLO #1(a) showed the following:
 - a. Seniors in Business scored better than freshmen.
 - b. Seniors in Management scored better than seniors in all other fields.
2. The results for SLO #1 (c) showed that the average rating across all 5 criteria on the rubric was over 83%. Only one of the five criteria on the rubric showed an average individual rating of less than the target level (65% - criteria #5: the ability to apply & expand on the analysis).
3. The results for the MIS assessment test were also encouraging. For 29 of the 32 questions on the test, the seniors in MIS scored better than students in the entry level class. The remaining three questions are being assessed as to whether they were problematic.

B-4. Review by Faculty

The results of the assessments administered thus far were shared with the faculty, but more information needs to be gathered before any action is taken. For the Management test, it was found that the test contains a few questions that might have been somewhat tricky. These questions may be altered for the next test in spring 2007. Also, the current exam did not ask the students if they had taken all three management courses. This will be added to the future exam.

For the MIS exam, the three problem questions will be examined. Our initial thought is that they were confusing questions. They might be changed (if necessary) for the spring 2007 assessment.

B-5/6. Revisions implemented and effects on student learning

The two exams are likely to be slightly revised to provide more valid information. We will gather more data in the spring 2007, and will look for trends in the data. We will also be implementing other assessment strategies. As we gather more data, we will determine if changes in our courses and program are necessary.