

**Kansas Board of Regent's Review  
Master of Business Administration**

**A. Summarized Review of Degree Program Report**

**1. Mission, Centrality, and Uniqueness**

The mission or goal of the Master of Business Administration degree program is to provide a professional business education of high academic quality to individuals who wish to pursue successful administrative careers in the global public and the private sectors.

The MBA program is 52 credit hours with most full-time students taking four semesters to complete the degree. The core classes consist of 24 credit hours, 9 credit hours for the advanced core, 7 credit hours for the integrated core with 12 hours of electives in their area of concentration. The enrollment has fluctuated between 69 and 86 students over the last five years. In the past three years, we have added an information technology concentration (SAP software) and a technology entrepreneurship concentration to the MBA program.

**2. Quality of Faculty**

The graduate faculty in the management department (11 faculty) had 109 articles that were not redundant works and 13 book chapters published from 2001 to 2006. The graduate faculty in the marketing department (8 faculty) had 67 peer reviewed journal articles and 55 conference paper presentations from 2001 through 2005. Several papers won best paper awards. The graduate faculty in the finance department (5 faculty) had 12 refereed publications in journals with 28 paper presentations at regional, national and international conferences. All three departments have graduate faculty that have publications in top tiered journals. It must also be considered that some departments have had more faculty turnover than others during this period of time. Only current graduate faculty is included in the above statistics.

**3. Quality of Students**

First, the goal for each MBA class is to achieve diversity and attract 30 to 35 full-time students for the MBA program each year with some part-time students. Over the past five years the graduate program goals were to try and attract about six international students, three minority students, six military or former officers from Fort Riley, six out-of-state or from other colleges in Kansas, six undergraduate students from non-business majors and six students entering the MBA program that come directly from the undergraduate business program each year. For the Fall 2006 class, projections indicate we will remain consistent in our program numbers and composition.

In comparing the average GMAT score with other "Big 12" programs, our MBA students GMAT scores match or exceed similar programs. Our MBA students have the aptitude required to succeed. Further, we strongly encourage summer internships and offer a consulting class the second semester of their second year in the program to give them exposure to major management issues faced by companies.

**4. Employer Demand**

Employer demand for graduates of the MBA degree program is high. The average starting salary after graduation is approximately \$50,000 over the past five year period.

This is approximately 40 percent higher than the starting salary of students graduating with the Bachelor of Science in Business Administration degree. Over the past five years the placement rate of students within three months of MBA graduation averaged 85 percent with some salaries reaching more than \$70,000 for the first year of employment. K-State MBA students and organizations recruiting the students participate in at least three separate career fairs where employers interact with students. During 2006 the SWMBA consortium of MBA programs in the Southwest and Midwest had over 100 organizations participate in the Virtual Career Fair.

This last year, student placement was outstanding with international students (five of six were gainfully employed at graduation) who sometimes have a difficult time if the job market is weak. A review of the employers that hire our MBA students show that national firms come to our campus including many consulting firms such as Ernst & Young and Deloitte Touche. Students who have quantitative (finance concentration) or software skills (information technology skills) are highly desired and enjoy a much higher starting salary than MBA students with non-quantitative skills.

**5. Service Provided to the Discipline, the University, and Beyond**

The K-State Master of Business Administration is a terminal degree that focuses on the practice of business in the context of for-profit and not-for-profit organizations. Graduate faculty teaching in the MBA program serve on editorial boards, national and international service assignments that include officer roles in academic societies, and university committees that support the research and teaching mission of the university, college, and degree program. In addition, the MBA program requires most students to participate in the MBA Practicum program wherein graduating MBA students take on an active consultative role with organizations to enhance the effectiveness of organizations willing to allow the MBA students to assist them. The MBA practicum projects are supervised by one or more K-State graduate faculty who teach in the MBA program. For example a recent (spring 2006) MBA Practicum project included the K-State Insect Zoo's plan to expand its outreach mission and achieve financial self-support. The MBA students conducted marketing and financial studies that were then presented to the Entomology Department faculty for future planning. Each year the MBA students complete approximately six such projects to enhance the mission of the university and the effectiveness of organizations in the region served by K-State.

**6. Cost Effectiveness**

The K-State MBA program maintains approximately 85-90 students with the fall semester admission of approximately 40-45 students each year as the primary entry point to the program. Only "ranked" faculty who are admitted to Graduate Faculty standing by the Graduate School may teach MBA classes. Under these conditions the financial cost of offering the MBA degree is significant. However, it is important to note that teaching MBA courses requires faculty to maintain a high level of current knowledge about modern business practices and on-going interaction with organizational practices through supervision of the MBA Practicum projects. There are no additional equipment costs required for the MBA program beyond the equipment and facility costs associated with the undergraduate programs in business. The average class size of 30 MBA students in each of the graduate courses offered by the college are offset by the higher fees charged all graduate students enrolled at K-State. Finally, maintaining a vibrant and relevant MBA program is part of the basis for the college accreditation under AACSB International. Summer or intersession courses taught by graduate faculty require adequate

enrollment to assure the course is financially viable to fund the faculty member salary for teaching the course.