The IBIT Report
In Partnership with the Association for Information Systems

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The Association for Information Systems and Temple University

INFORMATION SYSTEMS JOB INDEX

2019

LEARN ABOUT CAREERS IN INFORMATION SYSTEMS

AIS Association for Information Systems

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Fox School of Business

INFORMATION SYSTEMS JOB INDEX 2019

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The IBIT Report

The IBIT Report is a publication for the members of the Institute for Business and Information Technology at Temple University. IBIT reports provide actionable knowledge to industry based on rigorous academic research and vendor neutral analysis. Each report focuses on an important topic of interest to our members.

**For additional reports, visit: http://ibit.temple.edu
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About the IS Job Index

The Association for Information Systems and **Temple University Information Systems Job Index** is the only longitudinal assessment of placement, demographics, type of jobs, acceptance, geographical patterns, and knowledge of information systems (IS), management information systems (MIS), and computer information systems (CIS) recent graduates from universities across the United States.

Learn more at isjobindex.com

Sponsor

Thanks to **NBCUniversal** for making the 2019 report possible.

COMCAST
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Report Highlights

STUDENT HIGHLIGHTS

Page 16: Software Development jobs receive the **highest salaries.**

Page 18: An internship **almost doubles** the likelihood of getting a job offer.

PARENT HIGHLIGHTS

Page 10: Salaries for IS graduates are **significantly higher than typical business majors** for both Bachelor's and most Master's degrees.

Page 17: Bachelor's IS **placement is higher** than the national cumulative placement rate.

FACULTY HIGHLIGHTS

Page 19: IS Bachelor's **received significantly higher salary offers** only when they report advanced knowledge in both IS *and* business foundational knowledge.

Page 17: Master's IS **placement is lower at graduation** than in previous years but catches up at the six month mark.

EMPLOYER HIGHLIGHTS

Page 21: Fairness is the **most important reason** that graduates accept or reject a job offer.

Page 13: IS Bachelor's **female representation is significantly higher** compared to other STEM fields.

2019 IS Snapshot

About the IS Industry

Information Systems (IS) professionals apply and develop Information Technology (IT) in organizations, and comprise a significant portion of the IT labor market.

WHO ARE THESE PROFESSIONALS AND WHAT DO THEY DO?

- Data Analysts
- IT Consultants
- Application Developers
- Chief Information Officers (CIO) & Chief Technology Officers (CTO)

IS professionals are experts in **developing, applying, modifying**, and **strategizing technology** to digitally transform organizations. IS professionals work with other business professionals including computer scientists and engineers to create platforms that **integrate digital technologies** to design solutions that solve organizational problems.

The 2019 IS Job Market is Steady

Job Placement Rate

	At Graduation	6-Months after Graduation
Bachelor's:	**70%**	**69%**
Master's:	**47%**	**81%**

Confidence in Job Market

Bachelor's: **64%**
Master's: **55%**

Average Salary

Bachelor's: **$65,314**
Master's: **$84,113**

Bachelor's in IS

A Bachelor's in IS is in the **top 5 in business** and **top 10 overall** of degrees in demand by employers. (Nace, 2019)

Master's in IS

A Master's in IS is in the **top 10 overall** of degrees in demand by employers. (Nace, 2019)

ABOUT THE IS JOB MARKET

There are an estimated 3 million jobs in the U.S. relevant to IS.[1]

There are approximately **1,300 IS programs** in the U.S., which are often offered in **Business Schools**, as well as in standalone Information Schools or integrated with Computer Science.

IS programs are classified as **STEM** and are typically called:

- Management Information Systems (MIS)
- Information Systems (IS)
- Computer Information Systems (CIS)

> **The recruitment, mindset, education, demographics, career paths, skills, and jobs of IS professionals are different and yet remain poorly understood. The IS labor market remains largely hidden because it is mixed with computer scientists and computer engineers.**

1. Bureau of Labor Statistics, Occupational Employment Statistics, May 2018. Aggregate of occupations relevant to IS.

IS Students are Happy About Their Future Jobs

Satisfaction & Enthusiasm about Job Offer
Bachelor's: **83%**
Master's: **70%**

Offer from Appealing Organization
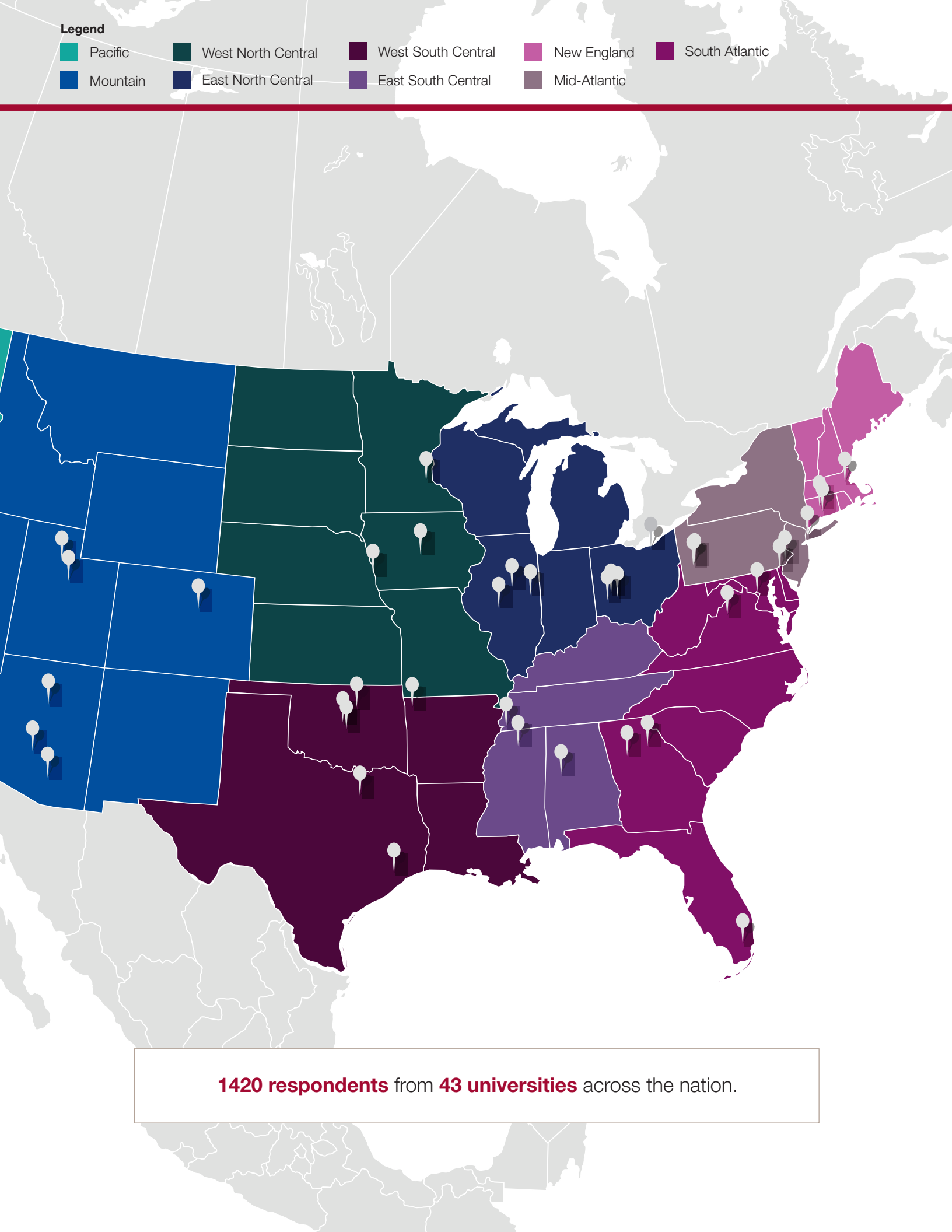Bachelor's: **89%**
Master's: **75%**

Thanks to the **32 universities** across the nation that agreed to formally participate in the 2019 IS Job Index.

KOGOD SCHOOL *of* BUSINESS
AMERICAN UNIVERSITY • WASHINGTON, DC

JAMES MADISON UNIVERSITY.

UNIVERSITY *of* HOUSTON
C. T. BAUER COLLEGE *of* BUSINESS

ASU Arizona State University

SPEARS SCHOOL OF BUSINESS

UIS

BOSTON COLLEGE

SJSU | LUCAS COLLEGE AND GRADUATE SCHOOL OF BUSINESS

THE UNIVERSITY OF MEMPHIS.
Fogelman College of Business & Economics

cba COLLEGE OF BUSINESS ADMINISTRATION
CALIFORNIA STATE UNIVERSITY, LONG BEACH

Santa Clara University

CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

Carnegie Mellon University
HeinzCollege
INFORMATION SYSTEMS • PUBLIC POLICY • MANAGEMENT

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OU The UNIVERSITY of OKLAHOMA PRICE COLLEGE OF BUSINESS
Management Information Systems

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PittBusiness
Joseph M. Katz Graduate School of Business & College of Business Administration

FIU | Business
FLORIDA INTERNATIONAL UNIVERSITY

UNIVERSITY OF ARKANSAS | Sam M. Walton College of Business

CU Business School
UNIVERSITY OF COLORADO DENVER

UT DALLAS

GeorgiaState University. J. MACK ROBINSON COLLEGE OF BUSINESS

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Illinois' first public university®

UNIVERSITY OF DELAWARE
LERNER BUSINESS & ECONOMICS

IOWA STATE UNIVERSITY

UNIVERSITY OF GEORGIA
Terry College of Business

Legend

- Pacific
- Mountain
- West North Central
- East North Central
- West South Central
- East South Central
- New England
- Mid-Atlantic
- South Atlantic

1420 respondents from **43 universities** across the nation.

Based on **1420 recent graduates** from **43** universities across the nation.

A quick look at the
2019 Graduating Class
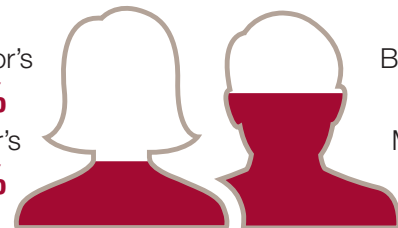
BACHELOR'S	MASTER'S
Age 23	Age 28

71% of Bachelor's and **61%** of Master's had one or more internships prior to graduation.

The 2019 IS graduating class is **still primarily male.**
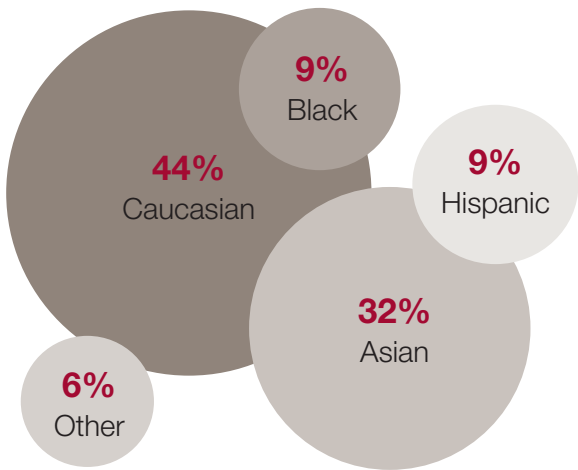
Bachelor's
37%
Master's
50%

Bachelor's
63%
Master's
50%

Read more about female representation **on page 13.**

In 2019, the Bachelor's graduating class is mostly **White** and increasingly **Asian.**

9%
Black

44%
Caucasian

9%
Hispanic

32%
Asian

6%
Other

Read more about how IS student's ethnicities compare to other fields and about Master's students **on page 14.**

PLACEMENT

Bachelor's

| 70% | AT GRADUATION |
| 69% | 6 MONTHS AFTER GRADUATION |

Master's

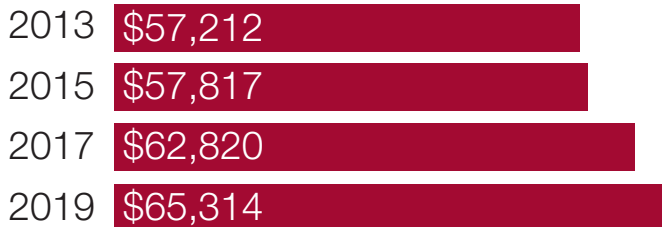| 47% | AT GRADUATION |
| 81% | 6 MONTHS AFTER GRADUATION |

Read more about what impacts placement **on pages 18-21.**

Salaries & Offers OVERVIEW

The average salary continues to **slowly increase** for both Bachelor's and Master's students.

BACHELOR'S AVERAGE OFFER

Year	Offer
2013	$57,212
2015	$57,817
2017	$62,820
2019	$65,314

25% higher than the average offer to all business school Bachelor's graduates[1]

MASTER'S AVERAGE OFFER

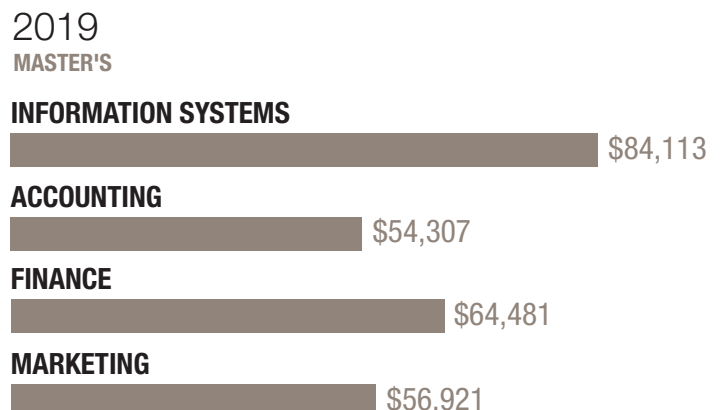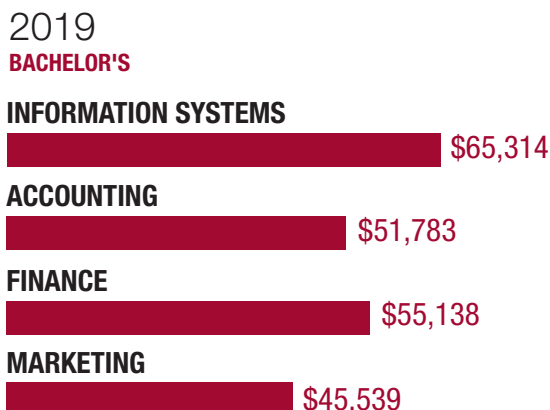| Year	Offer
2013	$65,394
2015	$67,632
2017	$72,517
2019	$84,113

15% higher than the average offer to all business school Master's graduates[2]

Salaries for IS graduates **are significantly higher than typical business majors** for both Bachelor's and most Master's degrees.

Overall, IS salaries are **outpacing business school salaries** but growing slowly in contrast to the high demand and placement.

2019
BACHELOR'S

Major	Offer
INFORMATION SYSTEMS	$65,314
ACCOUNTING	$51,783
FINANCE	$55,138
MARKETING	$45,539

2019
MASTER'S

Major	Offer
INFORMATION SYSTEMS	$84,113
ACCOUNTING	$54,307
FINANCE	$64,481
MARKETING	$56,921

NBCUniversal

NBCUniversal is one of the world's leading media and entertainment companies, focused on the development, production, and marketing of entertainment, news, and information for a global audience. In 2019, Comcast NBCUniversal ranked yet again as one Fortune's Top 5 Best Workplaces for Diversity.

Michael Bradshaw, Executive Vice President and CIO of NBCUniversal, leads the Information Technology organization, overseeing NBCU's global IT operations, strategy, infrastructure, applications, and cyber security teams. Since 2016, Michael has been driving the modernization of IT tools, processes, and technology – leading innovation in media and entertainment to respond to today's digital world.

NBCUniversal employees have a pioneering spirit and are willing to take risks and embrace new technologies. They don't just anticipate the future; they create, invent, and deliver it. Those skills require strategies that embrace the needs and ideas of digital natives and encourages them to challenge how things are done while empowering them to change the future.

The capabilities to virtually collaborate effectively across a global workforce are essential to achieve "Symphony," which is what NBCUniversal calls synergy done right. Symphony is when all the company's businesses work together to support a single goal. Examples of Symphony at its best include broadcasting the Olympic Games or opening a new theme park attraction at Universal Studios. Projects like these require strong partnerships across traditional organizational and geographic boundaries.

Today's graduates such as the ones included in the 2019 IS Job Index are better prepared to make an immediate, positive impact when joining the workforce. Michael points out, "Graduates entering the workforce today spent their entire life using the technology needed to achieve symphony." He recognizes, "They not only will be the early adopters, but they will also lead new ways of working."

Michael serves as an Executive in Residence and member of the IT Advisory Board at the Institute for Business and Information Technology, Fox School of Business at Temple University.

COMCAST NBCUNIVERSAL

Graduates entering the workforce today have spent their entire life using the technology needed to achieve symphony.

Salaries & Offers *by* REGION

New England has ousted the Pacific for the highest Bachelor's salaries.

East South Central including KY, TN, MS, AL had the largest uptick in Bachelor's salaries.

2019 shows mixed salary growth as well as small decreases in different regions suggesting that the IS job market is uneven.

The **Pacific** offers the highest salaries for Master's graduates.

Mid-Atlantic and **New England** regions show the highest percentage growth in Master's salaries.

	BACHELOR'S			BACHELOR'S					MASTER'S			MASTER'S		
	MOVEMENT PATTERNS		2019 SALARY	SALARY CHANGE			MOVEMENT PATTERNS		2019 SALARY	SALARY CHANGE				
	From ↓	To ↑		2017	2015	2013	From ↓	To ↑		2017	2015	2013		
NEW ENGLAND	42%	11%	$70,763	8%	13%	20%			$95,500	21%	13%	36%		
MID-ATLANTIC	15%	36%	$63,427	-4%	0%	16%	73%	35%	$92,750	26%	20%	66%		
SOUTH ATLANTIC	17%	21%	$67,811	8%	16%	17%	9%	27%	$74,645	12%	30%	42%		
EAST NORTH CENTRAL	18%	38%	$63,870	-3%	22%	20%		92%	$74,375	4%	23%	18%		
EAST SOUTH CENTRAL	65%	15%	$61,182	17%	8%	11%			$66,333	0%	-7%	-6%		
WEST NORTH CENTRAL	20%	15%	$61,253	6%	7%	12%	43%	43%	$69,917	8%	10%	39%		
WEST SOUTH CENTRAL	13%	8%	$64,181	6%	10%	13%	36%	20%	$73,489	2%	5%	13%		
MOUNTAIN	24%	16%	$65,467	7%	36%	19%	37%	8%	$79,069	11%	11%	22%		
PACIFIC	2%	22%	$65,867	-6%	10%	19%	6%	55%	$107,748	19%	87%			

Notes: Blank cells indicate that there is insufficient data to interpret. 'Move from' is location of university, 'move to' is location of accepted job.

Legend
New England: ME, NH, VT, MA, RI, CT
Mid-Atlantic: NY, PA, NJ
South Atlantic: WV, MD, DC, DE, VA, NC, SC, GA, FL
East North Central: WI, MI, IL, IN, OH
East South Central: KY, TN, MS, AL
West North Central: ND, SD, MN, NE, IA, KS, MO
West South Central: OK, TX, AR, LA
Mountain: MT, ID, WY, NV, UT, CO, AZ, NM
Pacific: WA, OR, CA, HI, AK

The **Mid-Atlantic** and **East North Central** regions are hot - about 36-38% of Bachelor's hires **move there** from outside the division.

Only about **10%** of Bachelor's hires in **New England** and **West South Central** are from outside the region.

Only **2%** of Bachelor's move out of the **Pacific** making it unlikely they will accept jobs elsewhere in the country.

East South Central Bachelor's graduates are highly mobile - 65% leave for jobs elsewhere in the country.

Mid-Atlantic Master's graduates are highly mobile - 73% leave for jobs elsewhere in the country.

37% of Master's and **21%** of Bachelor's IS students move to a job **outside the region** in which they got their degree.

Representation *by* GENDER AND INTERNATIONAL STUDENTS

IS Bachelor's female representation dipped slightly in 2019 after improving year to year since 2013.
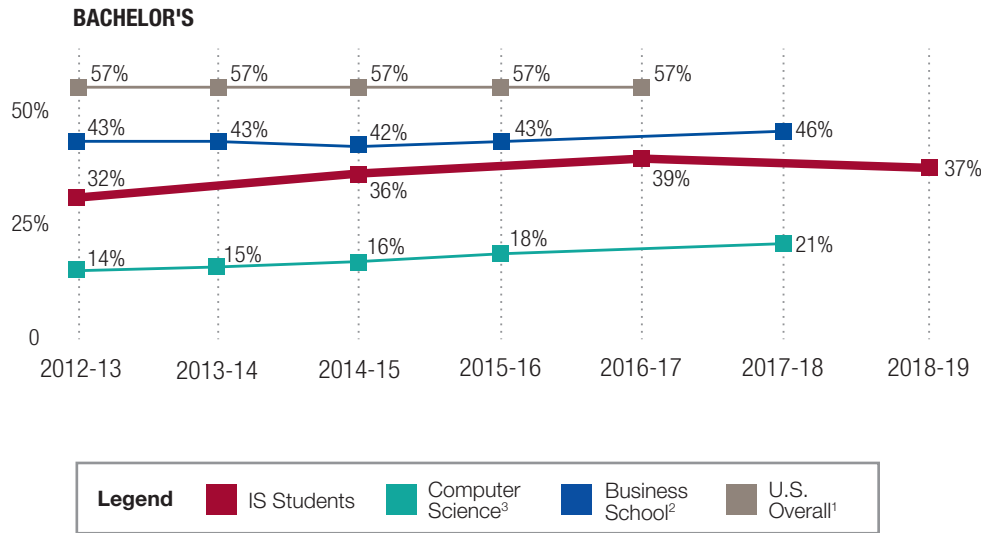
BACHELOR'S

Female representation **grew in Business Schools** and for all US degrees.

IS Bachelor's female representation is still significantly higher than other **STEM fields such as Computer Science**.

Legend — IS Students | Computer Science[3] | Business School[2] | U.S. Overall[1]

IS Master's female graduates grew significantly in 2019.
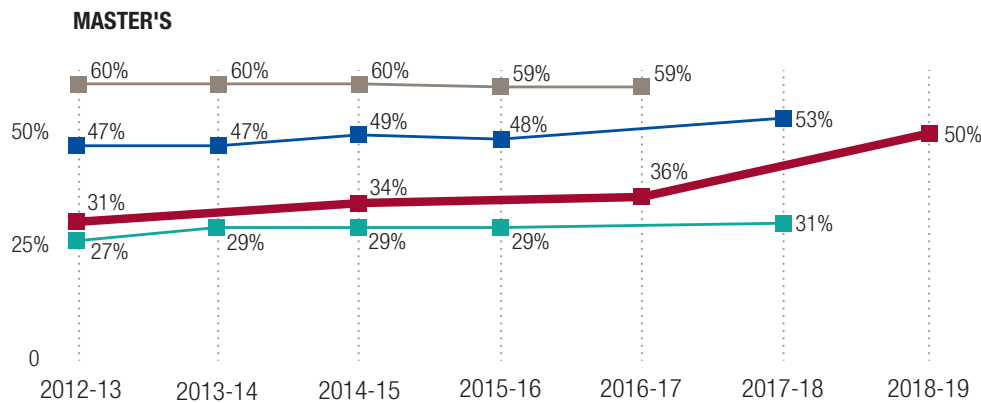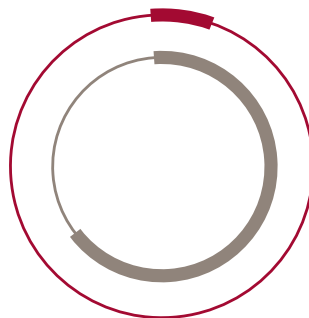
MASTER'S

IS Master's female representation compares favorably to **STEM fields such as Computer Science** and is close to the ratio in Business Schools.

IS female graduates surprisingly have **lower job search and market confidence** than males[4] despite comparable placement rates and salaries.

IS Domestic vs. International Students

7% **Bachelor's Degree** International Students

65% **Master's Degree** International Students

International IS Master's placement is 38% upon graduation, climbing to 88% six months after graduation.

Representation *by* ETHNICITY

BACHELOR'S

INFORMATION SYSTEMS
| White 44% | Black 9% | Asian 32% | Hispanic 9% | Other 6% |

COMPUTER SCIENCE[2]
| White 46% | Black 4% | Asian 25% | Hispanic 8% | Other 17% |

BUSINESS SCHOOL[3]
| White 61% | Black 9% | Asian 8% | Hispanic 14% | Other 8% |

NATIONAL[1]
| White 61% | Black 10% | Asian 7% | Hispanic 13% | Other 9% |

Legend ■ White ■ Black ■ Asian ■ Hispanic ■ Other

MASTER'S

INFORMATION SYSTEMS
| White 15% | Black 5% | Asian 71% | Hispanic 6% | Other 4% |

COMPUTER SCIENCE[2]
| White 19% | Black 2% | Asian 10% | Hispanic 3% | Other 66% |

BUSINESS SCHOOL[3]
| White 55% | Black 9% | Asian 12% | Hispanic 10% | Other 15% |

NATIONAL[1]
| White 54% | Black 11% | Asian 6% | Hispanic 8% | Other 21% |

IS Bachelor's graduates include more than **double the percentage of African Americans** than other STEM fields such as Computer Science.

There are about **5 times more Asian IS Master's graduates** than the next largest ethnic group.

Salaries & Offers *by* INDUSTRY

SALARY BY SIZE OF ORGANIZATION
Bachelor's Students

		% of Graduates
VERY SMALL (1-100 Employees)	$58,625	3%
SMALL (101-1,000 Employees)	$59,248	9%
MID-SIZED (1,001-5,000 Employees)	$62,930	11%
LARGE (5,001-10,000 Employees)	$63,321	12%
VERY LARGE (10,001 or more Employees)	$67,177	64%

76% of Bachelor's and **72%** of Master's IS graduates **accept jobs** in very large or large firms.

SALARY BY SIZE OF ORGANIZATION
Master's Students

		% of Graduates
VERY SMALL (1-100 Employees)	$72,727	8%
SMALL (101-1,000 Employees)	$79,750	11%
MID-SIZED (1,001-5,000 Employees)	$79,442	10%
LARGE (5,001-10,000 Employees)	$77,385	11%
VERY LARGE (10,001 or more Employees)	$88,918	61%

BACHELOR'S | Salary Breakdown by Industry

INDUSTRY		% of Graduates
INSURANCE / REAL ESTATE / LEGAL	$68,667	5%
BUSINESS SERVICES / CONSULTING	$66,697	29%
INFORMATION TECHNOLOGY	$66,061	20%
FINANCIAL SERVICES / BANKING / ACCOUNTING	$65,087	16%
BIOTECHNOLOGY / PHARMACEUTICAL / HEALTHCARE / MEDICAL	$65,000	5%
CONSUMER PRODUCTS / WHOLESALER / RETAILER / DISTRIBUTOR	$64,130	5%
MANUFACTURING	$62,433	7%
TRANSPORTATION / UTILITIES	$59,700	3%

29% of IS Bachelor's accept jobs in the Business Services / Consulting field.

MASTER'S | Salary Breakdown by Industry

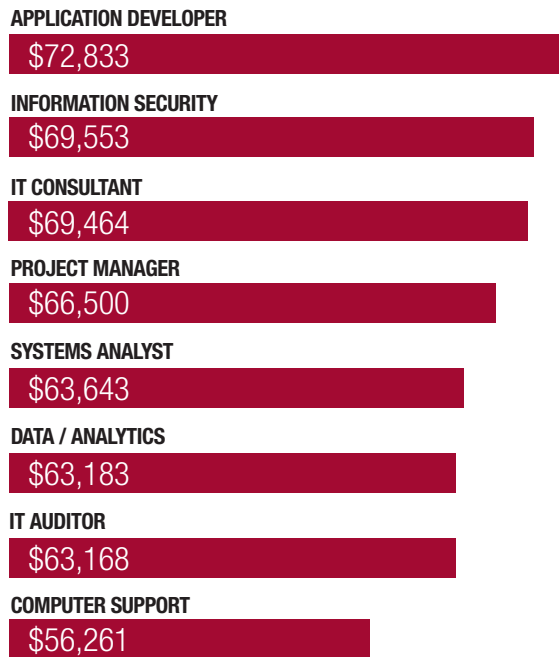| INDUSTRY		% of Graduates
INFORMATION TECHNOLOGY	$93,528	29%
CONSUMER PRODUCTS / WHOLESALER / RETAILER / DISTRIBUTOR	$90,720	8%
FINANCIAL SERVICES / BANKING / ACCOUNTING	$86,734	11%
BUSINESS SERVICES / CONSULTING	$74,537	17%
BIOTECHNOLOGY / PHARMACEUTICAL / HEALTHCARE / MEDICAL	$72,715	7%

The IT industry continues to pay the most and attract the largest percentage of Master's IS graduates.
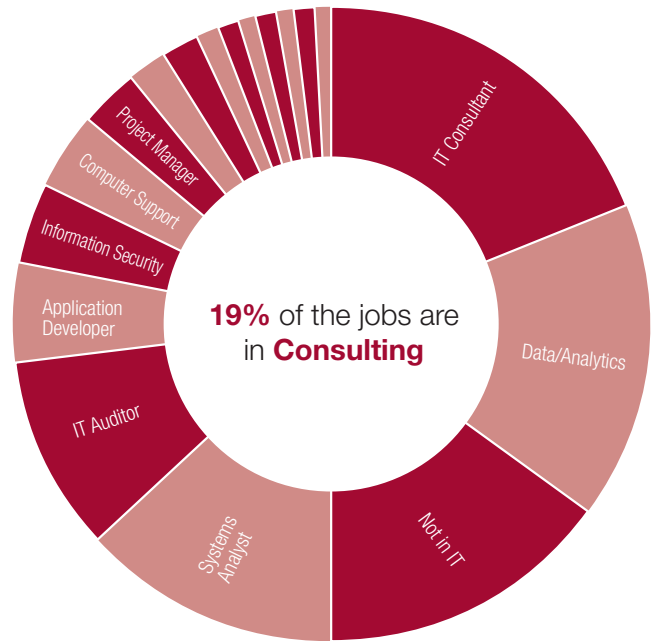
Salaries & Offers *by* JOB TYPE

About the Data: Job types with less than 10 responses omitted below.

BACHELOR'S | Salary Breakdown by Job Type

JOB CATEGORY

APPLICATION DEVELOPER
$72,833

INFORMATION SECURITY
$69,553

IT CONSULTANT
$69,464

PROJECT MANAGER
$66,500

SYSTEMS ANALYST
$63,643

DATA / ANALYTICS
$63,183

IT AUDITOR
$63,168

COMPUTER SUPPORT
$56,261

Bachelor's salaries only grew in **single digits** since 2017

16% of the jobs are in **Data / Analytics down 50%** from 2017

19% of the jobs are in **Consulting**

MASTER'S | Salary Breakdown by Job Type

JOB CATEGORY

APPLICATION DEVELOPER
$99,531

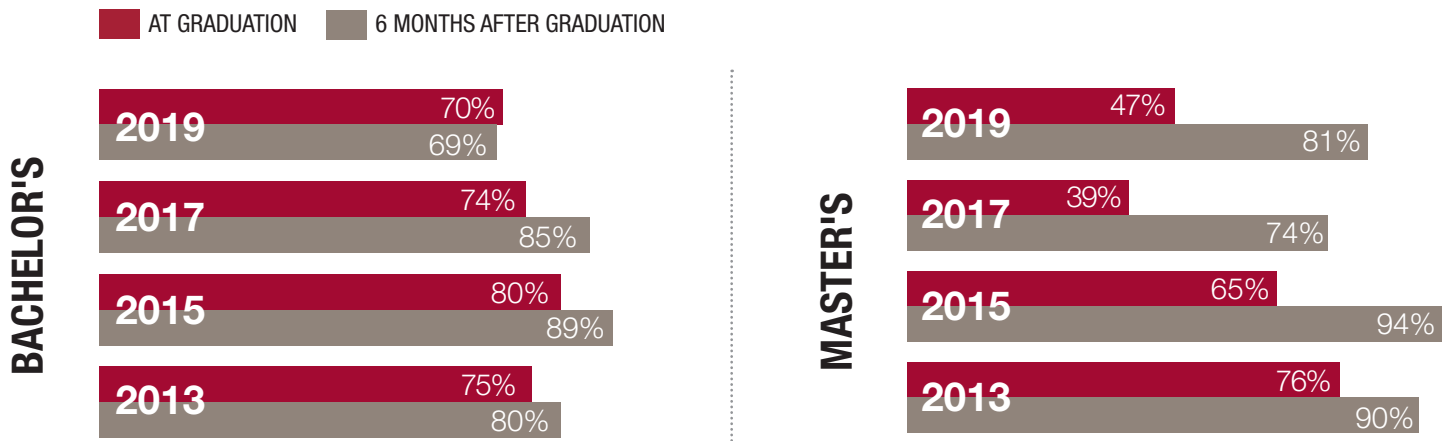**IT CONSULTANT**
$83,786

DATA / ANALYTICS
$83,619

Master's salaries for Software Development have grown **61%** since 2013.

Software Development jobs pay the most for both Bachelor's and Master's IS graduates.

5% received **Systems Analyst** offers compared to 27% in 2013

42% of the jobs are in **Data/ Analytics** up from about 32% in 2017

Job Placement

Job Placement^

■ AT GRADUATION   ■ 6 MONTHS AFTER GRADUATION

BACHELOR'S

2019
70%
69%

2017
74%
85%

2015
80%
89%

2013
75%
80%

MASTER'S

2019
47%
81%

2017
39%
74%

2015
65%
94%

2013
76%
90%

Bachelor's IS placement of 70% upon graduation is higher than the Business School rate of 59%[1] and the national six month rate of 58%.[2]

Master's IS placement is lower at graduation than in previous years but catches up at the six month mark.

Confidence in the job market has gone down from a high around 70% in 2015 to 55% for Master's and 64% in Bachelor's IS 2019 graduates.

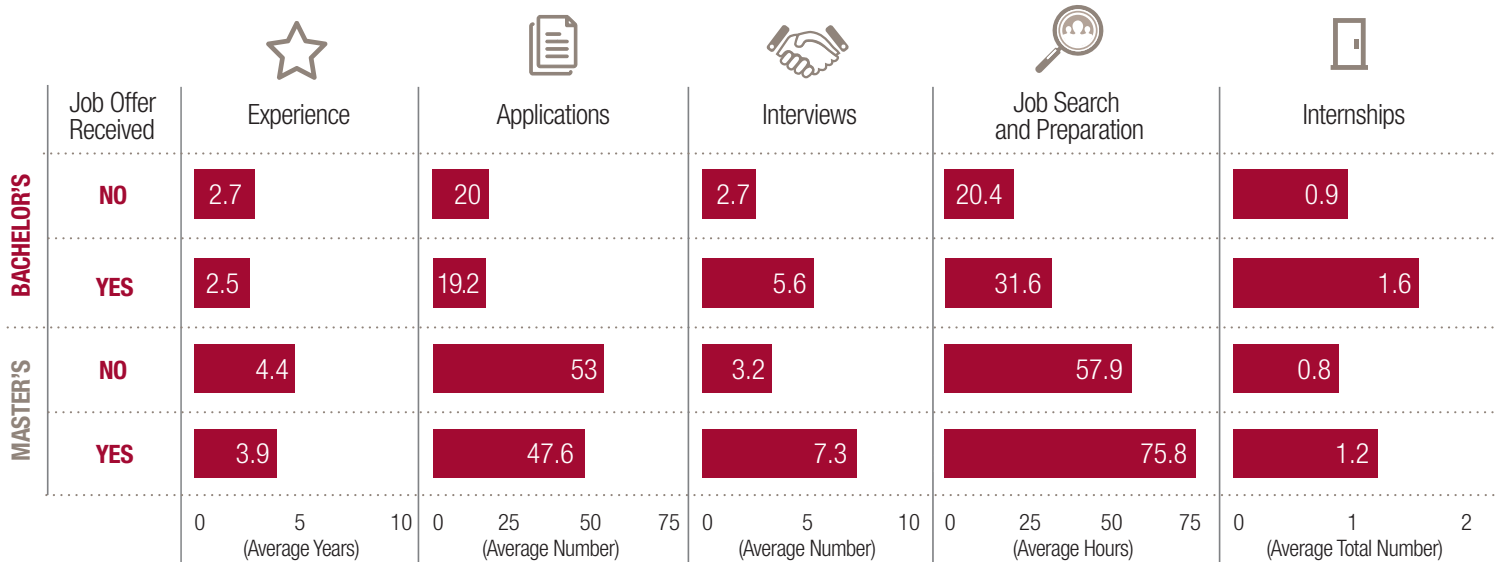Placement in IS **continues to do well** over the last 7 years.

^ Placement is based on student's reporting their job status at the time the survey was administered. The survey was distributed to the graduating or recently graduated students of each participating university during April - May 2019. Offers received after a particular student completed the survey are not reflected in the above analysis.
1. AACSB Job Acceptances.　2. NACE - First Destinations for the College Class of 2018 (within six months of graduation).

Offers & Internships

What Impacts Offers?

Job Offer Received	⭐ Experience	📄 Applications	🤝 Interviews	🔍 Job Search and Preparation	🚪 Internships
BACHELOR'S NO	2.7	20	2.7	20.4	0.9
BACHELOR'S YES	2.5	19.2	5.6	31.6	1.6
MASTER'S NO	4.4	53	3.2	57.9	0.8
MASTER'S YES	3.9	47.6	7.3	75.8	1.2
	0 5 10 (Average Years)	0 25 50 75 (Average Number)	0 5 10 (Average Number)	0 25 50 75 (Average Hours)	0 1 2 (Average Total Number)

Surprisingly, **experience** has virtually no impact on offers for **Bachelor's or Master's.**

Bachelor's IS students slightly improve their chances of an offer by spending **additional hours on preparation** including professional development, resume building, and participating in career fairs.[1]

HOW DO INTERNSHIPS AFFECT OFFERS?

BACHELOR'S

Internships	Receive Offers	
	NO	YES
0	50%	14%
1	30%	37%
2	12%	32%
>2	9%	18%

71% of Bachelor's IS graduates have **1 or more internships**

1.9 times more likely to get a job offer[1]

87% of the offers went to students with **1 or more internships**

MASTER'S

Internships	Receive Offers	
	NO	YES
0	46%	26%
1	36%	46%
2	14%	19%
>2	3%	10%

61% of Master's IS graduates have **1 or more internships**

1.9 times more likely to get a job offer[1]

74% of the offers went to students with **1 or more internships**

Knowledge Level & Salary

BACHELOR'S

Awareness/Literacy
- $59,073
- $57,561

Concept/Use
- $63,855
- $62,145

Detailed Advanced Knowledge
- $61,525
- $63,708

Legend: ▮ Information Systems ▮ Business and Foundations

MASTER'S

Awareness/Literacy
- $76,333
- $70,900

Concept/Use
- $83,178
- $83,729

Detailed Advanced Knowledge
- $79,739
- $79,892

It Does Pay to Study: IS Bachelor's received **significantly higher salary offers only** when they report advanced knowledge in both IS **and** business/foundational knowledge.[1] IS Master's in contrast received **significantly higher salary offers** when they report advanced IS knowledge.[1]

KNOWLEDGE DEFINITIONS

IS KNOWLEDGE
> Improving Organizational Processes
> Exploiting Opportunities Created by Technology Innovations
> Understanding and Addressing Information Requirements
> Designing and Managing Enterprise Architecture
> Identifying and Evaluating Solution and Sourcing Alternatives
> Software Development
> Securing Data and Infrastructure
> Understanding, Managing, and Controlling IT Risks

BUSINESS AND FOUNDATIONAL KNOWLEDGE
> Leadership and Collaboration
> Communication
> Negotiation
> Analytical and Critical Thinking including Creativity and Ethical Analysis
> Mathematical Foundations
> General Models of Business
> Business Functions
> Evaluation of Business Performance

Source: Adapted from Topi et al. (2010) "IS 2010: Curriculum Guidelines…" CAIS, Vol. 26, Article 18, 2010

1. Independent Samples T-Test, 95% Confidence

Top and Bottom 3 Knowledge Self-Ratings

BACHELOR'S

		2019	2017	2015	2013
TOP 3	1	Communication	Communication	Communication	Communication
	2	Leadership and Collaboration	Leadership and Collaboration	Leadership and Collaboration	Analytical and Critical Thinking
	3	Analytical and Critical Thinking	Analytical and Critical Thinking	Analytical and Critical Thinking	Leadership and Collaboration
BOTTOM 3	1	Securing Data and Infrastructure	Securing Data and Infrastructure	Securing Data and Infrastructure	Securing Data and Infrastructure
	2	Software Development	Designing and Managing Enterprise Architecture	Software Development	Designing and Managing Enterprise Architecture
	3	Designing and Managing Enterprise Architecture	Software Development	Designing and Managing Enterprise Architecture	Identifying and Evaluating Solution and Sourcing Alternatives

IS Bachelor's are consistently unsure about their software development and cyber-security skills.

MASTER'S

		2019	2017	2015	2013
TOP 3	1	Communication	Communication	Communication	Communication
	2	Analytical and Critical Thinking	Analytical and Critical Thinking	Analytical and Critical Thinking	Analytical and Critical Thinking
	3	Understanding and Addressing Information Requirements	Leadership and Collaboration	Leadership and Collaboration	Understanding and Addressing Information Requirements
BOTTOM 3	1	Securing Data and Infrastructure	Securing Data and Infrastructure	Securing Data and Infrastructure	Securing Data and Infrastructure
	2	Understanding Managing and Controlling IT Risks	Understanding Managing and Controlling IT Risks	Designing and Managing Enterprise Architecture	Understanding Managing and Controlling IT Risks
	3	Designing and Managing Enterprise Architecture	Designing and Managing Enterprise Architecture	Software Development	Identifying and Evaluating Solution and Sourcing Alternatives

IS Master's are unsure about their cyber-security and managing risk skills.

IS Bachelor's and Master's are **consistently confident** about their communication, leadership, collaboration, analytical, and critical thinking skills.

Employers rate **critical thinking/problem solving and teamwork/collaboration** as the two most important competencies of career readiness.[1]

Job Acceptance

Why do BACHELOR'S Accept/Reject Offers?

ACCEPT	REJECT
MOST IMPORTANT REASONS	**MOST IMPORTANT REASONS**
Process Fairness	Process Fairness
Organization Reputation	Recruiter
Job Fit	Organization Reputation
LEAST IMPORTANT REASONS	**LEAST IMPORTANT REASONS**
Job Attributes	Job Attributes
Compensation	Values Fit
Recruiter	Compensation

Why do MASTER'S Accept/Reject Offers?

ACCEPT	REJECT
MOST IMPORTANT REASONS	**MOST IMPORTANT REASONS**
Process Fairness	Process Fairness
Job Fit	Recruiter
Organization Reputation	Organization Attributes
LEAST IMPORTANT REASONS	**LEAST IMPORTANT REASONS**
Compensation	Job Attributes
Job Attributes	Compensation
Recruiter	Job Fit

The perceived **fairness** of the recruitment processes is the most important factor in offer acceptance or rejection.

Reputation matters much more in offer acceptance or rejection than attributes such as whether the job is interesting.

Compensation is one of the least important factors in offer acceptance or rejection.

DEFINITIONS

JOB ATTRIBUTES: Challenging, interesting, enjoy, freedom

JOB FIT: Looking for, match, skills, requirements

COMPENSATION: Salary, bonuses, benefits

ORGANIZATION: Size, location, coworkers, supervisor, facilities, environment

VALUES FIT: Culture, work/life, values

REPUTATION: Reputation, distinctive, prestigious

RECRUITER: Answer questions, knowledgeable, informative, valuable

PROCESS FAIRNESS: Timeliness, fairness, respect, helpfulness

About the Authors

Dr. Munir Mandviwalla

Dr. Munir Mandviwalla is Associate Professor of Management Information Systems and Executive Director of the Institute for Business and Information Technology at the Fox School of Business, Temple University.

Mandviwalla has published articles on collaborative systems, social media, virtual teams, software training, peer review, globalization, universal access and use, design science, social media strategy, broadband policy, and industry academic collaboration in *Management Information Systems Quarterly, Information Systems Research, ACM Transactions on Computer Human Interaction, Journal of Management Information Systems, Journal of the Association for Information Systems, Information Systems Journal, MIS Quarterly Executive, Communications of the ACM,* and *Public Administration Review.*

His work has been supported by grants from the National Science Foundation (NSF), SIM Advanced Practices Council, Lockheed Martin, Bell Atlantic, IBM, Microsoft Corporation, CIGNA Corporation, Advanta Corporation, and Lotus Development Corporation.

Mandviwalla currently teaches user experience design and has previously taught the undergraduate capstone course and the graduate introduction to information systems course for the MS Digital Innovation in Marketing, EMBA, and MBA programs. He has also taught executive education seminars on systems thinking for major firms such as NBCUniversal and QVC.

Mandviwalla founded the Fox School's MIS department in 2000 and led the department till 2017. The MIS department is now recognized as one of the top in the world. Mandviwalla has contributed to the field by leading the creation of AIS student chapters, first ever national analysis of jobs in information systems, and the AIS Leadership Excellence Award.

As executive director of the Institute for Business and Information Technology (IBIT), Mandviwalla engages with industry at multiple levels including research and human capital development. IBIT provides knowledge, networking, professional development, and funding. IBIT is a model for industry engagement through the Temple IT awards, The IBIT Report, Analytics Challenge, Cyber Analyst Challenge, and IT advisory board. In 2019, IBIT inaugurated the Digital Innovation Foundry, whose mission is to generate innovation by assessing, integrating, and prototyping digital technologies in the new Capgemini Digital Innovation Lab.

Claremont Graduate University has recognized him with the *Alumni Hall of Fame* award. He received the *Association for Information Systems Award for Outstanding Contribution to Information Systems Education* in 2016. The students in the MS Digital Innovation in Marketing program selected him as *Faculty of the Program* in 2016.

Mandviwalla holds a BSc in Systems Engineering from Boston University, a MBA from the Peter F. Drucker School of Management at Claremont Graduate University, and a Ph.D. in Management Information Systems from the Programs in Information Science at Claremont Graduate University.

Dr. Crystal Harold

Dr. Crystal Harold (PhD, George Mason University) is Associate Professor in the Department of Human Resource Management at the Fox School of Business, Temple University. Prior to joining the Fox School of Business, she was Assistant Professor in the Purdue School of Science at IUPUI and also worked as a Strategic Human Resources Consultant for numerous governmental agencies such as the Air Force, The National Geospatial-Intelligence Agency (NGA), and Department of the Interior (DOI).

Her research focuses on issues related to employee recruitment (in particular the role of PE fit and fairness) and the impact of management practices and characteristics that engender perceptions of workplace fairness and counterproductive behaviors. Her work appears in top OB/HRM outlets including *Journal of Applied Psychology, Personnel Psychology, Journal of Management,* and *Journal of Organizational Behavior*. She serves on the editorial boards of *Personnel Psychology* and the *Journal of Occupational and Organizational Psychology*. Findings from her research have been discussed in numerous media outlets including the CBS Early Show, Strategy + Business, The Telegraph, and The Chronicle of Higher Education.

Dr. Harold was awarded a 2005 APA Dissertation Award and the HUMRRO Fellowship in I/O Psychology. In recognition of her research and teaching accomplishments, she was recently appointed a Cigna Research Fellow, a Dean's Teaching Fellow, and the Adrisani-Frank Undergraduate Teaching Award.

Michelle Purnama

Michelle Purnama is a senior studying Management Information Systems at the Fox School of Business, Temple University. She is a Presidential Scholar at Temple in the Fox and University Honors program. During her time in college, she served as the Co-President of Women's Entrepreneurial Organization and Director of Corporate Relations of Temple Association for Information Systems (AIS). Her proudest achievements are successfully organizing the first-ever women in IT panel for Temple AIS with over 80 attendees and receiving the 2018 Student Leadership Award from Temple's Innovation & Entrepreneurship Institute.

In summer 2019, she interned at Alexion Pharmaceuticals as an IT intern working with their Regulatory Operations team. In this position, she successfully managed and established an actionable project plan to upgrade Alexion's regulatory information management publishing tool. Besides her role as an IS Job Index Research Assistant, she gives back to the MIS community as an active mentor to several MIS students and a student ambassador for the MIS professional achievement program.

The IBIT Report

The IBIT Report is a publication for the members of the Institute for Business and Information Technology. IBIT reports provide actionable knowledge to industry based on rigorous academic research and vendor neutral analysis. Each report focuses on an important topic of interest to our members.

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