## **Graduate Attribute Rubrics**

**Faculty of Management** 



# Maharaja Institute of Technology Mysore

Belawadi, Naguvanahalli Post, Srirangapatna Taluk, Mandya - 571 477 (Approved by AICTE, Affiliated to VTU, Belagavi, and Recognized by Govt. of Karnataka)

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#### Foreword

Rubrics are used for communicating the performance expectations for any activity. They are ways to provide transparent criteria for assessment for all stakeholders (faculty, instructors, students, alumni and industry). Rubrics are descriptive, and thereby can be used as a tool to promote understanding, and to direct future instruction and learning. They can as well be used for self and peer evaluation.

The primary aims of rubrics are to, Define foci and/or indicators for each post graduate attribute; Divide each indicator into four performance levels; Target the level that indicates student competency.

Rubrics are a tool conducive to outcomes-based education and assessment, a guiding principle for NBA accreditation. The Faculty of Master of Business Administration Graduate Attribute Rubrics can be used to facilitate a common understanding and language for Master of Business Administration stakeholders (faculty, students, alumni and industry) regarding the five NBA graduate attributes. They are intended as a pedagogical assessment tool for use by instructors of individual courses, as well as for assessment at the program level, as applicable.

I congratulate the team of faculty for having penned down 'The Faculty of Master of Business Management Post Graduate Attribute Rubrics' and urge all concerned to make best possible use of it to ensure continuous improvement in all sphere of academics.

Dr. Nareshkumar B G

Principal

Acknowledgements

The Faculty of Master of Business Administration Graduate Attribute Rubrics is intended

as a pedagogical assessment tool for use by course instructors of individual courses, as

well as for assessment at the program level, as applicable.

The development of this document was initiated by the institute with an objective

of defining foci and indicators identified as elements encompassed within the stated

graduate attributes.

The contributions of Dr. Nagesha H G, Dr. Raju H K, Prof. Impa Belliappa, Dr.

Shivkumar, Prof. Abhilasha Y C, Dr. Manoj Kumara N V & Dr. Bharath Kumar K K,

Faculties of Department of Management Sciences, are profoundly recognized for bringing

in well learned orientation to the document.

The guidance offered by Dr. Shyam B R, Head of the Department of Management

Sciences is greatly appreciated.

Sincere thanks and great regards are duly extended to Dr. Nareshkumar B G,

Principal, and the Members of the Management of the Institute.

Godfrey Devaputra

Convener- NBA Works

## PO1: Apply knowledge of management theories and practices to solve business problems

Focus Areas	Indicators	Level 4	Level 3	Level 2	Level 1
		Strong	Competent	Developing	Needs Work
Knowledge,	Management Terms & Theories: Interpret & apply management terms & theories in management problems	Demonstrates a high ability to interpret & gain insight of management terms & theories.	Demonstrates a most ability to interpret & gain insight of management terms & theories	Demonstrates a some ability to interpret & gain insight of management terms & theories	Demonstrates a minimal ability to interpret & gain insight of management terms & theories
Management Theories & Practices & Solve Business Problems	Management/Business Problems: Ability to interpret and analyze management/business problems	Demonstrates a high ability to identify & analyze management/business problems	Demonstrates a most ability to identify & analyze management / business problems	Demonstrates a some ability to identify & analyze management / business problems	Demonstrates a minimal ability to identify & analyze management/business problems
	Business Models: Ability to apply business models to management	Demonstrates a high ability to apply business models to management problems &	Demonstrates a most ability to apply business models to	Demonstrates a some ability to apply business models to management	Demonstrates a minimal ability to apply business models to

problems & formulate business models	formulate new business models	management problems & formulate new business models	problems & formulate new business models	management problems & formulate new business models
Strategies for Solving a Business Problems: Ability to identify strategies for solving problems (brainstorming, research, etc)	Demonstrates a high ability to formulate strategies for solving problems and has an insights into the pros and cons of those strategies.	Demonstrates a most ability to formulate strategies for solving problems and has an insights into the pros and cons of those strategies	Demonstrates a some ability to formulate strategies for solving problems and has an insights into the pros and cons of those strategies	Demonstrates a minimal ability to formulate strategies for solving problems and has an insights into the pros and cons of those strategies
Best Possible Solutions: Ability to analyze, evaluate and select optimal/practical solution, including feasibility and impact.	Demonstrates a high ability to analyze, evaluate & select optimal solution explaining with feasibility and its impact	Demonstrates a most ability to analyze, evaluate & select optimal solution explaining with feasibility and its impact	Demonstrates a some ability to analyze, evaluate & select optimal solution explaining with feasibility and its impact	Demonstrates a minimal ability to analyze, evaluate & select optimal solution explaining with feasibility and its impact

## PO2: Foster analytical and critical thinking abilities for data-based decision making

Focus Areas	Indicators	Level 4	Level 3	Level 2	Level 1
		Strong	Competent	Developing	Needs Work
	Data, Ideas & Concepts: Gain insights of data, ideas & concepts for decision making	Demonstrates a high ability to gain insights of data, ideas & concepts for decision making	Demonstrates a most ability to gain insights of data, ideas & concepts for decision making	Demonstrates a some ability to gain insights of data, ideas & concepts for decision making	Demonstrates a minimal ability to gain insights of data, ideas & concepts for decision making
Analytical, Critical Thinking & Data- based Decision Making	Procedures, Formulas, Principles & Themes: Apply procedures, formulas, principles & themes for data based problem solving	Demonstrates a high ability to apply procedures, formulas, principles & themes for data based problem solving	Demonstrates a most ability to apply procedures, formulas, principles & themes for data based problem solving	Demonstrates a some ability to apply procedures, formulas, principles & themes for data based problem solving	Demonstrates a minimal ability to apply procedures, formulas, principles & themes for data based problem solving
	Multiple Perspectives:  Evaluate multiple	Demonstrates a high ability to evaluate multiple	Demonstrates a most ability to evaluate	Demonstrates a some ability to evaluate	Demonstrates a minimal ability to

	perspectives for better	perspectives for better crisis	multiple perspectives	multiple perspectives for	evaluate multiple
	crisis handling	handling	for better crisis	better crisis handling	perspectives for better
			handling		crisis handling
	Synthesizing Ideas:	Demonstrates a high ability	Demonstrates a most	Demonstrates a some	Demonstrates a
	Develop synthesizing	to develop synthesizing ideas	ability to develop	ability to develop	minimal ability to
	ideas into a coherent	into a coherent whole	synthesizing ideas into	synthesizing ideas into a	develop synthesizing
	whole		a coherent whole	coherent whole	ideas into a coherent
					whole
PO3: Ability to dev	elop Value based Leade	rship ability			
Focus Areas	Indicators	Level 4	Level 3	Level 2	Level 1
Tocus rucas	indicators	Strong	Competent	Developing	Needs Work
	Vision & Values: Ability	Demonstrates a high ability	Demonstrates a most	Demonstrates a some	Demonstrates a
	to make the team	to make the team members	ability to make the	ability to make the team	minimal ability to make
Value &	members understand the	understand the vision &	team members	members understand the	the team members
Leadership	vision & values to	values to achieve	understand the vision	vision & values to	understand the vision &
	VISIOII & VAIACS CO				
	achieve organizational	organizational goals	& values to achieve	achieve organizational	values to achieve

goals		organizational goals	goals	organizational goals
Decision Making, Goal	Demonstrates a high ability	Demonstrates a most	Demonstrates a some	Demonstrates a
Setting and Conflict	to apply processes of	ability to apply	ability to apply processes	minimal ability to app
<b>Resolution:</b> Ability to	decision making, goal setting	processes of decision	of decision making, goal	processes of decision
apply processes of	and conflict resolution for	making, goal setting	setting and conflict	making, goal setting a
decision making, goal	effective team work	and conflict resolution	resolution for effective	conflict resolution fo
setting and conflict		for effective team work	team work	effective team work
resolution for effective				
team work				
Motivational Trend	Demonstrates a high ability	Demonstrates a most	Demonstrates a some	Demonstrates a
Techniques & Team	to formulate motivational	ability to formulate	ability to formulate	minimal ability to
Building: Formulate	trend techniques & team	motivational trend	motivational trend	formulate motivation
motivational trend	building to achieve a	techniques & team	techniques & team	trend techniques &
techniques & team	successful functioning	building to achieve a	building to achieve a	team building to ach
building to achieve a		successful functioning	successful functioning	a successful function
successful functioning				
Guidance: Develop	Demonstrates a high ability	Demonstrates a most	Demonstrates a some	Demonstrates a
guidance to assign, direct,	to develop guidance to	ability to develop	ability to develop	minimal ability to
supervise and control the	assign, direct, supervise and	guidance to assign,	guidance to assign, direct,	develop guidance to

	tasks of team members	control the tasks of team	direct, supervise and	supervise and control the	assign, direct, supervise
	for the achievement of	members for the	control the tasks of	tasks of team members	and control the tasks of
	goals	achievement of goals	team members for the	for the achievement of	team members for the
			achievement of goals	goals	achievement of goals
PO4: Ability to und	lerstand, analyze and co	mmunicate global, econom	ic, legal, and ethical a	spects of business	
Focus Areas	Indicators	Level 4	Level 3	Level 2	Level 1
Pocus Areas	indicators	Strong	Competent	Developing	Needs Work
Communicate Global, Economic, Legal & Ethical	Global Market & Economy: Ability to interpret and analyze global market & economy	Demonstrates a high ability to interpret and analyze global market & economy	Demonstrates a most ability to interpret and analyze global market & economy	Demonstrates a some ability to interpret and analyze global market & economy	Demonstrates a minimal ability to interpret and analyze global market & economy
	Organizational Culture & Climate: Interpret & apply organizational culture & climate	Demonstrates a high ability to interpret & apply organizational culture & climate	Demonstrates a most ability to interpret & apply organizational culture & climate	Demonstrates a some ability to interpret & apply organizational culture & climate	Demonstrates a minimal ability to interpret & apply organizational culture &

					climate
	Aspects of	Demonstrates a high ability	Demonstrates a most	Demonstrates a some	Demonstrates a
	ess: Ability to	to identify legal aspects of	ability to identify legal	ability to identify legal	minimal ability to
	y legal aspects of	business environment	aspects of business environment	aspects of business environment	identify legal aspects of business environment
Dusine	ess environment		environment	environment	business environment
Ethica	al Business	Demonstrates a high ability	Demonstrates a most	Demonstrates a some	Demonstrates a
Etique	ette: Ability to	to analyze, evaluate and select	ability to analyze,	ability to analyze,	minimal ability to
analyze	e, evaluate and	appropriate ethical business	evaluate and select	evaluate and select	analyze, evaluate and
select a	appropriate ethical	etiquette	appropriate ethical	appropriate ethical	select appropriate
busine	ess etiquette		business etiquette	business etiquette	ethical business
					etiquette
Writte	en, Oral, Non	Demonstrates a high ability	Demonstrates a most	Demonstrates a some	Demonstrates a
Verba	1 Communication	to apply different methods of	ability to apply	ability to apply different	minimal ability to apply
Skills:	Gain insights &	communication & skills viz:	different methods of	methods of	different methods of
apply o	different methods	written, oral, non-verbal for	communication &	communication & skills	communication & skills
of com	nmunication &	business	skills viz: written, oral,	viz: written, oral, non-	viz: written, oral, non-
skills v	viz: written, oral,		non-verbal for business	verbal for business	verbal for business
non-ve	erbal for business				

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

Focus Areas	Indicators	Level 4	Level 3	Level 2	Level 1
1 0000 111000		Strong	Competent	Developing	Needs Work
Lead Themselves & Others, Goals, Effective Team Environment	Personal & Interpersonal Effectiveness: Gain insights of personal & interpersonal effectiveness to achieve organizational goal	Demonstrates a high ability to gain insights of personal & interpersonal effectiveness to achieve organizational goal	Demonstrates a most ability to gain insights of personal & interpersonal effectiveness to achieve organizational goal	Demonstrates a some ability to gain insights of personal & interpersonal effectiveness to achieve organizational goal	Demonstrates a minimal ability to gain insights of personal & interpersonal effectiveness to achieve organizational goal
	Individual & Group Ideas: Apply individual & group ideas for effective work contribution	Demonstrates a high ability to apply individual & group ideas for effective work contribution	Demonstrates a most ability to apply individual & group ideas for effective work contribution	Demonstrates a some ability to apply individual & group ideas for effective work contribution	Demonstrates a minimal ability to apply individual & group ideas for effective work contribution
	Team Skills &	Demonstrates a high ability	Demonstrates a most	Demonstrates a some	Demonstrates a

Potential: Analyze team	to analyze team skills &	ability to analyze team	ability to analyze team	minimal ability to
skills & potential for	potential for effective	skills & potential for	skills & potential for	analyze team skills &
effective organizational	organizational performance	effective organizational	effective organizational	potential for effective
performance		performance	performance	organizational
				performance
Rational Thinking:	Demonstrates a high ability	Demonstrates a most	Demonstrates a some	Demonstrates a
Develop rational thinking	to develop rational thinking	ability to develop	ability to develop rational	minimal ability to
for better personal &	for better personal &	rational thinking for	thinking for better	develop rational
interpersonal relations	interpersonal relations	better personal &	personal & interpersonal	thinking for better
		interpersonal relations	relations	personal &
				interpersonal relations
Self-Management &	Demonstrates a high ability	Demonstrates a most	Demonstrates a some	Demonstrates a
Group Dynamics:	to ability to analyze &	ability to ability to	ability to ability to	minimal ability to ability
Ability to analyze &	evaluate self-management &	analyze & evaluate self-	analyze & evaluate self-	to analyze & evaluate
evaluate self-management	group dynamics	management & group	management & group	self-management &
& group dynamics		dynamics	dynamics	group dynamics