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 Theories & Practices & Solve Business Problems	**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/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

		Level 4	Level 3	Level 2	Level 1
Focus Areas	**Indicators**	**Strong**	**Competent**	**Developing**	**Needs Work**
Analytical, Critical Thinking & Data-based Decision Making	**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
	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

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

	perspectives for better crisis handling	perspectives for better crisis handling	multiple perspectives for better crisis handling	multiple perspectives for better crisis handling	evaluate multiple perspectives for better crisis handling
	Synthesizing Ideas: Develop synthesizing ideas into a coherent whole	Demonstrates a high ability to develop synthesizing ideas into a coherent whole	Demonstrates a most ability to develop synthesizing ideas into a coherent whole	Demonstrates a some ability to develop synthesizing ideas into a coherent whole	Demonstrates a minimal ability to develop synthesizing ideas into a coherent whole

PO3: Ability to develop Value based Leadership ability

Focus Areas	Indicators	Level 4	Level 3	Level 2	Level 1
		Strong	**Competent**	**Developing**	**Needs Work**
Value & Leadership	**Vision & Values:** Ability to make the team members understand the vision & values to achieve organizational	Demonstrates a high ability to make the team members understand the vision & values to achieve organizational goals	Demonstrates a most ability to make the team members understand the vision & values to achieve	Demonstrates a some ability to make the team members understand the vision & values to achieve organizational	Demonstrates a minimal ability to make the team members understand the vision & values to achieve

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

| | | tasks of team members for the achievement of goals | control the tasks of team members for the achievement of goals | direct, supervise and control the tasks of team members for the achievement of goals | supervise and control the tasks of team members for the achievement of goals | assign, direct, supervise and control the tasks of team members for the achievement of goals |

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business

Focus Areas	Indicators	Level 4	Level 3	Level 2	Level 1
		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
Legal Aspects of Business: Ability to identify legal aspects of business environment	Demonstrates a high ability to identify legal aspects of business environment	Demonstrates a most ability to identify legal aspects of business environment	Demonstrates a some ability to identify legal aspects of business environment	Demonstrates a minimal ability to identify legal aspects of business environment
Ethical Business Etiquette: Ability to analyze, evaluate and select appropriate ethical business etiquette	Demonstrates a high ability to analyze, evaluate and select appropriate ethical business etiquette	Demonstrates a most ability to analyze, evaluate and select appropriate ethical business etiquette	Demonstrates a some ability to analyze, evaluate and select appropriate ethical business etiquette	Demonstrates a minimal ability to analyze, evaluate and select appropriate ethical business etiquette
Written, Oral, Non Verbal Communication Skills: Gain insights & apply different methods of communication & skills viz: written, oral, non-verbal for business	Demonstrates a high ability to apply different methods of communication & skills viz: written, oral, non-verbal for business	Demonstrates a most ability to apply different methods of communication & skills viz: written, oral, non-verbal for business	Demonstrates a some ability to apply different methods of communication & skills viz: written, oral, non-verbal for business	Demonstrates a minimal ability to apply different methods of communication & skills viz: written, oral, non-verbal 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
		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 skills & potential for effective organizational performance	to analyze team skills & potential for effective organizational performance	ability to analyze team skills & potential for effective organizational performance	ability to analyze team skills & potential for effective organizational performance	minimal ability to analyze team skills & potential for effective organizational performance
Rational Thinking: Develop rational thinking for better personal & interpersonal relations	Demonstrates a high ability to develop rational thinking for better personal & interpersonal relations	Demonstrates a most ability to develop rational thinking for better personal & interpersonal relations	Demonstrates a some ability to develop rational thinking for better personal & interpersonal relations	Demonstrates a minimal ability to develop rational thinking for better personal & interpersonal relations
Self-Management & Group Dynamics: Ability to analyze & evaluate self-management & group dynamics	Demonstrates a high ability to ability to analyze & evaluate self-management & group dynamics	Demonstrates a most ability to ability to analyze & evaluate self-management & group dynamics	Demonstrates a some ability to ability to analyze & evaluate self-management & group dynamics	Demonstrates a minimal ability to ability to analyze & evaluate self-management & group dynamics