

Program: Finance MBA**1. Learning goals and rubrics**

Learning Goal	Learning Objectives	Where to measure?	How to Measure?
L1. Communications: Our graduates will be effective communicators.	L11. Our student will produce professional business documents.	Course-embedded assignment	Term paper evaluation
	L12. Our students will deliver effective presentation accompanied with proper media technology.	Course-embedded presentation	Class presentation evaluation
	L13. Our students will demonstrate effective interpersonal communication in a team setting	Course-embedded team project	Course-embedded survey
L2. Analytical Thinking: Our graduates will command analytical thinking in solving complex financial decision-making problems.	L21. Our students will have basic quantitative skills for research	Course-embedded test	Test evaluation
	L22. Our students will use appropriate quantitative analytical techniques to identify problems in finance and develop a solution.	Course-embedded assignment	Assignment evaluation
L3. Global Perspective: Our graduates will have a global perspective	L31. Our student will understand global business issues and relate current issues to emerging business opportunities	Course-embedded assignment	Test evaluation
	L32. Our students will have command of business English or other language of global financial markets.	Test (OPI) and Class participation and case & term project presentation evaluation	OPI and term project presentation evaluation

	L33. Our students will be able to network and collaborate with global business leaders	Course-embedded survey	Course-embedded survey
L4. Ethically Conscious Reasoning: Our graduates will understand the gravity of ethical behavior and corporate social responsibility.	L41. Our student will identify ethical issues in financial services industry and be able to recognize and evaluate alternative courses of action.	Course-embedded case analysis (one of CRI courses)	Class presentation and test evaluation
	L42. Our students will know the professional code of conduct within their discipline.	Course-embedded assignment	Class presentation and test evaluation

2. Rubric to assess achievements of learning objectives

L1. Communications : Our graduates will be effective communicators.			
L11. Our student will produce professional business documents.			
Traits	Performance Level		
	1 (Fails to meet expectations)	2 (Meets expectations)	3 (Exceeds expectations)
1. Clear introduction and background	No or unclear introduction, and absence of background information.	Provides an introduction, present some but not all of the key background information.	Provides a coherent introduction and addresses key background issues effectively.
2. Discipline-related concepts and issues	Discipline-specific concepts and issues are not identified, or they are identified inappropriately.	Appropriately addresses most of the key discipline-specific concepts and issues but omits or identifies a few of the minor ones.	Appropriately addresses all key discipline-specific concepts and issues and most of the minor ones.
3. Internally consistent arguments	Arguments are inconsistent, different parts of the paper do not relate well to each other and are inconsistent.	Most arguments are consistent, and most parts of the paper are integrated and consistent.	Arguments presented in the paper are consistent and the different parts of the paper are well integrated and consistent.
4. Logic and organization	Arguments are poorly organized, do not flow well, and are hard to follow.	Most but not all of the arguments are well organized, flow logically, and are easy to follow.	All arguments are well organized, flow logically, and are easy to follow.
5 Consistent conclusions	No or very weak connection between analysis and conclusions	Reasonable connection between analysis and conclusions; there may be minor inconsistencies	Very strong connection between analysis and conclusions; there are no inconsistencies.

6. Style and grammar	Numerous spelling errors; inappropriate grammar, sentence structure, and paragraphing used throughout the document.	Few spelling errors, generally appropriate grammar, sentence structure, and paragraphing.	No or very minimal spelling, grammar, sentence structure, and paragraphing errors.
7. Effective literature search skills	No literature or used of inappropriate web-based sources; sources are not come from professional literature; sources are not current and/or relevant.	Uses more than one research source but demonstrates no attempt to incorporate current information; most sources are authoritative or come from professional literature; sources are generally current and relevant.	Uses multiple research sources and makes effective use of current and reliable information; sources are authoritative or come from the professional literature; includes current relevant sources.
8. Documents sources	No or inconsistent references; evidence of plagiarism.	Generally, includes appropriate citations within the document and lists references at the end of the documents; references are generally usable but may not contain the full bibliographic information; citations and references are generally consistent throughout the documents	Includes appropriate citations within the documents and lists references that include full bibliographic information for each citation in the document; citations and references are consistent throughout the document.

L1. Communications: Our graduates will be effective communicators.			
L12. Our students will deliver effective presentation accompanied with proper media technology.			
Traits	Performance Level		
	1 (Fails to meet expectations)	2 (Meets expectations)	3 (Exceeds expectations)
1. Organization	No opening statement or irrelevant statement; Loses focus more than once; does not manage time effectively.	Has opening statement relevant to topic, and gives outline of speech; mostly organized with some transitions; allows enough time to deliver speech, although it could have been better edited	Has a clear opening statement that catches audience's interest and gives overview; stays focused throughout. Has transition statement, ties sections together; effective time management.
2. Quality of slides	Sloppy and/or unprofessional; may be difficult to read; many slides are superfluous.	Readable, professional, appropriate number	Readable, professional, imaginative and/or high quality (without being a distraction).
3. Voice quality and pace	Demonstrates one or more of the following: mumbling, too soft, too loud, too fast, too slow, "umms."	Can easily understand; appropriate pace and volume; delivery is mostly clear and natural	Excellent delivery; conversational, modulates voice, projects enthusiasm, interest, confidence.

4. Mannerisms	Demonstrates one or more distracting mannerisms, which may include bad posture, shifting feet, etc.	No distracting mannerisms. Decent posture.	Uses body language effectively (and naturally) to maintain audience's interest
5. Professionalism	Makes excuses for the presentation; word choice is not appropriate for audience; inappropriately informal, does not stay "in role."	Treats audience professionally, word choice is acceptable (does not use slang); keeps nervousness under control	Treats audience professionally; confident, shows command of topic
6. Use of media/rapport with audience	Relies heavily on slides or notes; makes little eye contact; inappropriate number of slides (too many or too few).	Looks at slides to keep on track with presentation; appropriate number of slides; maintains eye contact most of the time.	Slides are use effortlessly to enhance speech; speech could be effectively delivered without them; perfect eye contact.

L1. Communications: Our graduates will be effective communicators.			
L13. Our students will demonstrate effective interpersonal communication in a team setting.			
Traits	Performance Level		
	1 (Fails to meet expectations)	2 (Meets expectations)	3 (Exceeds expectations)
1. Commitment	Seems reluctant to engage fully in discussions and task assignments	Consistently demonstrates commitment to the project by being prepared for each group meeting	Follows up on ideas and suggestions from previous meetings and reports findings to the group
2. Balance between task and interpersonal relations	Focuses exclusively on task to be accomplished without regard to team member or focuses exclusively on interpersonal relations without regard to task	Balances the need for task accomplishment with the needs of individuals in the group	Volunteers to assist others and shares information openly
3. Contributions	Does not offer ideas or suggestions that contribute to problem solving	Frequently offers helpful ideas or suggestions	Listens actively and shows understanding by paraphrasing or by acknowledging and building on others' ideas
4. Stays on track	Takes the group off track by initiating conversations or discussions unrelated to the task	Introduces suggestions and ideas that are relevant to the task	Uses tact and diplomacy to alert group that focus has strayed from the task at hand

L2. Analytical Thinking: Our graduates will command analytical thinking in solving complex financial decision-making problems.			
L21. Our students will have basic quantitative skills for research			
Traits	Performance Level		
	1 (Fails to meet expectations)	2 (Meets expectations)	3 (Exceeds expectations)
1. Logic and organization	Arguments are poorly organized, do not flow well, and are hard to follow.	Most but not all of the arguments are well organized, flow logically, and are easy to follow.	All arguments are well organized, flow logically, and are easy to follow.
2 Basic quantitative concepts and issues	Basic quantitative concepts and issues are not identified or they are identified inappropriately.	Appropriately addresses most of the key basic quantitative concepts and issues but omits or identifies a few of the minor ones.	Appropriately addresses all key basic quantitative concepts and issues and most of the minor ones.
3. Application of quantitative tools for research	Misuses quantitative analysis tools, concepts, and techniques	Appropriately quantitative analysis tools, concepts, and techniques	Shows strong understanding and application of quantitative analysis tools, concepts, and techniques
4. Consistent conclusions	No or very weak connection between analysis and conclusions	Reasonable connection between analysis and conclusions; there may be minor inconsistencies	Very strong connection between analysis and conclusions; there are no inconsistencies.

L2. Analytical Thinking: Our graduates will command analytical thinking in solving complex financial decision-making problems.			
L22. Our students will use appropriate quantitative analytical techniques to identify problems in finance and develop a solution.			
Traits	Performance Level		
	1 (Fails to meet expectations)	2 (Meets expectations)	3 (Exceeds expectations)
1. Quantitative knowledge	Shows little understanding of quantitative knowledge	Shows solid understanding of quantitative knowledge	Shows thorough grasp of quantitative knowledge
2. Application of quantitative analytical Tools	Misuses quantitative analysis tools, concepts, and techniques	Appropriately quantitative analysis tools, concepts, and techniques	Shows strong understanding and application of quantitative analysis tools, concepts, and techniques
3. Application of financial analysis	Fails to incorporate financials into case analysis or shows only limited attempts to understand financials	Shows knowledge of ratios and trend analysis; demonstrates understanding of firm's financial standing	Applies ratios and trend analysis to develop sound judgments about company situation and prospects; presents financial analysis professionally
4. Identification of case problems/issues	Neglects to identify case issues; recounts facts of case with little analysis	Clearly identifies the key issues in the case and demonstrates understanding of company's decision situation	Develops a well-integrated statement of the complex issues of the case and demonstrates understanding of situation

5. Generation of alternatives	Identifies weak or infeasible alternatives with little attention to case issues	Generates 2 or 3 feasible alternatives for resolving the key issues of the case	Develops 2 or 3 insightful alternatives for resolving the issues; offers specificity and originality
6. Recommendations	Offers weak recommendations or pays little attention to addressing case issues	Provides well-reasoned recommendations that follow from the preceding analysis and clearly address case issues; no surprises	Integrates alternatives into a well-developed action plan; offers specificity, priorities, and sequencing of actions
7. Solutions	Shows little attention to presenting sound arguments or backing up ideas with analysis; offers "I think" statements	Provides good arguments backed up with quantitative knowledge, analysis, and persuasive rationale	Provides strong rationale and convincing arguments backed up with quantitative knowledge, analysis, and persuasive rationale

L3. Global Perspective: Our graduates will have a global perspective.			
L31. Our student will understand global business issues and relate current issues to emerging business opportunities.			
Traits	Performance Level		
	1 (Fails to meet expectations)	2 (Meets expectations)	3 (Exceeds expectations)
1. Understanding of global issues	No or incomplete understanding of some or all of the following relevant global issues: economic, cultural, legal, demographic	Some understanding of most of the relevant issues	Clear and detailed understanding of relevant issues
2. Analysis of global issues	No analysis of impact of relevant global issues; erroneous analysis of impact	Some analysis of impact of global issues; some inaccuracies in analysis	Clear, accurate and detailed analysis of impact of relevant global issues
3. Application of analysis to global business situation	No application of analysis to specific global business situation; incorrect conclusions or recommendations made.	Some application of analysis to specific global business situation, weak conclusions or recommendations made	Clear application of analysis to global business situation; valid conclusions and good recommendations given
4. Cultural differences	Fails to adjust for cultural differences	Some consideration given to cultural differences	Extensive consideration given to cultural differences, including appropriate modification of communication

L3. Global Perspective: Our graduates will have a global perspective.			
L32. Our students will have command of business English or other language of global financial markets.			
Traits	Performance Level		
	1 (Fails to meet expectations)	2 (Meets expectations)	3 (Exceeds expectations)
1. Knowledge	A few of the required elements (vocabulary, structures, and/or cultural context) are complete and correct.	Some of the required elements (vocabulary, structures, and/or cultural context) are complete and correct.	Most of the required elements (vocabulary, structure, and/or cultural context) are complete and correct.
2. Comprehension	The response shows little understanding of main ideas and/or details.	The response shows some understanding of main ideas and details.	The response for the most part shows understanding of main ideas and most details.
3. Communication	The communication skills and strategies are minimally evident, appropriate, and/or correct.	The communication skills and strategies are somewhat complete, appropriate and/or correct.	The communication skills and strategies are mostly complete, appropriate and correct.

L3. Global Perspective: Our graduates will have a global perspective.

L33. Our students will be able to network and collaborate with global business leaders.

Traits	Performance Level		
	1 (Fails to meet expectations)	2 (Meets expectations)	3 (Exceeds expectations)
1. Understanding of global finance systems	Somewhat understands global finance systems and major financial instruments	Mostly understands global finance systems and major financial instruments	Fully understands global finance systems and major financial instruments
2. Global mannerisms	Somewhat understands global mannerisms and cultural differences	Mostly understands global mannerisms and cultural differences	Fully understands global mannerisms and cultural differences

L4. Ethically Conscious Reasoning: Our graduates will understand the gravity of ethical behavior and corporate social responsibility.			
L41. Our student will identify ethical issues in financial services industry and be able to recognize and evaluate alternative courses of action.			
Traits	Performance Level		
	1 (Fails to meet expectations)	2 (Meets expectations)	3 (Exceeds expectations)
1. Identifies ethical issues	Has a vague idea of what ethical issues are and is uncertain what must be decided in individual or business behavior	Identifies ethical issues, including pertinent facts, and ascertains what must be decided in individual or business behavior	Describes ethical issues in detail having gathered pertinent facts. Ascertains exactly what must be decided in individual or business behavior
2. Stakeholders Consideration	Fails to recognize all stakeholders or explores consequences and threats/opportunities ineffectively	Recognizes stakeholders and explores some of the consequences and threats/opportunities fairly effectively	Recognizes all stakeholders and fully explores consequences and threats/opportunities
3. Options development	Failed to identify all of the relevant and practical options	Identified most of the relevant practical options, but overlooked some related conceptual problems and issues	Correctly identified all of the relevant practical options and all of the related conceptual problems and issues
4. Options Evaluation	Failed to provide weightings of various ethical and social arguments and reasons	Provided some evaluation of ethical and social reasons and arguments, but overlooked	Provided appropriate and defensible evaluations for all relevant arguments noting

		important factual or logical errors in some reasons	wherever necessary factual assumptions, logical errors, or conceptual confusions.
5. Decision and Action	Has difficulty identifying and appropriate course of action from among options	Formulates an implementation plan that delineates the execution of the decision	Formulates an implementation plan that delineates the execution of the decision and that evidences a thoughtful reflection on the benefits and risks of action

L4. Ethically Conscious Reasoning: Our graduates will understand the gravity of ethical behavior and corporate social responsibility.

L42. Our students will know the professional code of conduct within their discipline.

Traits	Performance Level		
	1 (Fails to meet expectations)	2 (Meets expectations)	3 (Exceeds expectations)
1. Importance	Somewhat appreciates the importance of keeping professional code of conduct	Mostly appreciates the importance to keep professional code of conduct	Fully appreciates the importance of keeping professional code of conduct.
2. Understanding	Somewhat understands the detailed contents of professional code of conduct	Mostly understands the detailed contents of professional code of conduct	Fully understands the detailed contents of professional code of conduct.