Graduate Attributes Policy

Scope

This policy is applicable to Kaplan Business School Pty Ltd, ("Kaplan").

Purpose

Kaplan defines its educational philosophy through a set of Graduate Attributes that guide curriculum design, learning activities and assessment. These attributes reflect the knowledge, capabilities and values we ensure our graduates embody upon completion of their course.

The Kaplan Business School Graduate Attributes are:

1. Self-Management
2. Ethical Integrity
3. Emotional Intelligence
4. Critical Thinking
5. Data-driven Problem Solving
6. Collaboration
7. Digital Literacy
8. Effective Communication
9. Global Citizenship

Policy Aims

The Graduate Attributes are designed to ensure that Kaplan's graduates are not only employable but also ethical, reflective and empathic contributors to society, thereby enhancing their career readiness and global citizenship.

Kaplan therefore embeds these attributes across all aspects of the student journey — from each subject's set of assessments to classroom engagement on campus and online and, where applicable, via work-integrated learning and industry experiences.

At Kaplan, the Graduate Attributes are definitionally differentiated based on whether they pertain to undergraduate students or postgraduate students, as per the following table:

Attribute	Undergraduate Description	Postgraduate Description
1. Self-Management	Demonstrates personal responsibility and effective time management.	Exercises autonomy, adaptability and accountability in managing complex tasks, navigating competing priorities and prioritising continuous professional development within dynamic and ambiguous contexts.
2. Ethical Integrity	Recognises and applies ethical principles in academic and social settings, demonstrating honesty, fairness and respect for others.	Critically evaluates ethical dilemmas in academic, professional and global contexts, and upholds integrity in decision-making, leadership and scholarly conduct.
3. Emotional Intelligence	Identifies and appropriately manages personal emotions while building respectful professional relationships.	Demonstrates interpersonal awareness, using emotional insight to navigate diverse team dynamics, leadership challenges and high-stakes interactions.
4. Critical Thinking	Analyses and contrasts ideas and evidence to form logical conclusions and informed decisions.	Applies advanced reasoning and critique to complex concepts, theories and practices, while also contributing original insights.
5. Data-driven Problem Solving	Uses data and structured thinking to identify and propose solutions to defined problems.	Integrates diverse data sources, analytical tools and discipline-specific knowledge to frame and solve complex, real-world problems with creativity and rigour.
6. Collaboration	Participates constructively in team-based activities, respecting diverse perspectives and contributing to shared outcomes.	Leads or facilitates collaborative efforts across diverse teams, applying negotiation and coordination skills to achieve strategic goals.
7. Digital Literacy	Uses digital tools responsibly to locate, evaluate and communicate information.	Employs digital technologies and platforms responsibly and strategically for research, innovation and professional practice.
8. Effective Communication	Communicates clearly and appropriately in written, oral and digital forms for academic, cross-cultural and general audiences.	Tailors complex ideas with precision and persuasion for varied academic, professional and cross-cultural audiences using multiple communication modes.
9. Global Citizenship	Demonstrates awareness of cultural diversity, global issues and sustainability, and reflects on one's role in a global society.	Critically engages with global and intercultural perspectives to lead ethically, act sustainably and influence positive change.

Course-based differentiation

The Graduate Attributes at Kaplan are further differentiated based on the volume of learning of each respective course as per the following table:

Attribute	Diploma	Bachelor	Grad. Cert.	Grad. Dip.	Master
1. Self-Management	✓	✓	✓	✓	✓
2. Ethical Integrity	✓	✓	✓	✓	✓
3. Emotional Intelligence		✓		✓	✓
4. Critical Thinking	✓	✓	✓	✓	✓
5. Data-driven Problem Solving	✓	✓		✓	✓
6. Collaboration	✓	✓	✓	✓	✓
7. Digital Literacy	✓	✓	✓	✓	✓
8. Effective Communication	✓	✓	✓	✓	✓
9. Global Citizenship		✓			✓

Version Control and Accountable Officer(s)

It is the joint responsibility of the Implementation Officer and Responsible Officer to ensure compliance with this policy.

Policy Category	Academic
Responsible Officer	Vice President, Academic
Implementation Officer	Academic Dean
Review Date	September 2028
Approved by	
KBS Academic Board	

Version	Authored by	Brief Description of the changes	Date Approved:	Effective Date:
1.0	Quality & Standards Group	Unpacking of one document into existing document	01.01.2014	01.01.2014
1.1	Academic Quality and Governance Team	Document reviewed for currency and edited to promote clarity. Implementation Officer introduced into policy. Retitled to Graduates Attributes Policy to reflect industry nomenclature.	25.05.2016	16.06.2016
2.0	Academic Dean in collaboration with the Quality, Regulations and Standards Team	Policy review. Replaced all Graduate Attributes to align with industry standards and currency.	30.01.2020	10.02.2020
3.0	Academic Dean	Reconfiguration of the Graduate Attributes to accommodate contemporariness, as well as differentiation based on AQF level and volume of learning.	18.09.2025	19.09.2025