

### Assessment rubric for EMBA development project (thesis) from 1.3.2026

|                                                           | N/A | 0                                                                                                           | 1                                                                                  | 2 | 3                                                                           | 4 | 5                                                                                               |
|-----------------------------------------------------------|-----|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------|
| <b>Purpose statement</b>                                  |     | Purpose is missing or extremely inadequate.                                                                 | Purpose is poorly defined.                                                         |   | Purpose is clearly defined and well-grounded in a relevant business problem |   | Purpose is original, explicit, and strongly grounded in a relevant business problem.            |
| <b>Use of theory</b>                                      |     | Does not apply concepts and theories to investigate a business problem or uses them extremely inadequately. | Inadequate application of concepts and theories to investigate a business problem. |   | Suitable concepts and theories used to investigate a business problem.      |   | Thorough and analytical application of concepts and theories to investigate a business problem. |
| <b>Choice of research methods</b>                         |     | Research methods are missing or extremely inadequately described.                                           | Research methods are irrelevant or weakly justified.                               |   | Relevant research methods are clearly described and well-justified.         |   | Sophisticated and relevant research methods are thoroughly described and rigorously justified.  |
| <b>Use of research methods</b>                            |     | Empirical study is missing or extremely inadequate.                                                         | Inadequate empirical study.                                                        |   | Well-conducted empirical study.                                             |   | Empirical study with high rigor, precision, and methodological sophistication.                  |
| <b>Results</b>                                            |     | Results are missing or extremely inadequate.                                                                | Results are unclear.                                                               |   | Relevant results presented clearly.                                         |   | Comprehensive and detailed results that are systematically presented.                           |
| <b>Analysis of results</b>                                |     | Conclusions are missing or extremely inadequate.                                                            | Inadequate interpretation of results or incorrect conclusions.                     |   | Well-founded interpretation of results and correct conclusions.             |   | Insightful and critical interpretation of results, with relevant conclusions.                   |
| <b>Fulfilment of purpose</b>                              |     | Discussion on fulfilment of purpose is missing or extremely inadequate.                                     | Study's purpose is not fulfilled.                                                  |   | Study's purpose is fulfilled and discussed.                                 |   | Study's purpose is fully fulfilled and discussed with depth, clarity, and originality.          |
| <b>Discussion of practical relevance and implications</b> |     | Discussion of practical implications is missing or extremely inadequate.                                    | Irrelevant or unfeasible practical implications.                                   |   | Relevant and feasible practical implications.                               |   | Insightful and feasible practical implications with substantial potential impact.               |

|                                                                                                                                | N/A                                                                                                                    | 0                                           | 1                                                    | 2                                                                                 | 3                                                  | 4 | 5                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------|---|----------------------------------------------------------------------------------------|
| Information sources                                                                                                            |                                                                                                                        | Uses few or irrelevant information sources. | Uses irrelevant or poor-quality information sources. |                                                                                   | Uses relevant information sources of good quality. |   | Critically and analytically engages with relevant information sources of high quality. |
|                                                                                                                                | Below expectations                                                                                                     |                                             |                                                      | Meets expectations                                                                |                                                    |   |                                                                                        |
| Ability to work independently                                                                                                  | Clear inadequacies in the ability to work independently with significantly greater need for supervision than expected. |                                             |                                                      | Completed the thesis mostly independently with the expected level of supervision. |                                                    |   |                                                                                        |
| Development project process                                                                                                    | The process has not progressed according to the agreed upon timeline.                                                  |                                             |                                                      | The process has generally progressed according to the agreed upon timeline.       |                                                    |   |                                                                                        |
| The development project (thesis) has passed a plagiarism control.                                                              |                                                                                                                        |                                             |                                                      |                                                                                   |                                                    |   |                                                                                        |
| The development project (thesis) follows and describes the application of the university's research ethics instructions.       |                                                                                                                        |                                             |                                                      |                                                                                   |                                                    |   |                                                                                        |
| The development project (thesis) follows and describes the application of the university's guidelines and instructions for AI. |                                                                                                                        |                                             |                                                      |                                                                                   |                                                    |   |                                                                                        |

Decided by the Education Council 27.1.2026; revisions decided 3.3.2026.