

Assessment rubric for EMBA development project (thesis) from 1.3.2026

	N/A	0	1	2	3	4	5
Purpose statement		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.
Use of theory		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.
Choice of research methods		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.
Use of research methods		Empirical study is missing or extremely inadequate.	Inadequate empirical study.		Well-conducted empirical study.		Empirical study with high rigor, precision, and methodological sophistication.
Results		Results are missing or extremely inadequate.	Results are unclear.		Relevant results presented clearly.		Comprehensive and detailed results that are systematically presented.
Analysis of results		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.
Fulfilment of purpose		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.
Discussion of practical relevance and implications		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.							

Approved by the Education Council 27.1.2026; revisions approved 3.3.2026.