IACBE

Advancing Academic Quality in
Business Education Worldwide

Example of a Portfolio
Evaluation Rubric

PREFACE

Example of a Portfolio Evaluation Rubric

Scenario: The School of Management at the International Academy of Commerce, Business, and Economics offers a Bachelor of Business Administration. The school has identified the following intended student learning outcomes (ISLOs) for the program:

1. Students will be able to identify the principal concepts, theories, and practices in the functional areas of business. (*Business Functional Areas*)

2. Students will be able to recognize the relevant theories and principles associated with the economic environment of business. (*Economic Environment*)

3. Students will be able to apply legal and ethical principles in business to organizational decision making. (*Legal/Ethical Principles*)

4. Students will be able to evaluate the global dimensions of business. (*Global Dimensions*)

5. Students will be able to compose and present effective oral forms of communication. (*Oral Communication Skills*)

6. Students will be able to construct coherent written forms of communication. (*Written Communication Skills*)

7. Students will be able to demonstrate analytical and critical-thinking skills in the context of organizational decision making. (*Analytical/Critical-Thinking Skills*)

8. Students will be able to explain the interrelationships between business and its social and natural environments and to apply them in a managerial context. *(Social Responsibility/Sustainability*)

9. Students will be able to integrate theory and practice in the business functional areas in the analysis of organizational problems and challenges. (*Integration Skills*)

One of the school's direct measures of student learning is a program portfolio that (i) includes various required artifacts (e.g., research papers, presentations, case-study analyses, business plans, marketing plans, etc.) from the courses, modules, subjects, etc. over a student's four years of study in the BBA and (ii) is submitted to the school in the student's final academic term. The portfolio is used to assess intended student learning outcomes #6–#9. The school employs other direct measures for assessing intended learning outcomes #1-#5.

The evaluation rubric below can be used for the purpose of program-level assessment based on the portfolio artifacts, i.e., for assessing the programmatic intended student learning outcomes in the BBA.

International Academy of Commerce, Business, and Economics

School of Management

Program Portfolio
Evaluation Rubric

Student: _____

Evaluator: _____

Date: _____

Introduction

The School of Management has identified several learning outcomes that it expects students to have achieved upon graduation from the BBA program. For the purpose of program-level assessment (i.e., assessing the extent to which students have achieved these outcomes at the end of the program), please complete both sections of the following rubric form.

Section I

For each artifact in the program portfolio and each of the intended student learning outcomes (ISLOs) identified below, use the following evaluation rubric to assess the student's performance on that artifact relating to each outcome by specifying a score based on the performance ratings and descriptors delineated in the rubric form.

ISLO #6 (Written Communication Skills): Students will be able to construct coherent written forms of communication.

ISLO #7 (Analytical/Critical-Thinking Skills): Students will be able to demonstrate analytical and critical-thinking skills in the context of organizational decision making.

ISLO #8 (Social Responsibility/Sustainability): Students will be able to identify and explain the interrelationships between business and its social and natural environments and to apply them in a managerial context.

ISLO #9 (Integration Skills): Students will be able to integrate theory and practice in the business functional areas in the analysis of organizational problems and challenges.

Program Portfolio Evaluation Rubric: Artifact Performance Relating to ISLOs						
Program ISLOs	**Performance Rating**					
	Beginning		**Competent**		**Exemplary**	
	1	**2**	**3**	**4**	**5**	**6**
ISLO #6 (Written Communication Skills)	Displays inadequate organization and/or development making the artifact difficult to follow; the written artifact exhibits multiple errors in grammar, sentence structure, and/or spelling; unacceptable writing skills (e.g., weaknesses in language facility and mechanics) hinder readability and contribute to an ineffective artifact		The artifact evidences satisfactory organization and development; the artifact is readable and relatively easy to follow with only a few lapses; uses good language conventions and mechanics with a few minor errors in spelling, grammar, sentence structure, and/or punctuation; the artifact meets expectations in this area		Effective organization and development contribute to full comprehension of the artifact; readability is enhanced by accomplished facility in language use, excellent mechanics, and syntactic variety; uses language conventions effectively (e.g., spelling, punctuation, sentence structure, paragraphing, grammar, etc.)	

Program ISLOs	Performance Rating					
	Beginning		Competent		Exemplary	
	1	**2**	**3**	**4**	**5**	**6**
ISLO #7 (Analytical/ Critical Thinking Skills)	Information presented is often inaccurate or incomplete; presents little if any analysis; inaccurately and/or inappropriately applies procedures, formulas, or principles; artifact presents few solutions, alternatives, or strategies; solutions, alternatives, or strategies are often inaccurate or inconsistent; ideas are presented in a vague or rudimentary manner		Adequately presents information with only minor inconsistencies, irrelevancies, or omissions; artifact evidences appropriate application of procedures, formulas, or principles with a few minor inaccuracies; outlines solutions, alternatives, or strategies that are logical and consistent with the evidence; develops solutions, alternatives, or strategies in a clear manner		Accurately and appropriately analyzes and interprets relevant information; effectively applies appropriate procedures, formulas, and/or principles in developing and justifying multiple solutions, alternatives, or strategies; solutions, alternatives, or strategies presented in the artifact are clear, coherent, well supported, logically consistent, and complete	
ISLO #8 (Social Responsibility/ Sustainability)	Displays only a limited ability to recognize and elucidate the connections between business and its social and natural environments; provides incomplete or inadequate explanations of how these connections can be operationalized in the management of organizations; analyses are not provided, or are incomplete or insufficient in significant respects; socially-responsible and sustainable business practices are not included in the development of organizational strategy or are only briefly mentioned; shows limited application to the analysis in the artifact		Identifies linkages between business and its social and natural environments with a few minor omissions; presents appropriate analyses of these linkages in the context of the artifact; provides a description of the ways in which the linkages can be managerially operationalized; identifies and describes socially-responsible and sustainable business practices; evidences an ability to apply these practices to the analysis in the artifact; overall the artifact meets expectations with respect to the application of social responsibility and sustainability principles		Evidences a well-developed ability to recognize, elucidate, and comprehensively analyze the connections between business and its social and natural environments; clearly and thoroughly explains the ways in which these connections can be operationalized for the purpose of effective organizational management; demonstrates an advanced ability to incorporate socially-responsible and sustainable business practices in the development of organizational strategy and action plans; effectively applies these abilities in the relevant analysis in the artifact	
ISLO #9 (Integration Skills)	Shows little or no ability to employ theory and practice in the functional areas of business in the assessment of problems and issues; does not recognize or correctly identify cross-functional organizational issues relevant to the artifact; the artifact does not identify or adequately evaluate organizational problems and challenges in light of relevant principles, theories, and practices in the functional areas of business; no strategic recommendations or conclusions are presented, or recommendations and conclusions are not appropriately justified or supported		Exhibits satisfactory application of principles, theories, and practices in the functional areas of business to the analysis in the artifact; with a few minor exceptions, the artifact outlines and describes some cross-functional organizational issues that are relevant to the development of organizational strategy; the artifact adequately identifies relevant organizational problems and challenges, and lists strategic recommendations and conclusions for action that are, for the most part, based on appropriate principles and concepts in the functional areas of business		Demonstrates well-developed ability to integrate and apply principles, theories, and practices in the functional areas of business to the analysis of issues in the artifact; effectively identifies, examines, and analyzes important cross-functional organizational issues that are important in the analysis; identifies and critically evaluates and assesses key organizational problems and challenges, and clearly justifies strategic recommendations and conclusions for action based on strong analytics and appropriate principles in the business functional areas	

Artifact #1:

Program ISLOs	Beginning		Competent		Exemplary	
	1	**2**	**3**	**4**	**5**	**6**
ISLO #6	☐	☐	☐	☐	☐	☐
ISLO #7	☐	☐	☐	☐	☐	☐

Program ISLOs	Beginning		Competent		Exemplary	
	1	**2**	**3**	**4**	**5**	**6**
ISLO #8	☐	☐	☐	☐	☐	☐
ISLO #9	☐	☐	☐	☐	☐	☐

Artifact #2:

Program ISLOs	Beginning		Competent		Exemplary	
	1	**2**	**3**	**4**	**5**	**6**
ISLO #6	☐	☐	☐	☐	☐	☐
ISLO #7	☐	☐	☐	☐	☐	☐
ISLO #8	☐	☐	☐	☐	☐	☐
ISLO #9	☐	☐	☐	☐	☐	☐

Artifact #3:

Program ISLOs	Beginning		Competent		Exemplary	
	1	**2**	**3**	**4**	**5**	**6**
ISLO #6	☐	☐	☐	☐	☐	☐
ISLO #7	☐	☐	☐	☐	☐	☐
ISLO #8	☐	☐	☐	☐	☐	☐
ISLO #9	☐	☐	☐	☐	☐	☐

Artifact #4:

Program ISLOs	Beginning		Competent		Exemplary	
	1	**2**	**3**	**4**	**5**	**6**
ISLO #6	☐	☐	☐	☐	☐	☐
ISLO #7	☐	☐	☐	☐	☐	☐
ISLO #8	☐	☐	☐	☐	☐	☐
ISLO #9	☐	☐	☐	☐	☐	☐

Artifact #5:

Program ISLOs	Beginning		Competent		Exemplary	
	1	**2**	**3**	**4**	**5**	**6**
ISLO #6	☐	☐	☐	☐	☐	☐
ISLO #7	☐	☐	☐	☐	☐	☐
ISLO #8	☐	☐	☐	☐	☐	☐
ISLO #9	☐	☐	☐	☐	☐	☐

Artifact #6:

Program ISLOs	Beginning		Competent		Exemplary	
	1	**2**	**3**	**4**	**5**	**6**
ISLO #6	☐	☐	☐	☐	☐	☐
ISLO #7	☐	☐	☐	☐	☐	☐
ISLO #8	☐	☐	☐	☐	☐	☐
ISLO #9	☐	☐	☐	☐	☐	☐

Artifact #7:

Program ISLOs	Beginning		Competent		Exemplary	
	1	2	3	4	5	6
ISLO #6	☐	☐	☐	☐	☐	☐
ISLO #7	☐	☐	☐	☐	☐	☐
ISLO #8	☐	☐	☐	☐	☐	☐
ISLO #9	☐	☐	☐	☐	☐	☐

Artifact #8:

Program ISLOs	Beginning		Competent		Exemplary	
	1	2	3	4	5	6
ISLO #6	☐	☐	☐	☐	☐	☐
ISLO #7	☐	☐	☐	☐	☐	☐
ISLO #8	☐	☐	☐	☐	☐	☐
ISLO #9	☐	☐	☐	☐	☐	☐

Summary of ISLO Performance Ratings on Portfolio Artifacts		
Program ISLOs	**Artifact**	**Rating**
ISLO #6 **(Written Communication Skills)**	Artifact #1:	
	Artifact #2:	
	Artifact #3:	
	Artifact #4:	
	Artifact #5:	
	Artifact #6:	
	Artifact #7:	
	Artifact #8:	
Program ISLOs	**Artifact**	**Rating**
ISLO #7 **(Analytical/Critical Thinking Skills)**	Artifact #1:	
	Artifact #2:	
	Artifact #3:	
	Artifact #4:	
	Artifact #5:	
	Artifact #6:	
	Artifact #7:	
	Artifact #8:	

Program ISLOs	Artifact	Rating
ISLO #8 **(Social Responsibility/Sustainability)**	Artifact #1:	
	Artifact #2:	
	Artifact #3:	
	Artifact #4:	
	Artifact #5:	
	Artifact #6:	
	Artifact #7:	
	Artifact #8:	

Program ISLOs	Artifact	Rating
ISLO #9 **(Integration Skills)**	Artifact #1:	
	Artifact #2:	
	Artifact #3:	
	Artifact #4:	
	Artifact #5:	
	Artifact #6:	
	Artifact #7:	
	Artifact #8:	

Section II

Based on the evaluations of student performance on the portfolio artifacts as summarized in Section I and on the learning growth as demonstrated across the portfolio artifacts over the student's years of study, use the following evaluation rubric to assess the extent to which the student has achieved each of the intended student learning outcomes at the end of the BBA program.

ISLO #6 (Written Communication Skills): Students will be able to construct coherent written forms of communication.

ISLO #7 (Analytical/Critical-Thinking Skills): Students will be able to demonstrate analytical and critical-thinking skills in the context of organizational decision making.

ISLO #8 (Social Responsibility/Sustainability): Students will be able to identify and explain the interrelationships between business and its social and natural environments and to apply them in a managerial context.

ISLO #9 (Integration Skills): Students will be able to integrate theory and practice in the business functional areas in the analysis of organizational problems and challenges.

Program Portfolio Evaluation Rubric: Extent of ISLO Achievement					
Rating Level					
Insufficiently Achieved		**Adequately Achieved**		**Fully Achieved**	
1	**2**	**3**	**4**	**5**	**6**
The student has not acquired an acceptable level of ability in the cognitive skill at the desired level of learning development as identified in the ISLO; the student has not demonstrated the cognitive skill in ways that meet basic standards or expectations		The student has acquired a satisfactory ability in the cognitive skill at the desired level of learning development as identified in the ISLO; the student has demonstrated the cognitive skill in ways that meet basic standards or expectations		The student has acquired a well-developed ability in the cognitive skill at the desired level of learning development as identified in the ISLO; the student has demonstrated the cognitive skill in ways that are consistently excellent	

Program Portfolio Evaluation Rubric: Extent of ISLO Achievement						
Evaluation of Student Achievement of the ISLOs:						
Program ISLOs	**Insufficiently Achieved**		**Adequately Achieved**		**Fully Achieved**	
	1	**2**	**3**	**4**	**5**	**6**
ISLO #6	☐	☐	☐	☐	☐	☐
ISLO #7	☐	☐	☐	☐	☐	☐
ISLO #8	☐	☐	☐	☐	☐	☐
ISLO #9	☐	☐	☐	☐	☐	☐

Summary of Achievement Ratings on Programmatic ISLOs	
Program ISLOs	**Rating**
ISLO #6 (Written Communication Skills)	
ISLO #7 (Analytical/Critical-Thinking Skills)	
ISLO #8 (Social Responsibility/Sustainability)	
ISLO #9 (Integration Skills)	