

IACBE

Advancing Academic Quality in
Business Education Worldwide



Example of a Business Plan
Evaluation Rubric



Example of a Business Plan Evaluation Rubric

Scenario: The School of Management at the International Academy of Commerce and Business Enterprise 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 identify the relevant theories and principles associated with the economic environment of business. (*Economic Environment*)
3. Students will be able to evaluate legal and ethical principles in business and apply them to organizational decision making. (*Legal/Ethical Principles*)
4. Students will be able to apply business-related decision-support tools to the formulation of management decisions. (*Decision-Support Tools*)
5. Students will be able to recognize and describe the global dimensions of business. (*Global Dimensions*)
6. Students will be able to construct coherent written forms of communication. (*Written Communication Skills*)
7. Students will be able to compose and present effective oral forms of communication. (*Oral Communication Skills*)
8. Students will be able to demonstrate analytical and critical-thinking skills in the context of organizational decision making. (*Analytical/Critical-Thinking Skills*)
9. 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. (*Social Responsibility/Sustainability*)
10. Students will be able to integrate theory and practice in the business functional areas in the analysis of organizational problems and challenges. (*Integration Skills*)

In order to assess these intended learning outcomes, the School of Management is using a comprehensive end-of-program examination as one of its direct measures of student learning. The examination is used to assess intended outcomes #1–#5. The school’s second direct measure of student learning is a comprehensive integrated business plan that is administered in the capstone course. The business plan project is used to assess intended outcomes #5–#10.

The evaluation rubric below can be used both for assigning a grade or mark to the business plan project in the capstone course and for the purpose of program-level assessment based on the business plan, i.e., for assessing the programmatic intended student learning outcomes in the BBA.

International Academy of Commerce and Business Enterprise

School of Management

Comprehensive Integrated Business Plan Evaluation Rubric

Student: _____

Evaluator: _____

Date: _____

For each of the business plan component areas (evaluation dimensions) identified below, use the evaluation rubric to assess the student's work by specifying a score based on the performance ratings and descriptors delineated in the rubric form and supplying relevant comments in the space provided.

Executive Summary: This section should briefly summarize each section of the business plan. The executive summary should provide an overview of the business and should outline and describe key points and issues.

Business Description: This section should provide a description of the business or idea, and should incorporate the following elements:

- Company's Mission, Vision, Goals, and Objectives
- Summary of Overall Strategic Direction
- Reasons for Starting the Business
- Description of Product or Service Offered
- Business Model
- Company's Value Proposition

Industry Analysis: This section should provide a description and analysis of (i) the industry in which the company will be operating, (ii) the target market, and (iii) the company's major competitors. The section should incorporate descriptions and analyses of the following elements:

- Industry Size, Segments, and Maturity
- Opportunities and Threats in the Industry, including Barriers to Entry
- Major Competitors, including their Market Shares, Markets Served, Strategies Employed, and Expected Response to Entry
- Overall Trends and Outlook for the Industry
- Target Market and Consumer Demographics, including Market Niche in which the Company Will Operate
- The Company's Competitive Advantages and their Likely Impacts on its Success

Management Plan: This section should provide a description of the proposed organizational structure of the company and the ways in which the company will be managed. The description should incorporate the following elements:

- Form of Ownership and Reasons for Choice of Ownership Form
- Organizational Structure/Chart
- Qualifications, Experience, Expertise, and Roles of Members of the Management Team
- Other Stakeholders (e.g., Board of Directors, Advisory Boards, etc.)
- Professional Service Firms Providing Management Support (e.g., accounting, customer service, legal counsel, etc.)

Marketing Plan: This section should provide a description of the ways in which the company will market its good or service. The description should incorporate the following elements:

- Overall Marketing Strategy
- Marketing Mix (Product, Pricing, Place, Promotion, Advertising, Distribution Channels, Media Usage, Public Relations, Web/Social Media Presence, etc.)

- Sales Management, including Sales Planning, Sales Approach, and Sales Force
- Marketing Plan Budget

Operational Plan: This section should provide a description of the resources and processes needed (i) for the day-to-day functioning of the company and (ii) in order to support the company’s strategic goals and objectives. The description should incorporate the following elements:

- Human Resource Needs
- Physical Facilities Requirements
- Technological Resource Needs
- Logistics and Supply Chain Management Plan
- Implementation Timetables
- Processes for Monitoring Progress

Financial Plan: This section should provide a description and analysis of both the initial and ongoing financing and financial management of the company. The section should incorporate descriptions and analyses of the following elements:

- Possible Sources of Initial Financing
- Sales Forecasts
- Income Projections
- Pro-Forma Financial Statements
- Break-Even Analysis
- Capital Budget

Furthermore, in each business plan component area identified above, the student should also address (i) the relevant international/global dimensions of business affecting that component area and (ii) the relevant principles and practices of corporate social responsibility and sustainability relating to that component area.

Business Plan Grading Rubric				
Evaluation Dimensions	Performance Rating			Score
	Needs Improvement 1	Acceptable 2	Exemplary 3	
Business Plan Component Areas – Grading Criteria				
Executive Summary	Executive summary does not present a clear overview of the business; main points are not outlined, or cannot be understood	Executive summary provides a satisfactory overview of the business; summary is missing a few minor points, but meets expectations	Executive summary is clear, concise, and effective; summary provides a thorough overview of the business, and fully outlines and describes main points	
	Comments:			
Business Description	Plan is missing a business description, or description of the business is vague and inadequately developed; few if any details are provided regarding product/service offered and strategic elements; business model is not sufficiently described; does not clearly describe the benefits of the good/service offered and how it addresses consumer needs; overall company focus is unclear	The business idea is clearly presented; strategic elements are satisfactorily outlined; with a few minor omissions, the business plan describes the reasons for starting the business, product or service offered, and the business model; the company’s value proposition is described, but is less than fully developed; business description is lacking some detail, but meets minimum standards	Presents the business idea thoroughly and effectively, including the company’s mission, vision, goals, objectives, and overall strategic direction; fully outlines the reasons for launching the venture, and describes product/service offered, company focus, and business model; clearly and convincingly articulates the company’s distinctive value proposition	
	Comments:			

Business Plan Grading Rubric

Evaluation Dimensions	Performance Rating			Score
	Needs Improvement 1	Acceptable 2	Exemplary 3	
Business Plan Component Areas – Grading Criteria				
Industry Analysis	Industry analysis is not provided, is inadequate, or is incomplete in significant respects; evaluation of important industry characteristics is lacking detail and does not present a comprehensive assessment of the industry in which the company will be competing; limited competitor and market analyses are provided; few if any competitive advantages are identified, and no analysis of their effects is provided	Business plan describes major characteristics of the industry, but analysis is limited or missing a few elements; market attributes are described and their impacts on the business are adequately assessed; plan identifies competitive advantages of the company, but a discussion of their contribution to the company's market success is missing or less than fully developed; industry analysis is appropriately developed	Provides a thorough analysis of industry size, segments, maturity, opportunities and threats in the industry, overall trends and outlook for the industry, and major competitors; specifically identifies target market and consumer demographics, and fully describes niche in which the company will operate; clearly presents significant competitive advantages and effectively analyzes their impacts on organizational success	
	Comments:			
Management Plan	A management plan is not provided, or is inadequate, imprecise, or incomplete in significant respects; description of important characteristics of members of the management team is vague and lacking detail; does not present a compelling case for a credible, capable, and professional management team; governing and advisory boards are not identified or not sufficiently described; external service providers that will support the management team are not identified or not sufficiently described	A management plan is outlined, but less than fully described; the plan outlines some important characteristics of members of the management team, but is missing a few minor elements; other stakeholders are identified and their contributions to the company are satisfactorily explained; external service providers and/or support firms are identified, but the description of their contributions is only partially developed and explained; there are a few minor omissions, but the management plan is adequately established	Clearly outlines and describes the management plan for the new enterprise; details the roles, responsibilities, qualifications, and relevant expertise of key members of the management team; clearly identifies other stakeholders, including a Board of Directors and any advisory boards, who will contribute management or consulting expertise, and highlights their strengths; fully describes other professional service firms that will provide management support (e.g., accounting, customer service, etc.)	
	Comments:			
Marketing Plan	Marketing plan is not provided, or is inadequate, imprecise, or incomplete in significant respects; description of important characteristics of the marketing strategy is vague and lacking detail; a sales management plan is not identified or not sufficiently described; a budget for the marketing plan is not provided, or is missing important elements, is unrealistic, and/or is incorrectly prepared	Marketing plan is outlined, but less than fully described; the plan summarizes the marketing strategy, but is missing a few elements; some specifics regarding pricing, promotion, advertising, distribution, media usage, public relations, and web/social media presence are provided, but some details are not described; the plan adequately addresses a sales management plan, and a satisfactory budget is provided	Clearly outlines and describes the marketing plan and an effective overall marketing strategy for the proposed new enterprise; provides details regarding pricing, promotion, advertising, distribution, media usage, public relations, and web/social media presence; fully describes sales management plan and composition of sales force; provides a comprehensive and detailed budget for marketing plan	
	Comments:			

Business Plan Grading Rubric

Evaluation Dimensions	Performance Rating			Score
	Needs Improvement 1	Acceptable 2	Exemplary 3	
Business Plan Component Areas – Grading Criteria				
Operational Plan	Operational plan is not provided, or is inadequate, not fully developed, or incomplete in significant respects; description of important resource needs is vague and lacking detail; a logistics and supply chain plan is not provided or is not sufficiently described	Operational plan is outlined, but less than fully described; the plan summarizes human resource, facility, and technology needs, but is missing a few elements; a logistics and supply chain plan is satisfactorily outlined; a few details are not described, but plan meets expectations	Effectively outlines and develops an operational plan for the proposed new enterprise; the plan clearly identifies needs relating to human resources, facilities, and technology infrastructure; fully describes plan for logistics and supply chain management	
	Comments:			
Financial Plan	Financial plan is not provided, or is inadequate, unrealistic, or incomplete in significant respects; analyses of and/or projections for key components of the financial plan are inaccurate, not developed, and/or lacking detail; a proposal for alternative financing sources is not provided or is not adequately described and/or substantiated	Plan outlines the principal financial elements, but analysis is limited or missing a few minor components; sales forecasts, income projections, pro-forma financial statements, a break-even analysis, and a capital budget are included, but are less than fully justified; the plan outlines possible sources of financing and is adequate in most respects	Presents an accurate, realistic, and achievable financial plan for the proposed new enterprise; the plan includes reasonable and fully supported sales forecasts and income projections, pro-forma financial statements, a break-even analysis, and a capital budget; the plan clearly identifies and effectively justifies possible sources of financing	
	Comments:			

Overall Performance Rating on Business Plan

Evaluation Criteria	Score
Executive Summary	
Business Description	
Industry Analysis	
Management Plan	
Marketing Plan	
Operational Plan	
Financial Plan	
Total Score	

For the purpose of program-level assessment, the School of Management has identified several learning outcomes that it expects students to have achieved upon graduation from the BBA program.

For each of the intended student learning outcomes (ISLOs) identified below and based on student performance on the business plan project, use the evaluation rubric to assess the extent to which the student achieved that outcome by specifying a score based on the performance ratings and descriptors delineated in the rubric form and supplying relevant comments in the space provided.

Global Dimensions: Students will be able to recognize and describe the global dimensions of business.

Written Communication Skills: Students will be able to construct coherent written forms of communication.

Oral Communication Skills: Students will be able to compose and present effective oral forms of communication.

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

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.

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

Business Plan Program-Level Assessment Rubric				
Evaluation Dimensions	Performance Rating			Score
	Needs Improvement 1	Acceptable 2	Exemplary 3	
Programmatic Evaluation – Program-Level Assessment Criteria (ISLOs)				
Global Dimensions	Business plan demonstrates only rudimentary or superficial knowledge of the international/global dimensions of business; provides little if any description of the relevant global factors in the plan, or description is erroneous; plan fails to recognize all or most of the relevant economic, cultural, financial, political, legal, ethical, demographic, and managerial issues and differences that affect the business plan, or does not specify their impacts on the business plan component areas	Business plan displays satisfactory knowledge of the international/global dimensions of business; plan outlines relevant global factors in the context of the business plan component areas, but is missing a few minor elements; provides an adequate description of most of the relevant economic, cultural, financial, political, legal, ethical, demographic, and managerial issues and differences, but only summarizes or outlines their effects on the business plan component areas	Business plan demonstrates in-depth knowledge of the international/global dimensions of business; effectively identifies and describes the relevant global factors and elements in the business plan; provides a thorough description of the relevant economic, cultural, financial, political, legal, ethical, demographic, and managerial issues and differences that affect the business plan, and presents a detailed explanation of their impacts on the business plan component areas	
	Comments:			
Written Communication Skills	Displays inadequate organization and/or development making the business plan difficult to follow; the written plan 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 business plan	Business plan evidences satisfactory organization and development; the plan is readable and 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; business plan meets expectations in this area	Effective organization and development contribute to full comprehension of written business plan; readability is enhanced by facility in language use, excellent mechanics, and syntactic variety; uses language conventions effectively (e.g., spelling, punctuation, sentence structure, paragraphing, grammar, etc.)	
	Comments:			
Oral Communication Skills	Presentation cannot be understood because there is no logical sequencing of information; presenter uses superfluous graphics or no graphics; graphics do not support or relate to issues presented; presenter reads most or all of the report with little or no eye contact; presenter mumbles, incorrectly pronounces terms, and/or speaks too quietly; presentation rambles, is unclear, and cannot be followed by the audience; presenter is unprofessional, lacks confidence, is uncomfortable, and cannot answer basic questions	Business plan is presented in a sequence that the audience can follow; graphics support and are related to the components of the business plan; presenter maintains eye contact with the audience with a few minor exceptions; presenter reads from notes on a few occasions; presenter uses good voice dynamics and clearly enunciates terms; presenter is comfortable for the most part and adequately answers questions; overall, the presentation is delivered in a satisfactory manner and meets expectations with respect to oral communication skills	Business plan is presented in a logical, interesting, and effective sequence, which the audience can easily follow; presentation uses effective graphics to explain and reinforce the information presented; presenter maintains eye contact with audience, seldom returning to notes; presenter speaks in a clear voice and uses correct, precise pronunciation of terms; presentation is thorough, clear, compelling, informative, and professionally delivered; presenter is professional, confident, comfortable, and answers questions effectively	
	Comments:			

Business Plan Program-Level Assessment Rubric

Evaluation Dimensions	Performance Rating			Score
	Needs Improvement 1	Acceptable 2	Exemplary 3	
Programmatic Evaluation – Program-Level Assessment Criteria (ISLOs)				
Analytical/ Critical-Thinking Skills	Information presented in the business plan component areas is often inaccurate or incomplete; presents little if any analysis in the component areas; inaccurately and/or inappropriately applies procedures, formulas, or principles; presents few solutions, alternatives, or strategies in the business plan component areas; solutions, alternatives, or strategies are often inaccurate or inconsistent; ideas are presented in a vague or rudimentary manner	Adequately presents information relating to most business plan component areas with only minor inconsistencies, irrelevancies, or omissions; applies appropriate procedures, formulas, or principles with a few minor inaccuracies; presents solutions, alternatives, or strategies in most business plan component areas 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 pertaining to each business plan component area; effectively applies appropriate procedures, formulas, and/or principles in developing and justifying multiple solutions, alternatives, or strategies in the business plan component areas; solutions, alternatives, or strategies are clear, coherent, well supported, logically consistent, and complete	
	Comments:			
Social Responsibility/ Sustainability	Displays only a limited ability to recognize 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 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 development of the business plan	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 business plan; describes 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 development of the business plan; overall the plan meets expectations with respect to the application of social responsibility and sustainability principles	Evidences a well-developed ability to recognize, elucidate, and 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; effectively applies these abilities to the development of the business plan component areas	
	Comments:			
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 in the business plan; does not recognize or correctly identify cross-functional organizational issues relevant to the business plan component areas; the plan does not identify or adequately evaluate organizational problems and challenges in light of relevant principles, theories, and practices in the business functional areas; no strategic recommendations or conclusions are presented in the plan, 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 development of the business plan; with a few minor exceptions, the plan describes some cross-functional organizational issues that are relevant to the development of the business plan component areas; the plan 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 business plan; effectively examines and analyzes important cross-functional organizational issues that are central to the development of the business plan component areas; 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	
	Comments:			

Summary Performance Ratings on Programmatic ISLOs

ISLOs/Program-Level Assessment Criteria	Score
Global Dimensions	
Written Communication Skills	
Oral Communication Skills	
Analytical/Critical-Thinking Skills	
Social Responsibility/Sustainability	
Integration Skills	