

## Full-/Part-time MBA Letter of Recommendation

|                       |  |
|-----------------------|--|
| <b>Applicant name</b> |  |
|-----------------------|--|

Dear referee,

The person named above is applying for admission to the MBA programme at Frankfurt School of Finance and Management. The information you are providing is a very important part of the application process. Using this form, please answer the following questions as candidly and clearly as possible. You may send your completed and signed form directly to Colleen McLister ([C.McLister@fs.de](mailto:C.McLister@fs.de)), or you may send it to the MBA applicant and he/she can upload the form to our online application system.

| <b>Recommender information</b> |  |
|--------------------------------|--|
| Name                           |  |
| Position / Title               |  |
| Company / Institution          |  |
| Address                        |  |
| Work phone                     |  |
| Email address                  |  |

How long have you known the applicant and under what circumstances?

What do you consider to be the applicant's strengths and talents?

In what areas does the applicant need to improve or demonstrate growth?

Please comment on the applicant's aptitude for graduate study in business and on the applicant's likelihood of success in a business career.

Please use the matrix below to rate the applicant's abilities.

|                              | 1<br>Outstanding | 2<br>Very good | 3<br>Good | 4<br>Average | 5<br>Poor | Unable to<br>assess |
|------------------------------|------------------|----------------|-----------|--------------|-----------|---------------------|
| Intellectual ability         |                  |                |           |              |           |                     |
| Analytical ability           |                  |                |           |              |           |                     |
| Independent initiative       |                  |                |           |              |           |                     |
| Creativity and imagination   |                  |                |           |              |           |                     |
| Leadership potential         |                  |                |           |              |           |                     |
| Interpersonal skills         |                  |                |           |              |           |                     |
| Written communication skills |                  |                |           |              |           |                     |
| Oral presentation skills     |                  |                |           |              |           |                     |
| Organisational ability       |                  |                |           |              |           |                     |

Is there anything else you feel the Admissions Committee should know about this applicant that will help us to evaluate his or her application?

Please summarise your level of commitment in recommending this applicant for the MBA programme at Frankfurt School of Finance and Management:

Highly recommend    Recommend    Recommend with reservations    Do not recommend

|                         |  |      |  |
|-------------------------|--|------|--|
| Recommender's signature |  | Date |  |
|-------------------------|--|------|--|