**MASTERS in INTERNATIONAL MANAGEMENT**

**RECOMMENDATION**

The referee is kindly requested to fill in this form completely and to sign up. Afterwards the recommendation letter must be uploaded as a pdf-document to the application form.

1. **Applicant**

   Name: ___________________  
   First name(s): ___________________

   Applicant’s PERMANENT e-mail address: _______________________________________

   Tracks(s) applied to:

   **First school**  
   - NEOMA (France)  
   - NU (USA)  
   - UCSC (Italy)

   **Second school**  
   - ESB (Germany)  
   - NU (USA)  
   - DCU (Ireland) *

   ⇈ Prioritize TWO choices in EACH of the boxes above (1 = first choice, 2 = second choice)
   ⇈ Please note that a candidate cannot choose to do the entire programme in just one country.
   ⇈ *) Please note that the Ireland/Germany Track does not exist!

   Application for the academic year: 2015-16

2. **Referee**

   *Note: The above-mentioned person wishes to apply for admission to the IPBS Master in International Management and has named you as a referee. IPBS would appreciate your help to evaluate the candidate’s application by filling out the present form. Should you not wish to use this form, a less standardised reference is equally acceptable. Thank you for your help.*

   a) How long have you known the applicant? _______________ In which capacity? __________

   b) If the candidate is yet to graduate what class of degree will he/she obtain?

   c) Evaluation of the applicant according to the following criteria: (*please tick the appropriate boxes*)

<table>
<thead>
<tr>
<th>Intellectual capacity</th>
<th>Outstanding (top 5%)</th>
<th>Superior (top 15%)</th>
<th>Top third</th>
<th>Middle third</th>
<th>Bottom third</th>
<th>Inadequate opportunity to observe</th>
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</thead>
<tbody>
<tr>
<td>Problem Analysis Ability</td>
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<td>Breadth of knowledge</td>
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<td>Communication skills - oral</td>
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<td>Communication skills - written</td>
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<td>Maturity</td>
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<td>Persistence and drive</td>
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<td>Initiative</td>
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<td>Originality of thought</td>
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<td>Overall potential for Graduate Study in Management</td>
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</table>
d) Applicant’s principal strengths as regards postgraduate studies: __________________________


e) Applicant’s principal weaknesses as regards postgraduate studies: __________________________


f) Do you consider the applicant’s achievements thus far to be a true indication of his/her ability?

   [ ] Yes  [ ] No

   If “No”, please explain: __________________________


g) Additional comments (separate pages may be added):


h) Would you expect this candidate to (tick one):

   [ ] complete a postgraduate programme?
   [ ] have difficulty in completing a postgraduate programme?
   [ ] be unsuccessful in a postgraduate programme?


i) Recommendation (tick one):

   [ ] Strongly recommend  [ ] Recommend


Name (Please print or type): __________________________ Date: __________________________
Organisation: __________________________
Position: __________________________ Signature: __________________________
Address: __________________________


E-mail: __________________________
Phone: __________________________