

Guideline – Recommendation Letter

Management program is primarily interested in recommendations from professors who know the applicant and his/her academic work, as well as from employers. Note: Letter from employer should reflect real knowledge of the applicant and his/her performance.

The letter should address the following:

- **Interpersonal skills and leadership ability:** How effective is the candidate in establishing and maintaining relationships? How well does he or she work with and/or through supervisors, peers and subordinates? How do you assess the applicant's ability to lead, ability to delegate responsibility, sensitivity to those less competent and potential for future success as an administrator? Has the applicant demonstrated willingness to work in a team environment?
- **Personal achievements:** Has the applicant sought or created opportunities to make use of his or her native ability and how effectively has he/she exploited it? How do the applicant's achievements compare to those of his/her peers?
- **Candidate's insight into his or her own assets and liabilities:** Will the applicant accept constructive criticism? Will he/she accept a challenge with self-confidence, admit mistakes and ask for help when needed?
- **Intellectual qualifications:** What is your assessment of the applicant's analytical skills and ability to grasp new ideas? Has the applicant's academic record been affected by any special circumstances such as work or academic background? Does the applicant have the ability to apply his/her knowledge creatively?
- **Ability to communicate:** Is the applicant an effective writer? Does the written work submitted demonstrate a mastery of the conventions of English? Is the written material clear, well-organized and forceful? Is the applicant articulate in oral expression?
- **Industry and self-discipline:** To what extent does the applicant possess the traits of persistence, efficiency and motivation? Is there any reason to doubt the applicant's diligence as a student?
- **Potential for the study of business/management:** What is your prediction of the applicant's probable performance in the study of business/management? How well do

you think the applicant has thought out plans for graduate study? Among others recommended for the program, how does this candidate rate?

- Is there any other information about the applicant which you would like to share with admissions committees?