



MANNHEIM & TONGJI Executive MBA (EMBA) Reference Form

Applicant Details

| | | |
|-----------|------------|---------------|
| Last name | First name | Date of birth |
|-----------|------------|---------------|

Instructions to Evaluator

- The person named above has applied to the MANNHEIM & TONGJI Executive MBA (EMBA) program at Tongji University's School of Economics & Management (TONGJI-SEM) and Mannheim Business School and has nominated you as his/her referee. It would be of considerable help in assessing this candidate's suitability for the MANNHEIM & TONGJI EMBA program if you would kindly provide the information requested below.
- TONGJI-SEM and Mannheim Business School are leading business schools in their respective countries. We admit highly qualified candidates who show the motivation and potential to enhance their leadership skills as well as their intercultural management know-how. Participants are deliberately selected from a wide range of academic, cultural and professional backgrounds. We consider each candidate's intellectual ability, previous work experience and management potential, as well as personal motivation and maturity, the ability to work successfully in cross-cultural project teams, international experience, language skills and personal attributes.

01 How long have you known the candidate? In what context (nature and frequency of contact)?

02 Please describe the personality of the candidate.

03 What do you consider to be the candidate's principal strengths/talents?

04 What do you consider to be the candidate's weaknesses or areas that need to be improved?

05 What is your opinion of the candidate's motivation towards, and suitability for an executive management position?

06 Do you feel that the MANNHEIM & TONGJI EMBA program will add to the applicant's potential for managerial progression?

07 Please evaluate the candidate on the following criteria:

| | Outstanding (top 10 %) | Excellent (top 25 %) | Good (top 50 %) | Average (bottom 25 %) | Below average (bottom 10 %) | No information |
|--------------------------|---------------------------|--------------------------|--------------------------|--------------------------|--------------------------------|--------------------------|
| Intellectual ability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Analytical skills | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Communication skills | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Teamwork | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Drive/determination | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Self-discipline | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Initiative | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Maturity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Social skills | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Leadership skills | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Intercultural competence | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

08 May we contact you to discuss this evaluation with you?

Yes No

Evaluator Details

| | |
|--------------------|--------------|
| Last name | First name |
| Job title/position | Organization |
| Street | Postal code |
| Town | Country |
| Phone | Fax |
| E-mail | |

Date

Signature and official seal

Thank you in advance for your time and effort necessary to complete this letter of reference. Please either return it to the candidate, in a sealed envelope and signed across the seal to ensure confidentiality. Or send it directly to

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