

# MASTER OF BUSINESS ADMINISTRATION (MBA)

## Logistics Management

### Application for students joining in 2009

Dear Applicant

On behalf of the Admissions Committee, I would like to thank you for your interest in our MBA Program.

The quality of our participants is our most important asset. We look for candidates who possess strong academic abilities and a sense of leadership and vision in their career perspectives.

This document has been designed to provide you with all the information you need to complete the application and to let us know about your achievements and future interests.

In the first section of this paper you will find detailed information on prerequisites, application documents, deadlines and submission of application as well as an application checklist.

In the second section, you will see an application form comprising several subsections: general and contact information, academic background, work experience, language abilities and other relevant skills. Additionally, there are some questions requiring you to write three essays regarding your purpose in doing an MBA Logistics Management and how our program matches your personal career goals.

In the third section, you will find a recommendation form to be filled in by two referees of your choice. Preferably, you should choose one academic referee and one from your professional field.

Should you have any questions, please do not hesitate to contact us at [mba-admission@kuehneschool.de](mailto:mba-admission@kuehneschool.de)

I also recommend checking our FAQ section at [www.kuehneschool.de](http://www.kuehneschool.de)

Looking forward to receiving your application, I remain with best regards,

Martina Heinrich  
Head of Recruitment and Student Affairs

## Application Guidelines

Please read this section carefully before completing the application form.

### General Admission Requirements

#### Qualifications

A bachelor's degree or equivalent from a recognized university or college as well as a very good previous academic record.

#### Management Abilities

A good score in the Graduate Management Admission Test (GMAT) or due to compatibilities within European systems of higher education, graduates from European Community universities can be exempted from the GMAT after a careful review of the application and if the applicant is among the (most outstanding) eligible candidates. Additionally, a special assessment might be necessary. Nevertheless we strongly encourage all applicants to submit a GMAT score.

#### English proficiency

Candidates must be proficient in reading, writing and speaking English. All applicants whose native language is not English and who have not received a university degree from a university in the following countries – Canada excluding Quebec, England, Scotland, Wales, Ireland, Australia, the United States and New Zealand – must submit a valid TOEFL or IELTS score report.

The minimum TOEFL score for admission is 100 (internet based test), 250 (computer-based test) and 600 (paper-based test). Further information on TOEFL tests is available at [www.toefl.org](http://www.toefl.org).

The TOEFL institution code of the Kuehne School is the same as that of the Technical University of Hamburg-Harburg which is 8165. The department code for the Kuehne School is 02, which corresponds to the Graduate School of Management. Therefore if you are taking the TOEFL test, please select:  
Institution name: "Tech. U. of Hamburg-Harburg"  
Institution code: 8165  
Department code: 02

The minimum IELTS score for admission is 7. Further information on IELTS is available at [www.ielts.org](http://www.ielts.org).

### Work experience

Candidates must on principle provide evidence of a minimum of one year's full-time relevant work experience.

### Application Documents

Before sending documents applying for admission to the MBA Logistics Management, please bear in mind that:

- *If your original documents are not in English or German, you must also submit an officially authenticated copy of the translation of each document.*

When applying for the MBA Logistics Management, you should mail the following documents to us in one envelope

- A completed application form. The application form must be signed!
- One photograph, attached to the application form.
- 1 copy from each of the educational institutions that you attended that verifies your class ranking (if applicable)
- Curriculum Vitae (CV) / Resume
- 1 copy of university entrance qualification (general certificate of secondary education or high school leaving certificate or college diploma or equivalent, depending on your country's educational system, plus university entrance test result if applicable) *(and translations if applicable)*
- 1 copy of your first degree certificate *(and translation if applicable)*.
  - If you have a further first degree certificate, please add a copy of it.
  - If you have postgraduate degree certificates, please add copies of them.
- 1 copy of a complete transcript of your university records (semester mark sheets), listing your subjects and grades. This document must contain an explanation of the scoring system (maximum score, fail mark, etc.) *(and a translation, if applicable)*.

- 1 copy of your original GMAT score report
- 1 TOEFL or IELTS score report (*if applicable*)  
For our TOEFL institution code, please see the comments under General Admission Requirements.
- 1 certificate with letter head from each of your relevant jobs stating as a minimum the company name, location, period when the post was held, and main responsibilities
- Statement of purpose. (3 essay questions)  
The application documents include answers to three questions relating to your purpose in studying the MBA Logistics Management. These questions are included in the data form. Please use a separate sheet of paper for your response to each question.
- 2 letters of recommendation in the Kuehne School standard form

**Notes concerning documents:**

*Authentication*

Authentication of documents will be accepted only if performed by the German Embassy or German Consulate in your home country, or by the institution that has issued the original document.

*Translations of documents*

If documents are not in English or German, officially authenticated translations must be appended. Please note that the authentication must also be in English or German.

Due to the large number of applications from China, the German Academic Exchange Service (DAAD) set up an office in Beijing. Thus Chinese applicants must additionally submit an APS-certificate, issued by the Akademische Pruefstelle of the German Embassy in Beijing

APS  
Landmark Tower 2, Office 0311,  
8 North Dongsanhuan Road,  
Chaoyang District,  
100004 Beijing,  
Tel: 0086 10 6590 7138  
Fax: 0086 10 6590 7140  
E-mail: info@aps.org.cn

*Originals*

Application documents cannot be returned to applicants, so please **do not submit any original document**.

Please note that incomplete applications and applications containing translations of documents that have not been properly authenticated cannot be considered.

*Graduate Management Admission Test (GMAT)*

If you are a graduate from a non-European Community university you must submit a copy of the GMAT.

For entrance in 2009, European Community universities are universities in the following countries and areas: Austria; Belgium; Bulgaria; Cyprus; Czech Republic; Denmark, except the Faroe Islands and Greenland; Estonia; Finland; France, including Monaco; Germany; Greece; Hungary; Ireland; Italy, except the communes of Livigno and Campione d'Italia and the Italian waters of Lake Lugano; Latvia; Lithuania; Luxembourg; Malta; Poland; Portugal, including the Azores and Madeira; Romania; Slovakia; Slovenia; Spain, including the Balearic Islands but excluding Ceuta and Melilla; Sweden; the Netherlands; the United Kingdom, and the Isle of Man.

If you are a graduate from a European Community university, we strongly encourage you to submit a copy of your GMAT score if available.

The Kuehne School of Logistics and Management is registered under *Technische Universitaet Hamburg-Harburg, Kuehne School* with the Graduate Management Admission Council (GMAC) and does receive GMAT scores. Additional please provide a copy of your official score report on receipt.

**Deadline for Applications**

We receive applications all year round. The application deadline for the program starting October 2009 is *March 31, 2009 for non-EU-residents, and May 31, 2009 for applicants with residence in the EU*.

**Note**

It is your responsibility to ensure that your complete application reaches the Kuehne School in due time.

## Submitting the application

Please submit your complete application in one envelope to the following address:

TUHH  
Kuehne School of Logistics and Management  
Schwarzenbergstr. 95 (D)  
D-21073 Hamburg  
Germany

Applications submitted via mediators such as educational consultants or agencies and applications or application documents submitted by fax or e-mail will not be accepted.

Applicants will receive confirmation of receipt by e-mail when their documents have arrived. We recommend sending the application by courier or a registered mail service that confirms that documents have been delivered.

## Admission

Candidates will be informed by e-mail and airmail as soon as the final result of applications is available. Please ensure that you indicate a valid e-mail address that is regularly accessed by you. If you are admitted, you will receive all the official documents that are needed to enroll.

International applicants who need to meet visa requirements before coming to Germany are responsible for fulfilling all the relevant requirements in order to obtain their visa. You may contact the German embassy or consulate-general in your country on this matter. Although the letter you receive if you are admitted can help you to prove your reason for coming to Germany, the Kuehne School can give no assurance that you will receive the permit.

## Financial assistance

Some scholarships, grants and educational loans are available to all students. Eligibility for most scholarships and grants is based upon merit as well as availability of funds. Please check our website regularly for the latest information on this issue.

## Start of the Program

Our program starts on September 29, 2009 with a welcome session at the Kuehne School. Lectures are scheduled to start on October 1, 2009.

## Queries and difficulties

If you have any questions regarding the admission procedure at the Kuehne School, please contact:  
[mba-admission@kuehneschool.de](mailto:mba-admission@kuehneschool.de)

We also encourage you to visit the FAQ section of our website.

## Application Checklist

Please use this checklist to ensure that your application is complete.

For faster processing of your application attach this list to your application. Check documents enclosed and indicate later mailings of documents or test results with approximate dates!

- A completed application form signed
- One photograph, attached to the application form
- 1 copy of university entrance qualification, e.g. high school leaving certificate
- 1 copy of your first degree certificate  
*If you have a further first degree certificate, please add a copy of it.*  
*If you have postgraduate degree certificates, please append copies of them.*
- 1 copy of the complete transcript of your university records (semester mark sheets), listing your subjects and grades
- 1 copy from each of the education institutions you attended that verifies your class ranking (if applicable)
- 1 copy of your GMAT score
- 1 copy of your TOEFL or IELTS score sheet (for non-native speakers of English)
- 1 copy of a certificate from each of your relevant jobs
- 2 letters of recommendation in the Kühne School standard form
- Curriculum Vitae / Resume

*If your original documents are not in English or German, you must also submit an officially authenticated copy of the translation of each document.*

*Application documents cannot be returned to applicants, so please do not submit any original document.*

## APPLICATION FORM

Please attach a  
passport size  
photograph here

### Personal Data

Name: \_\_\_\_\_  
*Last / Family Name* *First / Given Name (s)*

Previous name (if applicable) \_\_\_\_\_  
*Last / Family Name* *First Name (s)*

Gender: Male  Female  Citizenship: \_\_\_\_\_

Date of Birth: \_\_\_\_\_ *dd-mm-yyyy* Place of Birth: \_\_\_\_\_  
*City and Country of Birth*

Marital Status: \_\_\_\_\_ No. of Children: \_\_\_\_\_

### Contact Information

E-mail: \_\_\_\_\_

Contact address  
(Give your present address for correspondence)

Address: \_\_\_\_\_  
*Street and number*

\_\_\_\_\_ *City, state*

\_\_\_\_\_ *Postal code* *Country*

Final date you can be reached at this address: \_\_\_\_\_

Mobile / Phone number: \_\_\_\_\_ Fax number: \_\_\_\_\_

Permanent Address  
(If you plan to move, you should give a second address where you can be contacted)

Address: \_\_\_\_\_  
*Street and number*

\_\_\_\_\_ *City* *State*

\_\_\_\_\_ *Postal code* *Country*

**Education**

**High School / Secondary School**

Name: \_\_\_\_\_  
High School name (where you finished your studies)

Location: \_\_\_\_\_  
City and country

Qualification: \_\_\_\_\_ Qualification gained (if any) \_\_\_\_\_ Date of graduation (dd-mm-yyyy)

Grade: \_\_\_\_\_  
Overall score or average grade      Max possible      Fail mark      Ranking in class

Honors: \_\_\_\_\_  
Any honors received while you were enrolled

**Undergraduate Education College or University**

University Name: \_\_\_\_\_

Location: \_\_\_\_\_  
City and country

Type of Degree: \_\_\_\_\_

Major Subject: \_\_\_\_\_

Grade: \_\_\_\_\_ Overall score or average grade      Max possible      Fail mark      Dates: \_\_\_\_\_ - \_\_\_\_\_  
From: (dd-mm-yyyy)      To: (dd-mm-yyyy)

Honors: \_\_\_\_\_  
Any honors, awards, received while you were enrolled      Ranking in class

*If you have a further first degree*

University Name: \_\_\_\_\_

Location: \_\_\_\_\_  
City and country

Type of Degree: \_\_\_\_\_

Major Subject: \_\_\_\_\_

Grade: \_\_\_\_\_ Overall score or average grade      Max possible      Fail mark      Dates: \_\_\_\_\_ - \_\_\_\_\_  
From: (dd-mm-yyyy)      To: (dd-mm-yyyy)

Honors: \_\_\_\_\_  
Any honors, awards, received while you were enrolled      Ranking in class

**Postgraduate Education**

University Name: \_\_\_\_\_

Location: \_\_\_\_\_  
*City and country*

Degree: \_\_\_\_\_

Major Subject: \_\_\_\_\_

Grade: \_\_\_\_\_ *Overall score or average grade*    \_\_\_\_\_ *Max possible*    \_\_\_\_\_ *Fail mark*    Dates: \_\_\_\_\_ - \_\_\_\_\_  
*From: (dd-mm-yyyy)*    *To: (dd-mm-yyyy)*

Honors: \_\_\_\_\_ *Any honors, awards, received while you were enrolled*    \_\_\_\_\_ *Ranking in class*

*If you have a second postgraduate degree*

University Name: \_\_\_\_\_

Location: \_\_\_\_\_  
*City and country*

Degree: \_\_\_\_\_

Major Subject: \_\_\_\_\_

Grade: \_\_\_\_\_ *Overall score or average grade*    \_\_\_\_\_ *Max possible*    \_\_\_\_\_ *Fail mark*    Dates: \_\_\_\_\_ - \_\_\_\_\_  
*From:(dd-mm-yyyy)*    *To:(dd-mm-yyyy)*

Honors: \_\_\_\_\_ *Any honors, awards, received while you were enrolled*    \_\_\_\_\_ *Ranking in class*

**Professional Experience**

(State your two most challenging work experiences, starting with your current employment)

1

Company Name: \_\_\_\_\_ Job Type  Employment  Internship

Location: \_\_\_\_\_ City and Country \_\_\_\_\_ average working hours per week

Nature of Business: \_\_\_\_\_ Most important activity of the company

Job title: \_\_\_\_\_

Dates: \_\_\_\_\_ - \_\_\_\_\_ Final Salary: \_\_\_\_\_ Before tax  
From: (dd-mm-yyyy) To: (dd-mm-yyyy) € per month

Your Responsibilities: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Outstanding Accomplishments: \_\_\_\_\_  
 \_\_\_\_\_

2

Company Name: \_\_\_\_\_ Job Type  Employment  Internship

Location: \_\_\_\_\_ City and Country \_\_\_\_\_ average working hours per week

Nature of Business: \_\_\_\_\_ Most important activity of the company

Job title: \_\_\_\_\_

Dates: \_\_\_\_\_ - \_\_\_\_\_ Final Salary: \_\_\_\_\_ Before tax  
From: (dd-mm-yyyy) To: (dd-mm-yyyy) € per month

Your Responsibilities: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Outstanding Accomplishments: \_\_\_\_\_  
 \_\_\_\_\_

3

Company Name: \_\_\_\_\_ Job Type  Employment  Internship

Location: \_\_\_\_\_  
City and Country average working hours per week

Nature of Business: \_\_\_\_\_  
Most important activity of the company

Job title: \_\_\_\_\_

Dates: \_\_\_\_\_ - \_\_\_\_\_ Final Salary: \_\_\_\_\_ Before tax  
From: (dd-mm-yyyy) To: (dd-mm-yyyy) € per month

Your Responsibilities: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Outstanding Accomplishments: \_\_\_\_\_  
 \_\_\_\_\_

**Testing Information**

GMAT	English Test
Test Date: _____ <small>dd-mm-yyyy</small>	Test Name: _____
Verbal: _____	Test Date: _____ <small>dd-mm-yyyy</small>
Quantitative: _____	
Total: _____	Total: _____

- I do not have a GMAT score and am a graduate of a European Community University.
- I do not have a GMAT yet. I am planning to take the test. Please indicate details.

Details: \_\_\_\_\_

**Note:**  
*If you are a graduate from a non-European Community university you must do the GMAT test. Please read in the Application Guidelines which countries are considered for application in 2009 within the European Community. Not all applicants from universities from these countries will be invited to the Kuehne School assessment; there will be a very limited number of invitations. We strongly encourage you to send your GMAT score report if available. See the Application Guidelines for further information*

**Language Skills (except mother tongue)**

Language	Writing abilities			Speaking abilities			Reading abilities		
	Good	Fluent	Excellent	Good	Fluent	Excellent	Good	Fluent	Excellent
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Computer / Software Skills**

Software	Master level		
	Basics	Advanced	Expert
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Extra Education and Qualification**

Please mention here other certificates you have

Certificate Name	Institution	Country	Dates From: dd-mm-yyyy to: dd-mm-yyyy
_____	_____	_____	
_____	_____	_____	
_____	_____	_____	

**Activities and Interests**

Please list, in order of importance to you, any extra-curricular or extra-job activities in which you have been involved (i.e. community activities, leadership positions, associations, arts, sports, etc.)

Activity	Country	Position	Dates From: dd-mm-yyyy to: dd-mm-yyyy
_____	_____	_____	
_____	_____	_____	
_____	_____	_____	

**Statement of Purpose**

Please answer each of the topics below. Use separate sheets of paper. Your answers should be typed and double-spaced. Clearly indicate your name at the bottom of each page. Please use the word count function of your typing program and indicate the number of words at the end of each of your answers!

1. Why is logistics set to continue as a dynamic growth field in the years ahead? (250 words)
2. Describe your career goals. Explain why you would like to study logistics management. What skills do you expect to gain from studying at the Kuehne School and how will they contribute to your professional career? (250 words)
3. Please give a candid description of yourself, highlighting the personal characteristics you feel to be your strengths and weaknesses and the main factors which have influenced your personal development, giving examples when necessary. (250 words)

**How did you come to know about the Kuehne School?**

(Mark source of information by ranking 1, 2, 3.)

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Kuehne School Staff            | <input type="checkbox"/> DAAD          | <input type="checkbox"/> German Embassy / Consulate |
| <input type="checkbox"/> Friends/Relatives              | <input type="checkbox"/> TUHH Students | <input type="checkbox"/> Chamber of Commerce        |
| <input type="checkbox"/> Education Fair. Which:         | _____                                  |   |
| <input type="checkbox"/> Internet search engine. Which: | _____                                  |   |
| <input type="checkbox"/> Newspaper / Magazine. Which:   | _____                                  |   |
| <input type="checkbox"/> University. Which:             | _____                                  |   |
| <input type="checkbox"/> Kuehne School Partner. Which:  | _____                                  |   |
| <input type="checkbox"/> Other sources:                 | _____                                  |   |

**How will you be financing this program?**

- |  |           |
|--|-----------|
| <input type="checkbox"/> Personal resources                      | EUR       |
| <input type="checkbox"/> External financing (loans, etc.)        | EUR       |
| <input type="checkbox"/> Company resources. Name of company:     | _____     |
| If yes, to what extent will your company be financing you?       | EUR _____ |
| <input type="checkbox"/> Name of aid or scholarship institution: | _____     |
| What amount will they finance?                                   | EUR _____ |
| <input type="checkbox"/> Other:                                  | EUR _____ |

**Policy Statement**

I certify that all the information I have given in this application is complete and accurate and I understand that any misrepresentation in this application may be a cause for canceling admission and withdrawing offers of financial support. I authorize the Kuehne School of Logistics and Management to verify any and all information I have given in this application form. I realize that all documents submitted in support of this application will become the property of the Kuehne School of Logistics and Management. I agree to adhere to all admission policies and requirements of the Kuehne School of Logistics and Management.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Confidential Reference Form

**To the Applicant**

Name: \_\_\_\_\_  
Last / Family Name      First / Given Name (s)

Date of Birth: \_\_\_\_\_ Place of Birth: \_\_\_\_\_  
dd-mm-yyyy      City and Country of Birth

**To the Referee:**

The person named above is applying for admission to the MBA program at the Kuehne School of Logistics and Management. Your judgment of the applicant will help the Admissions Committee to achieve its objective of selecting young professionals with leadership potential, high intellectual abilities and interpersonal skills.

Using this form, please answer the following questions as specifically as possible. When you have completed this form please place it in an envelope, seal it and write your signature across the seal. Return the sealed envelope to the applicant, who will be responsible for submitting this document to the Admissions Office at the Kuehne School.

We appreciate your willingness to provide this information and we thank you for your considerable time and effort.

Referee's name:	_____	_____	_____
	<small>Last/Family Name</small>		<small>First/Given Name(s)</small>
Position or Title:	_____		
Organization	_____		
Organization Address:	_____	_____	_____
	<small>Street</small>	<small>Post Code</small>	<small>City</small> <small>Country</small>
Phone Number:	_____	E-mail:	_____

Relationship to the candidate     Professional       Educational

1. How long have you known the applicant and in which capacity?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. What do you consider to be the applicant's talents or strengths?

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3. What do you perceive to be the applicant's weaknesses?

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4. Please describe any task, project or situation in which the applicant has been involved which may demonstrate the applicant's potential as a manager.

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5. Please use this scale to rate the applicant's skills compared with other students or employees.

	Top 5%	Top 10%	Top 25%	Top 50%	Bottom 50%	Not Known
Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Verbal communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intellectual ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listening skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Imagination and creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analytical ability	<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"/>
Organizational ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall impression of candidate:

- Outstanding candidate       Strong candidate  
 Average candidate       Below average candidate

6. Please use this space to comment on any special skills the candidate has or on aspects that you consider it important for the Academic Committee to be aware of when assessing the candidate's application.

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Signature: \_\_\_\_\_

Date \_\_\_\_\_

## Confidential Reference Form

**To the Applicant**

Name: \_\_\_\_\_  
Last / Family Name      First / Given Name (s)

Date of Birth: \_\_\_\_\_ Place of Birth: \_\_\_\_\_  
dd-mm-yyyy      City and Country of Birth

**To the Referee:**

The person named above is applying for admission to the MBA program at the Kuehne School of Logistics and Management. Your judgment of the applicant will help the Admissions Committee to achieve its objective of selecting young professionals with leadership potential, high intellectual abilities and interpersonal skills.

Using this form, please answer the following questions as specifically as possible. When you have completed this form please place it in an envelope, seal it and write your signature across the seal. Return the sealed envelope to the applicant, who will be responsible for submitting this document to the Admissions Office at the Kuehne School.

We appreciate your willingness to provide this information and we thank you for your considerable time and effort.

Referee's name: \_\_\_\_\_  
Last/Family Name      First/Given Name(s)

Position or Title: \_\_\_\_\_

Organization \_\_\_\_\_

Organization Address: \_\_\_\_\_  
Street      Post Code      City      Country

Phone Number: \_\_\_\_\_ E-mail: \_\_\_\_\_

Relationship to the candidate     Professional       Educational

1. How long have you known the applicant and in which capacity?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. What do you consider to be the applicant's talents or strengths?

---



---



---

3. What do you perceive to be the applicant's weaknesses?

---



---



---

4. Please describe any task, project or situation in which the applicant has been involved which may demonstrate the applicant's potential as a manager.

---



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5. Please use this scale to rate the applicant's skills compared with other students or employees.

	Top 5%	Top 10%	Top 25%	Top 50%	Bottom 50%	Not Known
Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Verbal communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intellectual ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listening skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Imagination and creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analytical ability	<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"/>
Organizational ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall impression of candidate:

- Outstanding candidate       Strong candidate  
 Average candidate       Below average candidate

6. Please use this space to comment on any special skills the candidate has or on aspects that you consider it important for the Academic Committee to be aware of when assessing the candidate's application.

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Signature: \_\_\_\_\_

Date \_\_\_\_\_