



## CONFIDENTIAL LETTER OF RECOMMENDATION

### For Applicant to the PhD Program in Business Administration at the Stockholm School of Economics

This letter of recommendation must be written by a professor or teacher who has taught or supervised the Applicant in the field of Business Administration. The letter can be written in Swedish or English.

**Name of Applicant:** \_\_\_\_\_

**Name of Referee:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**University/College:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Telephone number:** \_\_\_\_\_

**How long have you known the applicant?** \_\_\_\_\_

**What is your relationship to the applicant?** \_\_\_\_\_

Please provide a candid evaluation of the applicant's past performance and ability to pursue and successfully complete Ph.D. studies in Business Administration. If desired, the evaluation may be written on a separate sheet, to be attached to this form.



Please rate the applicant in comparison with other students in your department.

	Exceptional Top 5%	Outstanding Next 15%	Above Average Next 20%	Average Mid 20%	Below Average Lowest 40%
Intellectual ability					
Oral expression					
Written expression					
Emotional maturity					
Imagination and probable creativity					
Potential as teacher					
Motivation for proposed program of study					
Background for proposed program of study					

How do you rate the applicant in overall ability and promise, in comparison with other students at the same level of training? Please tick one.

Equal to the best in any department	
Will perform at a superior level wherever admitted	
Performance should be up to average of most graduate students	
Qualifications marginal, but warrants consideration	
Questionable whether admission to further study is warranted	

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

Please send this form before **February 1, 2015** to:

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SE-113 50 Stockholm, Sweden. Telephone: +46-8-736 9630. E-mail:  
marie.tsujita@hhs.se

**UNDER NO CIRCUMSTANCES SHOULD THE COMPLETED FORM BE  
GIVEN TO THE APPLICANT!**