Dear Selection Committee,

I would like to recommend Mr. Balaji P for the post-graduate program course in Business Administration in your University. He joined the Application Networking Group in the company in the capacity of a Software Engineer .Balaji was inducted in the team after a rigorous interview process where he impressed us a lot with his strong analytical and programming skills combined with his exceptional knowledge in the telecom domain. The team was managed by me and Balaji was one of my direct reportee. (Put your work here)Balaji showed a high level of commitment and initiative to learn the intricacies of this complex project. Everyone in the team was highly impressed with his workaholic nature. The team gained a lot from his extensive knowledge of the financial domain as well. In the initial stages he was assigned the task of understanding the product and to fix bugs in the software product. In a few weeks he had become so adept at handling the programming aspect of the project that I decided to assign him the development of certain other modules of the project right from scratch. In that stage, Balaji worked with anothersenior engineer in the team to create the design followed by the implementation of the enhancement of the project .This stage included modeling and automating its software solutions for Invoice processing and auditing and Network optimization through business intelligence. He was also critically involved in troubleshooting numerous issues in various modules of the project where his remarkable grasp of the product was of immense help. In a very short span of time he became a critical resource of our team handling tricky customer issues that won him many accolades from the client side as well. His exemplary performance made him an automatic nomination for the Best Newcomer of the Year Award.He started to get himself involved in a lot of Support Engineer Training Program.He actively participated in a lot of the Escalation Issues and the Proof-of-Concept work at the Customer end. In a couple of instances his role was critical in pushing major deals through. His leadership and mentoring qualities were remarkable that was clearly manifested in the way he brought the new-comers in the team upto-the-speed.

I was taken by his knowledge of such diverse topics as economic history, geo-politics especially in relation to the movement in oil and gas prices as well as his ability to skillfully expostulate hot financial topics such as the ongoing sub-prime mortgage crisis. I always found him hooked to Yahoo finance or the Financial Times in his free time taking stock of the latest market data and trying to analyze their implications.

On the personal front, I judged him to be a soft-spoken but stern, ambitious but a very down-to-earth person. He involved himself in quite a number of social obligations, which portrays an excellent picture of Balaji as a man to believes in giving back a lot more to the society than what he gets.

To summarize, I would strongly urge the committee to accept Amitabh's application for admission to the prestigious graduate program. My close interactions with him during the project convinced me of his enormous potential and your program will surely go a long way in honing his already good knowledge of the technological world and make his future even brighter.

**Thanks and Regards,**

**Amitabh Sural.**

1. Under what circumstances and for how long have you known the applicant? (50 words maximum)

2. Please rate the applicant's achievements when compared to those of his or her peers and mention the reference group with which you are making these comparisons. (100 words maximum)

3. Please describe, in brief, situations where the applicant displayed signs of leadership abilities and team skills. (200 words maximum)

Balaji demonstrated exceptional mentoring skills in bringing new the team members up-to-the speed.

He was able to deliver many of the assigned tasks within the team well before the deadline, bringing out the best among his peers and junior members. He enjoys a very good rapport with the team members and is one of the most affable members of my team. He is a perfect team player and always ready to pitch in with the extra effort in crunch situations. He comes up with ideas within team meetings that are really very helpful in raising the quality of our product.

4. Please mention two consistent strengths of the applicant and if possible provide instances where she/he demonstrated these strengths. (200 words maximum)

Ambitious and excellent interpersonal skills

5. Please indicate two areas where the applicant has shown learning and improvement which would add value to his application to the SIB. (100 words maximum)

6. Please provide any other comments that you consider are relevant to the applicant's admission to the SIB, especially regarding the applicant's career in business/management. (200 words maximum)