1. Please comment on the context of your interaction with the applicant. If applicable, briefly describe the applicant's role in your organization.

The applicant was posted with me as Instructor in ‘Faculty of Transport Management’ , a premier institution of the Indian Army imparting training to officers and jawans in various aspects of Maintenance and Management of Army Vehicles . Instructors posted to this institution are selected by the Indian Army based on merit and proven instructional capabilities of individuals. To be posted as instructor in this premier Institution based at Bangalore, in itself is considered as an acknowledgement and speaks volumes of the individuals rating within the organisation. The applicant, Major Ajay Marar was responsible to train officers , jawans of Indian Army at the ‘A’ wing of the faculty on Logistics. fleet management and maintenance of vehicles including operational deployment in war . He was also responsible for scripting training manuals related to vehicles of the Indian Army . Selection of student officers with instructional capabilities was also part of the charter of duties performed by him.

1. How does the candidate's performance compare to those of other well-qualified individuals in similar roles?

The individual was a cut above rest of the officers who too were amongst the selected officers from the Indian Army. The High Calibre of Major Ajay Marar was well acknowledged within the faculty as he was the officer who was invariably asked to give demo lectures to the student officers and take central classes being attended by senior officers and Commandant of the faculty. The officer was also tasked to script a training manual for a newly introduced vehicle . This training manual will be applicable for the entire Indian Army. The officer has done a commendable job in formulating this training manual.

1. Please describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response.

The faculty of Transport Management was imparting training to the officers which was based on old school methods of training on cut models and lectures on video projection systems

1. Please make additional statements about the applicant's performance, potential, or personal qualities you believe would be helpful to the MBA Admissions Office.
2. How long have you known the applicant and describe your relationship to the applicant?
3. Provide an example of constructive feedback you have provided to the applicant.  How did the applicant receive this feedback and what efforts did the applicant make to address the concern?
4. Please provide an example of a time when the applicant was particularly successful at interacting with others in a team (employees, peers, managers, etc.)?  How does the applicant compare to his/her peers in this dimension?
5. How has the applicant’s career progressed and what sets them apart from their peers?
6. Please comment on the candidate’s career performance and impact on the organization. Cite specific examples (e.g., ranking relative to others in the industry, progression

within the organization, evidence of initiative and goal orientation).

1. Evaluate the candidate’s demonstrated leadership and potential (e.g., developing others, ability to influence others and advocate for his/her ideas, smart risks he/she has taken, ability to deal with ambiguity).
2. What are the three areas you perceive as the candidate’s weaknesses? Provide an example of how the candidate has dealt with constructive feedback and made efforts to address these weaknesses.
3. What observations do you have about the candidate’s interpersonal skills and ability to collaborate with and support others (e.g., maturity, self-awareness, integrity, listening skills, sense of humor, respect for different viewpoints, resilience, sense of others)?
4. Please comment on the candidate’s intellectual and problem-solving abilities (e.g., analytical and quantitative skills, critical-thinking abilities, creativity, curiosity).