

Full-time MBA Programme

Application Pack



MBA Programme Application

Our Admissions Criteria

Our objective is to admit internationally-minded, talented, motivated and experienced professionals from all around the world. Candidates should also possess drive, commitment and ambition.

To be considered for a place, candidates must be able to demonstrate the following through the application form, essays, CV (résumé), the two references, GMAT, undergraduate transcripts and the compulsory interview:

Global Leadership Potential

We want people who can assume leadership roles throughout the world, not people who simply know about business disciplines. We consider your personal and professional achievements carefully when assessing your suitability as a future leader.

Intellectual Capacity

A good undergraduate degree or an equivalent qualification. We also consider candidates who do not have a degree if they have worked in a position with a high level of responsibility.

Postgraduate Work Experience

Candidates should provide evidence of outstanding professional work experience, gained after completion of a first degree. We want to know how you have been successful in your various work experiences and how you have grown in terms of increased responsibilities and leadership skills.

Typically London Business School MBA students have more than three years postgraduate work experience when they join the Programme. In certain cases admission may be granted to candidates with slightly less work experience if they can present superior academic credentials and truly outstanding evidence of leadership through their current professional and personal experiences.

Personal Motivation and Maturity

The MBA is a demanding experience which can change your life. We look for evidence that participants will be reflective, mature and realistic, as well as ambitious and highly motivated.

Team Skills

We place particular emphasis on working in multicultural groups from diverse professional backgrounds. We need to be certain that candidates will share in the development of their fellow team members and contribute to the collaborative learning environment of the School.

International Exposure

Our MBA is a truly international programme with students from over 60 countries. The students who benefit most are those with an international outlook, or those who can build on existing international exposure.

Language Ability

The Programme is taught in English. If English is not your native language you will need to take the TOEFL, IELTS or other reputable test.

If you require a copy of the application form or brochure text in large print please contact the MBA Marketing and Admissions Team.

COMPLETING YOUR APPLICATION

If not applying online, you may legibly hand write or type your application.

Applicants are responsible for submitting a **complete** application, so please make sure that you give yourself enough time to collate all the necessary information. **If we receive an incomplete application, this will be reviewed using the materials you have provided.** Remember that in addition to the application form, one page CV and essays, a completed application should also include the following:

GRADUATE MANAGEMENT ADMISSIONS TEST (GMAT)

All applicants must take the GMAT and there are **no exemptions** regardless of experience or educational background.

We strongly recommend that you take the GMAT before submitting your application. You must arrange for your score to be sent directly to the School by the Educational Testing Service (ETS). You must indicate clearly on your application form the date of the test and your score. We will not accept scores that are more than five years old.

The GMAT is just one of several admission criteria. Just as a high score does not guarantee admission, a below average score does not eliminate a candidate.

ENGLISH LANGUAGE TESTS

Proficiency in speaking, writing and reading in English is essential. If English is not your native language, or you have not graduated with a degree from an English speaking university or worked for over two years in an English speaking country, you will have to take the Test of English as a Foreign Language (TOEFL), the International English Language Testing System (IELTS), or another reputable test. We strongly recommend that you take the TOEFL or IELTS before submitting your application. You must arrange for your score to be sent directly to the School. You must indicate clearly on your application form the date of the test and your score. We will not accept scores that are more than two years old.

PERSONAL REFERENCES

We are only able to consider personal recommendations made on the London Business School MBA Programme reference forms.

Please make sure that you put your name on the enclosed forms and ask your two referees to complete the forms and return them in a sealed envelope to you or directly to the School. Your references are confidential to London Business School. Please **DO NOT** open them.

Your references should be from people who know you well and are in a position to comment on your suitability for the London Business School MBA Programme. The most valuable recommendations come from those people who have observed your abilities in a professional setting. The London Business School reserves the right to contact your referees for further information in connection with your application.

OFFICIAL TRANSCRIPT OF GRADES

All applicants must submit an official or certified original transcript of grades. We will not accept photocopies. Transcripts should be from all colleges, universities and professional schools attended. These must include a comprehensive record of completed courses, grades and class of degree received and, if possible, a class ranking. Please do not attempt to convert your grades to a standardised GPA system. We will assess your grades in their original format. If the original is not in English then you must provide a certified or notarised English translation.

APPLICATION FEE

Please submit a fee of either £120 or US\$180. This can be paid by personal cheque made payable to 'London Business School'; or by credit card using the coupon in the application pack. Please note that the application fee is non-refundable and we are unable to consider requests to waive this. An application will not be considered without payment of this fee.

TIMINGS

It is very important that you manage the timing of your application carefully and submit a **complete** application. We operate a 'staged' admissions process and confirmed or waiting list places are awarded at the end of each of the four stages. **We strongly encourage candidates to apply during the early stages as we cannot guarantee the availability of places in the later admissions stages.**

If you wish to apply for any of the London Business School scholarships you must apply in stages 1, 2 or 3.

APPLICATION, INTERVIEW & DECISION DATES

The dates for 2003/2004 (for the MBA class entering in September 2004) are:

	<i>When should I apply by?</i>	<i>Am I shortlisted for interview?</i>	<i>Have I been successful?</i>
Stage	Deadlines:	Find out on:	Find out on:
1	24 October 2003	28 November 2003	30 January 2004
2	9 January 2004	13 February 2004	26 March 2004
3	27 February 2004	9 April 2004	14 May 2004
4	30 April 2004	28 May 2004	25 June 2004

Overseas Selection Conferences

* We encourage applicants based in Japan to submit their application by **9 January 2004** so that they can be interviewed at the relevant interview sessions. This will also give applicants sufficient time to arrange their visa and/or undertake additional English Language training if required.

THE ADMISSIONS PROCESS

It is essential that you have a valid email address. Once we receive your application we will take the following steps:

ACKNOWLEDGEMENT OF APPLICATION

We will confirm receipt of your application by email.

We regret that we are unable to confirm receipt of your supplementary materials by email, facsimile or telephone if they are sent separately from your application, as this will delay our processing time. We therefore strongly suggest that you send your supplementary materials using a courier company and/or postal facility which will allow you to confirm delivery of your application with the courier or postal company.

REVIEW

Once your application has been processed it will be reviewed by the MBA Admissions Committee. You will be advised via email, on the interview decision date relevant to your stage, whether or not you have been shortlisted for interview. Applicants are asked not to contact us before the interview decision date as this will delay the reviewing of applications. If you submit an incomplete application, a review decision will be made using the materials submitted.

INTERVIEWS

London Business School does not interview all applicants. We only interview candidates who have been successful at the Review stage. All applicants who are selected for interview will be invited to attend a personal interview with London Business School Alumni. We will arrange the interview as locally as possible. Occasionally the Admissions Committee will insist that the candidate travels to London for an interview. We do not offer telephone interviews. The MBA Admissions Committee never makes an offer of a place on the Programme unless a personal interview has been conducted.

FINAL DECISIONS

When your interview is complete, the MBA Admissions Committee will review your application again, including your personal details, your essays, references and the result of your interview. Their decision will then be communicated to you **on the published admissions decision dates**. The Admissions Committee will issue one of the following decisions:

- an unconditional confirmed place for year of entry applied for
- a conditional place subject to further English Language training, an improved GMAT score or other condition for year of entry applied for
- an unconditional or conditional 'Waitlist' place for year of entry
- an invitation to reapply in the future. The reasons for this decision will be communicated to you and may, for example, require you to gain additional work experience, undertake further English Language training or re-take the GMAT
- notice that your application has been rejected.

Occasionally, London Business School will delay a decision if they need time for further consideration. Applicants will be advised if this is the case and will be given an approximate date by which they can expect a decision.

The MBA Admissions Committee decision is final and confidential and no appeals can be considered. Due to the number of applications we receive, London Business School is unable to give individual feedback or enter into communication about any of its admissions decisions.

DEFERRALS

Requests for deferred entry to the next Programme can only be made by an applicant once they have been offered a place. Requests to defer for more than one year will not be considered by the MBA Admissions Committee and applicants should reapply. The Admissions Committee rarely grants deferrals.

REAPPLICATION

If you have been unsuccessful with a previous application, the Admissions Committee may have specifically asked you to reapply. If you do intend to reapply, you must complete a new application and send it with the current application fee. Candidates cannot reapply in the same academic year.

FINANCIAL PLANNING

Undertaking an MBA is a major personal investment. It is therefore important that you recognise the financial commitment you are undertaking in advance and plan accordingly. Early planning of your finances will allow you to explore the widest range of funding sources available. It will also reduce financial pressures on you both during and after your studies.

Applicants should research the range of funding sources available as early as possible and should avoid relying on one source of income. The majority of students finance their studies through a range of sources including bank loans, scholarships, personal savings and family contributions.

It is important to investigate all scholarship and loan scheme opportunities as early as possible. Sources include charitable organisations and government agencies. Be aware of the specific deadlines as many external scholarships are awarded up to one year in advance. Look on our website for details of our HSBC – London Business School Loan Scheme. (Loan decisions are made exclusively by HSBC. London Business School is unable to influence this.)

All applicants are automatically considered by the Scholarships Committee for a ‘Friends of London Business School’ Scholarship through their MBA application form. Candidates from Stages 1, 2 and 3 who are made an offer of a place on the Programme will be encouraged to apply for relevant ‘named’ Company and Class Scholarships at a later date.

You are strongly encouraged to view our website regularly, which will be updated as the School adds to its scholarship funds.

Further Information

If you have any queries about your application, please email, telephone or fax the relevant member of the MBA Marketing & Admissions Team:

MBA Marketing & Admissions Team

Africa, Asia & Middle East

Emma Bond

Email ebond@london.edu

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Email pfogden@london.edu

Telephone +44 (0)20 7706 6743

Fax +44 (0)20 7258 1765

Website www.london.edu

Full-time MBA Programme

Applicants must read the MBA Brochure and Application Pack before submitting their MBA Programme Application.

This form can be used for application entry in September 2004.

You cannot apply to more than one London Business School programme in the same year.

MBA Programme Application

(Please answer all the questions and tick the appropriate boxes)

Have you applied to a London Business School Masters Programme before? If so, please give details:

Programme: MBA EMBA Sloan Masters in Finance Year of application: _____ Outcome: _____

Section One: Applicant Details

Family name		First name	
Known name		Initials	
Birth date <small>DD / MM / YY</small>	Country of Birth	Gender	
Nationality		Other Citizenship	
Age (at 1 September of year of intended entry)		Years of full-time work experience [†] (at 1 September of year of intended entry)	
Marital Status*		Number of Children*	

[†]Please do not include part-time work or summer internships/jobs *Optional

Current (Preferred) Mailing Address		Valid to <small>DD / MM / YY</small>
Street		
City	Country	Postal/Zip Code
Tel [#] <small>Country Code / Area Code / Number</small>	Fax <small>Country Code / Area Code / Number</small>	Email [#]

[#]You must have a valid telephone number and email address throughout the application process

Permanent Mailing Address (for example next of kin)		Valid to <small>DD / MM / YY</small>
Street		
City	Country	Postal/Zip Code
Tel <small>Country Code / Area Code / Number</small>	Fax <small>Country Code / Area Code / Number</small>	Email

Business Address		Valid to <small>DD / MM / YY</small>
Name of Employer	Job Title/Position	Department
Street		
City	Country	Postal/Zip Code
Tel* <small>Country Code / Area Code / Number</small>	Fax* <small>Country Code / Area Code / Number</small>	Email*

Does your employer know that you are applying to London Business School? Yes No

***Please do not include your business telephone/fax and email details if you do not wish to be contacted through them.**

Please let us know immediately if any of your contact details change at any time during the application process.

Section Two: Test Scores

GMAT

(All applicants must take this as soon as possible. There are NO exemptions and we only accept GMAT scores up to **five** years old) You must arrange for your score to be sent directly to the School by ETS.

Date of test taken/to be taken D D / M M / Y Y	Verbal		Quantitative		Total		AWA	
	Score	% below	Score	% below	Score	% below	Score	% below

English Language

(If English is not your native language or you have not graduated with a degree from an English speaking University or worked in an English speaking environment for two years, you must take an English Language Test)

TOEFL

- Enclosed
 Sent directly to School

IELTS

- Enclosed
 Sent directly to School

OTHER

- Enclosed
 Sent directly to School

Date of test taken/to be taken		Type of test taken
Total Score		

Section Three: Higher Education and Professional Training

Please give details, starting with the most recent, of all institutions attended and qualifications studied (and indicate whether obtained).

Dates		Institution Attended & Country	Full-Time or Part-Time	Qualification Awarded	Subject	Result (Class/GPA Rank etc.)
From M M / Y Y	To M M / Y Y					

Major field of studies

- | | | |
|--|--|---|
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Engineering | <input type="checkbox"/> Arts |
| <input type="checkbox"/> Business Administration | <input type="checkbox"/> IT | <input type="checkbox"/> Languages |
| <input type="checkbox"/> Economics | <input type="checkbox"/> Mathematics/Science | <input type="checkbox"/> Law |
| <input type="checkbox"/> Finance | <input type="checkbox"/> Medicine | <input type="checkbox"/> Social Science |
| <input type="checkbox"/> Other: _____ | | |

Section Four: Language Ability

Level

- Ability to read and converse in simple language
- Able to deal with varied daily activities
- Competence in a broad range of factual, persuasive and expressive language tasks performed in a variety of contexts
- Competence in a broad range of complex or technical language tasks performed in a wide variety of contexts
- Mother tongue/bilingual

Indicate your present level below:

Language	Reading	Speaking	Writing	Method and Location of Study
English				

Mother Tongue:

Competence in reading, speaking and writing in English is essential if you are to get the most from the MBA. If English is NOT your native language, please outline your experience of working or studying in an English-speaking environment and indicate whether you plan to take further English Language tuition before the start of the Programme. If so, please explain when and what this will be.

Section Five: Marketing Information

To which other business schools are you applying? Which intake do you intend to join?

We encourage applicants to learn as much as possible about London Business School and to consider the impact of studying for an MBA on their family and friends. With whom have you discussed your plans to undertake MBA studies and what were their responses? (Please give the names of all alumni, students, faculty or staff of London Business School if applicable.)

Where and when did you first hear about the London Business School MBA Programme?

- | | |
|--|---|
| <input type="checkbox"/> LBS Alumni
Name _____ | <input type="checkbox"/> MBA Fair
Location _____ |
| <input type="checkbox"/> Current Student
Name _____ | <input type="checkbox"/> Other Event
Location _____ |
| <input type="checkbox"/> Colleague
<input type="checkbox"/> Employer
<input type="checkbox"/> Press/Advert
Name _____ | <input type="checkbox"/> British Council Office
<input type="checkbox"/> Internet
<input checked="" type="checkbox"/> Website _____
<input type="checkbox"/> Other _____ |

Have you attended a London Business School Information Session? If so, when and where was this?

How do you plan to finance your studies?

- Savings Company Sponsorship HSBC Loan Other Loan
 External Scholarship London Business School Scholarship

Section Six: Employment Record

Full-time Employment Details

Please list each full-time postgraduate position held, starting with your current position. Please indicate any promotions or changes in positions or title along with the corresponding dates and salary information. (Please complete the form for every position held, even if it was in the same company.) DO NOT include internships, summer jobs or part-time employment during undergraduate or graduate school.

Current Employer

Job Function

- Accounting
- Consulting
- Engineering
- Finance
- General Management
- HR/Recruitment
- IT
- Legal
- Marketing & Sales
- Medicine/Healthcare
- New Business Development
- Operations Management
- Project Management
- Research & Design

Other _____

Industry Sector

- Accounting
- Advertising/Media/PR
- Consulting
- E-commerce
- Energy/Engineering
- Entertainment
- FMCG
- Finance
- HR/Recruitment
- IT/Telecommunications
- Law
- Leisure/Retail
- Manufacturing/Pharmaceuticals
- Medicine/Healthcare
- Military
- Public/Not for Profit

Other _____

Company/Organisation Name		From	MM / YY	To	MM / YY
City		Country			
Job Title/Position Held		Department			
Number of Employees in Company/Organisation		Number of staff supervised directly by you			
Annual Starting Salary (£/US\$)		Annual Ending Salary (£/US\$)*			
Annual Company Turnover/Sales (£/US\$)		Additional Compensation (bonuses, car, housing etc)			

Responsibilities:

Please provide a description of your job to enable us to understand your day-to-day role, details of any clients you work for/with, level/title of person you report to, the size of budget for which you are directly responsible and the number of people in your team.

Reason for taking position

Reason for leaving position

**Give exchange rate, if used, in calculating details:*

Previous Full-time Employment Details

Company/Organisation Name		From	<small>MM / YY</small>	To	<small>MM / YY</small>
City	Country				
Job Title/Position Held	Department				
Number of Employees in Company/Organisation	Number of staff supervised directly by you				
Annual Starting Salary (£/US\$)	Annual Ending Salary (£/US\$)*				
Annual Company Turnover/Sales (£/US\$)	Additional Compensation (bonuses, car, housing etc)				

Responsibilities:

Please provide a description of your job to enable us to understand your day-to-day role, details of any clients you work for/with, level/title of person you report to, the size of budget for which you are directly responsible and the number of people in your team.

Reason for taking position

Reason for leaving position

**Give exchange rate, if used, in calculating details:*

Company/Organisation Name		From	<small>MM / YY</small>	To	<small>MM / YY</small>
City	Country				
Job Title/Position Held	Department				
Number of Employees in Company/Organisation	Number of staff supervised directly by you				
Annual Starting Salary (£/US\$)	Annual Ending Salary (£/US\$)*				
Annual Company Turnover/Sales (£/US\$)	Additional Compensation (bonuses, car, housing etc)				

Responsibilities:

Please provide a description of your job to enable us to understand your day-to-day role, details of any clients you work for/with, level/title of person you report to, the size of budget for which you are directly responsible and the number of people in your team.

Reason for taking position

Reason for leaving position

**Give exchange rate, if used, in calculating details:*

Part-time Employment Details

Please list any part-time work, summer internships and employment undertaken during study starting with the most recent.

Dates		Company	Job Title/ Position Held	Country	Salary*
From M M / Y Y	To M M / Y Y				

*Give exchange rate, if used, in calculating details:

Section Seven: References *(Applicants are responsible for ensuring that their London Business School reference forms are returned either to them so that they can be posted with the rest of the application, or sent directly to the School)*

Name	Name
Job Title/Position Held	Job Title/Position Held
Company/Organisation Name	Company/Organisation Name
Full Postal Address	Full Postal Address
Telephone	Telephone
Facsimile	Facsimile
Email	Email

London Business School reserves the right to contact your referees for further information.

Section Eight:

The Admissions Committee will consider carefully the answers to the following questions when deciding which applicants to select for interview. **Please respond concisely to all questions, using separate sheets of paper with your name and the question number at the top of each page. Type and double-space your responses limiting them to the number of words specified. Give word counts for each answer.**

Other Information

- 1 Is your academic performance to date an accurate predictor of your potential for success at London Business School? If so, why? If not, why not? *(50 words)*
- 2 Describe any significant experiences outside of your home country. What did you gain from these? *(100 words)*
- 3 Please explain if you have been involved in charity/volunteer and/or entrepreneurial activities, giving examples of your involvement, the amount of time you gave to each activity and why you chose to get involved. *(100 words)*

Essay Questions

- 1 In what role do you see yourself working five years after graduation? Why? How will your past and present experiences relate to this role? How will the *London Business School* MBA Programme contribute to your effectiveness in fulfilling this role? *(500 words)*
- 2 On the basis of your experience of working in and leading teams (either in your professional or personal life), please reflect on how you plan to contribute to your study group and the wider school community. *(500 words)*
- 3 What well-known historical event would you like to have been involved in and why? *(500 words)*
- 4 Please provide a CV (résumé). **This CV must only be one page.** If you have any significant gaps in your employment history, please tell us why on a separate sheet.

Section Nine: Interviews

For all candidates, we will arrange an interview as locally as possible. In certain circumstances, the Admissions Committee may require certain applicants to attend an interview at the School. Those applicants who are interviewed at the School will not be given any preference or advantage over those applicants who are interviewed overseas. **Please note the Admissions Committee never makes an offer of a place on the Programme unless a personal interview has been conducted.** We do not conduct telephone interviews.

Please indicate where you would like to be interviewed if shortlisted (*please list all possible cities*):

Please note that for applicants based in Japan we hold a Selection Conference in Stage 2. Therefore you should submit your application in Stages 1 or 2 if possible.

Section Ten: Declaration

I apply for admission to the MBA Programme at London Business School. I understand that the decision to offer me a place rests with the School, whose decision is final. If I am offered and accept a place on the Programme, I undertake to abide by the rules and regulations of the School and the University of London.

I confirm that all details given in my application are accurate and truthful and I hereby authorise the School or its agent to conduct a background verification check on my credentials without any required notice for use in admitting me into the MBA Programme. I understand that the School reserves the right in its absolute discretion to rescind any offers of admission or to terminate my studies before the end of the MBA Programme if there are any omissions in my application or if any of the details that I have recorded are found to be false/incorrect.

Signature

Date

**Please send your completed application to the MBA Marketing & Admissions Team,
London Business School, Regent's Park, London NW1 4SA, United Kingdom.**

Equal Opportunities Statement

London Business School confirms its commitment to equal opportunities for both employees and students irrespective of race, sex, marital status or physical ability. Individuals are to be selected and treated on the basis of their relevant merits and abilities. No job applicant or employee, prospective student or current student should receive less favourable treatment on any grounds which are not relevant to good employment or to academic ability and attainment.

MBA Application Checklist

- | | |
|---|---|
| <input type="checkbox"/> Application Form and Essays | <input type="checkbox"/> Transcript of Grades |
| <input type="checkbox"/> Application Fee (£120 or US\$180) | <input type="checkbox"/> 1st Reference |
| <input type="checkbox"/> GMAT: Sent directly to the School by ETS | <input type="checkbox"/> 2nd Reference |
| <input type="checkbox"/> English Test: Enclosed | |

Full-time MBA Programme

Reference Form *(Please answer all the questions)*

To the Referee:

- The person whose name appears below has applied to the full-time MBA (Master of Business Administration) Programme at London Business School, and has nominated you as their referee. We would be very grateful for your comments on their suitability for the Programme.
- It is the vision of London Business School to be the pre-eminent global business school, nurturing talent and advancing knowledge in a multi-national, multi-cultural learning environment.
- The MBA Programme attracts high calibre international participants and is designed to broaden perspectives, heighten career potential and equip participants with the general management and specialist skills required for senior management and leadership positions. Participants are deliberately selected from a wide range of academic, cultural and professional backgrounds and management interests. A university degree or equivalent professional qualification and the Graduate Management Admissions Test (GMAT) score are required for admission. Additionally, all participants must have full-time postgraduate work experience. The Programme relies heavily on the active participation of all members and involves substantial interaction between participants and Faculty. A considerable amount of work is done in small groups, and personal qualities are therefore as important as academic ability and previous work experience and expertise.
- Any information you supply will remain confidential to the MBA Admissions Committee. We may contact you if we require further information on the applicant.

Applicant Details *(To be completed by the applicant)*

Family name	First name	
Known name	Initials	
Birth date <small>DD / MM / YY</small>	Country of Birth	Gender

Referee's Details *(To be completed by the referee)*

Family name	First name	
Job Title/Position Held	Organisation	
Street		
City	Country	Postal/Zip Code
Tel <small>Country Code / Area Code / Number</small>	Fax <small>Country Code / Area Code / Number</small>	Email

How long have you known the applicant and in what connection?

What do you consider to be the applicant's major talents and strengths?

What do you consider to be the applicant's major weaknesses or areas for improvement?

In what developmental areas has the applicant changed most over time?

What will this individual be doing in 10 years? Why?

Please rate the applicant on the qualities listed below. The applicant should be rated by marking the scale in the appropriate place (1 = low, 5 = high and 0 = no opportunity to observe). Please compare the applicant with other members of his or her peer group (this typically would mean a graduate with at least three years work experience).

	Low		Average		High	Not Observed
Intellectual or Academic Ability	1	2	3	4	5	0
Quantitative Skills	1	2	3	4	5	0
Ability to Take Decisions	1	2	3	4	5	0
Problem Solving Skills	1	2	3	4	5	0
Organisational Skills	1	2	3	4	5	0
Leadership Skills	1	2	3	4	5	0
Team Skills	1	2	3	4	5	0
Impact/Charisma/Confidence	1	2	3	4	5	0
Maturity	1	2	3	4	5	0
Oral English Communication Skills	1	2	3	4	5	0
Written English Communication Skills	1	2	3	4	5	0

Please indicate your overall recommendation on a five point score from Not Recommended (1) to Highly Recommended (5)

1 2 3 4 5

Please elaborate either below or in a separate letter on the ratings you have assigned above and comment on how the applicant will contribute to the Programme. Please also make any additional comments concerning this applicant which you believe would be helpful to the Admissions Committee. These comments should not exceed two pages.

Signature

Date

Name

Thank you for supplying this information. Please return the completed reference to the applicant, sealed and signed across the envelope seal.

Full-time MBA Programme

Reference Form *(Please answer all the questions)*

To the Referee:

- The person whose name appears below has applied to the full-time MBA (Master of Business Administration) Programme at London Business School, and has nominated you as their referee. We would be very grateful for your comments on their suitability for the Programme.
- It is the vision of London Business School to be the pre-eminent global business school, nurturing talent and advancing knowledge in a multi-national, multi-cultural learning environment.
- The MBA Programme attracts high calibre international participants and is designed to broaden perspectives, heighten career potential and equip participants with the general management and specialist skills required for senior management and leadership positions. Participants are deliberately selected from a wide range of academic, cultural and professional backgrounds and management interests. A university degree or equivalent professional qualification and the Graduate Management Admissions Test (GMAT) score are required for admission. Additionally, all participants must have full-time postgraduate work experience. The Programme relies heavily on the active participation of all members and involves substantial interaction between participants and Faculty. A considerable amount of work is done in small groups, and personal qualities are therefore as important as academic ability and previous work experience and expertise.
- Any information you supply will remain confidential to the MBA Admissions Committee. We may contact you if we require further information on the applicant.

Applicant Details *(To be completed by the applicant)*

Family name	First name	
Known name	Initials	
Birth date <small>DD / MM / YY</small>	Country of Birth	Gender

Referee's Details *(To be completed by the referee)*

Family name	First name	
Job Title/Position Held	Organisation	
Street		
City	Country	Postal/Zip Code
Tel <small>Country Code / Area Code / Number</small>	Fax <small>Country Code / Area Code / Number</small>	Email

How long have you known the applicant and in what connection?

What do you consider to be the applicant's major talents and strengths?

What do you consider to be the applicant's major weaknesses or areas for improvement?

In what developmental areas has the applicant changed most over time?

What will this individual be doing in 10 years? Why?

Please rate the applicant on the qualities listed below. The applicant should be rated by marking the scale in the appropriate place (1 = low, 5 = high and 0 = no opportunity to observe). Please compare the applicant with other members of his or her peer group (this typically would mean a graduate with at least three years work experience).

	Low		Average		High	Not Observed
Intellectual or Academic Ability	1	2	3	4	5	0
Quantitative Skills	1	2	3	4	5	0
Ability to Take Decisions	1	2	3	4	5	0
Problem Solving Skills	1	2	3	4	5	0
Organisational Skills	1	2	3	4	5	0
Leadership Skills	1	2	3	4	5	0
Team Skills	1	2	3	4	5	0
Impact/Charisma/Confidence	1	2	3	4	5	0
Maturity	1	2	3	4	5	0
Oral English Communication Skills	1	2	3	4	5	0
Written English Communication Skills	1	2	3	4	5	0

Please indicate your overall recommendation on a five point score from Not Recommended (1) to Highly Recommended (5)

1 2 3 4 5

Please elaborate either below or in a separate letter on the ratings you have assigned above and comment on how the applicant will contribute to the Programme. Please also make any additional comments concerning this applicant which you believe would be helpful to the Admissions Committee. These comments should not exceed two pages.

Signature

Date

Name

Thank you for supplying this information. Please return the completed reference to the applicant, sealed and signed across the envelope seal.

Full-time MBA Programme

Application Fee (£120/US\$180)



Family name	Known name
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Method of Payment

(Please tick the appropriate boxes)

By Cheque for the sum of £120 made payable to 'London Business School'

By Cheque for the sum of US\$180 made payable to 'London Business School'

By Credit Card: Mastercard / Visa / American Express *(Please delete as appropriate)*

Cardholder's Name:

Card Number:

Card Expiry Date: MM / YY

Mailing address for credit card:

Cardholder's Signature:	Date:
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