



DOCTOR OF BUSINESS ADMINISTRATION (DBA) CONFIDENTIAL REFERENCE FORM

The person named below has applied for admission to a Doctor of Business Administration degree offered through the Gordon Institute of Business Science. The information which you provide will assist us in evaluating his/her application.

ALL INFORMATION SUPPLIED WILL BE TREATED IN THE STRICTEST CONFIDENCE.

1. APPLICANT DETAILS:

PLEASE ENTER YOUR NAME AND DATE OF BIRTH ON THE FORM, AND SEND IT TO 2 PEOPLE YOU WISH TO WRITE THIS RECOMMENDATION. ASK YOUR REFEREE TO FAX THE COMPLETED FORM DIRECTLY TO THE DBA PROGRAMME DIRECTOR AT **011 771 4378**.

1.1 SURNAME: _____

1.2 FIRST NAME(S): _____

1.3 DATE OF BIRTH: _____

TO THE REFEREE:

Thank you for taking the time to write on behalf of this applicant. We value your direct contact with the applicant, which contributes to distinguishing the most suitable candidates from among a pool of well-qualified young professionals. We ask for your personal and candid opinion on the applicant's personal qualities, and his or her potential for a senior position in management or knowledge leadership.

Please answer the questions listed. We will acknowledge the Reference Form in writing. The contents of your recommendation will not be communicated to any person who is not directly involved in the admission process, nor to the applicant. We appreciate your efforts on behalf of this applicant, and look forward to hearing from you.

2. DETAILS OF REFEREE COMPLETING THIS FORM:

2.1 SURNAME: _____

2.2 FIRST NAME: _____

2.3 ORGANISATION: _____

2.4 POSITION: _____

2.5 POSTAL ADDRESS: _____

2.6 COUNTRY: _____ POSTAL CODE: _____

2.7 E-MAIL: _____

2.8 TELEPHONE: _____ FAX _____

3. HOW LONG HAVE YOU KNOWN THE APPLICANT? DEFINE YOUR RELATIONSHIP WITH THE APPLICANT AND THE CIRCUMSTANCES IN WHICH YOU MET.

NB Since GIBS reserves the right to verify all credentials and information on an applicant's file, please ensure you have indicated where you can be reached.

4. PLEASE RATE THE APPLICANT ON THE FOLLOWING CRITERIA. CHOOSE ONE OF THE RATINGS BELOW (1 – 6) AND ENTER THE CORRESPONDING NUMBER TO THE RIGHT OF EACH CHARACTERISTIC.

1. Outstanding - Top 2%	4. Average - Top 50%
2. Very good - Top 10%	5. Below average - Bottom 50%
3. Above average - Top 25%	6. Unobserved

COMPETENCE IN HIS/HER FIELD		PROFESSIONALISM	
FOCUS ON THE TASK AT HAND		INTELLECTUAL CURIOSITY	
READINESS TO USE OPPORTUNITIES FOR ACHIEVEMENT		CREATIVITY AND RESOURCEFULNESS	
ENERGY AND DRIVE		PERSONAL INTEGRITY	
ABILITY TO WORK IN A TEAM		ORGANISATIONAL ABILITY	
ORAL COMMUNICATION SKILLS		WRITTEN COMMUNICATION SKILLS	

5 HOW DO YOU RATE THE APPLICANT'S POTENTIAL FOR BECOMING A RESPONSIBLE AND SUCCESSFUL KNOWLEDGE LEADER COMPARED WITH OTHER STUDENTS OR EMPLOYEES WHOM YOU HAVE KNOWN IN A SIMILAR CAPACITY?

6 PLEASE GIVE YOUR ANSWERS TO THE FOLLOWING QUESTIONS AND WE ENCOURAGE YOU TO BE AS CANDID AS POSSIBLE (Max 10 lines)

6.1 COMMENT ON THE APPLICANT'S CAREER PROGRESS TO DATE AND HIS/HER CAREER FOCUS.

6.2 WHAT DO YOU CONSIDER TO BE THE APPLICANT'S MAJOR STRENGTHS? COMMENT ON THE FACTORS THAT DISTINGUISH THE APPLICANT FROM OTHER INDIVIDUALS AT HIS/HER LEVEL.

**6.3 WHAT DO YOU CONSIDER TO BE THE APPLICANT'S MAJOR WEAKNESSES?
COMMENT ON HIS/HER EFFORTS TO IMPROVE THEM.**

**6.4 DESCRIBE ANY SITUATION(S) OR INCIDENT(S), BASED ON FIRST HAND EXPERIENCE,
WHICH ILLUSTRATE(S) THE APPLICANT'S SENSE OF PURPOSE AND MATURITY.**

**6.5 COMMENT ON THE APPLICANT'S POTENTIAL FOR A SENIOR POSITION IN
MANAGEMENT OR KNOWLEDGE LEADERSHIP. DESCRIBE AN OCCASION YOU MAY
HAVE HAD TO OBSERVE THE APPLICANT IN A LEADERSHIP ROLE.**

**6.6 DESCRIBE THE APPLICANT'S INTERPERSONAL SKILLS. COMMENT ON HIS/HER
ABILITY TO ESTABLISH AND MAINTAIN RELATIONSHIPS, SENSITIVITY TO OTHERS,
SELF-CONFIDENCE, ATTITUDE, ETC. SPECIFICALLY COMMENT ON THE
APPLICANT'S BEHAVIOUR OR SKILLS IN A GROUP SETTING/TEAM ENVIRONMENT.**

6.7 PLEASE ADD ANY ADDITIONAL COMMENTS THAT WOULD BE OF ASSISTANCE TO THE SELECTION COMMITTEE.
