



# UNIVERSITY OF HEIDELBERG

Please submit two letters of recommendation by persons who can evaluate your aptitude and capability regarding an interdisciplinary post-graduate university program. Please have the two referees complete and return the enclosed Confidential Letter of Recommendation form directly to the program coordinator, Professor Dr. Christoph A. Kern, LL.M. (Harvard) (address below).

RECOMMENDATIONS

## Recommendation 1

Academic title    First name                      Family name

<input type="text"/>	<input type="text"/>	<input type="text"/>
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Email

<input type="text"/>
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## Recommendation 2

Academic title    First name                      Family name

<input type="text"/>	<input type="text"/>	<input type="text"/>
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Email

<input type="text"/>
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Note: Please do not submit general letters from current or past employers regarding your employment (i.e., employee reference or Arbeitszeugnis) in lieu of the Confidential Letter of Recommendation. We will only accept the completed Confidential Letter of Recommendation (in print).



# UNIVERSITY OF HEIDELBERG

Dear Recommender:

Mr./Ms.

has applied for admission to the Legum Magister in Corporate Restructuring (LL.M. corp. restruc.) program at the University of Heidelberg School of Law in Heidelberg, Germany. It is important to both the applicants and the University that we know as much as possible about the applicant's aptitude and capacity for an interdisciplinary post-graduate university program. Please return this form and your analysis in a sealed envelope to the applicant with your signature across the flap. This process ensures your confidentiality coupled with the hope that you will provide an accurate account of the applicant's suitability to the program co-ordinator. The recommendation will be sent to the program coordinator of the School of Law by the applicant with his or her completed application. We greatly appreciate your assistance and co-operation.

Please comment briefly on the following questions using a convenient format (e.g., on your letterhead):

1. How long have you known the applicant and in what capacity?
2. What special qualities or qualifications does the applicant possess which lead you to endorse his or her application to the LL.M. corp. restruc. program?
3. In what areas does the applicant need most improvement?
4. The applicant will work very closely in teams while at Heidelberg. How well has the applicant demonstrated the ability and willingness to engage in thoughtful and assertive oral discussion in such a situation? (Please cite examples in support of this evaluation.)
5. How do you assess the applicant's leadership ability and potential for future success in a management position? (Please cite examples in support of this evaluation.)

Feel free to make any additional comments about the applicant's ability, motivation, leadership potential or personal qualities which you believe are relevant to the admission officers' decision.

Please give us your appraisal of the applicant in terms of the traits listed on page 2. Please compare the applicant with others whom you know to have applied to graduate school or with individuals in your organization who are being prepared for management positions.

Thank you again for your support!

Professor Dr. Christoph A. Kern, LL.M. (Harvard)  
c/o Postfach LL.M. corp. restruc.  
Institut für deutsches und europäisches Gesellschafts- und Wirtschaftsrecht  
Ruprecht-Karls-Universität Heidelberg  
Friedrich-Ebert-Platz 2  
D-69117 Heidelberg  
GERMANY

CONFIDENTIAL RECOMMENDATION



# UNIVERSITY OF HEIDELBERG

CONFIDENTIAL RECOMMENDATION

	<b>Exceptional</b> Top 5%	<b>Excellent</b> Top 15%	<b>Good</b> Top 1/3	<b>Average</b> Middle 1/3	<b>Poor</b> Bottom 1/3
Intellectual abilities					
Analytical problem-solving ability					
Innovation and creativity					
Ability to do interdisciplinary work (i.e., law and economics)					
Motivation					
Maturity					
Fairness					
Integrity					
Ability to work with others					
Self-confidence					
Leadership potential					

Date and signature

First name and name in print

Organization

Position

Address

Telephone number

Fax number

E-mail

May we contact you should we have any questions?  Yes  No