

To Whom it May Concern:

Janet Doe has worked for me as a Resident Manager for the past 3 years. Her responsibilities have included leasing, inspecting apartments, hiring maintenance staff, taking tenants complaints, making sure common areas look presentable, and keeping track of the property budget.

During her time here she has had an amazing impact on the appearance and financial turnaround at the property. The property was near bankrupt when Janet took over. She turned things around almost immediately, and as a result we are expecting our second year of profit.

Janet is highly respected by her co-workers for her willingness to help anyone anytime she can. She has been instrumental in helping institute new company-wide cost saving procedures. She is very well organized, diligent in her paperwork, easily reachable, and always on time.

Janet has real leadership potential. I would highly recommend her for your MBA program.

Sincerely,

*Joe Smith*

Joe Smith  
Regional Property Manager

**Questions:**

1. What is Joe's overall opinion of Janet?
  - a. She is over qualified
  - b. She is an excellent manager
  - c. She has a lot to learn
  - d. She is a capable employee
  
2. Which is an example of Janet's work?
  - a. She is very well organized, diligent in her paperwork, easily reachable, and always on time.
  - b. She has had an amazing impact on the appearance and financial turnaround at the property.
  - c. Her responsibilities have included leasing, inspecting apartments, and, taking tenants complaints
  - d. She is highly respected by her co-workers

To Whom It May Concern:

As the Dean of Stonewell College, I have had the pleasure of knowing Hannah Smith for the last four years. She has been a tremendous student and an asset to our school. I would like to take this opportunity to recommend Hannah for your graduate program.

I feel confident that she will continue to succeed in her studies. Hannah is a dedicated student and thus far her grades have been exemplary. In class, she has proven to be a take-charge person who is able to successfully develop plans and implement them.

Hannah has also assisted us in our admissions office. She has successfully demonstrated leadership ability by counseling new and prospective students. Her advice has been a great help to these students, many of whom have taken time to share their comments with me regarding her pleasant and encouraging attitude.

It is for these reasons that I offer high recommendations for Hannah without reservation. Her drive and abilities will truly be an asset to your establishment. If you have any questions regarding this recommendation, please do not hesitate to contact me.

Sincerely,

*Roger Fleming*

Roger Fleming  
Dean of Stonewell College

**Questions:**

1. What is Roger's overall opinion of Hannah?
  - a. She is over qualified
  - b. She is an excellent student
  - c. She has a lot to learn
  - d. She is a capable student
  
2. Which is an example of Hannah's work?
  - a. She has proven to be a take-charge person who is able to successfully develop plans and implement them.
  - b. She has successfully demonstrated leadership ability by counseling new and prospective students.
  - c. She has been a tremendous student and an asset to our school
  - d. Her drive and abilities will truly be an asset to your establishment.

To Whom It May Concern:

Cheri Jackson is an extraordinary young woman. As her AP English Professor, I have seen many examples of her talent and have long been impressed by her diligence and work ethic. I understand that Cheri is applying to the undergraduate business program at your school. I would like to recommend her for admission.

Cheri has outstanding organizational skills. She is able to successfully complete multiple tasks with favorable results despite deadline pressure. As part of a semester project, she developed an innovative collaborative novel with her classmates. This book is now being considered for publication. Cheri not only headed the project, she ensured its success by demonstrating leadership abilities that her classmates both admired and respected.

I must also make note of Cheri's exceptional academic performance. Out of a class of 150 students, Cheri graduated with honors in the top 10. Her above-average performance is a direct result of her hard work and strong focus.

If your undergraduate business program is seeking superior candidates with a record of achievement, Cheri is an excellent choice. She has consistently demonstrated an ability to rise to any challenge that she must face.

To conclude, I would like to restate my strong recommendation for Cheri Jackson. If you have any further questions regarding Cheri's ability or this recommendation, please do not hesitate to contact me using the information on this letterhead.

Sincerely,

*Wm. Dot, Ph.D*

Professor William Dot

**Questions:**

1. What is Dr. Dot's overall opinion of Cheri?
  - a. She is over qualified
  - b. She is an excellent student
  - c. She has a lot to learn
  - d. She is a capable student
  
2. Which is an example of Cheri's work?
  - a. She developed an innovative collaborative novel with her classmates. This book is now being considered for publication.
  - b. She is able to successfully complete multiple tasks with favorable results despite deadline pressure.
  - c. Her above-average performance is a direct result of her hard work and strong focus.
  - d. Her diligence and work ethic
  
3. Why is Dr. Dot writing this letter?

To help get Cheri into an undergraduate business program

To Whom It May Concern:

This letter is my personal recommendation for Cathy Douglas. Until just recently, I have been Cathy's immediate supervisor for several years. I found her to be consistently pleasant, tackling all assignments with dedication and a smile.

Besides being a joy to work with, Cathy is a take-charge person who is able to present creative ideas and communicate the benefits. She has successfully developed several marketing plans for our company that have resulted in increased revenue. During her tenure, we saw an increase in profits that exceeded one million dollars. The new revenue was a direct result of the plans implemented by Cathy.

Though she was an asset to our marketing efforts, Cathy was also extraordinarily helpful in other areas of the company. In addition to writing effective training modules for sales representatives, Cathy assumed a leadership role in sales meetings, inspiring and motivating other employees.

I highly recommend Cathy for employment. She is a team player and would make a great asset to any organization.

Sincerely,

# Sharon

Sharon Feeney Marketing Manager ABC Productions

## Questions:

1. What is Sharon's overall opinion of Cathy?
  - a. She is over qualified
  - b. She is an excellent worker
  - c. She has a lot to learn
  - d. She is a capable employee
  
2. Which is an example of Cathy's work?
  - a. She is consistently pleasant, tackling all assignments with dedication and a smile..
  - b. She is a take-charge person who is able to present creative ideas and communicate
  - c. She assumed a leadership role in sales meetings, inspiring and motivating other employees.
  - d. She has successfully developed several marketing plans for our company that have resulted in increased revenue.

Esti worked for me as my assistant for one year. I recommend her without qualification for your entrepreneur program.

While working in commercial production, I often relied on Esti to put together creative presentations, for which she described and outlined the artistic approach to the project, researching illustrations and photographic reference materials. Her creativity, resourcefulness, and ability to see a project through really made these presentations distinctive and successful.

When we went into production on the feature film Hotcha, Esti was able to observe every step of the process, sitting in on meetings and working with people in all areas of the production from the moment the production was set in motion through the release of the film ten months later.

During this time, she was an effective communicator, often serving as my liaison to scattered members of the crew. She also coordinated projects involving numerous people, and her ability to work collaboratively while guiding the project quickly and effectively was outstanding. For example, when we suddenly needed to reconceive several action sequences that had already been storyboarded, Esti quickly found a new storyboard artist on location and worked with him, the stunt coordinator and the cinematographer through several drafts to make sure the new sequences worked, and then communicated with crew members from all departments, making sure everyone was up-to-date on the changes that were relevant to them. She even jumped in to draw a few last-minute storyboard changes herself.

Esti's sensitivity, diligence, energy and sense of humor made working with her a joy. I highly recommend her as a welcome addition to the program.

Sincerely,

*J. Kook*

Jeff Kook

**Questions:**

1. What is Jeff's overall opinion of Esti?
  - a. She is over qualified
  - b. She is an excellent worker
  - c. She has a lot to learn
  - d. She is a capable employee
  
2. Which is an example of Esti's work?
  - a. She is put together creative presentations
  - b. She is able to work collaboratively while guiding the project
  - c. She was a liaison to scattered members of the crew.
  - d. None of the above