

December 9th, 2013

Letter of Reference

To the PhD Admissions Committee,

I am writing this letter to endorse Mr. Stefan Reindl, a recent graduate of the International MBA program at the University of International Business and Economics' Business School in Beijing, China, whom I know as a student of my course on Management & Organizational Behavior and whose outstanding performance makes it a true pleasure for me to recommend him as a PhD student in the field of Management and especially in the field of Organizational Behavior. In addition I also got to know Mr. Reindl as the student representative of his class (2011 intake) and I am confident to recommend him based on my knowledge of him.

To begin with, Mr. Reindl is an excellent student, with a lively curiosity that often leaves him dissatisfied with superficial explanations. It is exactly this curiosity - paired with a solid foundation of general management related knowledge and work experience - that frequently led our course to in depth discussions on issues which, otherwise, would have remained unexplored.

Secondly, Mr. Reindl is exceptionally diligent and hard working. He threw himself into his assigned project work wholeheartedly, showing every sign of having real understanding and talent in researching, academic writing and presenting. Mr. Reindl often chose to take on difficult topics and handled them well. His assignments were well-written, well-supported, neatly organized, and timely. It was clear and evident that he really desired to learn more and challenge himself.

Thirdly, Mr. Reindl is very good at working with other people. He is exceptionally nice, considerate and sensitive. He is not only well humored and friendly, but is also good at gauging other people's level of knowledge and attitudes, especially when working in a group of diverse people. His people skills have made Mr. Reindl a well-liked leader in his class and his continuous contributions to improving the program quality and the relationships between faculty and students have been highly appreciated by faculty members, program administration and Mr. Reindl's fellow students.



In my course Mr. Reindl's performance has significantly exceeded that of his peers. Mentioning my appreciation of his continuous enthusiasm and hard work to him, I discovered that he has well defined career goals that mesh with the coursework and projects he was working on. I know that Mr. Reindl's performance in my course is not an isolated case – it represents his performance overall and he completed his MBA with a CGPA of 4.0, graduating with top of class distinction in summer 2013.

I would expect Mr. Reindl to bring the same qualities of character which I appreciate so much in him to your program as well. That is, openness to new places, peoples, cultures and customs, a keen intelligence, with which to analyze his experience, irrepressible curiosity, an unusual ability for dealing with people of all ages and conditions, and a strong drive to perform well, challenge himself and improve continuously. Those qualities all define Mr. Reindl as a focused and determined young man who has knowledge and skills that he is eager to share, but who is just as eager to learn. I am confident to expect Mr. Reindl to perform well in a wide range of environments and in fact, his personality and skills would place him high on any list of good representatives for our graduates.

I believe Mr. Reindl has a very bright future, and I am sure that he would benefit substantially from your program as well as I believe the program would benefit from him. Given his great intelligence and sensitivity, his analytical mind and his thirst for knowledge I am sure that he is a very strong candidate. All in all, I give Mr. Reindl my highest recommendation, and very much hope that the admissions committee considers him as a strong candidate and judges his application favorably.

Sincerely,

Dr. Liu Shimin

Associate Professor and Head of HROB Department

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