

LOR for MBA: Guidelines and Template

Parameter	Rule
Letters	At least 2 at most top programs; several use the Common LOR form
Writers	Managers, supervisors, clients; professors only for freshers
Length	400 to 500 words where free-form letters apply
Clock	Submission windows can run two weeks from initiation

Movement 1: The Reporting Relationship

The recommender's role, how the applicant reported to them and for how long.

Movement 2: Impact Evidence

Two or three workplace incidents with outcomes attached: a project delivered, a team led through pressure, a metric moved. Numbers make the letter; adjectives pad it.

Movement 3: The Growth Question

One real development area and how the applicant handled feedback on it. Schools distrust flawless candidates, and honest growth stories buy credibility for the rest of the letter.

Movement 4: Endorsement and Contact

An explicit recommendation, then designation, company, work email and phone.

Mapping to Common LOR Questions

Form-based schools split these movements into structured questions on context, comparison to peers, constructive feedback and development. Prepare the same incidents; distribute them across the form's answers rather than writing one essay.

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