

October 13, 2011

**TO WHOM IT MAY CONCERN**

It is my immense pleasure to recommend Farahnaz Sobhan into your MBA program. I have known her since 2009, when I went to Bangladesh as the Project Manager of the SAP implementation project at Otobi Limited and she was one of the key team members there. During the whole project, she directly worked under my management. She was responsible for coordinating the core team of the key-users with the consultants.

Farahnaz has a great understanding of the system and the business processes of the overall industry as well. She worked on detailing and developing business processes in SAP for the entire company and preparing and managing of master data along with the consultants and the Key-Users. She was involved in designing the organization structure to integrate the business processes of Otobi in SAP. She worked extensively with consultants and the key-users in streamlining some of the critical processes, like – Material Requirement Planning (MRP) and Standard Cost Estimate. She played a key role in testing and maintaining of the master data of all the modules. She also designed and coordinated a detailed End-User training for over 200 users for all the modules. Her contributions on the successful completion of the implementation had a long-lasting impact on the project and were highly appreciated throughout the organization.

Farahnaz is a talented and dedicated team player. Her teamwork, taking ownership of work, timeliness of deliverables and managing client-partner relationship is excellent. She has a quality of comprehending any new issue or subject faster than others. She is also able to comprehensively assess an issue, delve deep into it and come up with practical solutions by taking initiative and giving ideas and communicating the benefits. She has excellent communication skills and she is extremely organized and reliable. She can work both independently and in a team to follow through and to ensure that the job gets done. I found her very willing to assist with any work beyond her assigned responsibilities. Farahnaz has an amiable personality. From my experience with her, I believe, she is focused, enthusiastic, and highly respectful of her co-workers, both her superiors and subordinates. She takes full accountability for her works. She has great managerial and leadership abilities. She works with utmost integrity and honesty. She cares about the team members and makes sure that the team is doing well. I found her inspiring trust and confidence among the team members. She is consistently pleasant, tackling all assignments with dedication and a smile and does not hesitate to put in the extra effort sometimes working long hours and even on weekends, during crisis and to meet deadlines.

I believe, Farahnaz has an excellent understanding of the different accounting areas of business which will help her to excel in your MBA program. I have no doubt that she will pick up all the necessary skills from this business school, one of the top ranked in the world. I am convinced that she will be successful and eventually a great ambassador of this MBA program. I highly recommend her for further studies at your business school and I am confident that both her instructor and fellow students will be benefitted significantly from her input.



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**Deepak Goenka**  
**Head – ERP Practice**  
**Unisoft Infotech Pvt Ltd**



October 16, 2011

**TO WHOM IT MAY CONCERN**

It is a pleasure for me to write this letter of recommendation for Farahnaz Sobhan. I have worked closely with Farahnaz for the last one and half years as her direct supervisor in both the MIS department and the SAP project at Otobi Limited, which has been the leading furniture manufacturer and retailer of the country for over three decades, as well as one of the first Bangladeshi multinationals.

Farahnaz has been a key member of the SAP Implementation team, from its initial stages, when she joined Otobi in October 2008, and has seen it through all its highs and lows. From the very beginning of her involvement in the SAP team, she stood out for her sharp acumen and keen learning capabilities. Her aptitude in quickly grasping a problem or issue and digging deep into its roots to suggest a solution soon made her a key asset not only to the SAP team and the MIS department, but also to Otobi. She has a very clear head and a logical mind when it comes to technical aspects of SAP. This coupled with her mild, amicable nature and supportive attitude, she soon became the unofficial coach of the entire team, be it for a system enhancement or report design in ABAP (the SAP programming syntax) or business process design and development in a functional module in SAP. Farahnaz has worked extensively in designing and developing some of the most critical and complicated business processes in SAP including Standard Cost Estimate, Material Requirement Planning (MRP I) and Manufacturing Resource Planning (MRP II) and she is proficient in the Finance, Financial Controlling, Sales & Distribution, Material Management and Production Planning modules of SAP. She is actively involved in developing Standard Operational Procedures (SOPs) for streamlining the business processes of Otobi for better suitability and increased efficiency in a post-SAP environment. She was also involved in designing and coordinating End-User Training sessions for over 250 individuals from different departments of the company, located throughout the country.

Farahnaz has worked extensively with international consultants throughout the project in both technical and functional aspects of SAP implementation. Her quiet enthusiasm, diligent dedication and passionate drive for her work made her a strong bridge in facilitating the fluid exchange of knowledge and information between Otobi and the implementation partner. She has been a technical guide and helping hand for her peers and a critical and efficient problem solver for her internal customers. She is flexible and commendably hardworking, and can comfortably handle any responsibility outside of her regular work, even if it requires burning the midnight oil or sacrificing her weekend plans. Her impressive track record, combined with her dedicated sense of responsibility, have earned her the highest points during all her appraisals and led her to the position of Deputy Manager of the MIS department within a short span of just two years of her career.

Farahnaz's keen sense of learning, deep insight, quick wit and relentless drive make her an ideal candidate for the MBA program at your renowned institute. Given the opportunity, not only will Farahnaz gain immensely – academically, professionally and personally – at your world class business school, it is my utmost belief that, your institute will also be benefitted considerably from her and her contributions.

**Bipasha Sharmin Hossain**  
Chief Planning Officer