

JOHNSON
Cornell University

**Getting Down To
Business Workbook
2015-2016**

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WELCOME



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Johnson's Career Management Center (CMC) is pleased to present the 2015–2016 edition of "Getting Down to Business." This book has a proud legacy; we have in our archives a copy of the "1991–1992 Career Services Handbook." Our principles remain unchanged: Like our predecessors, we empower students to manage their job searches and offer tools and advice relevant to the current market.

This guide is intended to be used as a reference tool and workbook. We suggest that you read it completely soon after you arrive on campus so that you know what it contains and how it is organized. Then, refer to it often as you plan your search for a job, prepare for interviews, and evaluate job offers. The book is the companion to our CMC and Career Work Group curricula.

Each student has a different learning style. Therefore, the CMC has developed an integrated career management program in collaboration with clubs, faculty, library staff, and students themselves. You will have opportunities to talk privately with experienced advisors, to discuss your job search in a small work group, and to hear from alumni in large lecture halls. At every point, we want what you learn in one setting to be reinforced by what you hear in other settings and by your own hard work and practice.

You were admitted to Johnson because a team of readers and interviewers with well-honed judgment believed that you would succeed and make a strong contribution to Johnson. On behalf of the staff at the Career Management Center, I welcome you and pledge to be your partner in your quest for a rewarding career.

Warm regards,

Cynthia Saunders-Cheatham
Executive Director of the Career Management Center

PREFACE:

INTRODUCTION TO THE CAREER MANAGEMENT CENTER

Johnson's Career Management Center (CMC) provides outstanding, personalized customer service to alumni, students, and corporate recruiters to facilitate the best possible matches between our students and alumni and potential employers. Our mission is to help students and alumni develop careers that will provide long-term satisfaction and growth and to help companies identify candidates who can enhance and promote their success in the marketplace.

The CMC is committed to helping each student:

- identify a career path that is consistent with his/her interests, values, and abilities
- create a plan for finding the job on which that career can be launched
- present himself/herself as a strong candidate in the marketplace.

We expect each student to be committed to:

- fully examining his/her capabilities, interests, values, and traits
- developing and managing a plan to find a job and launch a career.

In keeping with our mission and in recognition of the varying needs of our clients, the Career Management Center offers a range of services. The CMC:

- offers confidential one-on-one meetings with professional advisors
- manages on-campus recruiting bringing companies to campus (and virtually) for briefings and interviews
- provides online tools for self-assessment, skill-building, researching companies, identifying contacts, and preparing for interviews
- hosts workshops to teach job-search skills and provide opportunities for students to practice in a safe environment
- engages outside speakers to augment our training and to inspire job seekers
- organizes support for students attending career fairs hosted by third parties
- cultivates relationships with alumni and corporate recruiters

- publishes reports that allow students to understand the success of prior classes and the history of our relationships with leading employers
- collaborates with student clubs and Student Council so that everyone's efforts to aid students is maximized
- selects and trains second-year Career Work Group leaders and organizes the groups
- understands and develops best practices in career management through participation in the MBA Career Services & Employer Alliance.

CMC's main office is located in 202 Sage Hall, though some advisors have offices outside the suite. The office is open from 8 a.m. until 5 p.m. on weekdays. Students may drop in whenever the office is open to speak with a staff member at the front desk. Students may make appointments with advisors by using the Scheduling Assistant feature of Outlook or by dropping by and asking a staff member at the front desk to schedule a meeting. We can be reached via telephone at 607-255-4888, email cmc@johnson.cornell.edu, or the web at www.johnson.cornell.edu/Career-Management.

The CMC communicates regularly with students through the Career Network News (CNN) e-newsletter. This is our primary mechanism for announcing workshops and programs and reminding students of various application and registration deadlines. It's important to make a habit of reading CNN. We also post notices on Facebook. For some events, we expect students to register through CampusGroups; this will be clarified when programs are announced. Many tools that you'll find useful in your job search are posted in "Blackboard" under Career Management Center. There you'll find the recruiting calendar, diversity conference dates, and substantial content related to job searches in particular functions. Under "Tools and Resources," there is a folder containing documents that will be especially helpful to students who are not authorized to work in the United States. You should become familiar with the organization of CMC content in Blackboard so that you can find material quickly when you need it.

OVERVIEW: THE MBA JOB SEARCH

The job search starts as soon as you become a Johnson student. Very soon after arriving in Ithaca — and often before — you'll be meeting alumni and corporate recruiters and will be expected to make a good impression.

Below is an internship search timeline for students in the Two-year MBA program.



FIRST-YEAR MBA CAREER CYCLE:

The first year of your MBA program will help you lay the foundation for your post-MBA career. From core classes, core teams, and Career Work Groups, everything happens in due time to prepare you to excel at your internship and get the job you seek in the fall.

- **AUGUST** — Throughout orientation, you'll be meeting classmates and learning team-building skills that should serve you for life. You'll also meet alumni and be exposed to important information about career paths.
- **EARLY SEPTEMBER** — You will sign up for a Career Work Group based on your functional and industry interest. Career Work Groups are groups of five or so first-year students led by second-year students who work on all matters of career preparation, including résumés, pitch, networking, and mock interviews.
- **EARLY SEPTEMBER** and continuing — The CMC hosts company briefings in which you'll have opportunities to meet alumni and learn about a company's organization, products, career paths, and culture. Most companies offer post-briefing receptions so that you can speak personally with representatives.
- Also in **SEPTEMBER** — Clubs will welcome you as new members and offer valuable assistance and support in your job search.
- **SEPTEMBER AND OCTOBER** — The CMC will host short, intensive workshops so that you can practice key skills essential for a successful job search.
- **OCTOBER AND NOVEMBER** — Second-year students will lead small functionally focused Career Work Groups so that you can further practice skills needed for securing and acing interviews in the field you're pursuing.
- **DECEMBER** — Many internships filled through on-campus recruiting have application deadlines in December. Many investment banks may actually conduct first-round and final interviews in December.
- **JANUARY AND FEBRUARY** — Interviews take place on-campus for summer internships.
- **THROUGHOUT THE YEAR** — Jobs will be posted on Johnson Talent System (JTS) that will be filled outside on-campus recruiting.
- **JUNE** — You begin your summer internship!

For students in the One-year MBA program, a general timeline looks like this:



ONE-YEAR MBA CAREER CYCLE:

The career cycle for a One-year MBA is similar to the first-year cycle, just a much faster pace.

- **ORIENTATION IN MAY** — During orientation and early coursework, you'll be meeting classmates and learning team-building skills that should serve you for life. You'll also hear from alumni and be exposed to important information about career paths.
- **THROUGHOUT THE SUMMER** — The CMC will host short, intensive workshops so that you can learn about and practice key skills essential for a successful job search. You will participate in mock interviews and functionally-focused Career Work Groups.
- **EARLY SEPTEMBER and continuing** — The CMC hosts company briefings in which you'll have opportunities to meet alumni and learn about a company's organization, products, career paths, and culture. Most companies offer post-briefing receptions so that you can speak personally with representatives.
- **OCTOBER** — Application deadlines for many full-time jobs filled through on-campus recruiting occur in October.
- **NOVEMBER** — Interviews take place on-campus for full-time jobs.
- **THROUGHOUT THE YEAR** — Jobs will be posted on Johnson Talent System (JTS) that will be filled outside on-campus recruiting.
- **JUNE** — You launch your post-MBA career!

For second-year students in the Two-year MBA program, the timeline aligns with One-year MBA students from early September on.

THE PROCESS: 5 STEPS TO SUCCESS



Shortly after arriving at Johnson, you should start developing a sound plan for conducting your job search. The process of finding a job is basic in theory but requires energy and persistence to implement successfully. In broad strokes, it is a five-step process:

1. **understand** your goals, values, and skills
2. **explore** your options
3. **focus** on a job function that best suits your values, interests, and skills
4. **make** yourself a strong candidate

5. **convince** employers that you're a terrific candidate.

You will likely work on the fourth and fifth steps at the same time, and continue to work on the fourth step even after accepting a job. If a summer internship does not turn out quite as well as you hoped, you may revisit steps one and two in the fall of your second year. The path is not always linear.

This manual will be your guide for most of these steps and is intended to be used by every student seeking employment. It will complement CMC training programs and your Career Work Group.

STEP 1: SELF-ASSESSMENT



Self-assessment is the first and possibly the most important step in planning your career. You are more likely to be happy and fulfilled in your vocation if it is based on your interests, values, and skills. MBA graduates often choose their careers based on what they are “good” at, but the most important question is “What interests you?” You probably fall into one of three categories, all of which can benefit from self-assessment:

- clear idea of your goals
- idea about a few industries or job functions you might consider
- unsure where you fit best.

If you’re in the first category and have a clear idea of your career plans, you’ll use self-assessment to help link your interests, values, and skills to the job you’re seeking. For the other two categories, self-assessment can help clarify one or even a few career directions that might appeal to you. If you are a career switcher, self-assessment will be particularly valuable in ensuring that you’re headed in the right direction! The following exercises can help you in that process.

EXERCISE: UNDERSTANDING YOUR CAREERLEADER® RESULTS

Based on your CareerLeader® results, write down your three main interests, top three motivators, and top five abilities. Ask yourself:

- What are your three strongest business interests (per the Detailed Summary)? What are your thoughts about why these came up as your strongest interests? Do these interests relate to the work you did before? Do they reflect your current interests?
- What are your three most highly valued work rewards (per the Detailed Summary)? In previous jobs, how were these met? Most jobs involve making trade-offs among different rewards. Which of your highly valued rewards are you willing to defer for now? Why?
- Review your abilities and reflect on your five greatest abilities. How could you apply them in your post-MBA position?
- Are there any inconsistencies or tensions between your interests or abilities? For instance, you have a weak interest in creative production but put a high estimate on your ability to be creative. How is this possible? This example highlights the difference between an interest and ability: We are skilled at many things that we have little interest in actually doing as a career.

List five of your high-match careers.

Make some notes about business cultures that are consistent with your values, skills, and interests.

- Based on your CultureMatch results in CareerLeader®, reflect on the culture of the work environment you just came from. Do the results explain why you were happy or unhappy with the culture there?
- Based on your results, in what types of corporate cultures will you be happiest or most productive?
- Based on these results, what industries and job functions are you most interested in pursuing?

EXERCISE: INTROSPECTIVE QUESTIONS

Spend some time thinking about the following:

- Describe one or two of the most important experiences in your career. Why were these experiences so important to you?
- In your work experiences to date, of what accomplishments are you most proud and why?
- With whom have you enjoyed working, or not? Why?
- Think about the individual tasks of past jobs. Which did you find engaging and inspiring? Which did you not?

EXERCISE: JOB ENVY VS. JOB FROM HELL

(Adapted from *Discovering Your Career in Business* by Timothy Butler and James Waldroop)

Imagine your ideal job. What features of this job make it attractive to you? Why? Describe your ideal job in detail. Where are you working? What is your day like? What are your interactions like throughout the day? What are your main activities?

Now recall or imagine a work situation that was or would be particularly distasteful to you. What tasks or circumstances did or would you dislike the most? Why? Be as specific as possible about what you dislike about this job.

If you are having difficulty getting clarity about your interests, values, and skills, discuss your CareerLeader® results with a CMC advisor and try to attend a career self-assessment workshop. You may find it helpful to read *Discovering Your Career in Business* and complete Chapter 3 exercises.



STEP 2: EXPLORE YOUR OPTIONS

Understand

Explore

Focus

Make

Convince

Ideally you should understand most of your options when you apply to business schools, and the exploration can continue after you are accepted and through the first weeks of school. The leading job functions that MBA students fill, typically, are consulting, one of the several areas of finance, consumer product marketing, and technical product management. New graduates are especially drawn to leadership-development programs that allow them to continue to practice in several functional areas before specializing.

We urge you to be open-minded about job functions in the first few weeks at Johnson. You might be surprised by what you like and don't like in coursework or in interactions with professional clubs and recruiting

events. To thoroughly explore all options, prospective and new students should:

- pay attention to descriptions of job functions offered in CareerLeader®
- attend Career Path presentations by CMC staff during Orientation
- attend alumni career panels hosted by the CMC during Orientation
- speak with second-year students, alumni, friends, family, and colleagues about their jobs
- read biographies of successful businesspeople, industry news, and various guides to job functions and industries
- attend corporate briefings hosted by the CMC
- read Vault's MBA Career Bible, available online through the Management Library.

STEP 3: FOCUS!

Understand

Explore

Focus

Make

Convince

Your joint efforts in exploring interests and understanding the MBA job market will soon lead you to decide what kind of job you want to pursue. The more focus you demonstrate, the more likely you are to be successful in your job search — to a point. Some job functions pursued by MBA students are highly refined or are in areas with little turnover, which means there are few job openings in a given year.

Even traditional MBA roles, such as investment banking or consulting, are highly competitive. Inevitably even well-prepared students are excluded from these jobs.

For these reasons, we urge all students to have backup plans. A good backup plan may be just a more roundabout route to your original goal, or it may be different goal. This is a good topic for discussion with a CMC advisor or your Career Work Group leader.

STEP 4: MAKE YOURSELF A STRONG CANDIDATE



Much of the work in making yourself a desirable employee lies outside the direct purview of the Career Management Center.

To be a strong candidate, you must know the industry. This is particularly important if you are looking for a job in which you would be managing products or marketing campaigns. In those cases, you should be familiar with industry trends and leading products. Many technology companies, for example, expect candidates to be users of their services and products. The Management Library (see Appendix A) can teach you how to research industries you're targeting.

You should also understand the role(s) you want to fill. If you explored your options, you already have a good understanding of typical MBA roles. When applying for a specific role, you may need to conduct additional

research about what that job entails for that particular employer.

As a student, you will develop knowledge and acquire technical skills through coursework, Leadership Skills Programs (LSPs), Managerial Skills Programs (MSPs), and hours of practice and review. For many jobs, this will entail becoming an expert user of PowerPoint and Excel, or mastering case frameworks, or developing strong stock pitches. Immersion faculty and Career Work Group leaders can offer advice on skills you'll need.

Employers look for candidates with strong "soft" skills in communication, negotiation, time management, cross-cultural understanding, and teamwork. These skills will come through your coursework, LSPs and MSPs, club activities, and some CMC programs.

STEP 5: CONVINCE EMPLOYERS THAT YOU'RE A GREAT CANDIDATE



When you're focused and confident that you are developing skills needed to succeed on the job, you should develop a plan for actually looking for a job. We urge all Johnson students to read *The 2-Hour Job Search* by Steve Dalton and to follow his recommendation for developing a list of companies at which you'll look for opportunities. Ideally, students should read this book once before arriving at Johnson to become familiar with the

framework. Once you are focused, you can use Dalton's recommendations to create your own list of companies.

Other tools that you will need in your search will be described in this section. The order in which they are described may not be the order in which you will need to create them or use them, but you should understand all of them.

THE ICP: INDIVIDUAL CAREER PLAN

To be successful in your job search, you need a well-thought-out, systematic plan for targeting people, companies, and positions. In the job search, you are a "brand." You are packaging and selling your unique qualities and attributes. Therefore, you need to be very specific about what you are looking for and what you can offer. This template for an Individual Career Plan (ICP)

will help you organize the plan for your job search. Your ICP is not a static document. It will change over time as you learn more about the job function you're targeting or as your personal interests and needs change. The "Target Company List" will flow from the exercises in *The 2-Hour Job Search*.

 <div> <div>JOHNSON</div> <div>Cornell University</div> </div>	<div>Individual Career Plan</div>
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General Information			
Name	CMC Advisor (can be more than one)	Immersion	Work Authorization/Visa Status
Graduation Year	Career Work Group Leader(s)		
Target Geographic Area – Try to be flexible		Languages and Level of Fluency	Family Considerations

Career Goal Clarity			
Plan A		Plan B	
Target Function	Support*	Target Function	Support*
Target Industry	Support*	Target Industry	Support*
*For “Support”, consider work experience, coursework, extracurricular activities, skills, and personal attributes			
Pitch			
<div></div>			

Top Three Criteria for Job	
Be specific and add rationale. If culture is one of your criteria, define your ideal culture.	
1.	
2.	
3.	

Target Company List			On and Off Campus			Use to Create Your Networking Plan		
	Target Company	Why		Target Company	Why		Target Company	Why
1			9					
2			10					
3			11					
4			12					
5			13					
6			14					
7			15					
8			16					

GETTING NOTICED: STRONG PERSONAL PRESENCE AND PROFESSIONAL IMAGE

We have all read about first impressions and the impact they can have on your professional success. Most professionals agree that within two minutes you have already been evaluated. Some argue that it happens even faster than that — within seconds. People evaluate your appearance in its entirety. They observe your demeanor, mannerisms, and body language, and even assess your grooming. Within seconds, you have moved from being a neutral candidate, assessed only by a résumé, to a probable or improbable candidate. You might argue that you have the best skills among all the potential candidates. But you will never get to prove that if the initial impressions you make are poor. Yes, a candidate can overcome a bad first impression, but it is an uphill battle. If you are impressive in the first two minutes, research has shown that interviewers will give you the benefit of the doubt on the more problematic parts of your résumé. There are two reasons for this. First, people prefer to hire people they like — people who will get along with the team and not strain the social fabric. Second, regardless of your initial position, you are being assessed on your ability to make a good first impression on clients. That will help close sales and result in greater customer satisfaction. The bottom line is that if you fail the two-minute test, you will likely have a long and difficult job search.

Here are some tips to help you make a good first — and lingering — impression.

- Get in the habit of keeping **a neat and mature personal appearance** on any day when you are likely to meet a recruiter, alumnus/a, or company representative.

- **Practice a firm handshake** with both men and women. Ask friends and CMC staff if it is too firm or not firm enough.
- Remember to **have eye contact** during your conversations. If this does not come naturally to you for personal or cultural reasons, ask a CMC staff member or CWG leader to prompt you until it becomes natural.
- **Smile and be expressive** when you are introduced to someone.
- **Read *How to Win Friends and Influence People*** by Dale Carnegie. Carnegie's book has been the classic guide for business behavior in the United States for more than 50 years. Even if your interviewers do not practice the ideas in this book, they know that good professionals do. Read this book and use its suggestions.
- **Read *How to Talk to Anyone*** by Leil Lowndes. This is a newer book that is particularly useful if you don't have a lot of experience with the well-heeled in finance, consulting, and C-level circles.
- **Practice!** Practice informally by putting these ideas to work with your friends on a day-to-day basis. Be sure to ask for their evaluations.



GETTING NOTICED: INTRODUCTIONS

The manner in which you introduce yourself is critical in leaving a strong first impression. Your self-introduction is often referred to as your “pitch.” Your pitch should be succinct, memorable, and relevant. You will use it at corporate briefings, at networking events, in conversations on planes, or wherever you want to quickly summarize your unique qualifications and career aspirations. It is an art to be able to use your pitch in a way that sounds genuine and fluid and not overly rehearsed.

Use the following template and examples to help refine your pitch. Consider creating a couple of versions, since you will need to adjust your pitch for different industries or functions.

You will see variations of this model, some of which are quite effective. Develop a pitch that feels natural and comfortable to you and that you think strongly conveys your energy, character, and interests.

Component	Purpose	Example 1	Example 2	Your Pitch
Introduction	Identify who you are	“Hello. I’m Jane Smith, a first-year MBA student at Johnson at Cornell.”	“Hello. My name is José Mendez. I am a first-year MBA student at Johnson at Cornell.”	
Background	Establish a foundation for credibility (Can include a key achievement. Often leads to further discussion.)	“I have a strong operational background in telecommunications.”	“Before MBA school, I worked for five years in operations management in the auto industry, where I led global cross-functional teams to improve quality and delivery.”	
Your Story	Connect the dots (No more than three points. Points should be relevant to the position.)	“This is where I gained exposure to strategic planning, by participating in merger and acquisition activities. It was in these activities that I became very interested in solving broader business problems and developing a sense of connection between strategy and operational capabilities. That’s why...”	“In my company, I noticed how the brand team analyzed the consumer, market, and competition and used this analysis to improve marketing, communication, and product design. This resulted in significant sales and market-share growth.”	
Career Goal	Express your goal	“I’m pursuing a career in management consulting.”	“That’s why I am pursuing a career in brand management. I want to have a stake in setting marketing strategy at a consumer packaged goods company.”	
Fun Fact (optional)	Differentiate and make memorable (Often leads to more questions and a conversation.)	“I like to visit foreign countries.”	“I like to surf.”	

GETTING NOTICED: MBA RÉSUMÉ

The purpose of your résumé is to draw the attention of recruiters so that you will be invited for interviews. Your résumé is an essential tool in your job search. Not only is it read by employers seeking candidates for open positions, it is also used as a “calling card” when you meet people in your field. A great résumé describes your achievements and skills in such a way that readers can quickly understand your strengths and easily infer your interests.

The standard Johnson School résumé is a one-page document summarizing your education, professional experience, related skills and interests, and personal interests. Employers in business favor a straightforward, reverse chronological-order document. Therefore, we discourage using a “functional résumé” format. For the JTS résumé database (still sometimes called a résumé “book”), you are required to use the template we have prepared. This same template may serve you well throughout your career.

The résumé is not written in complete sentences, but in short phrases. These phrases should convey a lot in a few words. Insofar as possible, the phrases in the “professional experience” section of the résumé should summarize your achievements. Begin these phrases with strong past-tense verbs, such as achieved, managed, coordinated, led, oversaw, and facilitated. Whenever possible, quantify the results of your work: e.g., did you reduce costs, increase sales, reduce lead time, reduce staff turnover, or improve client satisfaction ratings? Edit ruthlessly and annihilate all unnecessary words and sentences.

KEYWORDS

Most employers use computerized scanning systems to search for keywords in the thousands of résumés they receive. To maximize your chances of scoring with these systems, incorporate keywords and describe your work experience in a manner that is meaningful to your target industry. Develop your keyword list through research conducted in informational interviews and by reading job descriptions, browsing trade organization materials, and reviewing company web sites. This is an important step to follow. Often, a live person does not review résumés that do not pass through the computer screening process. It is important to get through this screen.

WHAT TO OMIT

The standard professional résumé in the United States does NOT include any of the following:

- photo
- height, weight, or other physical features
- marital status
- objectives
- executive summary
- citizenship (but you may include work authorization).

FORMATTING SPECIFICATIONS

- use one sheet of 8 1/2” x 11” paper
- use a clear, simple font, such as Arial, Palatino, or Times Roman
- use a 10-, 11-, or 12-point font
- margins should be 1” or 1.25” all around
- do not use oversized type for your name or change type size or style within the document; stick to one font style for a clean, crisp appearance
- section headings should be in the left margin
- use bold or italic to highlight schools, titles, or company names
- use a list format with bullets to set off short descriptive phrases

WHAT TO INCLUDE

- Name, email address, and preferred telephone number. For your email address, use your Cornell email unless there is a good reason to do otherwise; for example, if you are sending your résumé to Google, use your Gmail address for your résumé.
- Education — List institutions and degrees in reverse chronological order, including the month and year you graduated or expect to graduate. If space allows and these are notable, also include:
 - o majors, minors, concentrations, Johnson School immersions
 - o honors and awards
 - o named scholarships
 - o excellent GPA
 - o GMAT, in some cases
 - o special programs and study abroad experiences.

- Work experience — Jobs held are listed in reverse chronological order. Include name of company, job title, and dates held.
 - o For companies that are not well-known, add a short description including industry, size, and target market.
 - o Convey achievements in concise descriptive statements using strong past-tense verbs; for a list of verbs to try, see www.quintcareers.com/action-skills.
 - o Demonstrate results, not just tasks and responsibilities.
 - o Quantify results as much as possible.
 - o Write for the reader by identifying skills useful in the position for which you're applying and citing examples of achievements that demonstrate those skills.
 - o If you are a career switcher, make sure the reader understands the significance of your accomplishments and can imagine you transferring your skills; avoid jargon.
- Languages, including level of proficiency
- Professional affiliations or certifications
- Community service
- Athletic and/or artistic interests
- Hobbies that you can discuss knowledgeably
- Interests that distinguish you and catch the eye of the reader.

SAMPLE RÉSUMÉS

In Appendix B you'll find good examples of one-page Johnson résumés from the following Johnson students and alumni:

Brendan Condit, MBA '15 — Brendan developed this résumé in his first year and through extensive personal networking obtained a summer internship with Patagonia.

Brad Hess, MBA '14 — Brad incorporated his summer internship into his second-year résumé. He used this version in the job search that led him to accept his current role as a Senior Financial Analyst with Disney Parks and Resorts in Orlando.

Caroline Lefwander, MBA '16 — Caroline came to Johnson interested in CPG and used this résumé to obtain a brand management internship with Reckitt Benckiser in the summer of 2015. She is not authorized to work in the United States.

Thomas Palmer, MBA '14 — Tom used this résumé during his search for a full-time job following his summer internship in a boutique investment management firm. He is now an Associate in Equity Research at JPMorgan Chase in New York City.

Derek Shimozawa, MBA '14 — Derek was in the One-year MBA program and interviewed for consulting roles as well as jobs in technology. He is now quite satisfied with his position as a Product Manager for Samsung in South Korea. Derek is Canadian.

"Johnson Student," MBA '16 — This student came to Johnson with interests in consulting and general management. He will be working for Deloitte in summer 2015.

Renato Diogo Taira, MBA '15 — Diogo started his first year with a variety of interests and secured a summer internship in treasury at SanDisk. This résumé was developed in his second year and was helpful in securing a full-time position with Amazon. He is Brazilian and not authorized to work in the United States.

RÉSUMÉ REVIEW

When you have developed a good draft of your résumé by following these guidelines, ask your Career Work Group leader to review it and ask three or four peers with experience or familiarity with your target job function to read it as well. Career Management Center advisors will usually make time to look over résumés but prefer to see them after some work has been put into them. At some point, however, you will be receiving increasingly idiosyncratic feedback, and you will have to stop making changes and upload it.

Keep in mind that for purposes of the MBAFocus résumé "book," you will have one active résumé in the system that will be visible to any employer who purchases the Johnson database. You will receive an automated email message when your résumé has been approved by a CMC staff member for the book. Later, for any particular job for which you apply through JTS you can upload a unique résumé tailored to that job.

GETTING NOTICED: COVER LETTERS

Most, though not all, employers require applicants to submit cover letters with their job applications. Your cover letter is an extension of your résumé and reflects your knowledge of a specific employer's needs. It should demonstrate that you are able to communicate clearly and concisely, that you are sincerely interested in this particular job, and that you are well suited for the job. Employers look for enthusiasm for the industry, company, and position. Because employers' needs are different, you should write a unique cover letter carefully tailored to each individual employer.

Read every job description carefully and make sure that you address in your cover letter the primary skills required for each role. As much as possible without writing in a stilted manner, incorporate the exact words used in the description so that your letter will pass automated scanning and keyword search systems.

COVER LETTER FRAMEWORK

A cover letter typically comprises three parts:

1. **Introduction:** Capture the employer's interest! Identify the position for which you are applying, tell how you found information about the job, and describe your interest in the position. If appropriate, you may even identify second-year students or alumni that you know there.
2. **Specifics:** Explain how your qualifications relate to the opportunity. Include examples of measurable results from past jobs that make you a particularly strong candidate.
3. **Closing:** Ask the employer to agree to a date for the two of you to meet for an interview. In cover letters for on-campus interviews, say that you look forward to seeing him/her when the employer comes to campus.

Before you start to write your letter, answer the following questions to yourself for each cover letter that you need to write.

- Why did you choose this industry?
- Why are you interested in this company?
- What about this position appeals to you?
- Why should the company hire you?

Before you send your cover letter, ensure that your letter is carefully tailored to each individual employer. Each letter should demonstrate your knowledge of the target company and position. Also, make every effort to address your letter to a person by name instead of to "Dear Sir/Madam" or "To Whom It May Concern." Your letter

should fit easily on one page, be well-organized, and should include in the final paragraph a specific next step. Read your letter carefully and correct any misspellings or errors. If you are applying for a job at company X, make sure that you refer to company X in the body of the letter and that the letter is addressed to a person at that company. It is a good idea, as well, to use a filename for the electronic version of the letter that names the company. In the rare case that the letter is going by postal mail, it should be printed with black ink on high-quality paper and your signature should be in black ink.

Cover letters go wrong in several common ways, including the following:

- **Having the wrong company name or contact person's name** in the cover letter. This happens more frequently than you might expect. We are all guilty of this kind of oversight, but it is always embarrassing nevertheless.
- **Over-the-top or cliché language.** Don't say that you've always had a passion for the durable goods manufacturing industry if you don't truly love washing machines and dishwashers.
- **"It's all about me."** Make a case for how you can add value to the company; do not simply expand on the ways that the company can help you develop your career and enrich your life.

For additional information, your Career Work Group leader can review your letter and offer suggestions. Also, books on cover letters are available in the Career Management section of the Management Library. In particular, we recommend *Cover Letters That Knock 'em Dead* by Martin Yate and the *Vault Guide to Résumés, Cover Letters, and Interviews*, which is available online through the Management Library. If English is not your first language, seek assistance from the International Writing Assistant.

SAMPLE COVER LETTERS

In Appendix C you'll find good examples of cover letters from these Johnson students and alumni:

Nneka Ejim, MBA '15 — Nneka is in the One-year MBA program Class of 2015 and submitted this letter in her application to Emerson, where she accepted a permanent position as a Corporate Strategic Planner in Houston.

Brad Hess, MBA '14 — Brad used this cover letter to apply for the job he accepted as a Senior Financial Analyst with Disney Parks and Resorts in Orlando.

James Kerr, MBA '16 — James searched aggressively

for an investment banking internship and accepted a position with Bank of America Merrill Lynch. He says that to prepare this cover letter, he researched the bank's recent awards and culture and made efforts to refer to them in the letter.

Janaki Palaniappan, MBA '16 — Janaki used this cover letter to obtain a summer internship with the Accenture Development Partnerships program.

Thomas Palmer, MBA '14 — Tom wrote this cover letter for his successful application for an equity research position at JPMorgan Chase.

Fred Rollins, MBA '14 — Fred was in the Ithaca One-year MBA in Ithaca Class of 2014 and submitted this letter in his application to PricewaterhouseCoopers. He later accepted a consulting role with L.E.K. Consulting.

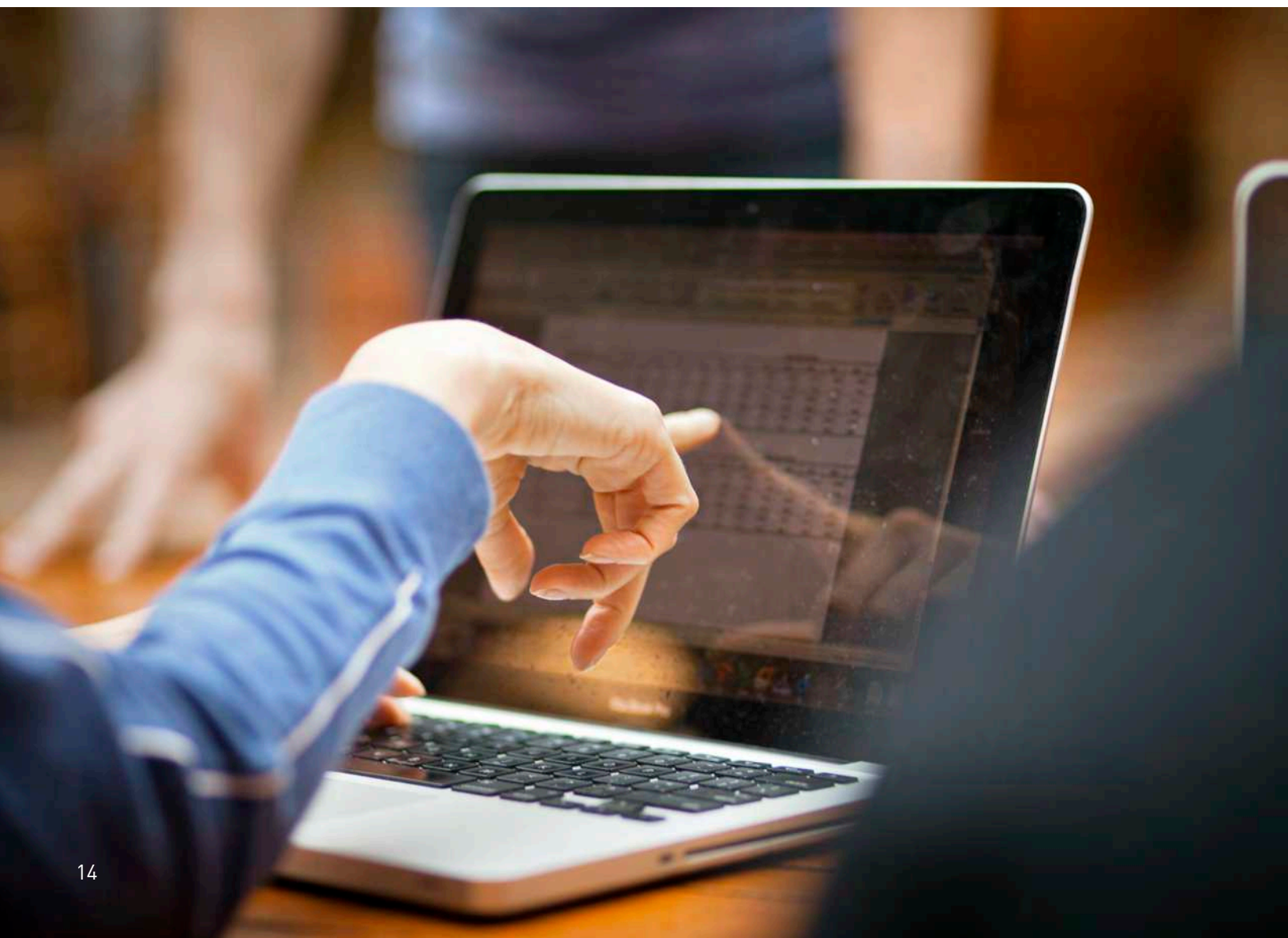
Yana Routshtein, MBA '15 — Yana held a summer internship at Verizon and used this letter to apply for a

permanent position with Deloitte, where she accepted an offer. Yana is not authorized to work in the United States.

Arnav Sawhny, MBA '15 — Arnav relied primarily on focused networking as he was targeting a niche industry in which most companies do not recruit on-campus or sponsor work visas. He used this letter for successful application for a summer internship with LVMH in New York. Arnav will be working at Deloitte in Amsterdam after graduation.

"Johnson Student," MBA '16 — Johnson has a summer 2015 internship with Deloitte. He used this letter to apply for an internship with GE and received an offer.

Mary Zabriskie, MBA '15 — Mary worked for IBM in summer 2014 and accepted a permanent role with Intel after graduation.



NETWORKING:

MAPPING YOUR NETWORK

We urge all Johnson students to read *The 2-Hour Job Search* by Steve Dalton. The book offers a clear and simple guideline for organizing and managing a job search and for using social media and search engines without being overwhelmed by them. As soon as possible, read that book and begin to practice the techniques recommended by Dalton. The following section is a brief overview of networking and offers additional advice for your benefit.

A job search is not an individual task; rather, it requires you to ask for a lot of help and to reach out to a lot of people. Networking is a systematic approach to building relationships with other people. Some of you may have already developed an extensive network through your undergraduate college or university and work experience, friends, and family. Others of you may shun networking and look at a room of strangers with anxiety. Whether you're an old pro or a networking novice, growing your network will become a crucial part of your MBA experience, job search, and career progression.

The purpose of networking is to provide you with facts, perspectives, and referrals to key people. Networking can help you gather information about a job function, industry, or geographic area. It can give you an understanding of an organization's culture and the skills required for a certain job. It can help give you a competitive edge in interviews, enabling you to carry on a deeper conversation because you know more about a position or company. Furthermore, networking can lead to referrals for positions within an organization or in other organizations. To hire appropriate candidates, many types of organizations depend more on referrals from colleagues than they do on-campus recruiting.

If you're uncomfortable asking others for help you should remember two important things:

- **Everyone likes to be considered an expert.** By asking others for help, you are deferring to their expertise, which makes them feel good.
- **Asking for help is reciprocal.** People like to know that they helped other people so that they feel they have a safety net in place when the tables turn.

Map your network by listing people and companies that can be helpful to you in your job search. Be sure to consider the strength of your connections and the degree to which each connection is a good match in the industry or function of primary interest to you. When starting out, you should aim to have at least 40 people in your network map (although more exclusive industries, such as private equity, may require as many as 100 contacts).

Think broadly of three levels of connections:

- First-degree networking connections (those closest to you) are strong. These include your family and friends, former colleagues at work, and — an important networking resource — your classmates.
- Second-degree connections include people you have never met but with whom you have a mutual connection. These include acquaintances, referrals from friends or other acquaintances, guest lecturers in class, alumni of the Johnson School (or other educational institutions you attended), and people in virtual networks such as LinkedIn.
- Third-degree connections are weakest. These include people with whom you have no personal connection but with whom you are affiliated, perhaps through a professional association or a common interest.

Making a list of contacts should not take you days and days; you should be able to come up with a good list in an hour. Spend ten minutes on each of the following:

- **Dream companies.** Make a list of the companies you would most like to work for.
- **Alumni.** Scroll through some quick searches on LinkedIn and the alumni directory in JConnect and write down all of the companies in your field with Johnson alumni.
- **Job boards.** Search LinkedIn, Indeed.com, or another job board for companies in your field that are hiring.
- **Google.** Google "X Industry Trend" and find companies mentioned in articles or press releases.

To find email addresses or phone numbers for people you hope to reach, use:

- Johnson Talent System (JTS)
- database of alumni from your undergraduate institution
- social networks such as LinkedIn, Facebook, Twitter. Look for second-degree connections or better
- Emails4corporations.com, a site that shares the format of email addresses at a particular company
- classmates and professors
- past clients or vendors
- affinity groups
- family and friends.

Develop a systematic way that works for you to maintain a list or database of the people you plan to contact. Most people find a spreadsheet helpful.

NETWORKING:

REQUESTING THE INFORMATIONAL INTERVIEW - THE NETWORKING EMAIL

After creating a list of people who could be interesting or helpful, you will need to reach out to them. Execution is critical. Every interaction you have with someone in your network should be viewed as a potential job connection, and you must be extremely professional. Email is often the first and best way to establish a connection with someone; however, you must remember that people get hundreds of emails a day, and if you don't catch their attention your email is likely to go into their spam or trash folder. Follow these guidelines for emails:

- **Be concise.** Keep your emails SHORT. Remember that most people read emails on smartphones with small screens, so make it easy for them.
- **Use judgment in choosing the salutation.** If you think that the reader is significantly older than you, use Mr. or Ms. after making certain of the gender. Otherwise most alumni prefer that you simply address them by their first names. Sometimes the alumni directory gives guidance on this.
- **Make it unique.** Start your email with something about your addressee. Starting an email with "I am a first-year student at Johnson and would like to talk to you about X" is okay but will not get their attention.
- **Closing.** Don't ask yes or no questions. If you want to get on their calendar, ask them how (not if) you can do so.
- **Attachments/Graphics.** Make sure that your email does not contain any graphics or attachments that could make the email unreadable on a BlackBerry or iPhone.
- **Signature.** Your signature should be only a few lines. Include your name, email address, phone number, and class year. There's no need to include a fax number or a space-eating logo. Also consider including a link to your LinkedIn profile so that the recipient can look you up before talking to you. Make it easy for him/her to find you and make sure your LinkedIn profile showcases you in your best light.
- **PROOFREAD.** Sending out an email with typos or grammatical errors is the kiss of death. Not only will it preclude you from getting a job with the recipient, but it will ensure that s/he does not refer you to others and may in fact tell others about your poor behavior. Alumni talk frequently among themselves, and one bad email can spread like wildfire. Furthermore, if the reader has any relationship with the CMC or Johnson faculty, we will likely hear about the incident immediately.
- **Follow up.** If you don't hear back from the person, wait three business days and try again, but do not reference your prior attempt. If you still get no response, try again on the seventh business

day after the original message. If you still do not connect, move on to another contact. (For further explanation, see Chapter 7 "Track" in *The 2-Hour Job Search* by Steve Dalton).

See the following examples of email messages asking for informational interviews.

SAMPLE 1:

Dear Vishal,

I enjoyed your Net Impact webinar on sustainability practices within the wine and spirits industry. I was particularly intrigued by Brown Forman's success with Jack Daniel's zero waste initiative.

I am a first-year MBA student at Johnson at Cornell University. Before coming to Johnson, I worked for two years in the waste management industry in operations management. I would like to learn more about incorporating sustainability initiatives with a brand management role.

I will be in Your City the week of March 1. Please let me know if you are available that week for a brief conversation in your office. I look forward to hearing your insights on brand management.

Regards,
Joe Cool

SAMPLE 2:

Dear John,

Congratulations on your recent acquisition of Best Buy! I worked in consumer products for five years before starting business school and would love to hear more about the deal. If you have time, it would be great to set up a brief conversation. What is the best way for me to get on your calendar?

Regards,
Jane Doe

SAMPLE 3:

Dear Monica,

I am a first-year MBA student at Johnson at Cornell University. Jack Black, alumnus of Johnson, suggested that I contact you to learn more about the financial services industry and about corporate finance roles at American Express, particularly in risk management. Would you be available the week of October 1 for me to call you?

Regards,
Sally Jones

NETWORKING:

INFORMATIONAL INTERVIEW

Once the recipient agrees to a meeting, you will need to prepare yourself for the informational interview. You conduct an informational interview to learn more about a job function, industry, or company. During an informational interview, you don't ask for a job — but you do ask for advice, information, and additional contacts to continue doing your job research.

An informational interview is valuable because it provides you with two important things: (1) information about the person and company and (2) an opportunity to showcase your knowledge and interest in the company so that you may be considered for a position in the future. It is essential that you ask informed, thoughtful questions that demonstrate your knowledge of and commitment to the industry or company. In every interaction, it is important that you know your audience. If the person you are meeting wants to steer the conversation one way or another, follow along. Don't feel the need to stick to any script or set agenda. Don't ever ask for a job or internship during an informational interview; it is understood that if you weren't interested in opportunities, you would not be there. Still, it is important to remember to treat informational interviews the same way as you would a formal job interview and to present yourself as well-informed, curious, well-groomed, and respectful.

Before conducting an informational interview, do research on the industry, the company, and the person you will be talking to. Generate several insightful questions that show you took time to research the company. Don't ask questions that you can easily find answers to on the corporate web site.

The following are a few sample questions to start your conversations:

- I read in your bio that you spent five years on the sell side before moving to the buy side. I've heard that the jobs are similar, even though the mandates are a bit different. Was this your experience?
- Given [name of new federal regulation], are you changing the way you underwrite deals?

- I read that your company recently expanded into North Africa for the first time. Are you shifting your strategy to focus more on developing nations?
- How did you get your start in this career?
- What have you found to be the greatest challenges and rewards working this field?
- What do you like least about this job?
- How do you spend your time in a typical day?
- How much travel is required each month?
- How did you get hired for your first position after you finished school?
- What are the critical skills most needed to be successful?
- How would you describe the company culture?
- What are the greatest challenges facing this company right now?
- What are the opportunities for MBAs entering this field?
- I've read that generic brands have grown since the economic downturn. What are some things that your company is doing to combat this? What other industry trends have most affected the company?

Always end with something like this: "Thanks so much for meeting with me. Is there anyone else you recommend I speak with to learn more about your industry/function, etc.?"

THANK-YOU EMAIL

After meeting with someone, you should send a thank-you note within 24 hours. Again, the email should be very short and should thank him/her for his/her time and advice. There is never a downside to being gracious. People love helping and like to feel that their time was well spent and appreciated. As soon as possible, also follow up on whatever suggestions you received. Let the person know how you followed up on his/her recommendations and what you learned. People like to hear that their advice was used and was beneficial.

NETWORKING:

MBA CAREER FAIRS - GET FACE TIME WITH RECRUITERS

There are a number of MBA career fairs that take place during the fall semester. Career fairs can be great ways for you to network with companies that don't come to Johnson to recruit. Often, interviews are conducted at these fairs and various networking events are held.

Career fairs are usually part of a larger conference held by the sponsoring organization. The conference itself can run over several days. However, if you go, we recommend that you attend only the career fair portion because of your demanding academic schedule.

The following are some of the larger career fairs. These fairs are open to all, regardless of ethnicity or sexual orientation.

- Asian MBA Conference
- National Black MBA Conference
- National Society of Hispanic MBAs
- Reaching Out MBA Conference (LGBT)
- National Association of Women MBAs
- Net Impact (Sustainability)

The guidelines below are also applicable to any industry conference or Cornell-sponsored career fair.

BEFORE THE CONFERENCE

- Update your LinkedIn profile and clean up your Facebook page.
- Review the list of companies participating in the career fair. Determine your target companies.
- Send email messages to representatives at the companies you are targeting. Briefly introduce yourself. Let them know that you are looking forward to stopping by their booth at the conference. This may lead to their scheduling an on-site interview with you before you arrive at the conference.
- Determine the order in which you plan to visit company booths. Consider visiting a couple of your "B" companies first for practice. Then tackle your "A" companies when you feel confident.
- Research your target companies. Use the Management Library databases, especially Thomson One, the Vault Guides, Hoover's, and Factiva. Remember to read the corporate web sites, especially 10Ks and press releases.
- Consider using Twitter and Facebook to follow the various conferences and companies.
- Perfect your 30- to 60-second introduction:
 - o state where you are going to school

- o describe your target function and why it interests you
 - o briefly highlight your work experience
 - o include a memorable point about yourself
 - o explain why you are enthusiastic about the company
 - o mention that you would like to hear about career opportunities within your target function at the company.
- Apply for jobs on the career fair web site a couple of weeks before the career fair. This is another way that you may be able to get on the closed interview list before you get to the conference.
 - Complete your PAR (Problem-Action-Result) worksheet on page 20. Do mock interviews. Practice case questions.
 - Participate in preconference training sessions that may be offered by the sponsoring organizations, the CMC, or clubs. It would be great to be able to tell the recruiter what you learned by participating in their webinar.
 - Prepare as you would for on-campus interviews in January! The interviews will be as rigorous, and the recruiters expect candidates to be prepared, regardless of the fact that you are just starting your core classes. Be prepared for functional-specific questions.

AT THE CONFERENCE

Conduct yourself professionally at all times during the conference. You should even be careful about what you say in restrooms and in lines because you are projecting an impression of yourself and Johnson at all times. You may run into recruiters throughout your time at the conference. Be prepared to make small talk.

Familiarize yourself with the career fair layout by studying the diagram in your conference handbook. Locate and highlight your target companies on the map. Get to the fair early. Be there when the doors open. Often, on-site interview slots fill up quickly. Getting there early will help increase your chances of landing an interview slot.

Plan to meet with your "A" companies when you have the most energy and feel the most prepared. If a booth is extremely crowded, visit the next company on your list.

At the booth, remember these tips:

- Expect to talk to company representatives for about five minutes. Prepare two or three insightful, well-thought-out questions to ask. Questions should show that you thoroughly researched the company.

- Maintain good eye contact and enthusiasm.
- Ask for a business card and offer your résumé but don't be alarmed if the recruiter doesn't have a card to give you. Recruiters frequently limit the number of cards they distribute so that they won't have hundreds of messages when they return to their offices. With a little detective work, you can often figure out their email addresses after the fair.
- Ask about next steps in the process.
- Take notes after each visit; you will use your notes in your follow-up.
- Try to speak to two or three people at each company.
- Thank them for their time.
- Visit some of the other companies at the fair after you have met with your target companies. You never know — one of these companies may turn out to be a great fit for you.
- If you had a phone interview with a company before the conference and didn't make it to the second round or your initial booth conversation did not go as well as you hoped, consider stopping by the booth and/or attending their reception to reiterate your interest. Students sometimes land interviews and offers after a second try.
- Save the "shopping" (picking up freebies) for after your networking. You don't want to lug around a lot of bags.

Staff members from Johnson will have a booth at many of the conferences. Visit the Johnson booth for moral support, to rest your bag, and for advice or a quick mock interview.

If your target companies have corporate receptions, plan to attend. If the company invites you to an invitation-only event, plan to attend. Bring business cards to the receptions.

Similarly, plan to attend the Johnson alumni receptions, if applicable. You may have less than 24 hours between the interview invitation and the actual interview. Nevertheless, if you are invited to interview, make sure you prepare thoroughly. Try to do a few mock interviews. Thoroughly research the company. Find out the company's typical interview questions and format from JPay+, other students, alumni, or the CMC.

AFTER THE CONFERENCE

The day after the career fair, or within a few days, send short email messages to the company representatives that you met. As you do this, review your notes, refer to your conversation, and emphasize the strengths that you would bring to the company in a given role. Tell each person what you want; e.g., "I am interested in the marketing internship position." Ask when you are likely to hear about next steps. You may also send any additional documentation or evidence of your interest or ability to perform the job. Periodically, within reason, write to the recruiter to remind him/her of your interest and to ask about your status.

Separately, contact alumni in the company. Tell them how interested you are in the opportunity at the company and share your enthusiasm about it.

BE PREPARED: PROBLEM - ACTION - RESULT (PAR) STORIES

A typical 30-minute first-round interview will include several questions designed to assess how you behave in various kinds of situations; these are called behavioral interview questions. An example might be: “Tell me about a time when you disagreed with your boss.” It’s best to anticipate these questions and be prepared with clear anecdotes.

PAR stories will help you immensely in preparing for these interviews and in creating your résumé. You should develop at least two stories for each skill that is critical for the job for which you are interviewing, as the interviewer will often say, “Give me another example.”

For each skill, develop the following:

- A description of the **problem** or situation (explained in 30 seconds). Be sure to state the impact of the problem on the organization, since it might not always be evident to an outsider.

- The **action** you took (told in 1–2 minutes)
- The **result** (summarized in 30 seconds). Explain why this result was significant to the organization.

Most of your PARs should be work related. Nevertheless, feel free to incorporate good stories from outside the work environment. Consider extracurricular activities, school, and volunteer work. In all cases, your stories should be concise, clear, and specific.

Review the following sample PAR stories — one on leadership and one on teamwork — then complete your PAR worksheet on the following page.

Problem-Action-Result Stories – Samples			
Tell me:	Problem	Action	Result
Sample 1: Leadership	In my role as Center Manager for Score! Educational Centers, I had to lead my team toward a profitable business. We had been losing more customers than budgeted for, and we really needed to move in the right direction.	To turn our business around, I focused on three key action steps: 1. Built team motivation by creating short-term incentives—such as free dinner if we hit month-end targets 2. Increased sales efforts by capitalizing on existing opportunities—meeting with parent coordinators to set up presentations at school fairs 3. Held more frequent training sessions for assistant teachers to improve skills and quality of our service, which affected our long-term business and brand	Increased revenue by 14% in one year; membership grew from 300 to 380 members in one year.
Sample 2: Teamwork	I was tasked with fielding, writing, packaging, and then promoting my company’s annual U.S. study of employee benefits trends. This study is viewed by my company’s institutional business as one of the cornerstones of its intellectual capital offering and is meant to raise awareness of my company as a thought leader.	I led a cross-functional team that included market research, advertising, direct marketing, email, public relations, sales, events, and external marketing agencies. Work was divided, based on individuals’ strengths. We maintained constant communication through a weekly status meeting and smaller meetings among work groups. We celebrated success and recognized the contributions of members of the team on a regular basis. And even though I was technically leading the team, I did not hesitate to roll up my sleeves and make contributions of my own; since I had experience with this kind of study before, I managed the writing and creative layout of the study in addition to my oversight duties as project manager.	The study was well received by the public and our clients. The marketing campaign produced almost 30,000 visits to our website, which is double the traffic from the previous year. Web downloads, site registrations, and visits to other research studies posted online also increased. We also received feedback from one or two sales associates who said the study and the supporting sales materials helped them make sales.

BE PREPARED:

PROBLEM - ACTION - RESULT (PAR) STORIES WORKSHEET

Tell me about a time that you demonstrated/dealt with/had:	Problem	Action	Result
Worked in a Team, Especially a Cross-Functional or Global Team			
Showed Leadership			
Took Initiative			
Developed a Creative Solution			
Quantitatively Analyzed a Situation			
Taken a Controversial Stance			
Had to Persuade a Group			
Effectively Used Verbal and/or Written Communication Skills			

Tell me about a time that you demonstrated/dealt with/had:	Problem	Action	Result
Overcame a Difficult Situation			
Failed			
Set and Achieved Goals			
Managed Conflict			
Handled a Disagreement with a Co-worker			
Faced an Ethical Dilemma			
Worked with Upper Management			
Made a Major Presentation			

BE PREPARED:

INTERVIEW PREPARATION

A job interview can be a life-changing event. Most first-round interviews for MBA candidates are only 30 minutes long, so it's critical that you are ready and confident and able to make a strong positive impression quickly. You've worked hard to get to this point by focusing on your interests, researching job functions and industries, networking, and conducting informational interviews. You cannot go into a job interview with the plan of improvising or being spontaneous; you must be prepared.

Many recruiters tell us that the impression you make in the first two minutes can be the lasting impression of the remaining 28 minutes.

To provide a crisp and confident presentation, you need to know your direction and skills and be able to argue that you are focused on this role. You must understand the job, company, and industry. And insofar as possible, you should know something about the interviewer so that you can try to relate to him/her and ask good questions. This is not always possible, since the CMC usually does not know in advance who is coming on campus to conduct interviews.

As you prepare, try to reach beyond the job description or title to reflect a true understanding of the job tasks and responsibilities. The most successful candidates speak to several people about the position in order to develop a good understanding of it. Your questions in the interview will reflect more than a superficial knowledge of the position.

The art of the interview lies in providing convincing proof that you are indeed a good fit for the firm. Every interview ideally becomes a two-way conversation. You should convey your excitement in the form of stories about past experiences; these are the PAR stories that you have been practicing. An interviewer also wants to see your excitement through your body language — your eyes light up, you're on the edge of your seat, your hands move. When two people being interviewed for the same position have roughly equal qualifications, the one who appears more passionate gets the job. Passion can even trump qualifications. And, the interviewer is more likely to converse with you than fire question after question when you show commitment to the job and company.

EXERCISE 1: KNOW THE JOB

- Contact up to three alumni at the company and ask them to explain their perspectives on the position.
- How does this job fit within the division?
- Where does the division fit within the company?
- Search the Johnson School résumé database and/or LinkedIn to see what people in your class

have worked in this company. Ask them for their perspectives on the position and make notes about their responses.

- List the key skills and attributes the company is seeking in candidates for this role. Refer to the job description and to the conversations with people who have worked there. Make notes about how you meet those requirements.

EXERCISE 2: KNOW THE COMPANY

- Research the company in publications such as the Wall Street Journal, Bloomberg, BusinessWeek, and Factiva and LexisNexis. Make notes about the latest news.
- If the company is public, read its annual report, particularly the Chairman's Letter to Shareholders. This letter will reveal something about the company's recent successes and failures, as well as its strategy. This information should drive several of your questions. Make notes summarizing this information.
- Continue conducting research to answer the following questions about the company. Consider resources such as Datamonitor Reports.
 - o Who are the company's competitors in this industry?
 - o What differentiates the company's products from its competitors' products?
 - o What are the industry trends?
 - o What are the greatest challenges the company faces?
 - o What are the greatest opportunities the company faces?
 - o What does the current sell-side analyst community believe about the company and its prospects?

The Management Library at Johnson is a tremendous resource for uncovering information on companies and industries. For more information about conducting research through the library, see the Appendix.

KNOW THE INTERVIEWER

Companies usually do not tell the Career Management Center in advance who will be representing them as interviewers. However, for second-round interviews and interviews taking place off-campus, you often will be informed of the identity of the interviewers.

Knowing the interviewer will help you connect with him/her during what can be a stressful situation for many

candidates. The more information you have about the person interviewing you, the better you will be able to ask insightful questions relating to his/her work and the more prepared you'll seem.

EXERCISE 3: RESEARCH THE INTERVIEWER

Search for the interviewer's name on LinkedIn or Google to answer these questions:

- What jobs has this person held in the past?
- Where did the interviewer attend college and graduate school?
- Are there any news stories about this person?

TYPES OF INTERVIEWS AND SAMPLE QUESTIONS

In a behavioral interview, the recruiter is looking for examples from your work experience that provide evidence that you have the necessary skills for the job. Your PAR worksheet is critical in helping you prepare for behavioral interviews.

In a case interview, you must demonstrate your ability to frame a complex problem and analytically come to a conclusion, usually with limited information and in a short period of time. Often, there isn't a right or wrong answer. The interview is more focused on how you approach solving the problem. You will have opportunities to learn several consulting frameworks in courses, CMC workshops, and Consulting Club programs. Practicing case interviews is essential for success in consulting and increasingly important for success in interviews for product management roles and some finance positions.

Here are a few typical interview questions and a few recommended responses. You can research actual questions asked by recruiters in JPay+.

Walk me through your résumé.

You must be prepared with a brief summary statement (no more than two minutes) that is similar to your "elevator pitch" but with a little more detail. Don't simply explain what you did in each position you held; rather, share how these experiences affected you. Although your response will change from interview to interview, the essence of the response should remain the same and communicate who you are, where you hope to go, and why.

It is also important to identify the common themes of your journey and to communicate how the journey led you to your interest in this position, company, and industry.

Depending on your background and experience, you may want to highlight a few of these points:

- Where you were brought up and went to school
- Where you started your career
- Why you moved to different types of positions or companies
- A major accomplishment
- Your short- and long-term goals
- How business school, and specifically Johnson, will help you reach your goals.

What are your short-term, medium-term, and long-term career goals?

The main dilemma with this question is figuring out the answer — no small feat. Spend time developing a brief answer (no more than 30 seconds). As a guide, research successful people at the company who entered five or ten years ago and analyze their progression within the company.

What are your three greatest strengths?

Give your three greatest strengths, but be prepared in case you are asked for a fourth or fifth strength. Give some thought to the connection between your pitch and your strengths. Everything should fit together.

What are your three greatest weaknesses?

This is obviously a difficult question to answer. You want to be genuine without actually revealing any serious weakness you may have. An effective approach is to highlight three areas where you have successfully improved over time. The idea is to develop an answer in which you focus on areas of improvement, rather than truly currently weak areas. This lends a positive connotation to your response and shows that you are both self-aware and proactive. An example might be that you were having trouble with time management and took a class, received coaching, and are now managing your time much more effectively.

Give an example of when you were an effective leader.

You should have at least three of these stories developed and, ideally, offered in different contexts. For instance, in one example you may have demonstrated leadership by identifying an opportunity and convincing a group of people of its value. In another, you may have exercised leadership through a more formal managerial role. It is helpful to have several diverse, effective leader stories so that you are prepared for any situation.

Give an example of when you came up with a creative solution to a problem.

This is similar to providing examples of leadership; you should have at least three examples, and they should be different from each other. It's okay if they overlap with your leadership stories; however, be sure to prepare multiple stories, because an interviewer who hears an amazing story that encompasses both leadership and creativity will invariably ask for a second example.

Note that being creative can also mean that you came up with a unique or novel approach to a situation. This request also provides an excellent opportunity for you to tell a memorable story that will allow your interviewer to easily recall you. Be brave and have some fun. The interview is, among other things, a competition for attention, and a particularly creative experience is apt to have staying power in an interviewer's mind.

Give an example of a time when you failed.

There is nothing wrong with failure. In fact, failure is widely thought to be the most effective form of learning. However, there is something wrong with not learning from your failures, and that is the point of this request. Have a few examples of failures, but be sure to concentrate on the analysis of what went wrong and what you learned from the experience.

What makes you unique?

Contrary to popular belief, this is not the same as "What are your strengths?" Good communication and analytical skills and being a fast learner don't make you unique — they make you an MBA. Everyone interviewing for a job out of business school either has or will claim to have these skills. You need to find those two or three things that give you a perspective or skills different from the 30 other people with whom you are being compared. Maybe this is time spent in an industry or a perspective from another industry (good for career switchers) or an unusual skill or life experience. Whatever it is, figure it out, and make sure it is consistent with your elevator pitch.

Here is a list of other possible interview questions:

General topics:

- Tell me about a situation where you had to persuade a team to see things your way.
- Describe a situation where you had to use good judgment to solve a problem.
- Tell me about a time when you had to use creativity and initiative to reach your goal.

- Describe your thought process in bringing closure to a difficult decision that you made in your last job.
- What three words would your best friend/colleague use to describe you?
- What three words would you choose to best describe yourself?
- What are Johnson's greatest strengths?
- What is one of Johnson's weaknesses, and how would you address it?
- What did you learn from your last job?
- What do you do outside of school/work?
- How did you get your summer internship? Last job?
- Why should we select you?
- What are your strengths?

Knowledge of the function, company, and industry:

- Why do you want this job? Why do you want to work at this company?
- Why do you want to work in (this job function)?
- Who is our competition, and what do you see as our competitive advantage? Disadvantage?
- What do you like about our product(s)? What suggestions would you make to improve it/them?
- Where do you see the greatest opportunities in our industry?

Leadership skills:

- To what activity outside of school or your jobs have you made the greatest contribution?
- How do you motivate people?
- Tell me about a time when you championed an idea, cause, or a project. Describe what you accomplished and how.
- Tell me about a time when you had to sell your idea.

Accomplishments:

- What is your greatest accomplishment? Tell me about another accomplishment.
- What is the most significant problem you've faced in your life so far, and how did you address it?
- Give me an example of a tough decision you faced. How did you tackle it?

Team and interpersonal skills:

- Describe a situation in which you didn't get along with a coworker, boss, or someone who reported to

you — and how you resolved the situation.

- Give me an example of how you work in a team.
- With what kinds of people do you work best?
- Did you ever have to fire someone? How did you manage the process?

Work environment and corporate culture:

- What did you like and dislike about your last job?
- Describe your ideal boss.
- In what type of work environment do you flourish?

Analytical and problem-solving skills:

- Give an example of your analytical skills/problem-solving abilities.
- Why are manhole covers round?
- How would you determine the number of basketball courts in the United States?
- Describe as many uses for ping-pong balls as you can.
- What's your favorite commercial? Why?

Career goals:

- Why did you choose Johnson?
- Why did you pursue an MBA?
- If you had to make the decision again to get your MBA, accept your last job (etc.), would you make the same choice? Why or why not?
- Where do you want to be in five years?
- What other companies are you pursuing?
- Explain the transitions between the items on your résumé.

Finance questions:

- Regarding your previous experience with statistical surveys, describe your use of statistical methods.
- What's the derivative of x to the x , where x is the variable?
- What's the present value of happiness?
- How would you value Sage Dining's snack bar?

Sales and trading questions:

- How would you describe Option Delta to a person on the street who knows nothing about it? Option Gamma? Option Theta?
- Pitch me a stock.

Marketing questions:

- What was the bottom line or specific improvement you achieved related to one specific project you worked on?
- You're a brand manager, and you have three doors you can open. Behind the first is a great established product, and you have a chance to push it. Behind the second is a product with great potential, but it's not working. Behind the third is a new idea, but no product. Which door would you choose? Why?
- Provide feedback on an advertisement that you presented.
- What would you do if you were a new brand manager and learned that a product had been losing market share for the last three years?

High Tech product management questions:

- Provide an example of how you used analytics to solve a problem.
- Give me an example of how you worked with engineers and/or customers.
- Walk me through how you would determine the feasibility of launching a new product or service.

Challenges:

- How does your previous experience prepare you for a managerial position?
- What do you know about our firm?
- I'm interested in brainpower and horsepower. Convince me you have both.
- Analyze the five interviewers whom you had before me. Pick two and compare and contrast them.
- Which would you rather have, more creativity or more intelligence, and why?
- If you could ask one question of the CEO of this company, what would it be?
- What is your life purpose?

Case questions (from AcetheCase.com):

- Your client is a company that makes specialist batteries for mobile homes in the United States. The batteries are powerful and long-lasting. New industry conditions are occurring, and motor-home dealers are starting to use a cheaper battery as the "factory standard" in an attempt to lower the overall price of homes. Your client's product is now offered only as an added feature, for which the customer

must pay an extra \$500. How should your client maintain profits, given these new market conditions?

- Estimate the market for energy-efficient light bulbs in Kenya.
- You have a 3-liter bucket and a 5-liter bucket. How will you measure out exactly 4 liters of water? Assume you have an endless supply of water and no markings on the buckets.

At the end of the interview, you'll probably be asked if you have any questions. Be prepared with questions about which you are genuinely curious and that cannot be answered with simple Internet searches. Your questions should demonstrate your knowledge of the industry and company and your curiosity. You may also be asked if there is anything that you'd like to add that wasn't covered in the interview. This is an opportunity to talk about one of your experiences or strengths that you weren't able to address earlier, as well as to restate and reinforce your interest.

A NOTE ABOUT PHONE AND OTHER VIRTUAL INTERVIEWS

Phone interviews are often used to screen a larger number of candidates prior to face-to-face on-site meetings. There are some clear disadvantages to phone screenings, but there are other factors that you should use to your advantage. Have your résumé, PAR worksheet, and other materials you might need in front of you, but be careful not to be noisy when shuffling papers. Have a pad and pen nearby for note taking. Find a quiet place with limited distractions. To convey your energy, try to stand up during the conversation and smile as you speak. Some people say that dressing as if for an in-person interview

helps put them in interview mode. Listen carefully to the questions and, as in any interview, take your time to collect your thoughts before responding.

For Skype, Google Hangouts, FaceTime, or videoconference interviews, make sure your audio works well. Consider using a headset for the interview to ensure clearer communication. Minimize sound and visual distractions in the room. Make sure to log on a few minutes in advance of the meeting to ensure that any software installations or updates are done and don't delay the start of the interview.

INTERVIEW FOLLOW-UP

Immediately following the interview, jot down notes about what was discussed and what questions took you by surprise. What did you answer well, and what should you continue to work on to improve your answer for future interviews? How does this company compare to others with which you have interviewed? As soon as you are able, record your interview questions in JPay+. While it is fresh on your mind, record what you expect happens next and what your understanding is of the company's timeline for further screening and hiring.

Write a thank-you note within 24 hours highlighting points of discussion and include anything you left out that the interviewer needs to know. Restate your interest in the position. The thank-you note can be sent by email. If you have not heard from the company within the specified time frame, follow up with a telephone call to the person who committed to getting back to you. Be courteous and professional. The interviewers could be making a decision that very day — and every interaction you have with them reinforces their impressions of you.



FOLLOW-UP: THANK-YOU LETTERS

Thank-you letters are required after every interview, including phone interviews. It is now common to send an email thank-you note, but a handwritten note on tasteful stationery can be sent in special cases. If you meet with a panel interview, you should send an individual thank-you note to each panel member, tailoring your note to the panel member's specific interests or functional role within the team.

Thank-you letters should accomplish the following:

- convey your appreciation for the time the employer spent in the interview
- restate your interest and qualifications
- strengthen your candidacy with additional relevant information or provide information of interest to the interviewer, such as an article you just read
- indicate eagerness for a positive response.

As you prepare to write your thank-you note, recall your interview and think about the one thing that you want to make sure the interviewer remembers about you and your skills or qualifications. Also, now that you've learned more about the position during the interview, what additional information should the interviewer know about you? Can you propose any original ideas that you would bring to the position? Compose your note carefully and send it within 24 hours of the interview. CMC advisors are happy to review your notes before you send them. If English is not your first language, ask the CMC's International Writing Assistant to review your letter as well.

THANK-YOU LETTER FRAMEWORK

[Your Street Address]

[City, State Abbreviation, Zip]

[Date] month day, year

[Mr./Ms./Mrs.] Joseph/Jane Sewall
Director of Marketing Kraft Foods Inc. International,
1500 West Road
White Plains, NY 10705

Dear [Ms.] Sewall:

I enjoyed meeting you last week. Thank you for taking the time to speak with me about the Assistant Brand Manager position at Kraft Foods, Inc. I was thrilled to have the opportunity to share some of my thoughts on marketing and brand development. *[This section thanks the employer for his/her time and reaffirms the interest in the position].*

After talking with your staff and learning more about Kraft Foods' expansion into the freeze-dried business, I am even more excited about the position. I believe it offers a great opportunity to combine my skills and experience in sales and marketing to build a dynamic brand platform that can make a real and lasting impact on Kraft Foods' business. I would very much like to join the team. *[This section summarizes qualifications and answers why you are the best person for the job].*

I look forward to hearing from you soon regarding your decision.

Sincerely,

[Sign your name]

[Type your name]

SAMPLE THANK-YOU EMAIL

Dear Greg,

It was nice meeting you at the Kraft briefing on Wednesday night. Thank you for answering my questions about the various brand management positions you've held within the company and sharing your experiences so far.

I'm very interested in pursuing a career in food marketing, and I have a few questions about the more specific day-to-day functions of a brand manager within the Foodservice division. At your convenience, would you have some time to talk via phone? Please let me know what works best with your schedule.

Thanks,

Michelle

Michelle Colban, MBA '09
Samuel Curtis Johnson Graduate School of
Management, Cornell University
917-968-5659
mcc47@cornell.edu

THE OFFER:

EVALUATING AND NEGOTIATING JOB OFFERS

All your hard work has paid off, and you received a job offer! Now you need to decide if you will accept it, and if so, on what terms. Whether you are evaluating one offer or comparing several, it is important to think carefully and clearly. Negotiation is not an adversarial part of business. In fact, when done politely, it can be critical to a successful career. We encourage you to make an appointment with a counselor in the Career Management Center to discuss your situation if there is something about your offer that concerns you. Shortly after you receive any formal offer, you should enter it in JPay+. Every student is responsible for maintaining an accurate record of his/her employment status in JPay+.

When you receive an offer, thank the employer and express your interest in the position. This will lay the groundwork for a positive discussion if you pursue the position and decide to negotiate. It will also help maintain the company's relationship with the school if you decline the job. It's best not to accept the position on the spot. Even if you know that you will accept the position, ask for time to consider the offer to make an informed decision. This request is customary; it gives you bargaining room, and it allows you time to think clearly. If your offer resulted from on-campus recruiting, refer to the CMC policy for deadlines for acceptance. Keep your options open. Continue to interview other firms until you have all the information needed to make a final decision. However, once you have accepted an offer, all other scheduled interviews must be canceled.

Always get a full-time offer in writing before you formally accept. Tell the employer that you will consider the offer and ask to have the written offer and benefits package mailed to you before you make a decision. When you are weighing an offer, keep in mind all aspects other than base salary and bonuses. Accept the position that excites you most, where the work itself is compelling, where long-term opportunity is greatest, and where the environment is the best "fit" for you. This type of job will reap financial benefits down the road.

If you do decide to negotiate the compensation, you must be prepared. Research salaries at similar firms, in the same job function, and in the same industry. Much of this research can be done on JPay+ and by consulting the past year's employment report. Reference staff in the Management Library can also direct you to web sites with salary data or with cost-of-living data. Prior to your conversation, think about the alternative you want the employer to consider. Effective negotiation is not an "either/or" discussion. Weigh several areas on which you are willing to negotiate. For example, it may be easier

to ask for an additional week of vacation than an extra \$5,000. Or it may be easier to obtain a higher signing bonus than a higher base salary.

Keep in mind what the employer wants. Show the employer how meeting your request is in his/her interest insofar as you will feel well-rewarded and loyal. Reinforce your interest in the company's goals, the skills and experience you offer, and your desire to be part of their team. At all times in the conversations, maintain your professional demeanor. If you accept the job, you want to start with a reputation of being assertive but agreeable, and not greedy. Above all, do not present alternatives, such as the threat that you will go elsewhere, unless you are ready to follow through with them.

Understand the constraints of your hiring manager and the HR person who represents him/her. Employers are usually reasonable and sometimes willing to negotiate full-time offers, but rarely for summer offers. However, if you are entering a rotational program or a "class of MBAs of the same level," salaries are set at the same level, and there is very little room for negotiation.

For every job offer you receive, know the following aspects of the offer so that you can evaluate each offer and distinguish between offers. Take notes during your conversations and from the documents that you'll receive.

- What is your job title?
- Ask what your major job responsibilities will be, what projects you'll have, and who your manager will be. Up to this point, the company might have been considering you for one of several assignments. What you do for your first assignment can be part of your bargaining package.
- Make sure it's clear what your base salary will be, whether bonuses are paid on performance, how often performance reviews held, and what typical salary increases are. Are there stock options?
- Does the position carry a signing bonus (and how much is it)?
- Are relocation expenses covered? If yes, what specifically is covered? Is moving household goods covered? Are house-hunting trips covered? Are brokers' fees or closing costs covered?
- Most benefits packages are described in the documents you'll receive. Read them carefully before asking questions. You should understand how much vacation time you'll have and how it is accrued. You also need to know details of employee/employer

contributions to the medical insurance plan and the level to which the company will match your contributions to a 401(k).

- Ask or read your documents to determine your start date and whether there is any flexibility. For a summer internship, the term of your appointment should be clear.
- Note when the company needs a response. Students often want more flexibility on this than other aspects of a job. CMC advisors can help you frame a request for an extension.

There are many factors that you should take into account when choosing among offers. This can be a very difficult time for many students, and we encourage you to discuss your opportunities with family members, faculty, staff, and colleagues to get as much feedback as possible. But remember, in the end, the decision is yours to make. Ask yourself these questions as you think about your offers:

The Company

- Is the company strong and stable?
- Where does this company fall in size range (huge multinationals to tiny startups)?
- Do I have a strong preference for a particular point in that range?

The Job

- Will I find this job appropriately challenging?
- Are the mission of the company and the job function in keeping with my values?
- Is this job a logical stepping-stone to my overall goal?

The People at the Job

- Based on what I know, do I like my hiring manager?
- Do my prospective colleagues seem interesting and knowledgeable? If teamwork is required, do they seem to demonstrate a strong team spirit?

- Do I feel comfortable there? Is it a good fit for me?

Location

- Is it likely that my partner or spouse can find employment in this community?
- What is the cost-of-living in the area? Does the community offer opportunities for recreation, cultural enrichment, education, and other social outlets?
- Would I be too close to or too far away from my extended family?

Salary and Benefits Package

- Are the salary and benefits acceptable?

EXERCISE: EVALUATING YOUR OFFERS

- Revisit your values and goals from CareerLeader® as well as your answers to questions on the preceding page.
- Customize the following chart to include only the factors that are the most relevant to you in selecting a job (one or several of your CareerLeader® values, location, salary, benefits job responsibilities, family factors, company mission.)
- Assign a weight to each factor. (Percentages are your choice, but weights must total 100 percent.)
- Rate each job offer based on these factors, using a rating scale of 1 (low) to 5 (high). For example, if a company is in the exact city in which you'd like to live, assign it a 5. If it's in a place that's not your favorite but would still be acceptable, assign it a 3.
- To compute the company's score for each factor, multiply the company's rating on each factor by the assigned weight.
- Add the total scores for each company (maximum score = 5.0) to assess your offers.

Use the chart below to evaluate your offers.

Factor	Weight (%)	Job 1		Job 2		Job 3	
		Rating (0-5)	Score (rating x weight)	Rating (0-5)	Score (rating x weight)	Rating (0-5)	Score (rating x weight)
Example Location	30	5	1.5	3	.9	1	.3
Total	100						

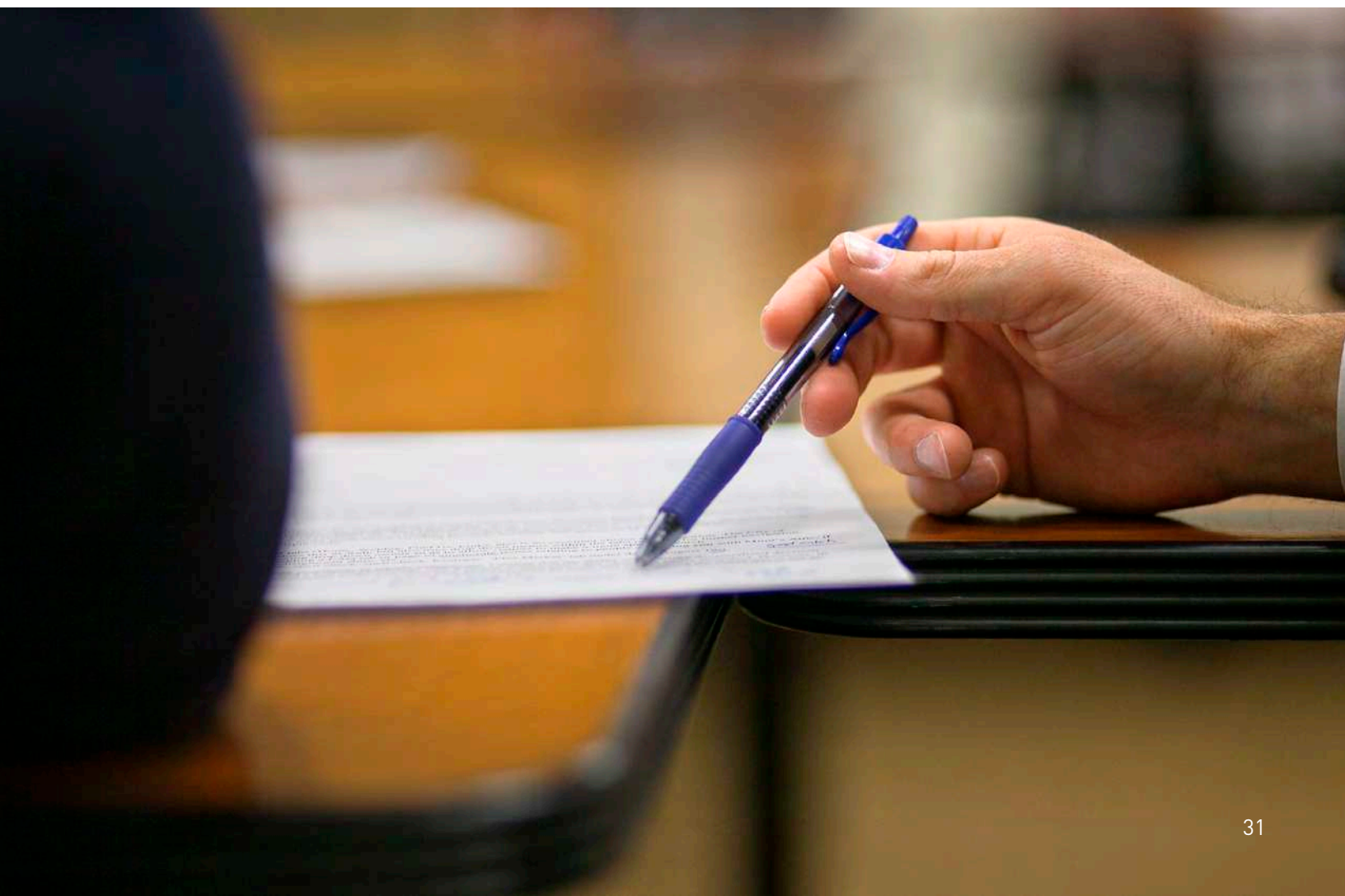
ACCEPTING OR DECLINING AN OFFER

If after careful reflection you decide to accept an offer, follow closely the employer's instructions for signing and returning paperwork. Be absolutely sure that you intend to take this job. After you accept a job, you cannot continue to interview and should decline all further interview invitations.

If you decide to decline an offer, the guiding principle in your interactions is to not burn bridges. You never know when you may want an offer in the future, and displaying a positive and professional approach in your correspondence will help you develop your professional network. Express appreciation for the opportunity to interview with the company. Explain briefly that you have accepted another offer. Be prepared to say why you made that decision, although you don't have to offer this information if you prefer not to. If you're declining an internship, close the conversation by expressing an interest in future full-time opportunities — but only if this is true.

As soon as possible after accepting one offer and declining others, update all your offers in JPay+ to record the final terms of the job you accepted and to note that you declined the others. All offer information is kept confidential, and salary statistics are reported in aggregate only. Data collected in JPay+ enable Johnson's CMC to identify students who need additional support and help us complete our annual Employment Report as well as surveys conducted by external organizations (such as *BusinessWeek*).

If after careful thought, you're unhappy with an offer that you have accepted, you are urged to discuss the situation with a CMC advisor before taking any action. Reneging on an offer that you've accepted is a violation of CMC policy and Johnson Honor Code. If you intend to renege, you must meet with the Executive Director of the Career Management Center and write a formal letter of apology to the company. Each case will be evaluated individually. In many cases, however, reneging on a job offer will result in suspension of on-campus recruiting and alumni privileges.



APPENDIX A:

LIST OF RESOURCES AND TOOLS

This manual has offered practical advice about your job search and shown you how to develop the unique set of tools you need to succeed. At Johnson, you have a number of general resources at your disposal to assist in your job search. See the following list.

CAREERLEADER®

CareerLeader® is a web-based career assessment tool based on over 20 years of scientific research and used by over 400 leading business schools and corporations worldwide. CareerLeader® measures your interests, your abilities, and what you find most motivating in a work environment. It also includes descriptions of MBA job functions and includes profiles of MBA graduates working in those roles. To register, go to www.careerleader.com/sign-in. In the “New User” field enter Johnson’s Registration Key, johnson-smile. You will then be able to create your own password.

CAREERBEAM

CareerBeam is a comprehensive virtual career service center. It includes assessments, tools to help you develop résumés and cover letters, descriptions of job search strategies, and research databases. CareerBeam is your best resource for industry knowledge. Log in by searching in the “Search for Databases” box on the home page of the Management Library’s website.

JOHNSON TALENT SYSTEM (JTS)

Johnson Talent System is an integrated online system essential for your job search. CMC staff manages on-campus recruiting through JTS. You will use JTS to sign-up for briefings, apply for jobs that will be filled through on-campus recruiting, and find company contacts. You’ll also find over a thousand postings for jobs for which companies are hiring directly. In JTS, you will submit your résumé for the Johnson School résumé book. JTS is a Johnson-branded system purchased from MBAFocus. The CMC will send instructions for accessing JTS.

JCONNECT

You will have access to Johnson’s online alumni directory in JConnect after you matriculate.

MANAGEMENT LIBRARY

The Management Library at Johnson is a tremendous resource for uncovering information on companies and industries. The library’s on-site collection includes more than 55,000 volumes, more than 860,000 microtexts, and more than 1,000 print subscriptions — including serials, periodicals, and newspapers. Topics covered in-depth

include accounting, corporate data, finance, investments, management, and marketing. Electronic resources are in high demand by today’s business researchers, and the Management Library provides an extensive list of electronic business resources. In addition to the widely available online business information databases, such as Factiva, LexisNexis, and ProQuest Direct, the library also offers access to specialized electronic services such as Bloomberg and Datastream, which distribute price and volume data on publicly traded securities, news stories, and investment advice. Analyst reports, recommendations, and ratings are available from Thomson One Banker and Investext Plus. The highly sophisticated but user-friendly CareerSearch enables students to quickly identify companies — even hard-to-find, small-growth companies — that match their specific career interests.

One of the integral services offered by the Management Library staff is instruction. The library’s instruction team provides course-specific, job search, and general research skills instruction to the Johnson community. Instructors work with faculty members, school staff, and club officers to prepare customized training sessions. In addition, the library offers more than 80 scheduled workshops each year to provide business students with the research skills they need while students and throughout their careers. Meet with the Management Library staff for more information.

The library home page <https://johnson.library.cornell.edu/> contains quick links to “Popular Databases” and “Guides and FAQs” that provide information to give you an edge during interviews.

CAPITAL IQ

Capital IQ provides easy-to-use financial analysis tools for financial statement analysis, analysis of comparables, financial modeling, sector analysis, and charting, plus high-level overviews of industries, financial markets, and regional economies. Capital IQ is a premier financial database deployed by more than 1,500 leading financial institutions, advisory firms, and corporations. Register for Capital IQ via the Johnson Management Library website.

BIGDOUGH

Use Bigdough during your job search to screen for companies and people in the financial services industry, including hedge funds. On the Management Library’s home page enter “Bigdough” in the “Search for Databases” box.

VAULT.COM ONLINE LIBRARY

Vault provides company and industry information to help job seekers determine what it's really like inside specific companies. Vault publishes career guides and offers information on interviewing, pay, benefits, and corporate culture at various companies. On the library's home page enter "Vault" in the "Search for Databases" box. You will need to create a personal account, but once you have your own login, you can use all of the career information embedded in Vault.

GOINGGLOBAL CAREER GUIDES ONLINE.GOINGGLOBAL.COM

GOINGGLOBAL contains resources for finding employment at home and abroad. The site has information regarding employment opportunities and trends, work permits and visa regulations, and provides cultural and interviewing advice. To create an account, go to <http://online.goingglobal.com/default.aspx> and click "Create Personal Account" while you are in the Sage network. After creating the account you can use the site anywhere you have internet access.

JPAY+

JPay+ is a Johnson-branded product of 12Twenty. The CMC uses this tool for collecting employment data and generating reports. Students have access to aggregated anonymous data helpful for researching compensation. In addition, students can enter interview questions and search the store of questions entered by others. Enter JPay+ through your JTS dashboard or JConnect.

MBAEXCHANGE

MBAExchange lists thousands of filtered MBA-level jobs in the United States and around the world, as well as a directory of MBA Leadership Development Programs. It also offers the MBA Employers Directory of proprietary insights on over 1,100 employers, essentially serving as consolidated informational interviews. Students can login to this tool through the JTS dashboard.

OTHER RESOURCES

In addition to the services above to which Johnson subscribes, we also recommend that you become familiar with these sites for job postings and career-related information.

www.indeed.com

wwwSimplyHired.com

www.linkedin.com

www.theladders.com

www.nshmba.org

www.nbmbaa.org

<http://www.reachingoutmba.org>

Sustainability/Nonprofit Jobs

www.netimpact.org

www.idealists.org

MBA Nonprofit Connection — listed in JTS

Finance Jobs

www.efinancialcareers.com

www.glocap.com

Marketing Jobs

www.marketingpower.com

High Tech and Startup Jobs

www.ventureloop.com

<https://angel.co/>

International Jobs

www.mba-exchange.com

APPENDIX B: SAMPLE RÉSUMÉS

BRENDAN CONDIT

Education	JOHNSON AT CORNELL UNIVERSITY Ithaca, NY MBA: Expected graduation May 2015 GPA: 3.8 GMAT: 740 <ul style="list-style-type: none"> • <i>Roy H. Park Leadership Fellow</i>: Full tuition fellowship awarded on basis of leadership, academic and professional achievement, and commitment to service • Marketing Concentration; <i>Sustainable Global Enterprise</i> Immersion
	MIDDLEBURY COLLEGE Middlebury, VT Bachelor of Arts , May 2005
Experience	KELLIHER SAMETS VOLK Burlington, VT Advertising agency specializing in behavior change, clean energy and outdoor/lifestyle Brand Strategist <ul style="list-style-type: none"> • Led brand strategy for firm's largest client, a multi-billion dollar energy company (nearly 50% of agency billings) • Collaborated with cross-functional teams to develop integrated advertising campaigns including traditional, rich, and social media, as well as search and mobile • Designed and executed qualitative and quantitative research projects using Iconoculture, Nielsen and other consumer insight data, digital panels, long-form interviews, focus groups, and more • Received annual "KSV Passionate Award" for outstanding team contributions
	2010-2013
	ORGANIC EXCHANGE Portland, OR Global nonprofit promoting sustainable textile development (Now <i>Textile Exchange</i>) Communications Manager <ul style="list-style-type: none"> • Built strategic communications plan and developed brand standards for global team • Managed all communications including public relations, industry reports, website, organization collateral, trade media, etc. • Managed branding and promotion for major conferences that drew hundreds of companies and provided key support for organization objectives
2008-2009	NEMO EQUIPMENT Nashua, NH Manufacturer of outdoor adventure equipment Director of Marketing and Sales <ul style="list-style-type: none"> • Formed relationships with industry leaders; successfully opened largest US retail accounts – REI and EMS • Managed national sales team – more than doubled total retail accounts • Crafted NEMO brand strategy using consumer insight data and shaped expression of the brand in all media • Planned, managed production, and wrote copy for all marketing materials including customer catalog, advertisements and point-of-sale materials • Directed website re-design: strategy, message, design, content and production
	2006-2007
Personal/ Skills	<ul style="list-style-type: none"> • Adventure and landscape photographer • Devoted skier, trail runner and rock climber

BRAD HESS, CFA

Education	THE JOHNSON SCHOOL AT CORNELL UNIVERSITY Master of Business Administration, May 2014 (expected), GMAT: 730 Capital Markets and Asset Management Immersion, Investment Management Club Treasurer Cayuga Fund, first year analyst and second year portfolio manager. Selected to represent Johnson at the UNC Alpha Challenge, a stock pitch competition	Ithaca, NY
	CFA CHARTERHOLDER (OCTOBER 2009)	
	URSINUS COLLEGE Bachelor of Arts in Economics and Business Administration, May 2000	Collegeville, PA
Experience	LOMBARDIA CAPITAL PARTNERS <i>Long-term oriented, fundamentally driven, value fund that manages over \$3.3 billion in firm assets</i>	Chicago, IL
June 2013-Aug 2013	Equity Research Intern – Small Cap Value and Small Cap Core <ul style="list-style-type: none"> Performed detailed fundamental research on potential portfolio holdings, working directly under portfolio manager Alvin Marley, who has a 20+ year track record of producing over 350 bps of annualized outperformance versus the Russell 2000 Value index Developed two detailed investment research reports for stocks that were formally presented to the SCV/SCC investment team and were subsequently voted into the portfolios by the team members Met with over a dozen company management teams and sell-side research analyst with various members of the Lombardia investment team 	
	FIS GROUP <i>Investment advisor managing over \$3.0 billion in long-only multi-manager investment products focused on “emerging managers” for institutional public and corporate pension funds. Clients include CALPERS and NY State Common Fund.</i>	Philadelphia, PA
2004-2012	Assistant Vice President, Manager Research Analyst <ul style="list-style-type: none"> Analyzed investment managers focusing on small and mid-cap equity strategies totaling \$300MM in client assets, using quantitative analysis of performance, risk statistics and historical holdings Evaluated managers’ personnel, investment process and fundamental research capabilities through frequent interactions with lead portfolio managers and key investment professionals Made formal presentations of research finding to firms’ Investment Committee for inclusion in appropriate client accounts Member of the Investment Committee that made all final portfolio management decisions for client accounts Mentored and trained three junior research analysts in the manager research group Presented firm services to the board of trustees and investment staffs of institutional pension funds 	
2001-2004	LOCKWOOD ADVISORS <ul style="list-style-type: none"> Manager Research Analyst (2003/2004) – Promoted from Portfolio Design Analyst to research role and was responsible for due diligence of Fixed Income, Convertible Bond and REIT managers on the Lockwood approved list Portfolio Design Analyst (2002) – Promoted from Internal Sales to a hybrid research/business development role that entailed assisting financial advisor clients in constructing separate account portfolios using Lockwood approved investment solutions for sales presentations to their clients Internal Sales Associate (2001) – Internal sales support for two territories that involved marketing Lockwood’s services to financial advisor clients 	Malvern, PA
Personal	<ul style="list-style-type: none"> Member: CFA Institute, CFA Society of Philadelphia, National Association of Securities Professionals International Travel, Brazilian Jiu Jitsu, Muay Tai Kickboxing, Value Investing Experience with Microsoft products, Factset, Capital IQ, and eVestment Alliance 	

CAROLINE M. LEFWANDER

Education	JOHNSON AT CORNELL UNIVERSITY Master of Business Administration, May 2016 Strategic Marketing Immersion Battle of the Brands team Colgate. S.C. Johnson Team Case Competition, Honorable Mention Club boards: International Chair; Marketing Association, VP Events; Johnson on Tap	Ithaca, NY
	INTERNATIONAL UNIVERSITY OF MONACO Bachelor of Business Administration, June 2011 Graduated with honors, <i>magna cum laude</i> . President of Student Association Nominated and selected for ESOMAR Developing Talents Program 2010	Monaco
	BERGHS SCHOOL OF COMMUNICATION Diploma in Production Management for advertising agencies, June 2007 Winner of “Embrink Spendrups” contest. Production Manager for graduation exhibition campaign	Stockholm, Sweden
Experience	2013-2014 OLSON ZALTMAN ASSOCIATES (OZA) – research-based consumer insights consultancy Senior Research Associate <ul style="list-style-type: none">Uncovered unconscious frames of mind and drivers of consumer behavior to support recommendations for branding, positioning, communication and innovation strategiesCompleted over 20 research projects for a global client base of companies, such as Kimberly Clark, PepsiCo, Whirlpool, L’Oreal, Starbucks, IBM and PfizerCo-directed the Biometric Initiative, evaluating biometric methodologies and bringing new products to market. Grew initiative into a substantial part of the company’s revenue stream.Launched and developed a new firm capability translating consumer insights into visual concepts and package design to aid innovation for clients such as PepsiCo, Frito-Lay and MerckManaged teams for quick turnaround research projects, including setup, data collection, analysis, production of deliverables and presentation to client	Pittsburgh, PA
	2011-2012 Research Associate <ul style="list-style-type: none">Trained in ZMET (Zaltman Metaphor Elicitation Technique) developed at HBSCollaborated in teams collecting, analyzing and translating data into marketing recommendationsCommunicated with clients through day-to-day updates and final presentation of deliverables to research, marketing, and innovation teams, as well as third-party advertising agencies.	
	2011 TOBII TECHNOLOGY - world leader in eye tracking and gaze interaction Marketing Assistant, Marketing Intern <ul style="list-style-type: none">Conducted quantitative customer analysis with excel and SPSS for sales and marketingCollaborated with cross-functional teams around the world to produce six customer case studies highlighting eye tracking in marketing, usability and academic researchGenerated web content, sales and promotional materials for new and current service offeringsParticipated in developing direct marketing campaign in a cross functional team	
	2009-2012 PIERRE&HARRY – pearl jewelry designer Freelance Marketing Consultant <ul style="list-style-type: none">Developed the initial branding and positioning strategy from company’s inceptionProduced visual concept, e-commerce vehicle and promotional materialsStartup has grown into profitable business with store-front sustaining 3 full time employees	
Languages	<ul style="list-style-type: none">English (fluent), Swedish (native), French (elementary)	
Personal	<ul style="list-style-type: none">Classically trained mezzo soprano. Love art, skiing, biking, yoga and Guns n’ Roses karaokeBackground as producer and production manager for film and stage in Stockholm, as well as copy writer and graphic designer in Europe	

THOMAS H. PALMER

Education	JOHNSON AT CORNELL UNIVERSITY <i>Master of Business Administration, May 2014</i> Capital Markets and Asset Management Immersion GMAT: 760 GPA: 4.03 Christopher Ciafardini Memorial Scholarship recipient Cayuga Fund, LLC – Johnson’s \$10 m student-run market neutral hedge fund, Portfolio Manager – Technology, Second-Year; First-Year Sector Analyst Co-President, Investment Management Club; Career Work Group Leader Mentors in Asset Management Program (MAP); Johnson Stock Pitch Competition Teaching Assistant: Financial Accounting, Fall 2013; Valuations, Spring 2014	Ithaca, NY
	LAFAYETTE COLLEGE <i>Bachelor of Arts in Mathematics and Economics, May 2006</i> Marquis Scholar (Merit scholarship), Sigma Xi, Departmental Honors, Omicron Delta Epsilon NCAA Division I Golf, Team Captain, All-Conference Honors	Easton, PA
Experience	CHARTWELL INVESTMENT PARTNERS	Berwyn, PA
Summer 2013	<i>Summer Equity Research Analyst; Small-Cap Value, Mid-Cap Value, Value Opportunities Funds</i> <ul style="list-style-type: none">• Researched and analyzed eight companies in industries that include industrial goods, restaurants, medical specialty, consumer staples, chemicals, semiconductors, and packaged & processed goods• Actively contributed to daily research meetings by presenting individually developed investment ideas and by discussing the investment ideas of others• Responsible for providing continually updated analyses of companies after initially presenting them to the investment team	
	ROTH CAPITAL PARTNERS	Newport Beach, CA
2008-2012	<i>Institutional Sales Professional</i> <ul style="list-style-type: none">• Grew firm’s business with Southeastern United States clients by 300%, initially with a partner and, beginning in October 2011, as lead sales professional• Lead sales professional managing select West Coast institutional clients, resulting in 200% commission growth• Responsible for distributing and providing value-add commentary for firm’s equity research product of over 200 companies by analysts covering over 15 sectors• Solicited client participation in equity financings for over 50 small-cap, United States-listed companies based in the US and China	
2006-2008	<i>Institutional Sales Associate</i> <ul style="list-style-type: none">• Created a new tracking system to more effectively monitor account performance• Developed client relationships under the supervision of, and later in partnership with, senior West Coast sales professionals	
Skills	<ul style="list-style-type: none">• Passed Level I of the CFA Program in June 2013• Series 7 and 63 Licensed• Proficient in Thomson One, Factset, CapitalIQ	
Personal	<ul style="list-style-type: none">• Avid golfer (3 handicap) and flag football player (Cornell Intramural Champion, Fall 2012)• Actively manage personal investment account	

DEREK SHIMOZAWA

Education	JOHNSON AT CORNELL UNIVERSITY Master of Business Administration, May 2014 VP AMBA Student Council, TA for Advanced Data Analysis, Entrepreneurship and Innovation Institute Fellow, BR Venture Fund Team Leader, Consulting/High Tech Clubs QUEEN'S UNIVERSITY Master of Science, Computer Science/Software Engineering, Sept. 2005 4.00 GPA, Thesis: <i>A Test-Driven Environment for Source Transformation</i> THE UNIVERSITY OF BRITISH COLUMBIA Bachelor of Science, Computer Science, May 2003 Dean's List (Merit), 4 th Year Undergraduate Research Assistant + Teaching Assistant	Ithaca, NY Kingston, ON Vancouver, BC
	Experience 2013 – Present CISCO SYSTEMS, INC <i>Technology Consultant Internship</i> Performing market analysis and planning for cloud services and Internet of Things (IoT) <ul style="list-style-type: none"> Presented converging technologies, use cases and future value propositions shaping future of \$14.4T IoT and IoE market to Cisco executives 	New York, NY
	2010 – 2013 IBM GLOBAL BUSINESS SERVICES <i>IT Solution Architect, Global Delivery Leader</i> Specialized in troubled project recovery and reorganization. Proven track record leading cross-functional, global delivery teams consisting of 10-30 members in Canada and India <ul style="list-style-type: none"> Triaged issues, reset scope, and added skilled resources to successfully recover troubled, high-visibility \$15M aviation project, improving quality metrics by 50% in 12 weeks Led enterprise-level architecture, use-case planning, and cost-estimation for secure e-Health scheduling application integrated by 32 health authorities across Canada Selected to IBM Top Talent Program (<1% of all employees worldwide) in consecutive years, a program which identifies select IBMers for leadership development 	Vancouver, BC + New Delhi, India
	2009 – 2010 IBM CORPORATE SERVICE CORPS, TEAM TANZANIA <i>IT Solution Architect</i> Accepted to IBM's most selective leadership program which chooses only 450 of IBM's highest performers from over 10000 applicants <ul style="list-style-type: none"> Spearheaded cost-benefit analysis showing \$60K 3-year TCO savings through open-source Management Information System for Tanzania Ministry of Education Mentored students to help develop software best-practices and project management skills 	Dodoma, Tanzania
	2005 – 2009 IBM PUBLIC SECTOR PROJECTS <i>J2EE Software Developer and Team Lead</i> <ul style="list-style-type: none"> Chair for IBM Open Source Distinguished Speaker Series, member of IBM Patent Team 	Vancouver, BC
Awards	<ul style="list-style-type: none"> Published 3 peer-reviewed papers on software practices and transformation (2004-2006) IBM Eclipse Innovation Research Grant and Queen's University Graduate Award (2004) UBC Dean's Honor List and Outstanding Student Initiative Scholarship (2000) UBC leadership symposium speaker for topics in Corporate Social Responsibility (2010) 	
Personal	<ul style="list-style-type: none"> Triathlon: NCCP certified triathlon coach (2012), Ironman Canada finisher (2011), Queen's University Varsity Triathlon Team (2004) Union Gospel Mission: Distributed food/clothing hampers to those in need (2009-2012) Other Activities: Played lead guitar/piano for two local alternative bands (2006-2010) 	

JOHNSON STUDENT

Education	JOHNSON AT CORNELL UNIVERSITY	Ithaca, NY
	<p>Master of Business Administration, May 2016; GMAT 710; GPA 3.63</p> <ul style="list-style-type: none"> • Roy H. Park Leadership Fellow: Merit-based, full-tuition scholarship and leadership development program awarded to individuals displaying excellence in leadership, academics and service • Sustainable Global Enterprise Immersion, Finance & Strategy Concentrations • Treasurer: Energy Club; Member: General Management and Marketing Associations 	
	THE UNIVERSITY OF MICHIGAN	Ann Arbor, MI
	<p>Bachelor of Arts, Environmental Economics and Sustainability, May 2011</p> <ul style="list-style-type: none"> • Environmental & Business Development Officer, Project Suyana - Puno, Peru • Study abroad in Rome, Italy with focus on international economics and ethics of globalization 	
Experience	THE NATURE CONSERVANCY (TNC)	Arlington, VA
	<p><i>Finance and Operations Manager, North America Regional Office</i></p> <p>Consulted with senior program managers to optimize philanthropic, financial and operational performance in \$15MM operating unit with 11 programs and 65 staff</p> <ul style="list-style-type: none"> • Analyzed budget structure to reveal outdated allocation and fundraising models, presenting new model to executive team and driving implementation to secure \$1.2-\$4.1 MM in unrestricted funding annually • Secured 12% increase in funding for Mississippi River Basin project after pitching and negotiating deal with senior managers of global business unit • Reduced FY14 forecasted deficit by \$468k for freshwater program in 6 months by working with management to reprioritize non-fixed asset expenditures and sourcing support for staff in external units • Evaluated new internal fiscal policies and capitalized opportunity to generate unrestricted funding at highest possible rate, supporting Forest program's grant manager for additional 3 years 	
	2012-2014	Arlington, VA
	<p><i>Coda Global Fellow, Internal Strategy, Risk Reduction and Resilience Strategy Development</i></p> <p>Led strategic development of North American business plan around risk, infrastructure, water and economic resilience, a new area of work for TNC and industry at large</p> <ul style="list-style-type: none"> • Drove selection of twenty-two pilot sites after conducting extensive research on historical loss data, high risk coastal and riverine infrastructure, and legislative opportunity • Coordinated efforts of cross-functional team to define engagement strategy with public agencies FEMA and USACE, a top 3 global reinsurer and a top 5 global engineering firm • Collaborated with over thirty project managers to develop plan's \$167M budget; hailed as best in show among nine emerging strategies for integrative inter-departmental model 	
	2011-2012	Arlington, VA
	<p><i>Regional Operations Specialist, North America Regional Office</i></p> <p>Analyzed business processes for control effectiveness and improvement opportunities</p> <ul style="list-style-type: none"> • Saved hundreds of man-hours annually across 50 operating units by designing and transitioning data-collection processes for government farm reports online to SharePoint management site • Initiated audit to reveal cost-saving opportunities of up to 4% of total travel expenses, commencing modification to organizational SOP within 6 months of hire 	
Leadership and Service	<ul style="list-style-type: none"> • <i>BRTech Consultant</i>: conducting feasibility analysis and exploring commercialization opportunities for Cornell Tech's Metal CO2 Battery, a cell that generates electricity via carbon sequestration • <i>TNC Diversity Program Advisor</i>: worked with HR Management Team to showcase diversity internship program successes and foster sponsorship opportunities for celebration event • <i>University of Michigan Natural History Museum</i>: led tours for primary school children in the prehistoric life section of museum, with focus on the Pleistocene Epoch 	
Other Skills	<ul style="list-style-type: none"> • Certificate of Proficiency in Spanish • Professional Training: Project Management, Contract Development, HR & Operations Management 	
Personal Interests	<ul style="list-style-type: none"> • Certified Advanced open-water SCUBA diver with 70+ international dives; Adirondack 46er • The Spanish Civil War; Middle-Eastern Politics; Southeast Asian culture; Evolutionary Biology 	

RENATO DIOGO TAIRA

Education	JOHNSON AT CORNELL UNIVERSITY	Ithaca, NY
	Master of Business Administration, May 2015, Career Workgroup Leader, Valuation TA, GPA: 3.5 Clubs: High Tech; Old Ezra Finance; President of Musicians; Cornell Taekwondo Competition Team	
	FUNDAÇÃO GETULIO VARGAS (FGV)	Sao Paulo, Brazil
	Master of Science in Economics, July 2012, Merit-based Scholarship of 60% of Tuition Cum Laude, Teaching Assistant of Corporate Finance at the São Paulo Law School Second best paper presented in 2012 at Academy of International Business conference (Florida)	
	UNIVERSIDADE FEDERAL DE SÃO CARLOS (UFSCAR)	Sao Carlos, Brazil
	Bachelor of Science in Chemical Engineering, December 2006 Graduated within the top 30% of the class, admitted with a 95% percentile test score	
Experience	SANDISK	Milpitas, CA
2014-current	<i>Summer Finance Associate – Global Corporate Treasury</i> <ul style="list-style-type: none"> • Structured hedging strategy to CFO \$600M, with Foreign Exchange Swaps and Forwards • Analyzed and reported the financial health of a \$4BN joint-venture business partner • Enhanced the investment analysis of a \$5BN bond portfolio with a Fixed Income benchmark 	
2011-2013	SANTANDER GLOBAL BANKING & MARKETS	Sao Paulo, Brazil
	<i>Senior Quantitative Market Risk Analyst</i> Researched quant models for all Market Risk departments <ul style="list-style-type: none"> • Led team projects of 3-5 people, certifying pricing and risk models in Compliance to Basel II • Hedged \$5BN in defaults and prepayments on the treasury, using big data (50gb+ in SQL, SAS) • Launched new financial options on Brazilian Real inflation (IPCA) to the market, \$15M revenue • Developed C++ Excel-Finance functions (DLLs), dropping in 60% the report time of yield curves • Modeled a function to hedge \$8BN of savings accounts using treasury bonds 	
2008-2010	ITAU BANK	Sao Paulo, Brazil
	<i>Model Validation Quant</i> Certified derivative models for the quant desk (structured products, exotic and vanilla options) <ul style="list-style-type: none"> • Led SharePoint projects to intelligently store inter-connected quant trading model documents • Simulated and improved the accuracy of exotic options, target accrual redemption notes (TARN), CDS, CLN and related notes to increase 20% share on non-vanilla market • Validated the accuracy of Itaú's Value at Risk model (\$50M exposure) for the Basel II Project • Researched and taught complex Quantitative Finance models like Heath Jarrow Morton, Heston equity volatility, finite differences, stochastic calculus to increase quant analysts' productivity 	
Skills	Proficient in Portuguese, Spanish and English; Basic Japanese Statistical Modeling (R, Stata, MATLAB, SPSS, SAS...), Programming skills (VBA, C++), SQL	
Personal	Wine tasting Blues and Rock electric guitar player Former South-Brazilian Taekwondo champion (black-belt division); Boxing and Brazilian Jiu-Jitsu	

APPENDIX C: SAMPLE COVER LETTERS

Nneka O. Ejim
MBA Class of 2015

August 22, 2014

Ms. Patricia Hernandez
Director
MBA Leadership Program
Emerson Electric Company
8000 West Florissant Avenue
St Louis, MO 63136

Dear Ms. Hernandez,

I am a second year MBA student at the Johnson Graduate School of Management at Cornell University, and I am writing to express my interest in the MBA Leadership Program at Emerson. Over the past several months, I have had the opportunity to learn about Emerson through resources at the Johnson School, and extensive further research on the company. Through these learnings, I have developed a stronger appreciation for the culture and professional environment at Emerson, as well as the company's outstanding capabilities.

Prior to attending Cornell, I worked as a certified public accountant (CPA) and consultant in the business advisory services division of Ernst & Young. In particular, I played supervisory roles and had direct oversight in risk assessment, risk management, process optimization and operational improvement, contract risk compliance and internal controls over financial reporting for major Fortune 100 and Fortune 500 companies within the energy, banking, consumer goods, and non-profit industries. These highly project-oriented assignments allowed me to draw on quantitative capabilities from my professional accounting training and also develop the additional capabilities for qualitative analysis of business processes.

From my research, I have learned that Emerson's culture is rooted in the pursuit of industry excellence and leadership. Through my experience as a professional accountant and business advisory consultant, I have developed a strong ability to work efficiently, handle demanding and changing deadlines, present key business information to senior management of client companies, and establish rapport with clients.

I believe that the skills that I have, as well as my passion for the industry and the company, will allow me to make meaningful contributions as a Program member at Emerson. To this end, I would very much appreciate an opportunity to interview with you for this position.

Sincerely,

Nneka Ejim

The Walt Disney Company
Job Title: Sr. Financial Analyst
Auto Req ID: 110282BR

To Whom It May Concern,

I am a second year MBA student at the Johnson Graduate School of Management at Cornell University and I am writing to apply for the Sr. Financial Analyst position at Lake Buena Vista, FL.

This past summer, I interned as an Equity Research Analyst for Lombardia Capital Partners. While I enjoyed my time at Lombardia, there is no doubt that my interests are more aligned with the Sr. Financial Analyst role at The Walt Disney Company. After my internship ended, I realized that I was much more interested in the internal aspects of businesses as opposed to analyzing them from the outside. Additionally, I am seeking a more team-based environment, as opposed to the individualized nature of equity research, which has led me to pursue a role in corporate finance.

I believe my skills and experience are perfectly tailored for this role. Throughout my career as a Chartered Financial Analyst and during my time at Johnson, I have acquired top notch financial modeling and financial statement analysis skills. My prior experience at FIS Group included formally presenting numerous investment recommendations to the investment committee of the firm. In that same role, I have also led presentations which demonstrated the value and top-notch research my firm could provide to some of the largest pension funds in the United States, including CALPERS, CALSTRS and the New York State Common Fund. I feel that these are strong examples of the interpersonal and communication skills needed to be successful in this position at Disney. Further, my work history shows that I have a proven ability to influence key decision makers.

I also have a very strong personal connection to the Orlando area. My fiancée is currently completing her training in pulmonary medicine at the University of Florida and has recently accepted a full-time position at Orlando Health. We will be married in July 2014 and are excited about starting this new chapter of our lives by laying down roots in Orlando. I cannot think of a better company to work for than Disney to help establish myself in this new phase of my life.

I am convinced that Disney is a perfect place for me to take my career to the next level. I remember how excited I was when I first experienced Walt Disney World and Epcot as a child. Disney is a brand that brings happiness into my life and I think that this phenomenon is similar for most people who interact with the brand. Bringing happiness to countless numbers of people is, in my mind, the noblest of corporate objectives and one that I would be excited to promote.

I am confident that my experience and abilities will allow me to make an immediate positive impact at Disney. Thank you for your consideration and I look forward to hearing back from you.

Regards,

Brad Hess



JOHNSON
Cornell University

James Kerr
MBA Class of 2016

November 30, 2014

Mr. Randy Wilson
Associate
Bank of America Merrill Lynch
One Bryant Park
New York, NY 10036

Dear Mr. Wilson,

I recently read that Bank of America Merrill Lynch was the first firm to be named both Best Global Investment Bank and Best Global Transaction Services House by *Euromoney* and would like to commend you on this achievement. My name is James Kerr and I am currently a first-year MBA candidate at the Johnson Graduate School of Management at Cornell University. I was recently introduced to you and your firm during our Fall 2014 Investment Banking Trek and was impressed by Bank of America Merrill Lynch's culture of partnership, accountability and diversity. I have enjoyed getting to know more about at your firm over the past few months through informational interviews with professionals such as Kenneth McPhail, Aaron Packles and Paul Sowell. I am interested in pursuing a Summer Associate position at your firm's New York City office and have enclosed my resume and background information below.

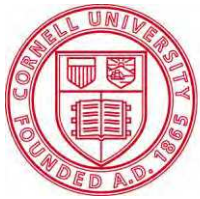
I have a total of four years of experience in the financial services industry, both in the United States and abroad. Most recently, I worked in a treasury capital markets and investor relations role at Interbank, a leading commercial bank in Peru. There, I gained significant transaction experience through the execution of over \$1.2 billion worth of capital-raising deals for the bank and related companies. In said role, I was responsible for each deal's offering memorandum, roadshow presentation and all internal financial modeling. In addition, my duties also included managing transaction deliverables with other members of the working group while ensuring that senior management's expectations were appropriately managed and met in a timely fashion. Furthermore, in various instances I also had the pleasure of interacting with some of Bank of America Merrill Lynch's Latin America-focused professionals, such as Antero Carrillo, Jean Diego Banon and Eduardo Nunez.

Through my conversations with second-year students at Johnson and my past experiences as a client of Bank of America Merrill Lynch, I have learned that your firm's culture is also one of excellence and meritocracy. At both my previous employer and at business school, I have been consistently ranked as a high-performer amongst my peers. Furthermore, in addition to the rigorous MBA coursework required of all Johnson students, I am also undertaking additional training in valuation and financial modeling. I believe that these factors, when combined with my relevant work experience, will enable me to add significant value as a Summer Associate.

Thank you very much for your time and consideration.

Sincerely,

James Kerr



JOHNSON
Cornell University

Janaki Palaniappan, MBA 2016
Samuel Curtis Johnson
Graduate School of Management

Rizzalyn Burke
Campus Recruiting Specialist
Accenture
1345 Avenue of the Americas
New York, NY 10105

Dear Ms. Burke:

I am a first year MBA student at Cornell University writing to express my interest in the Strategy MBA Intern position with Accenture. My interest in Accenture originated from my attendance at the Accenture Fall Opening event at Johnson, followed by my participation in the case competition and the corporate presentation and has further solidified through my conversations with Kimberly Mark, Brian Acampora, Eric Chapman and Donna Peters. Accenture's collegial culture with its focus on career development, team work and intellectual curiosity align with my personal interests and background.

Throughout my career I have displayed core consulting skills. While working at UCLA, I had to leverage my communication and presentation skills to convince both large and small audiences to work toward a singular goal. I persuaded these stakeholders with a clear, concise message and data driven recommendations. By employing and exemplifying these skills, I have had successes in convincing students to attend the university, chart a path for their future careers, perform well in their courses and finally, become advocates for the program and university.

At benefitsCONNECT, I was able to develop and solidify my leadership, strategy, and analytical skills. As part of the Professional Development Program, I rotated quarterly in various departments where I actively found inefficiencies and worked with the C-level executives to draft new and effective workflow strategies. I then implemented those strategies by first aligning the management and employees toward the common goal and then phasing out the existing approaches while simultaneously replacing them with the new policies, which resulted in efficient workflow and significant cost savings.

At Accenture I hope to leverage my communication, strategy and analytical skills to creatively solve complex business problems. My personal experience and leadership ability align well with what is expected for a successful career at Accenture.

Thank you for your consideration.

Sincerely,
Janaki Palaniappan

January 17, 2014

Lisa Cartwright
Associate Director of US Equity Research
383 Madison Avenue
New York, NY 10179

Dear Ms. Cartwright,

I would like to apply for the Food/Food Retail Associate position at J.P. Morgan. Through my conversations with Josh Levine and John Faucher and by researching the firm, I have come to realize that J.P. Morgan is a strong fit for my career aspirations. My academic and professional experiences have provided me the opportunity to work on both the sell-side and the buy-side. I have come to realize that my ideal role is one where I am able to leverage both the analytical skills that I have cultivated through my educational and internship experiences over the past year and also the communication skills that I developed over six years as a sell-side institutional salesman. I cannot think of a better firm at which to begin my research career than J.P. Morgan and its top-ranked research team.

My accomplishments professionally and academically demonstrate my commitment to and aptitude for a career in equity research. I joined Roth Capital Partners, a boutique investment bank, as an institutional salesman shortly after completing my undergraduate education. Within two years, I began to independently provide sales coverage to select institutional clients. At the time of my departure from Roth, I led institutional sales coverage for the Southeastern US territory. My role at Roth allowed me to develop the communication and analytical skills that are necessary to succeed as a sell-side analyst. These skills were key to my rapid ascension at Roth. As an effective salesman, I also learned to supplement Roth's research product with insights of my own. Ultimately, however, I was marketing the research of others. I realized that my ideal position was a research role where I develop and communicate investment opportunities.

I returned to business school to enable the transition from salesman to research analyst. At Johnson at Cornell University, I have excelled in and out of the classroom. I am also Co-President of the Investment Management Club and a portfolio manager responsible for the technology industry on the Cayuga Fund. This June, I plan to take the Level II of the CFA exam.

This past summer I worked as an equity analyst on the small-cap and mid-cap value funds at Chartwell Investment Partners in Berwyn, PA. Analysts on Chartwell's value team are generalists, so I was able to research eight companies across seven sectors ranging from consumer staples (Flowers Foods) to chemicals (LSB Industries) to restaurants (Ruby Tuesday, CEC Entertainment). This role provided me the opportunity to thoroughly research a company, prepare written analysis, and present my work to the investment team. These experiences will help me to meaningfully contribute to a research team's coverage as I start my career in the coming year.

Thank you for the opportunity to apply for J.P. Morgan's Food/ Food Retail Associate position.

Sincerely,
Thomas Palmer



JOHNSON
Cornell University

Johnson Student
MBA Class of 2016

January 4, 2015

Mrs. Lisa Burns
General Electric Company
1 River Road
Schenectady, NY 12345

Dear Mrs. Burns,

My name is . I am an MBA candidate at the Johnson Graduate School of Management at Cornell University. I am writing to express my interest in GE's Experienced Commercial Leadership Program. I have had a wonderful experience learning about ECLP as a member of Cayuga Partners, the Runner-Up in the GE Northeast Regional ECLP Case Competition, through organizing and attending the Johnson Day at GE at the Schenectady Campus on December 12, and through conversation with Annie Qian and Erin Bina.

I grew up in the GE town of Niskayuna in Schenectady County. I played baseball adjacent to Knolls Atomic Power Lab, for years peering past the armed guards with a sense of awe of what lay beyond. My mother was a part of the Financial Management Program in the early 80's, and as controller and COO of the family business, she is quick to admit she uses skills learned at GE every single day on the job. Working for GE has always been the Holy Grail, and for this reason the ECLP opportunity has enormous personal and professional significance.

I believe I have the skills, experience and drive to be a game-changing addition to GE through the ECLP program. My professional experiences in strategy, marketing and business development have taken me from the remote *altiplano* region of Peru to the coastal swamps and barriers islands of Louisiana. In Peru, I led a cross-functional team of University of Michigan students to implement clean burning jet-stove technology in Quechua and Aymara communities through a local grass-roots campaign. Deploying this technology helped underserved indigenous communities address significant human and environmental health issues. In Louisiana, and across twenty one other project sites in the U.S. and the Caribbean, I led strategic development of a business plan to integrate ecosystem risk mitigation factors into actuarial analyses. Conservation was our product, and I worked diligently to build TNC's market-entry and business development strategy, identifying key partners, levers, and strategic advantages in this cutting-edge field.

Our collective future depends on companies like GE to question the status quo and develop products and solutions that create value for consumers, add to the bottom line and rigorously pursue a sustainable future. The industrial internet is perhaps the most exciting initiative to this end. My experience, combined with my effective leadership and communication style, analytical fortitude, customer service approach, and intellectual curiosity could help position GE as the leader in the union of information technology and big iron. As an ECLP, I would be grateful and proud to serve the team that helps develop and deploy the 21st century's most radical business transformations.

Thank you for your time and consideration of my application. I look forward to hearing from you.

Sincerely,



Frederick Rollins

September 22, 2013
Mr. Will Beasley
300 Madison Avenue
New York, NY 10017

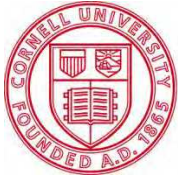
Dear Mr. Beasley,

As you know, I am a student at the Johnson School at Cornell University, pursuing my MBA. I am writing to express my interest in the Senior Associate position within the Health Industries practice of PwC. I joined Johnson last May as a member of the Accelerated MBA program. Prior to Johnson, I worked as a research scientist at Cold Spring Harbor Laboratory, the institution where I received my PhD, and where I wrote my dissertation on multiple aspects of lung cancer.

I pursued my PhD in Biology because of my love of learning, my fascination with solving new problems, and because I wanted to help improve the lives of others. My experience at Cold Spring Harbor Laboratory helped me learn how to structure an investigation and to ask the right questions. I also noticed the lack of understanding for business by small biotech firms, which drove my interest into business problems. I had the opportunity to work in a small team to develop new technologies, pulling experience and expertise together to help colleagues solve problems in new and exciting ways. I soon realized that consulting was perfect for my love of learning, my ability to think and problem solve in a structured way, and the best way for me to deliver success in the future.

My research has identified that PwC is an ideal firm for me. The ability to leverage the size of PwC will allow me to work in healthcare from the top to the bottom of the industry, with large clients, and on impactful projects. The career progression and training, in addition to the project work, will fulfill my desire to keep learning throughout my career. The people that I've met and spoken to from PwC clearly love their jobs, and I have heard stories about how well PwC cares for its people. I am excited for the chance to work and interact with members of the PwC, and the opportunity to deliver impactful work. I am looking forward to the interview process with PwC. Thank you for your consideration.

Sincerely,
Frederick Rollins



JOHNSON
Cornell University

Yana Routshtein, MBA 2015
Samuel Curtis Johnson
Graduate School of Management

September 24, 2014

Ms. XXXXXX
Deloitte Consulting LLP
25 Broadway New York, NY 10004

Dear Ms. XXXX,

I am a second year MBA student at Cornell University's Johnson Graduate School of Management, and I am writing to express my interest in the Senior Consultant position at Deloitte's Strategy and Operations practice. I had the pleasure of learning about Deloitte during my visit to the recent Career Fair at Cornell Club, from presentations at Johnson and through conversations with employees and former interns, such as XXX, XXX and XXX. I am drawn to Deloitte's collaborative culture and its commitment to invest in employees' professional development. The opportunity to become a part of a global firm is very exciting, especially one that serves clients in every industry and provides a multitude of services.

From my research and interactions with Deloitte, I believe the firm is a great cultural fit for me. I will bring the following skills to the company and to its clients: problem solving, communication and an ability to learn quickly.

In the recession of 2009, I had the opportunity to demonstrate my problem solving skills working as a Sales Manager at XXX. By changing the company's focus from driving customer traffic to increasing revenue per customer I helped the business recover and grew revenue by 10% annually for the next three years.

Over 4 years in client facing roles in the retail and tech industries have allowed me to develop strong communication skills. I have created and maintained relationships with clients in the Middle East, Europe, Asia and North America and pitched new services to executives worldwide.

My career has allowed me to experience several different industries, which always required fast learning and rapid adaptation. During my internship at XXX, I had to evaluate a technological enhancement with no prior experience in telecommunications. I was able to successfully complete my assignment in 6 weeks instead of 10.

I believe that my experiences, coupled with the business acumen that I am currently developing at Johnson, can bring immediate and long-term value to Deloitte's clients. Please find my resume enclosed. I look forward to discussing my qualifications further. Thank you for your time and consideration.

Sincerely,
Yana Routshtein



JOHNSON
Cornell University

Arnav Sawhny, MBA '15
Johnson Graduate School of
Management, Cornell University

January 8, 2014

Elise Kahn
Associate Manager- Human Resources
Moët Hennessy USA and Millennium Maison
85 Tenth Avenue
New York, New York 10011

Dear Ms. Kahn

I am a first-year MBA student at Cornell University's Johnson Graduate School of Management writing to express my interest in the Summer MBA Internship at Moët Hennessy.

Moët Hennessy has international brands that are recognized for their consistent quality and that are the optimal size to allow me to positively impact the business. My engineering background, robust analytical ability and trans-cultural experiences, coupled with strengths in communication, obsession with understanding the consumer and people and cross-functional collaboration skills, give me the training and temperament to be an ideal fit with the values at Moët Hennessy. Mapping my interests in forming hypotheses, my ability to utilize analytical firepower to draw cogent insights from ambiguity, my strengths of distilling conclusions into recommendations, to my inherent passion for the food industry and the mind of the consumer, I look to help the firm realize a sustainable triple bottom line- for people, profit, and planet.

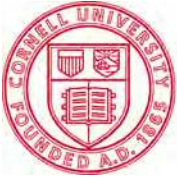
Throughout my conversations with Nicholas Sosa, who interned at Moët Hennessy last summer, I've found that the Internship represents the best alignment of my education and experience with my practical marketing skills. As a Senior Business Analyst at Deloitte, I devised market entry strategy for consumer food businesses, applied Enterprise Cost Management returning a national restaurant chain to profitability, formulated growth strategy for a hospitality player to triple outlets, developed a business model for a 1000-student Hospitality Training Center and led a team as knowledge partners for the National Business Leadership Awards establishing communication with 250+ CEOs. I also worked with cross-functional teams to publish a White Paper on using mobile technology for social inclusion.

To develop a further understanding of the Food & Beverage sector, I secured two internships that provided me great insight into the workings of the industry. At Coca Cola, I worked with the Strategy team to develop a Strategic Business Plan, focusing on improving socio-economic impact and bottom of the pyramid to create shared value for all stakeholders. At Yum!, as a Consultant with the Business Planning and Strategy Team, I created a whitepaper on Digital Marketing highlighting the importance of social media as a tool for successful consumer engagement. I also created a Pricing Analysis Model that takes into account the perceived value of the product for the consumer, its intended positioning and the business model of the brand to suggest pricing strategies, currently being used across the firm.

This past semester at Johnson, I have been appointed Admissions Ambassador, Student Council Social Chair and Social Media Ambassador allowing me to give back to the Johnson Community while sharpening my communications and people skills. Through the Strategic Marketing Immersion, The Marketing Association and the Hospitality Club, I am learning to look at the food & beverage industry through the lens of a marketer. Throughout my academic and professional career, I have consistently demonstrated strong analytical ability, adaptability, creativity and dedication. I am confident that with my diverse background and experience I can make a significant contribution to your company.

I would greatly appreciate the opportunity to further discuss my credentials for this position.
Thank you for your time and consideration.

Sincerely,
Arnav Sawhny



JOHNSON
Cornell University

Mary Zabriskie
MBA Class of 2015

September 24, 2014

Cory Wiltbank
Intel Corporation

Dear Mr. Wiltbank,

I am a second-year MBA student at the Johnson Graduate School of Management at Cornell University, and am writing to express my interest in the Accelerated Leadership Program at Intel. Through last year's visit to Intel and numerous conversations with those participating in the program, I have been able to see what a great program it is, allowing MBA's to make a tangible impact to the organization. My collaborative nature, intellectual curiosity and desire to solve challenging problems make me a perfect fit for Intel's Accelerated Leadership Program.

My summer internship with IBM's Extreme Blue program allowed me to work in a fast-paced environment, think through strategic product decisions and manage a team of software engineers. This allowed me to put skills that I learned in business school into practice and has helped me become a stronger leader. Prior to pursuing an MBA at Johnson, I worked as a senior consultant for a boutique project, program and portfolio management consulting firm, focused on implementation and process development work. For the three years previous to this role, I worked as a project manager at Cisco Systems, primarily restructuring challenged projects. These experiences have allowed me to develop a strong attention to detail and an analytical mindset while focusing on cultivating key client relationships, all of which are integral to consulting. While at Pcubed, I was the client lead for multiple projects, including developing a number of processes for a healthcare client as well as managing an acquisition of another healthcare company. I managed our client relationship as well as a team of consultants, ensuring that we were delivering in budget and on time. My focus was on providing content-rich deliverables as well as managing key stakeholders throughout the organization, ensuring that they understood the project's goals to ensure success. My experiences have provided me the opportunity to develop strong leadership skills and learn to solve complex problems effectively and efficiently and solidified my desire to implement these skills throughout my career.

Given the nature of the program and my background, I firmly believe Intel's Accelerated Leadership Program is a great fit for me. My previous roles focused on driving change within organizations and moving projects forward, key skill sets that the Accelerated Leadership Program will continue to hone. Intel is a leader in technology, an industry that is constantly changing. With my background in technology and project management, I am positive I can help drive that change forward. This opportunity would allow me to help solve problems for the organization, which is integral to what I am looking for in my next opportunity.

I am very excited about the opportunity at Intel and look forward to hearing from you.

Sincerely,

Mary Zabriskie

Contact Us

Career Management Center
202 Sage Hall
8:00 a.m. to 5:00 p.m.
Monday through Friday
(607) 255-4888
cmc@johnson.cornell.edu