Welcome

Student Council Welcome

Preface

Introduction to the Career Management Center

Overview

The MBA Job Search

5 Steps to Success

The Process

Overview

Preface

Welcome

Table of Contents

Company Research For Career

Company Research Framework

A Note About Phone and Other Virtual Interviews

Student Spotlight: Vikas Panghal, MBA ’16

Types of Interviews and Sample Questions

Exercise 3: Research the Interviewer

Know the Interviewer

Student Spotlight: Yuxin (Livia) Liu, MBA ’16, ILR ’16

Cover Letter Framework

Cover Letters

Résumé Review

What to Include

Formatting Specifications

What to Omit

Keywords

MBA Résumé

Getting Noticed

Strong Personal Presence and Professional Image

Getting Noticed

Introductions

MBA Résumé

Keywords

What to Omit

Formatting Specifications

What to Include

Sample Résumés

Résumé Review

Cover Letters

Cover Letter Framework

Sample Cover Letters

Student Spotlight: Yuxin (Livia) Liu, MBA ’16, ILR ’16

Networking

Mapping Your Network

Requesting the Informational Interview—

The Networking Email

Sample Outreach Emails

Informational Interview

Thank-You Email

MBA Career Fairs - Get Face Time with Recruiters

Should You Attend

Before the Conference

At the Conference

After the Conference

Follow-Up

Thank-You Letters

Thank-You Letter Framework

Sample Thank-You Email Framework

The Offer

Evaluating and Negotiating Job Offers

Exercise: Evaluating Your Offers

Accepting or Declining an Offer

Appendix A

List of Resources and Tools

CareerLeader®

CareerNav

JConnect

Johnsen Talent System (JTS)

Management Library

Capital IQ

Biglough

Vault.com Online Library

GOINGGLOBAL Career Guides

[iPay]

[CareerLeader®]

MBAExchange

Other Resources

Appendix B

Sample Résumés

Sample Cover Letters

Appendix C

Sample Cover Letters

The Johnson Career Management Center (CMC) is pleased to present the 2018–2019 edition of the “Getting Down to Business” workbook. This book has a proud legacy — we have in our archives a copy of the “1991–1992 Career Services Handbook” — and 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 reference tool and workbook is the companion to our CMC and Career Work Group curricula. Read it completely as soon as you receive it so that you know what it contains and how it is organized. Then, refer to it often as you plan your career search, prepare for interviews, and evaluate job offers.

Each student has a different learning style. Therefore, the CMC has developed an integrated career management program in collaboration with clubs, faculty, alumni, library staff, and the students themselves. You will have opportunities to talk privately with experienced advisors, to discuss your job search in small work groups, and to hear from CMC staff and 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.

Being admitted to Johnson means that you have the skills and background to succeed in your career search and to make a strong contribution to the Johnson community. On behalf of the Career Management Center team, I welcome you, and I am excited to partner with you in your quest for a rewarding career.

Go Big Red!

Warm regards,

Cynthia Saunders-Cheatham

Executive Director of the Career Management Center

202 Sage Hall

607-254-3375

ccs86@cornell.edu

Cynthia Saunders-Cheatham
Welcome to Johnson! We couldn’t be more excited for you to join our community. The MBA journey requires many moving parts and involves support at all levels, from your peers, second years, the Career Management Center, and alumni — we’re all invested in your success. This workbook is just the beginning, but it will provide you with many valuable resources from industry experts, recruiters, and members of the Johnson community. As you begin this process, remember to stay true to yourself — we’re all rooting for you!

Symone and Harrison
Student Council Co-Chairs

What do you look for in consulting recruits?
Recruiting for us is essential. We are not saying “buy our product.” We are saying “buy us.” People are our product, and we are only as good as our people. We need smart, interesting people who are constantly throwing us on our heads. I want someone on my team who is going to challenge me.
Alyssa Casey, Business Strategy Manager, Accenture Strategy

What is your favorite part of the recruiting process?
My favorite part of the recruiting process is seeing our on-campus efforts result in a pool of candidates that we have a hard time choosing between. Student talent and enthusiasm is inspiring and makes my job interesting and rewarding.
Nicole Bigarani, Principal Program Manager, University Talent Acquisition and Strategy at Genentech
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 job searches in particular functions. You should become familiar with the organization of CMC content in JConnect under Career Management Center.
- Understands and develops best practices in career management through participation in the MBA Career Services & Employer Alliance
- Creates a plan for finding the job on which that career can be launched
- Selects and trains second-year Career Work Group leaders and organizes the groups
- Fully examines his/her capabilities, interests, and career paths
- Understands and develops best practices in career management through participation in the MBA Career Services & Employer Alliance
- Identifies a career path that is consistent with his/her interests, values, and abilities
- Selects and trains second-year Career Work Group leaders and organizes the groups
- Manages on-campus recruiting bringing companies to campus (and virtually) for briefings and interviews
- Conducts on-campus recruiting bringing companies to campus (and virtually) for briefings and interviews
- Engages outside speakers to augment our training and to inspire job seekers
- 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

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. The CMC will also share opportunities and announcements through Connect via the Career Management Residential group and other industry specific CMC interest groups. Be sure to follow us on Connect and subscribe to the daily digest in order to have the most recent information available daily. For some events, we expect students to register through CampusGroups; this will be clarified when programs are announced.

The 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 schedule an appointment 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 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

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.

- **AUGUST** — Through 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 resumes, pitch, networking, and mock interviews.
- **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.
- **SEPTEMBER AND OCTOBER** — 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:

- **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 a series of 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

- **Understand** your goals, values, and skills.
- **Explore** your options.
- **Focus** on a job function that best suits your values, interests, and skills.
- **Make** yourself a strong candidate.
- **Convince** employers that you’re a terrific candidate.

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.

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 [www.careerleader.com](http://www.careerleader.com), 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 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? What is your work environment like? 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 [www.careerleader.com](http://www.careerleader.com) 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 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 [www.careerleader.com](http://www.careerleader.com) 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.

Find 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 [www.careerleader.com](http://www.careerleader.com), 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?
STEP 2
EXPLORE YOUR OPTIONS

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.

STEP 3
FOCUS!

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.

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

• Pay attention to descriptions of job functions offered in [website]®
• 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 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.
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, alumna/um, 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
STRONG PERSONAL PRESENCE AND PROFESSIONAL IMAGE

Sharon Bois, Director of Strategy and Analysis, Corning Incorporated
GETTING NOTICED

INTRODUCTIONS

The manner in which you introduce yourself is critical in leaving a strong first impression. Your self-introduction is 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.

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### 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.” | **Your Pitch**

**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.” | 

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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 JT’s 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**

- Photo
- Height, weight, or other physical features
- Marital status
- Objects
- 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 titles, subheadings, 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. Include dates and degrees within the document; type size or style within the document; stick to one font style for a clean, crisp appearance
- Citizenship (but you may include work authorization)
- Show your accomplishments
- Special programs and study abroad experiences
Grace returned to campus in the fall, she developed this for-profit enterprises. She interned at Johnson & Johnson—Grace entered Johnson with authorized to work in the U.S. secured a marketing operations internship with Autodesk, name tech firms and well-funded startups, Anton in the technology industry. Focusing his search on big-Israeli who came to Johnson with ten years of experience—Anton is a Russian-born and alumni:

Johnson résumés from the following Johnson students

SAMPle rÉSUMÉS

• Interests that distinguish you and catch the eye of the reader
• Hobbies that you can discuss knowledgeably
• Community service
• Languages, including level of proficiency
• Professional affiliations or certifications
• 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:

Anton Beckerman, MBA ’16—Anton is a Russian-born Israeli who came to Johnson with ten years of experience in the technology industry. Focusing his search on big-name tech firms and well-funded startups, Anton secured a marketing operations internship with Autodesk, which later converted to a full-time position with Colgate-Palmolive in the Global Marketing Development Program.

Zachary Raynor, MBA ’16—Zachary’s résumé helped to successfully secure a summer associate position with Goldman Sachs in 2015, which later converted to a full-time private wealth advisor position.

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 GradLeaders 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

Most, though not all, employers require applicants to submit cover letters along 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 trite 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 with experience or familiarity with your target job.

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 Work Group.

SAMPle COVER LETTERS

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

Caroline Lefwander, MBA ’16—Caroline entered Johnson with an interest in consumer packaged goods and successfully developed this cover letter to obtain a brand management internship with Reckitt Benckiser in summer 2015, which converted to a full-time offer as an assistant brand manager. She is not authorized to work in the U.S.

Janaki Palaniapan, 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 JP Morgan Chase.

Frederick Rollins, MBA ’16 — Frederick is a graduate of the One Year MBA program who landed at L.E.K. Consulting after graduation. This sample cover letter was used to apply to PwC.

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.

Jennette Saltzman, MBA ’15 — Jennette entered Johnson as a career-changer, seeking to leverage six years of experience in consulting and supply chain operations. She successfully developed this cover letter to secure a position as a retail leadership development intern at Amazon, which converted to a full-time offer.

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.

Peter Słowiński, MBA ’17 — Peter entered Johnson with five years of experience in consulting, seeking to pivot into investment banking. He developed this cover letter to secure an investment banking summer associate position with Citigroup.

“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.

Livia received the Ki Kon Chai MBA ’57 Graduate Scholarship merit-based award and has a background in media, marketing, and consumer packaged goods. While living in Beijing City, China, she served as a communications and marketing officer at The Nature Conservancy.

At Johnson, she served as co-president of the Greater China Business Club and oversees a variety of activities, such as organizing career development seminars for Chinese students as well as raising Chinese cultural presence through traditional festivals, cultural introductions, and performances.

As an energetic student with strong entrepreneurship, Livia leveraged past experiences along with new skills learned at Johnson to successfully develop an innovative marketing strategy in the 2014 Battle of the Brands competition. Her team sold 240 cans of cat food to the student body and won first place in the competition.

Livia immersed herself in numerous practices at Johnson, helping various types of companies solve real-world challenges, from launching a new product for GE Healthcare and developing a marketing strategy for a local media startup in Ithaca streamlining operations systems for a family-owned company in Colombia. She hopes to become a well-rounded general manager with a human resources focus after graduation.

This summer, Livia will serve as an intern in the Human Resource Development Program at Bristol-Myers Squibb in Princeton, NJ. She previously served as a marketing and business strategy intern at CareerCoach.com.

Share your experiences with recruiting in the U.S.
What did you learn? What helped you be successful?
As a dual-degree MBA/MILR student, I had two summer internships. The most important skill during recruiting is to be likable. Every Johnson student has a number of professional skills that can perfectly meet company needs; however, some students, especially international students from very different cultural contexts, often underestimate the importance of interpersonal skills. Companies do not hire people, but people hire people. When a recruiter talks to you, they are not only looking for a candidate with superior skills but are also searching for a future colleague who can hang out with them — no one wants to work with a person who is aloof and boring.

The second thing I think is really important is to take initiative and build connections, as many as you can. I secured my second summer internship with a giant pharmaceutical company through networking, despite the fact that I didn’t have healthcare industry experience and they had rarely hired international candidates.

Here’s how it happened: I attended a roundtable conference at the ILR School and met the company’s chief human resources officer. He told me that he didn’t have a position available but that I should keep in touch with him. After being admitted to the MBA/MILR program, I wrote to him immediately, and he responded within one hour with a summer internship interview opportunity. I know lots of us feel awkward about reaching out to strangers — don’t be. Think of it as a chance to make new friends and learn insights from these experts — and keep trying.
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**

<table>
<thead>
<tr>
<th>Tell me:</th>
<th>Problem</th>
<th>Action</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample 1: Leadership</td>
<td>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.</td>
<td>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</td>
<td>Increased revenue by 14% in one year; membership grew from 300 to 380 members in one year.</td>
</tr>
</tbody>
</table>

**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.

**Problem-Action-Result Stories WORKSHEET**

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

EXERCISE 2: KNOW THE COMPANY
- Research the company in publications such as the Wall Street Journal, Bloomberg, BusinessWeek, 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:
  - Who are the company’s competitors in this industry?
  - What differentiates the company’s products from its competitors’ products?
  - What are the industry trends?
  - What are the greatest challenges the company faces?
  - What are the greatest opportunities the company faces?
  - 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
In a behavioral interview, the recruiter is looking for types of interviews and sample questions:

- What jobs has this person held in the past?
- Where did the interviewee 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, CMIC 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 [Pay‡](#).

**Walk me through your résumé.**

You must be prepared with a brief summary statement (no more than 2 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

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**Student Spotlight**

Vikas Panghal, MBA ’16

Vikas is a member of the One-year MBA program Class of 2016. He accepted the position of Technical Products Manager at Amazon during the fall semester. Vikas is an excellent example of someone who recognized the difficulties of the job and invested a tremendous amount of time preparing for the recruiting process during the summer and early fall months.

When asked about the secrets of his success, he shared:

With my prior experience in technology, technical marketing, and program management, it was very clear that I had to amalgamate these multidisciplinary experiences with solid academic learning at Johnson to pursue my career in product management at a high-tech firm focused on consumer tech products.

I used all the great resources offered by the Career Management Center and High Tech Club. Summer break was spent preparing for interviews. With CMC and High Tech Club mock interviews, Getting Down To Business Workbook resources, and continuous guidance, I was able to succeed during the recruiting season.

I had a clear sense and vision for career goals. This not only helped me to focus my interview preparation but also prioritized my job search. I learned that there are hardly any shortcuts to crack a series of interviews. I think it’s vital to spend enough effort and time on preparation.

With timely practice, you will hone your skills and realize that job interviews are not as hard as people expect, and you’ll enjoy the process.
• 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 did you learn from your last job?
• What is one of Johnson’s weaknesses, and how would you address it?
• What are Johnson’s greatest strengths?
• What three words would your best friend/colleague use to describe you?
• Describe your thought process in bringing closure to a difficult decision that you made in your last job

Alyssa Casey, Business Strategy Manager, Accenture Strategy

What do you look for in consulting recruits? Be yourself. Be honest. It takes a niche kind of person to like consulting. On some level you have to enjoy being behind the eight ball... new clients, new industry, new team of people you’re working with, a new problem you’re solving, and trying to determine next steps. You’re always a little uncomfortable. That’s a weird thing to enjoy.

Alyssa Casey, Business Strategy Manager, Accenture Strategy

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

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+. The more time you have to think about what was discussed and what questions took you by surprise, the better prepared you’ll be for future interviews.

For more on sabotaging interview questions, see “How to Get the Job You Want,” by三国名言 by Ernie Ambrose, MBA ’07, Brand Manager, Innovation at The WhiteWave Foods

What do you look for when interviewing for your marketing program?

We look at internship interviews in ways that tie to our company values, such as passion to lead and courage to learn and grow. The best candidate exhibits passion for why they want to pursue a career in brand marketing and how they fit in a high-growth entrepreneurial company like WhiteWave Foods. When it comes to the more technical aspects of interviewing, great candidates can clearly articulate a position, point of view, or answer a specific question. Those that are able to approach problems with a framework and are succinct in their answers give us confidence they can creatively problem solve and have the presence to communicate a position or recommendation to leadership.

Emrie Ambrose, MBA ’07, Brand Manager, Innovation at The WhiteWave Foods

Background information: Name, date established, mission and vision, public vs. private, location (global vs. regional), number of branches, number of employees, main officers’ names (i.e., CEO, CFO, etc.)

Products, line and brand extensions, and key consumers. Industry, competitors, and product substitutes. Regulations (if any), big suppliers, and distributors.

Recent financials and financial forecasts, strategy, and recent big moves. Review company annual report and investor relations.

COMPANY RESEARCH FRAMEWORK

Need to know basics for every company on your target list.

COMPANY RESEARCH FOR CAREER

Do you want to create a list of companies that match criteria you specify such as industry, geography, size, etc.?

Capital IQ: Powerful screening function has the capability to create company lists based on industry, company size, geography, etc. You can also find alumni working in top-level jobs.

Guidestar Premium: The world’s premier directory of non-profit organizations enables you to create a list of non-profits by type of work (NTEE code), size, and location.

Hoover’s Online: The “Build a List” function allows creation of a company list based on location, information, industry, size, financials, IPO data, and people.

Unisworld Online: Covers information on multinational businesses in 190 countries. Ideal if you are looking to relocate from one country to another. Allows you to screen companies by industry, location, size, or keyword.

Do you want to research a company for information such as SWOT, company profile, strategy, products, etc.?

Thomson ONE: Offers in-depth company and industry information. A top choice for analyst reports on publicly traded companies and non-broker company profiles on public and large private companies (most reports contain SWOT analysis). Can only be accessed through Internet Explorer.

Capital IQ: Learn everything about a company at a glance — from strategy (such as M&A) to competitors to business relations with respect to customers, suppliers, partners, and auditors. Can also access historic and current SEC filings.

CareerBeam: Find industry reports associated with your industry and company. The biggest strength of these reports is the section on “interview preparation questions” within your industry.

Business Source Complete/Factiva: These two article databases help you keep abreast of the latest news on your industry and company.

Please contact Johnson librarians (mgtreff@cornell.edu) for help navigating databases.
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. Networking can help you gather information about companies in your field or industry, and it can help you understand the skills required for a certain job. Networking can also help you gather information about companies in your field or industry, and it can help you understand the skills required for a certain job.

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.com, Twitter.com. 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

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 alumni of the Johnson School (or other educational institutions you attended), and people in virtual networks such as LinkedIn.
- **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.

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).
NETWORKING REQUESTING THE INFORMATIONAL INTERVIEW – THE NETWORKING EMAIL

You’ve created a list of contacts who could be interesting to speak with or helpful — now you need to reach out and convince them to spend some time with you. Johnson and Cornell alumni are often more than happy to assist current students — but you have to make “the ask” appropriately. Every interaction you have with someone in your network should be viewed as a potential job connection, and as such you should handle them very professionally.

Many of your first connections will come through email, the easiest and most convenient way to establish contact — but people get hundreds of emails each day. How can you catch their attention in a positive way, and avoid being relegated to their trash folder?

- Brevity is key. Emails should be short — many will be read on a smartphone, so make it easy for the recipient.
- Salutations are important. Most alumni will prefer to be called by their first names, but if you think the reader is significantly older or in a very senior role, include Ms. or Mr. after making certain of the gender. The Alumni Directory and The Johnson Alumni Directory may also give guidance in this area.
- Start by introducing yourself. “I am a first-year MBA student at Johnson to grow into a great consultant.”
- Avoid jargon. When discussing past positions, you will want to offer longer descriptions rather than company-specific shorthand — e.g. “before school, I was an analyst in the Capital Markets group focused on digital engagements” is more broadly understood than “I was a Capital Markets Advisory Digital Analyst”.
- Closing. Request time on their calendar in an open-ended way (Note: tech contacts might appreciate a different approach, see “Sample 3 below”). Rather than ask a yes-no question (“can you talk tomorrow at 2?”) find out the best way to get on their calendar.
- Show your appreciation. Simply reading the email is already giving time to you, even if they can’t help further. Be sure to thank them for their time.
- Signature (yes) and attachments (no). Include your name, student status (e.g., “Johnson MBA ’19”), phone, email, and LinkedIn details — make it easy for the contact to look you up before they respond. If there is a social media portfolio you want to emphasize (twitter, skype, etc.), you can also list them here. Don’t attach graphics or logos.
- Make it easy to help you. The contact may want to forward your email to someone else; ensure that your message is self-contained and appropriate for a wider audience.
- Proof, proof, proof. One typo in a networking email could torpedo your chances of getting into that company — not to mention come back in the form of a complaint to the CMC or Alumni Affairs — so you will want to ensure that your grammar and text contain no errors. Enlist your classmates as an extra set of eyes to ensure your language, punctuation, and overall presentation are perfect.
- Timing. Generally speaking, you should avoid sending networking emails at busy or non-business times (e.g., Mondays, late nights).
- Follow up. Even contacts with the best of intentions lose track of email requests. Give your contact at least 3-5 business days to respond, and then try again with a fresh request — without mentioning your previous email. If you still hear nothing, you can try again one more time after another 3-5 business days, but after that attempt you will need to move on to another contact.

NETWORKING SAMPLE OUTREACH EMAILS

SAMPLE 1:
Dear Priya,
I am a first-year MBA student at Johnson, looking to pivot into a career in brand management from a background in project management. I am particularly interested in Unilever; the company’s dedication to sustainable living aligns strongly with my personal interests and my prior work.
As an aspiring marketer, I’d love to learn more about your career path at Unilever and what advice you might have for making the transition. Would you have time for a 20-minute call sometime in the next week or two?
Thank you in advance for your help.
Regards,
John Doe

SAMPLE 2:
Dear Angel,
I am a Johnson ’19 student with four years of experience as a Mechanical Engineer, interested in making a career shift to consulting. I believe you made a similar change, and I’d really like to discuss your experience at Deloitte and get your perspective on the skills that I will need to develop at Johnson to grow into a great consultant.
Do you have 20 minutes for a chat in the next few weeks?
I appreciate your time, and look forward to hearing from you.
Chad Jones

SAMPLE 3:
Dear Monica,
I am a current Cornell MBA student, focusing on developing my data analytics & marketing strategy skills for a career in product marketing in tech.
I am reaching out to you as a Cornell alum with a successful career in tech product marketing. We also happen to have common connections in Jane Doe & Dan Johnson. Microsoft has been incredibly successful in launching the Surface product line; I’d love to learn more about what your role really looks like when working on that product, and how you are navigating your career there.
Would you be open to having coffee with me when I’m visiting Boston in two weeks, Monday 4/2 to Friday 4/6? If not, I’m also generally available for a call after 2pm M-F once classes end for the day.
I really appreciate the advice I’ve received from other alumni in the industry, and look forward to connecting with you. Thank you so much for your time.
Best,
Sally Garcia
Name
Johnson MBA ’18
Phone: 607.255.2190
Email: lizarnold@cornell.edu
LinkedIn: linkedin.com/in/lizarnold
Twitter: @lizarnold
Skype: xxx
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 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.

You conduct an informational interview to learn more about the person and company and (2) an opportunity to continue doing your job research.

To present yourself as well-informed, curious, and respectful.

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. While these career fairs are open to all, regardless of ethnicity or sexual orientation, it is important for students to recognize that some companies at these fairs will be seeking diverse talent from the target audience of the conference, while other companies will be leveraging the conferences to seek MBA talent broadly. We suggest working with the CMC to help you navigate these career fairs successfully.

• Asian MBA Conference
• National Association of Women MBAs
• National Black MBA Conference
• Net Impact (Sustainability)
• Prospanica (Hispanic professionals)
• Reaching Out MBA Conference (LGBT)

(In some cases, conferences may be combined.)

SHOULD YOU ATTEND?

Students often wonder how to evaluate the potential value of attending these conferences. Review the items on this list to gauge at a surface level if attendance may be of value to you. If you find yourself checking several boxes, we encourage you to discuss this option more with a CMC Advisor.

☐ Are any of your target companies exhibiting at the conference but are not coming to Johnson?
☐ Are you targeting corporate finance, marketing, operations, or general management?
☐ Can you miss class time and still maintain grades?
☐ Can you afford it?
☐ Will you be ready to network and interview?
☐ Are you a part of the target population of the conference?

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 pitch:

☐ State where you are going to school
☐ Describe your target function and why it interests you
☐ Briefly highlight your work experience
☐ Include a memorable point about yourself
☐ Explain why you are enthusiastic about the company
☐ Mention that you would like to hear about career opportunities within your target function at the company
☐ See page 12 for more detailed guidance in developing your pitch

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 25. 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 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 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 them 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.

- 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.

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
- Strength 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./Mr.] 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].

Thank you, [Your Name]

Michelle Colban, MBA ’09
Samuel Curtis Johnson Graduate School of Management
Cornell University
917-968-5659
mcc47@cornell.edu
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 also gives 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 you want 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 start-ups)?
- 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 www.careerleader.com® 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 www.careerleader.com® 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.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Weight (%)</th>
<th>Job 1</th>
<th>Job 2</th>
<th>Job 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>30</td>
<td>(rating 0-5)</td>
<td>Rating (0-5)</td>
<td>Rating (0-5)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(rating x weight)</td>
<td>(rating x weight)</td>
<td>(rating x weight)</td>
</tr>
<tr>
<td>Rating</td>
<td>5.0</td>
<td>5</td>
<td>1.5</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>100</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Example

- 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).
- 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.
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 renge, 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®
www.careerleader.com® 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. www.careerleader.com® 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®. 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.

JCONNECT
JConnect is the platform that Johnson utilizes to provide students with a number of services. In addition to housing our alumni database, JConnect also houses club and career interest groups, career tools, international student resources, resources for financial aid and registrar, and current student, faculty and staff contact information. You will have access to Johnson’s online alumni directory in JConnect after matriculation.

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 GradLeaders. The CMC will send instructions for accessing JTS.

MANAGEMENT LIBRARY
The Management Library at Johnson is a great resource for finding information on companies, industries, and markets. The website (https://library.johnson.cornell.edu) provides access to more than 70 databases offering cutting-edge business information. Johnson librarians can help with time-saving research strategies on finding information important to achieving interview success.

The Library also offers 10 to 12 workshops annually (within the first few weeks of the start of the semester) to gain proficiency in databases with respect to solving certain business problems. In each workshop, students learn research strategies around a unique topic. For example, in the company/industry workshop, students are provided hands-on experience in identifying databases suitable for finding company/industry information and different ways that information can be useful, including preparing for an interview. Students can register for workshops on the Library website.

Career Guide: Research Tips for MBAs: This is a one-stop destination to find all resources for conducting company and industry research. The guide also offers research resource information by special function, e.g., consulting, finance, and high tech. Databases on the Library website are organized by topic as well as by (alphabetical order) title. The following databases may be used when preparing for an interview:

Industry Research:
• CareerBeam: This database offers industry reports through First Research, which can be downloaded in PDF format. The strength of these reports is the interview preparation questions within the industry a company participates in. You need to create an account to access the database.
• BBSWorld: This is a premium industry research database and offers reports on a wide range of industries.
• Passport: This is great database for doing business research in the international space. You can find information on countries as well as industries and companies.

Company Research:
• Capital IQ: You can learn everything about a company (public or private) at a glance — from strategy (such as M&A) to competitors to business relations with respect to customers, suppliers, partners, and auditors. You can also access historic and current SEC filings. You will need an individual account to access this database.

For registering for an account can be found through the database link. In the Management Library, you can access Capital IQ on computers 11 and 12.

• Thomson One: This is a great resource to find analyst
reports on any company (primarily public). Many of these reports contain company Strength, Weakness, Opportunity, Threat (SWOT) analysis, which can help you understand a company quickly, especially if you are short on time. Please note that Thomson One can only be accessed through Internet Explorer.

Company News:
It can be very helpful to read a company’s annual report and investor relations section on the company’s website. The following resources are also valuable in finding latest (to historical) information on a company.

- **Business Source Complete:** This versatile database offers access to industry, market, and company research including SWOT analysis of larger public companies.
- **Factiva:** If your company has been in the news, you are sure to find it here. Factiva provides powerful tools for searching and monitoring daily newspapers, magazines, journals, newswires, and trade publications.

**CAPITAL IQ**
Capital IQ provides easy-to-use financial analysis tools for financial statement analysis, analysis of comparables, financial modeling, sector analysis, and charting. It offers 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. Use Bigdough during your job search to screen for companies and people in the financial services industry. Technical 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 which Johnson subscribes, we also recommend that you become familiar with these sites for job postings and career-related information.

- **www.indeed.com**
- **www.simplehire.com**
- **www.linkedin.com**
- **www.theladders.com**
- **www.prospanica.org**
- **www.nbmbaa.com**

**SUSTAINABILITY/NONPROFIT JOBS**
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.

**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 https://online.goinglobal.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 I2Twenty. 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 IConnect.

**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.

**APPENDIX B**
**SAMPLE RÉSUMÉS**

**ANTON BECKERMAN**
ab2534@cornell.edu

**EDUCATION**
SAMUEL CURTIS JOHNSON GRADUATE SCHOOL OF MANAGEMENT
CORNELL SC JOHNSON COLLEGE OF BUSINESS
Master of Business Administration, May 2016

- Strategic Marketing Immersion; Business Analytics concentration; GMAT 700
- President of the Israeli Business Club; led 87 students on academic trip to Israel managing a budget of $175K
- VP of Marketing of the Johnson High-Tech Club

**TECHNION - ISRAEL INSTITUTE OF TECHNOLOGY**
Israel
BSc. of Industrial Engineering and Management, Information Systems Engineering, Jan. 2012

**EXPERIENCE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Position</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-2016</td>
<td>Marketing Operations Intern, Autodesk Consumer Group (ACG)</td>
<td>Autodesk</td>
</tr>
<tr>
<td>2014-2015</td>
<td>Data Integration Software Engineer, Structured Data Organization Knowledge</td>
<td>Autodesk</td>
</tr>
</tbody>
</table>

**EDBAY**
Israel
Data Integration Software Engineer, Structured Data Organization Knowledge, Maintenance & Support Lead
Developed automated data migration platforms that support data analysis tools for eBay’s 152.3M active users, enrich online product catalogs, and improve product search capabilities
- Led development of a software toolset for mass catalog items creation. Software enabled cross-organizational creation of error-free catalog items, enabling daily creation of 5M new items
- Launched an automated migration tool for transitioning Shopping.com listings to eBay’s catalog items, creating 1000 new eBay catalog items that list 4M+ items, producing additional $90M in sales
- Gathered requirements from external data vendors for Books:EKL, AU and Motors (US) catalogs. Analyzed 3rd party data to design tools that created and updated 1.3M catalog items

**INTEL**
Israel
Information Systems Developer, Business Intelligence Capabilities (BI)
Awards 2010 IT Division Recognition — Highest award for exceptional team work and innovation
- Developed data analysis and visualization software to optimize manufacturers’ design and production; Software deployed in 11 global Intel development centers and resulted in more than $15M savings in operational costs
- Scaled storage mechanism of BI-software to enable a 500% increase in data processing capability, reducing hardware expenditures by $50K and eliminating the weekly manual maintenance
- Wrote monitoring software to enable 99.999% BI software availability, enabling prediction and immediate notification of malfunction, saving $250K annual operating expenses

**ISRAEL DEFENSE FORCES – Elite Technology Unit**
Israel
Staff Sergeant (NATO OR-6), Information Security & Computer Networks Group
Classified unit with 4% acceptance rate, providing services for the IDF and the Israeli Intelligence/Community

**SKILLS**
- Software & database development - Java, Net, Oracle, MS-SQL
- Data Analysis and Marketing Research using R, Python, SPSS
- Languages: English – fluent; Hebrew; Russian – native

**PERSONAL**
- Volunteering: Consultant at Junior Achievement; Data Scientist at Israeli Department of Health; Founder and leader of a joint military and high-school technology education program
- Gamer, amateur dog trainer, and avid activist for shelter dogs welfare
GRACE K. CORIELL
gkc9@cornell.edu

Education
SAMUEL CURTIS JOHNSON GRADUATE SCHOOL OF MANAGEMENT
CORNELL SC JOHNSON COLLEGE OF BUSINESS
Master of Business Administration, May 2016; GMAT 710; GPA 3.93
Fried Fellow; Forté Fellow; Advisory Council Chair; Student Council: Johnson Leadership Fellow
Teaching Assistant: Management Cases, Data Analytics & Modeling, Financial Accounting, and Strategic Marketing Immersion
MIDDLEBURY COLLEGE
Bachelor of Arts, Psychology, May 2006; magna cum laude

Experience
JONATHAN E. STEELE
Fort Washington, PA
2015
Consumer Marketing MBA Summer Associate, Sudafed US
• Developed and quantified three strategic recommendations that together represented a $126MM growth opportunity for the Upper Respiratory category and 17% growth for Sudafed brand
• Collaborated with Sales, Market Research, and Shopper Marketing partners to create insight-driven category leadership story for retailers
• Tripled fundraising goal during first year in role by identifying new prospects, segmenting existing donors, and targeting donor outreach based on alignment with school programs

2012-2014
CORNELL UNIVERSITY SCHOOL OF HOTEL ADMINISTRATION
Ithaca, NY
• Tripled fundraising goal during first year in role by identifying new prospects, segmenting existing donors, and targeting donor outreach based on alignment with school programs
• Managed dozens of diverse university constituents to produce high profile events, including a gala that raised $350,000 and an international conference with over 275 attendees

2012
INDEPENDENT MARKETING CONSULTANT
Killington, VT and New York, NY
• Park Performance Ski Shop: Optimized content and streamlined fulfillment to grow web sales
• Donna Stockman, Realtor: Restructured web pages and wrote compelling copy to improve site user experience; built suite of advertisements to promote client’s presence in a new market

2009-11
1% FOR THE PLANET
Waitsfield, VT
Director of Acquisition
• Developed pipeline of 250 qualified prospects and implemented customer relationship management system to grow member acquisition program, increasing annual revenues by 15%
• Overhauled proposals to clarify case for membership, increasing membership conversion rate
• Leveraged speaking engagements and musician partnerships to improve member retention and generate leads, surpassing revenue targets for new memberships and renewals in target regions

2006-2009
CHOOSE RESPONSIBILITY [CR]
Washington, DC
Manager of Communications and Research
• Executed petition campaign to secure 135 signatures from university presidents, which resulted in coverage in 4,000 media outlets, including 60 Minutes and The Colbert Report
• Built a research project into a nationally recognized non-profit with a $2,000,000 annual budget
• Led project team in development of chooseresponsibility.org; created web, email, and social content to grow base of support from zero to over 5,000 subscribers in less than two years

Personal
• Lifelong involvement in growth and operation of family businesses, Krom’s Pizza Etc. (Hamlin, NY) and Mill Creek Golf Club (Churchville, NY)
• Seven years experience as an alpine ski instructor and coach

KRISTEN D. EDWARDS
kde28@cornell.edu

Education
CORNELL SC JOHNSON COLLEGE OF BUSINESS
Master of Business Administration
2016
CORNELL INSTITUTE FOR PUBLIC AFFAIRS
Master of Public Administration (Infrastructure Policy)
2005
UNITED STATES MILITARY ACADEMY
Bachelor of Science, Comparative Politics (Environmental Engineering track)

Experience
AMAZON.COM
Seattle, WA
2015
Senior Product Manager, Amazon Logistics & Transportation
• Aligned members of a global, cross-functional team to develop and optimize systems to launch a time-driven new service within Amazon Logistics to generate over $2B in revenues in 2016. Created the worldwide launch playbook for the service. Used SQL to gather and analyze relevant data, including development of cost and pricing models

2014
PARSONS CORPORATION
Ithaca, NY
Senior Business Development Coordinator, Parsons Transportation Group
• Developed the long-term strategic business plan for the Aviation Division through market research and data analysis, and assisted pursuit of contracts in international markets

2013-2011
Aviation Company Commander
Bagram, Afghanistan / Fort Drum, NY
• Senior personnel and program manager for 70 soldiers and 21 helicopters. Managed $130 million worth of helicopters and equipment while supporting key leader movement missions and deliberate operations.
• Developed and implemented a critical transition strategy between aviation programs
• Provided FEMA with flexible aerial survey capability from two locations for 20 days to coordinate the federal response in the wake of Super Storm Sandy

2010-2009
Division Assistant Aviation Operations Officer
Fort Drum, NY / Kandahar, Afghanistan
• Advised the division commander and directed employment of multi-national military and civilian aviation assets to meet operational and logistical needs in combat
• Assisted in drafting and overseeing the execution of international non-military aviation contracts for passenger and cargo transportation valued at over $150 million

Personal
• Awarded an autonomous medical evacuation team Leader with 20 crew members, three UH-60 helicopters and associated equipment valued at $20 million in the Philippines in a potentially hazardous conditions to extract wounded soldiers from the battlefield

2008-2009
Medical Evacuation Team Leader
Kirkuk, Iraq / Fort Drum, NY
• Led an autonomous medical evacuation team with 21 crew members, three UH-60 helicopters and associated equipment valued at $20 million to fly into potentially hazardous conditions to extract wounded soldiers from the battlefield
• Recipient of the Bronze Star Medal, Meritorious Service Medal and Combat Action Badge
• Subject of TIME magazine’s cover story “Class of 9/11”, May 2005

Awards & Honors
• Working knowledge of ArcGIS, STATA, SPSS, ERic3, Crystal Ball and MS Office products
• FAA rated commercial rotary-wing and instrument rated pilot with over 1,100 flight hours
• Hobbies include skiing, hiking, cooking and golf

Additional Information

Personal
• Lifelong involvement in growth and operation of family businesses, Krom’s Pizza Etc. (Hamlin, NY) and Mill Creek Golf Club (Churchville, NY)
• Seven years experience as an alpine ski instructor and coach
Education
SAMUEL CURTIS JOHNSON GRADUATE SCHOOL OF MANAGEMENT
Master of Business Administration, May 2017; GPA: 3.8; GMAT: 710
Roy H. Park Leadership Fellow - Merit-based, full-tuition scholarship/leadership program
Vice President of Education, Consulting Club; Veterans Club; Global Sustainability Club

THE UNIVERSITY OF TEXAS AT AUSTIN
Austin, TX
Vice President of Education, Consulting Club; Veterans Club; Global Sustainability Club
Roy H. Park Leadership Fellow - Merit-based, full-tuition scholarship/leadership program

CORNELL SC JOHNSON COLLEGE OF BUSINESS
Summer Intern
McCombs School of Business, Bachelor of Business Administration, May 2008
Moody College of Communication, Bachelor of Science, May 2008

Experience
2012-2015
ERNST & YOUNG, PERFORMANCE IMPROVEMENT – STRATEGY
Denver, CO
• Identified, researched and prioritized over 200 potential incubation partners for a skin care product in China and fabric care product in Japan for a Fortune 50 client
• Supported the development of a customized, Purpose Led Training methodology for a US Government Health Agency’s organizational transformation

2013-2014
J.P. MORGAN CHASE, INVESTMENT BANK
Dallas, TX
Application Development Manager
• Supervised team of 7 software developers responsible for end to end application development; partnered with business users to scope and prioritize client request
• Renegotiated contract with third party vendor that provided application and consulting services resulting in an annual savings of $386,000
• Responsible for security of SEI application suite and ensured completion of over 30 cyber risk mitigation initiatives resulting in the safeguarding of trades valued at $600M
• Supervised and prioritized the transition from manual to automated process of fully disclosed trading regulatory requirements resulting in an annual savings of $180,000
• Analyzed and translated 28 business user requirements documents into technical design documents in order to support cost saving software development efforts

2013-2014
UNITED STATES MARINE CORPS RESERVES
Sicily, Italy
Intelligence Officer, Captain
• Developed intelligence reporting procedures and analyzed daily threat reports for U.S. embassy security forces in North Africa
• Synthesized multiple intelligence sources to provide risk assessment for Marine training teams deployed throughout the African continent
• Supervised and coordinated insider threat assessment of U.S. Embassy Tripoli prior to 11 September 2013 to provide physical and personal security recommendations

2008-2012
UNITED STATES MARINE CORPS
Okinawa, Japan
Company Commander/Special Security Officer, 1st Lieutenant
• Led and mentored 17 person team that provided 24 hour system access during U.S. operation to support Japanese disaster relief following 2011 earthquake/tsunami
• CrossFit coach for 5 years
• Advanced open water scuba diver; favorite diving location – Kerama Islands, Japan

Personal
• Negotiated upgrade project for Special Intelligence communication networks, replacing copper circuits with fiber, which improved bandwidth by 80% for five units

2011-2012
A WIDER CIRCLE – Grassroots nonprofit focused on poverty reduction
Silver Spring, MD
Marketing and Community Outreach Fellow
• Created strategic marketing plan and sponsorship benefits package, managed relationships with external stakeholders, and led all digital and print promotion for Race to End Poverty
• Built presentation decks for president, helping secure largest grant in organization history

2010-2011
FRENCH MINISTRY OF EDUCATION
Moûtiers, France
English Language Teaching Assistant
• Planned and taught lectures for 200+ students and led clubs and tutoring sessions

Personal
• Outdoors and sports enthusiast: co-founder of a 30-member wilderness club, founder of all-female member fantasy football league, and a certified whitewater raft guide
• Volunteer AdWords manager for nonprofit: developed campaigns that tripled website visits
• Skills: French, proficient; German, basic; Google Analytics; Google AdWords; Salsa Labs CRM; Drupal 7; jQuery; CSS, HTML
ZACHARY RAYNOR
zdr7@cornell.edu

Education
SAMUEL CURTIS JOHNSON GRADUATE SCHOOL OF MANAGEMENT
CORNELL UNIVERSITY, SC JOHNSON COLLEGE OF BUSINESS
Master of Business Administration, May 2016
Investment Banking Immersion; Toigo MBA Fellow
Old Ezra Finance Club President; Out for Business; Cornell Club Tennis

Experience
2013-2014
International Wire Desk Manager
NORTHERN TRUST COMPANY
Chicago, IL
Managed the build out of a new centralized wire desk to comply with the Remittance Transfer Rule of the Dodd-Frank Act
- Directed a team of fifteen client service representatives to transfer funds executing FX transactions with our trade desk in chorus with JP Morgan Chase
- Increased revenue of the business unit by $1.5mm
- Spearheaded discussions with senior management to develop internal and external training materials, evaluate performance metrics, and improve operational effectiveness

2011-2013
Client Support Services Team Leader
State Street Corporation
Los Angeles, CA
Managed the build out of a new centralized servicing team model for Southern California
- Directed a team of seven investment and trust associates supporting Portfolio Managers, Wealth Strategists, and Trust Administrators
- Facilitated growth of over $50mm of new investment and trust relationships prompting a promotion to Second Vice President

2009-2011
Investment Associate
F Openings, and coordinated with client service teams

2007-2009
Account Manager
STATE STREET CORPORATION
Boston, MA
Managed a desk of nearly 30 custodial institutional clients
- Assisted a team of relationship managers with client money movements, fee calculations, account openings, and coordinated with client service teams
- Increased client base by 30% with superior service prompting a promotion to Officer

Skills/Awards

Personal
- Avid tennis player and enthusiast: Winner of 4 doubles and 1 singles title
- Junior Achievement Volunteer: 2010 Outstanding Volunteer Award
- The Price is Right Contestant Winner

APPENDIX C
SAMPLE COVER LETTERS

Caroline M. Lefwander
MBA Class of 20XX
Mobile: 412-925-9750
cml339@cornell.edu

Wednesday, January 7, 20XX

Dear Erin Clark,

My name is Caroline Lefwander. I am a first-year MBA student at Johnson at Cornell University and I am writing to express my interest in Reckitt Benckiser’s 20XX MBA Assistant Brand Manager Internship. Reckitt Benckiser’s commitment to its entrepreneurial corporate culture, diversity of mind and its collection of super brands across global markets really attract me. I’m thrilled by the opportunity to learn from your organization and apply my professional experiences in consumer insights to drive brand strategy at Reckitt Benckiser.

After my interactions with Alyson Goldstein, Matt Davis, Abe Aaramburu and Shashank Kumar it has become very evident what a distinctly unique company RB is. The high-risk high-reward, full throttle, commitment to business performance and growth, culture, is not for everyone. As a person who values passion, excellence and achievement, I do however believe that it is for me. I find the RB culture refreshing, and recognize it as an optimal space for a young marketer to learn, develop and excel.

For the last several years, I have been working as a consumer insights consultant uncovering unconscious drivers of behavior for some of the biggest brands in the world. My years as a consultant have sharpened my skills as a team mate; collaborating, leading and staying energetic while dealing with tight deadlines and navigating politics. I’ve also developed storytelling skills, not only in terms of consumer stories, but also as a way to relay information in an intuitive and compelling way to facilitate effective communication. I will, as a native Swede who has studied and worked in four different countries, add to the diversity of culture and mind that is already present at Reckitt Benckiser. Already an expat, I’m excited by the international opportunity that presents itself at RB, a collaboration and school of thought that I think is at the very backbone of RB’s success.

The Reckitt Benckiser MBA Assistant Brand Manager Internship represents the incredible opportunity to gain ownership and responsibility for world-class brands, while working with brand managers in the top of their fields. I am confident that as a charismatic, out-of-the-box thinker I can make a significant contribution to Reckitt Benckiser. I would greatly appreciate the opportunity to further discuss my credentials for this exciting opportunity.

Thank you for your consideration.

Sincerely,
Caroline Lefwander
Janaki Palaniappan, MBA 20XX
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, 20XX

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 careers 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
September 22, 20XX  
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 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

Yana Routshtein, MBA 20XX  
Samuel Curtis Johnson  
Graduate School of Management  

September 24, 20XX  
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
January 2, 20XX

Dear Ms.

I am a first-year MBA student at Johnson at Cornell University. I have a passion for delivering a high-quality product to the customer and for developing creative solutions to complex problems. Having worked in strategy consulting and operations for six years, I am keen to apply my passion and work experience at Amazon as an intern in the Retail Leadership Development Program during the summer of 20XX.

I worked for Capgemini Consulting in the supply chain management practice prior to starting my MBA. While working on client engagements in a variety of industries, I found I had a talent for using a structured approach to effectively deliver results in situations that did not have an obvious path forward. For example, I was selected as the strategic planner for my client, the CEO of an oil and gas startup company, to develop a budgeting strategy and coordinate key initiatives. I also utilized my cross-functional management skills to manage a team of people from six independent companies to deliver a critical equipment demonstration for government regulators.

My technical background in operations research and industrial engineering enables me to quickly come up to speed with the technical details of products, processes, or programs and be able to provide strong project management support. I started my career at GE Transportation where I graduated from the Operations Management Leadership Program, and worked as a strategic sourcing specialist. Through the Program, I gained deep understanding of how maintaining strong relationships with GE’s partners will enable an organization to meet customer needs while optimizing operations.

In sourcing, I learned how to balance negotiating strong commercial terms with cultivating strong customer focus will enable an organization to meet customer needs while optimizing operations. From panel discussions and informational interviews, I have learned that Amazon’s culture values customer obsession and results through collaboration. My time at GE and Capgemini Consulting taught me the importance of working effectively in teams and how valuable ownership and an entrepreneurial spirit are to a fast-moving and customer-oriented organization. I believe that my experience in operations and consulting will be an asset to the Retail Leadership Development Program at Amazon. Thank you again for your consideration and I look forward to hearing from you.

Sincerely,

Jennette Saltsman

Program at Amazon. Thank you again for your consideration and I look forward to hearing from
experience in operations and consulting will be an asset to the Retail Leadership Development
entrepreneurial spirit are to a fast-moving and customer-oriented organization. I believe that my
taught me the importance of working effectively in teams and how valuable ownership and an
customer obsession and results through collaboration. My time at GE and Capgemini Consulting
taught me the importance of working effectively in teams and how valuable ownership and an

January 8, 20XX

Elise Kahn
Associate Manager – Human Resources
Moet 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 Moet Hennessy. Moet 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 Moet 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 Moet 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 marketing 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 developed 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

Arnav Sawhny, MBA ’XX
Johnson Graduate School of Management, Cornell University
March 9, 20XX

Ms. Sabrina Moscova
Citigroup Inc.
388 Greenwich Street
New York, NY 10013

Dear Ms. Moscova,

I am a first year MBA student at Cornell University’s Johnson Graduate School of Management, and am writing to express my interest in the Investment Banking Summer Associate Program at Citi. My research of the firm and conversations with Citi Investment Banking professionals including Robert Chesley, Mark Gracia, Anthony Suzara, Branko Rodic, Jonathan Chulikavit, Thomas Vermeiren and Jeffrey Kim as well as second year students at Johnson including Bruce Horton-Gabell, Joao Carvalho de Sousa and Jorge Garcia have convinced me that Citi offers a unique opportunity for me to learn and develop into a successful investment banker.

Immediately prior to enrolling in Johnson, I worked as a senior consultant in the Financial Services Advisory practice at PricewaterhouseCoopers LLP. While there, I had the opportunity to interact with investment bankers reviewing legal entities that were created for certain deals as part of a larger legal entity rationalization project at a bulge bracket bank. Working in this role afforded me the opportunity to understand the value that investment bankers create for their clients by ensuring access to capital and providing advisory services. I have also worked on numerous projects implementing and managing change initiatives in response to the new regulatory environment that banks are currently facing. These experiences have provided me many opportunities to develop as a professional and grow as a diligent, personable and reliable team member and leader.

I am very excited about the opportunity to join Citi as a Summer Associate, and I believe that my financial and analytical skills paired with my hardworking personality will make me a valuable member of the team. Thank you in advance for your time and consideration, and I look forward to speaking with you soon.

Best Regards,
Peter N. Slowik

Peter N. Slowik
MBA Class of 20XX
pns39@cornell.edu

January 4, 20XX

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

Dear Mrs. Burns,

My name is Zachary Perlstein. 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 grassroots 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,
September 24, 20XX

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 Pzubed, 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
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