BE ROBINSON READY.

Graduate Student Career Guide
2015-2016

Georgia State University
J. Mack Robinson College of Business

CAREER ADVANCEMENT CENTER
Congratulations! The commitment you have made to pursue a business degree at Robinson is a significant investment in your future!

The Robinson Career Advancement Center (CAC) is dedicated to helping you maximize your investment by facilitating your professional and career development. Whether your goal is to move into the job market for the first time, advance within your current organization, move from one industry to another, or change careers completely, we have the resources to help you get there.

Robinson’s Student Career Guide provides an overview of the resources available through the CAC. From career assessments to resume templates, cover letter examples to interviewing questions, this guide will help you manage your career during your Robinson experience and beyond.

Our staff has over 100 years of combined experience in career services, talent acquisition and career mobility, executive search, and human capital. We are dedicated to helping you maximize your career progression. Whether it is providing resume feedback, helping you prepare for an interview, or working with you to develop your career action plan, our team of professionals is dedicated to helping you advance your career.

I strongly recommend you make time to meet your Career Counselor and become familiar with the CAC early in your program. We find students who regularly utilize our resources are significantly more successful in the job and internship search process. Students who make the most of their Robinson experience also join student organizations, get to know faculty members individually, attend guest speaking events, and build their networks – and we encourage you to do the same.

Where should you start?

RCC – Robinson Career Connection, visit the CAC homepage at robinson.gsu.edu/career to login to our 24/7 on-line career management portal we utilize to help you connect with employers and alumni seeking Robinson students for jobs and internships. Once you login, complete your profile to ensure your information is accurate, then submit your resume for approval by our staff.

RCC is not just another job board. It is THE place employers and alumni go to actively source Robinson students and alumni for jobs. When you see a posting in RCC, the hiring organization has decided they want to consider Robinson talent, this significantly increases the likelihood of having your resume reviewed and being invited for an interview.

Remember to check RCC on a regular basis! We typically have 300-1000 jobs and internships posted at any given time and we add 10-50 new job or internship postings weekly. See the detailed instructions which start on page 5 of this guide for more information.

We look forward to helping you advance your career!

Sincerely,

Jason Aldrich, Executive Director
Career Advancement Center
jaldrich@gsu.edu
About the CAC

CAC Role within the University Community – The Career Advancement Center supports Robinson College of Business undergraduates, graduate students and alumni. In addition, we offer employers a central gateway for recruiting at Robinson. We also work collaboratively across the university with faculty, staff and our colleagues in University Career Services and Law Career Services to facilitate employer, student and alumni connections.

CAC Vision, Mission and Values

Vision – To be the preferred provider of high-potential business talent for the best employers in the Southeast.

Mission – The Career Advancement Center is committed to pro-actively helping Robinson College of Business students and alumni manage their career, develop excellent job search skills and connect with high-quality job opportunities, while providing employers with an outstanding recruiting experience.

Values

Excellence – We are knowledgeable, dedicated professionals who strive to be the best in everything we do.

Integrity – We operate with transparency, honesty and accountability.

Collegiality and Transparency – We respect diverse perspectives and are courteous, fair and compassionate to people in a collegial environment.

Innovation – We believe in continuous improvement, encourage creativity, nurture new ideas and regularly implement best-practices.

Partnerships – We engage our stakeholders in mutually beneficial collaboration.

Contacting the CAC

Contacting the CAC – Appointments, Walk-In Hours, and Hours of Operation
By Appointment Only – Please contact the Career Coach who supports your program to schedule a time to meet.

Hours of Operation
Monday - Friday, 8:30AM - 5:00PM
*Programs, Events, and Appointments scheduled in advance evenings and weekends

Contact Information
robinson.gsu.edu/career
Phone: 404-413-7155
Fax: 404-413-7154

Mailing Address
Georgia State University
J. Mack Robinson College of Business
Career Advancement Center
P.O. Box 3989
Atlanta, Georgia 30302-3989

Delivery Address & Physical Location Directions:
Georgia State University
J. Mack Robinson College of Business
Career Advancement Center
35 Broad St., Ste. 625
Atlanta, GA 30302-3989
Career Advancement Center Staff Directory

**Jason Aldrich, Executive Director**  
Career Advancement Center  
404-413-7156, jaldrich@gsu.edu

**Marilyn Santiago, Director**  
Graduate Career Advancement  
404-413-7165, msantiago@gsu.edu

**Brent Winner, Assistant Director, Employer Relations**  
404-413-7157, bwinner@gsu.edu  
Responsible for managing employer recruiting at Robinson, our technical infrastructure and point person for alumni seeking assistance who have graduate more than one year ago.

**Sharry Conroy, Associate Director**  
Undergraduate Career Advancement, Panthers on Wall Street, Panthers in London  
404-413-7160, sconroy2@gsu.edu
Graduate Career Coach Directory

Kenneth Lee, Sr., Career Coach: Executive & MBA Cluster
404-413-7109, klee89@gsu.edu
- Flex MBA Marketing
- Flex MBA Business Economics
- Flex MBA Information Systems
- Flex MBA Undecided
- Executive MBA
- Global Partners MBA
- Master of International Business

Kumar Swaminathan, Career Coach: Modeling Cluster
404-413-7147, kswaminathan@gsu.edu
- Executive MS in MIT
- Master of Science in Information Systems
- Master of Science in Information Systems, Audit & Control

Jeannine Brown, Career Coach: MBA Cluster
404-413-7153, Jbrown129@gsu.edu
- PMBA
- Flex MBA Accounting
- Flex MBA Actuarial Science
- Flex MBA Business Analysis
- Flex MBA Entrepreneurship
- Flex MBA Finance
- MBA/JD
- Flex MBA Operations Management
- Flex MBA Organizational Management
- Flex MBA Real Estate
- Flex MBA Risk Management & Insurance

Kristine Adams, Career Coach: Finance Cluster
404-413-7133, Kadams47@gsu.edu
- Master of Professional Accountancy
- Master of Taxation
- Master of Science in Finance
- Master of Science in Real Estate
- Master of Science in Wealth Management

Kristine Adams, Interim Career Coach: Modeling Cluster
404-413-7133, Kadams47@gsu.edu
- Master of Actuarial Science
- Master of Science Analytics
- Master of Business Economics
- Master of Science in Mathematical Risk Management
- Master in Risk Management & Insurance

Tiffany Ashby, Associate Director of Integrated Student Services & Career Coach: Managerial Cluster
404-413-7158, tashby@gsu.edu
- Master of Global Hospitality Management
- Master of Science in Marketing
- Master of Science in Managerial Science
- Flex MBA/MHA
- Master of Science in Health Administration
CAC Student Policies

**Professionalism:** Students and alumni who participate in Robinson CAC events and utilize our services and resources are expected to behave with the highest degree of professionalism. This includes excellent business etiquette, high-quality communication, and representing yourself honestly in our systems and through your resume. The following policies have been developed in order to provide Robinson students and alumni with information on how to meet these expectations.

**When do Career Advancement Center Services begin and end?** The Career Advancement Center (CAC) is committed to proactively helping Robinson College of Business students and alumni manage their career, develop excellent job search skills and connect with high-quality job opportunities.

Robinson College of Business (RCB) students have access to CAC services beginning their first official day of class. Individuals needing career advice or services prior to their first day of class are encouraged to contact their graduate career center for guidance until they've begun classes at Robinson.

**Who is ELIGIBLE to utilize services of the CAC?** The following students are eligible beginning their first official day of class:

- Graduate students enrolled in a degree program.
- Students enrolled in graduate courses in a certificate program.
- Robinson alumni continue to have access to the CAC for up to 1 year after graduation.

**Who is NOT ELIGIBLE to utilize services of the CAC?**

- Post-baccalaureate students taking classes at RCB but not enrolled in a full degree program
- Individuals who have applied to or been accepted into an RCB program but who have not started taking classes
- Students in GSU colleges outside of the Robinson College of Business
- Students studying as part of an Exchange program who are taking classes for two semesters or less can utilize the CAC's online resources and the RCC database. However, students do not have access to career coaches.

**Appointments with Robinson Career Coaches:**

Students and alumni meeting or communicating with our staff are expected to do so in a professional manner. In addition, we expect you to show up for scheduled phone or in-person appointments on time. If you need to reschedule, please do so at least 24 hours prior to the appointment by contacting our staff via email (using your GSU student email address).

**RCC-Robinson Career Connection Account Usage:**

Access to RCC is provided exclusively to currently enrolled Robinson College of Business (RCB) students and RCB alumni. Individual account holders are prohibited from sharing their access to the system with other individuals (GSU or external). Dishonestly changing your profile or resume in order to gain access to jobs, campus interviews or events is prohibited.

Violating this policy may result in losing access to Robinson CAC services and events including RCC and interviewing privileges.

**Interview and Information Session No-Show Policy:**

Failure to appear for a scheduled interview or an information session you have RSVP’d to attend is a discourtesy that recruiters and the Robinson Career Advancement Center take very seriously. A significant number of no-shows may result in recruiters not returning to campus and permanently affecting future Robinson College of Business students seeking employment.

If you are unable to attend an interview or information session, you must cancel the interview through RCC by 12 noon, two business days prior to the scheduled event. Failing to cancel interviews in time or failing to appear for scheduled interviews may result in losing access to Robinson CAC services and events including RCC and interviewing privileges.
**Conduct with Employers:**
The Robinson CAC regularly hosts employers conducting interviews, holding information sessions or participating as guest speakers in a variety of events. Many of these events require students be invited to participate. It is not acceptable to attend events you are not invited to. For example, visiting employers who are in the CAC conducting campus interviews for openings you have not been invited to interview for is prohibited.

In addition, once you arrive at an event, you are expected to stay for the duration. For example, it is not acceptable to leave in the middle of an information session if you determine the organization is not a good fit for your career goals.

Furthermore, attending events and repeatedly asking employers questions regarding why you were not selected for an interview or hired is unprofessional and may result in recruiters not returning to campus and permanently affecting future Robinson College of Business students seeking employment.

This type of behavior may result in losing access to Robinson CAC services and events including RCC and interviewing privileges.

**Communication via Email:**
We use GSU email addresses to notify current students about newly posted positions, upcoming deadlines or last minute changes to interview schedules. We will not send emails to an alternate address. It is YOUR responsibility to check your GSU email account and/or manage the forwarding of email sent to your GSU email account.
GETTING STARTED

Whether you are new to the Robinson College of Business or near graduation, the Career Advancement Center is here to help you launch your career! Make a commitment to your career success today with these three easy steps:

1. REGISTER ON RCC - ROBINSON CAREER CONNECTION
   FAQ’S and access instructions for both systems are available in this guide, or you can e-mail your career counselor for specific instructions.

2. MARK YOUR CALENDAR - Upcoming Robinson Career Advancement Center events!
   Check our online calendar for additional details: http://robinson.gsu.edu/career/cmc_calendar.html

3. MAKE AN APPOINTMENT with your Career Counselor. Developing a relationship with our staff is the key to utilizing our resources! We encourage you to contact our staff directly or call our office at 404-413-7155 for assistance.
BEGINNING THE PROCESS – STEPS TOWARD SUCCESS:

1. **RCC REGISTRATION** – Graduate students are **REQUIRED** to complete a Student Profile and upload a copy of their most current resume in RCC before requesting to meet with their Career Coach for the first time.

**What is RCC?**
RCC - Robinson Career Connection is our online career management system where undergraduate, graduate business students and alumni can post resumes, search for jobs, internships, and submit resumes for campus interview opportunities 24-hours a day, 7-days a week.

Additionally, employers can request on campus interview dates, post jobs and internships, request information sessions, view schedules and register for events such as CAREER EXPO.

- **Register in RCC - Robinson Career Connection (RCC)**
RCC is the Robinson College of Business job/internship posting and campus interview system. A completed profile and uploaded resume is required to be included in resume referrals, resume books, on-campus recruiting, to review job postings, internships, workshops, information sessions, seminars and more. A step-by-step user guide for various functions within RCC can be found

- **RCC login instructions:**
  - **Username:** GSU Student Email Address (ie. jrobinson@student.gsu.edu)
  - **Password:** GSU Panther ID*no dashes (ie. 011221220)

- **Can’t remember your Panther ID?** Look it up [here](#);
- **Problems?** Please use the 'Forgot Password’ feature. If issues persist, please email Brent Winner with "RCC Access Request” in the subject line.

2. **WRITE A WINNING RESUME:** Resume Writing for Graduate Students

Sample resumes are provided at the end of this document

The key to writing a great resume is understanding how resumes are read and what employers are looking for at the first scan of your resume. Having this knowledge helps to increase the chances that your resume is noticed. **Your job is to make it easy for the reader to view you as a competitive candidate** by clearly demonstrating the **Knowledge**, **Skills**, and **Abilities** (KSA’s) you have that are relevant to the requirements outlined in the job description or function.

**KNOW THE POSITION’S REQUIREMENTS!** There are specific core knowledge, skills, abilities, and levels of experience associated with every job. **Read job descriptions carefully and pay particular attention to them. Know the KSA’s relevant to the function of your career choice.** Use the information as a starting point to address the employer’s needs. Crafting quantitative and results oriented bullet points around the specific needs of the employer will help you create a more focused message. Employers review your resume for one thing and one thing only---to see what you have that is relevant to the requirements of the position. If you don not tell them, they will not know, and more importantly, will not try to guess.

- **LAUNDRY ANYONE?** Your resume should not be a “laundry list” of responsibilities from your previous positions. Employers only care about the specific KSA’s you have that are relevant to the job to which you’re applying. *Bullet points should quantify information and demonstrate results where possible. Never write a resume in first person (“I did this” or “I did that”).*

- **TO TELL OR NOT TO TELL:** Do not try to tell everything you’ve ever done in every position you’ve held. If some responsibilities from previous positions are not relevant to the job for which you’re applying, do not mention them. At a minimum, downplay the information by making it the last couple of bullet points. *Too much irrelevant information detracts from the focused message you really want to deliver.*
• **USE STRONG ACTION-ORIENTED VERBS:** Use action-oriented verbs which grab the reader’s attention and make your resume pop. The use of action verbs implies progress. A list of Action-Oriented verbs is provided within this section preceding the Sample Resumes.

• **WHAT DO EMPLOYERS REALLY WANT TO KNOW?** At the initial resume screening, the recruiter wants to know the KSA’s you have that are directly relevant to the position to which you are applying. Again, the job description tells you exactly what they are seeking and is an excellent indicator of the types of information that should go into your resume.

  o **NOTE:** Individuals with limited relevant work experience OR career changers should consider adding one of the following categories: relevant coursework, MBA projects, relevant volunteer work or leadership positions held in organizations.

• **HOW WILL YOU KNOW WHEN YOU HAVE WRITTEN A COMPETITIVE RESUME?** It’s simple:
  1) The content specifically addresses the employer’s needs that are mentioned in the job description.
  2) Information is quantified, when possible, to help place it in perspective for the reader.
  3) You can demonstrate results.

• **DO NOT USE PARAGRAPHS** to describe your job responsibilities. Bullet points are much easier to read.

• **WHEN IS MORE THAN ONE VERSION OF A RESUME NECESSARY?** You must write more than one resume when the jobs to which you are applying are in different functions, require vastly different knowledge, skills, or abilities (e.g.: The content for an IT position will look and read very different from a Marketing Research position).

• **ARE YOU A NEW GRADUATE, NEW TO AN INDUSTRY, OR A CAREER CHANGER?** - Your ‘Education’ should be at the top or your resume. **Focus on transferable skills** – Skills you used in previous jobs, which could be transferred to a new industry (e.g.: customer relations management, logistics, financial reporting, analytical, quantitative etc.).

3. **UTILIZE CAREER ADVANCEMENT CENTER SERVICES:**
   **Meet with your Career Coach.** There are three ways to receive advice from your Career Coach. The nature of your request will determine the method by which you should contact your Career Coach.
   • **Email** – Do you have a simple request or question that is not of an urgent nature? Please send your Career Coach an email with your needs. You should receive a response within 2-3 business days (e.g. You would like to have an initial review of your resume.)
   • **Phone call** – Do you have a request that is not urgent but requires a timely answer? Please call your Career Coach and leave a detailed message. Leave the name under which you’re enrolled and leave your phone number twice. (e.g. You receive an offer and need advice on assessing the offer.)
   • **Individual Appointments** - Do you need *in-depth* 1-on-1 assistance with assessment, job search strategies, resumes, cover letters, or mock interview? If so, please go into RCC and schedule an appointment with the Career Coach who supports your concentration or program.

**How to make an appointment with your Career Coach:**

- From your **RCC Dashboard**, click on “Career Counseling” in the blue toolbar.
- This will yield all of the days/times that are available for your coach to meet with you.
- Select a day/time and click “Sign Up” to confirm.
- If the days/times listed do not compliment your availability, please send an email to your coach to arrange a mutually convenient time.
- The first session will involve resume approval and a discussion about your career plans.

4. **ATTEND PROGRAMS OFFERED BY THE CAC.** A variety of events are scheduled each semester.
   Visit [www.cmc.robinson.gsu.edu/calendar](http://www.cmc.robinson.gsu.edu/calendar) to view details.
RCC-Robinson Career Connection
Step by Step User Guide

STEPS TO FOLLOW!
1. How to log in to your existing account.
2. How to complete your profile.
3. How to upload your resume.
4. Basic system overview.

HOME PAGE HIGHLIGHTS: TAB CHOICES

❖ **Home:** Get Started.
❖ **Profile:** Update your personal and academic information.
❖ **Resumes/Documents:** Where you upload your resumes, cover letters, and/or transcripts. Be sure to always have an updated resume.
❖ **Jobs:** Search for full-time, part-time, or internship positions.
❖ **Employer Research:** Review employer/recruiter information and develop a list of favorites.
❖ **Interviews:** View interview requests, sign up for interviews, and view scheduled interviews.
❖ **Workshops/BCOM:** View upcoming events such as Employer Information Sessions, Workshops, and BCOM lab (BCOM 3950 students only).

To access the system:
1) **Go to**
   - [www.robinson.gsu.edu/career](http://www.robinson.gsu.edu/career)
2) **Click on Robinson Career Connection Student Login**
1. LOG INTO YOUR ACCOUNT.

Log in using your GSU email address and your Panther ID (no dashes). You will need to create a username and change your password once you have full access to the system.

2. COMPLETING YOUR PROFILE

- Be sure to fill out your profile completely.
- Pay close attention to the two questions at the bottom of the Contact Information page:
  - Include in the Resume Database means you would like Employers to be able to see your resume and contact you about employment opportunities
  - If you select Yes, a second question will populate requesting your permission to be contacted by Executive Recruiter Firms. If you do not wish to be contacted select No
3. RESUME UPLOAD AND APPROVAL PROCESS

- You must first have your resume approved in RCC.
- To upload your resume, click on Resumes located under My Profile.
- Click on Upload New to upload your resume.
- Please allow 3-5 business days for resume review.

CHECKING STATUS OF YOUR RESUME

- If your resume is Approved, you will be able to search for and apply to jobs by clicking on the Job Search tab.
- If your resume is Not Approved, you will not be able to see the Job Search tab on your Dashboard.
- If the Job Search tab is missing, click on Summary located under My Profile. Scroll down to the Detailed Profile Section and you will see a section titled Resume Review. You will see the notes made on your resume under Resume Review Notes. You will need to make these changes and resubmit your resume for approval.
5. BASIC SYSTEMS OVERVIEW

JOBS AND INTERNSHIPS

Click on the Job Search tab. You can filter positions by clicking on the Job Location, Job Function, or Job Industry drop down box and selecting the type of position you are seeking. You can also enter keywords.

PLEASE NOTE: If you cannot see the Job Search tab, please refer to Step 4 above.

CAMPUS INTERVIEWS

From the Home Dashboard click on the Interviews tab.

You will see what campus interviews are coming up.

Pay close attention to the Action column.

If you would like to apply for campus interview click DROP RESUME.

If you choose to revise or withdraw your resume you can click Revise/Withdraw.

Pay close attention to deadlines! The Career Advancement Center will not be able to accept resume after then application deadline.
THE CAREER MANAGEMENT CYCLE

It takes a lifetime of choices to build a career – and it takes self-awareness, focus and discipline to make the choices that lead to a fulfilling career.

In all likelihood, the job you have today is the result of not just one choice, but many cumulative and intersecting choices that all have a bearing on your career path: where you live, where you’ve gone to school, what courses you’ve taken, and who you’ve met along the way.

The wisdom of those choices depends in large part on how well you understand yourself within the following dimensions:

- **Values**
- **Interests**
- **Skills**
- **Experience**

Ongoing career management involves clarifying your values, pursuing your interests, building your skills, and expanding your base of experience – all against the backdrop of the network of relationships that you build and within the context of the career plan that you develop.

From time to time, it is valuable to examine where you are in your career, and where you would like to go. In this way, you create a conscious cycle of career management that is driven not by external circumstances but by your internal compass of values, interests, skills and experience.

A **Mission Statement** is an exercise adapted from Stephen Covey’s book *The Seven Habits of Highly Effective People*, designed to help you clarify your **values**.

A **Career Action Plan** will help you outline next steps in your career management process. Both of these exercises will be valuable to you, wherever you are on your career path.

If you take some time periodically to envision where you want to go in your career and the qualities you want to embody along the way, you will reap the benefits.
MISSION STATEMENT

A personal mission statement is a bit different from a company mission statement, but the fundamental principles are the same. Writing a personal mission statement offers the opportunity to establish what is important and perhaps make a decision to stick to it before we even start a career. Or it enables us to chart a new course when we are at a career crossroads. Stephen Covey (in *First Things First*) refers to developing a mission statement as, “connecting with your own unique purpose and the profound satisfaction that comes from fulfilling it.”

A personal mission statement helps job-seekers identify their core values and beliefs. Michael Goodman (in *The Potato Chip Difference: How to Apply Leading Edge Marketing Strategies to Landing the Job You Want*) states that a personal mission statement is “an articulation of what you’re all about and what success looks like to you.” A personal mission statement also allows job-seekers to identify companies that have similar values and beliefs and helps them better assess the costs and benefits of any new career opportunity.

The biggest problem most job-seekers face is not in wanting to have a personal mission statement, but actually writing it. So, to help you get started on your personal mission statement, here is a five-step mission-building process. Take as much time on each step as you need -- and remember to dig deeply to develop a mission statement that is both authentic and honest. And to help you better see the process, we’ve included an example of one job-seeker’s process in developing her mission statement.

**Toward A Personal Mission Statement**

**Step 1: Identify Past Successes.** Spend some time identifying four or five examples where you have had personal success in recent years. These successes could be at work, in your community, at home, etc. Write them down. Try to identify whether there is a common theme -- or themes -- to these examples. Write them down.

**Step 2: Identify Core Values.** Develop a list of attributes that you believe identify who you are and what your priorities are. The list can be as long as you need. Once your list is complete, see if you can narrow your values to five or six most important values. Finally, see if you can choose the one value that is most important to you.

**Step 3: Identify Contributions.** Make a list of the ways you could make a difference. In an ideal situation, how could you contribute best to: the world in general; your family; your employer or future employers; your friends; your community.

**Step 4: Identify Goals.** Spend some time thinking about your priorities in life and the goals you have for yourself. Make a list of your personal goals, perhaps in the short-term (up to three years) and the long-term (beyond three years).

**Step 5: Write Mission Statement.** Based on the first four steps and a better understanding of yourself, begin writing your personal mission statement.

Sample Mission Statement: To live life completely, honestly, and compassionately, with a healthy dose of realism mixed with the imagination and vision that all things are possible if we orient ourselves toward the answer.

Adapted from Randall S. Hansen, Ph.D. Associate Professor of Marketing

School of Business Administration, Stetson University
## CAREER ACTION PLAN

### GOAL NEXT STEPS...

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RECOMMENDED CAREER MANAGEMENT READING

**Covey, Stephen.** The Seven Habits of Highly Effective People.

**Drucker, Peter.** The Effective Executive: The Definitive Guide to Getting the Right Things Done.

**Ferrazzi, Keith.** Never Eat Alone: And Other Secrets to Success, One Relationship at a Time.

**Goleman, Daniel.** Working with Emotional Intelligence.

**Goldsmith, Marshall.** What Got You Here Won't Get You There: How Successful People Become Even More Successful.

**Langford, Beverly.** The Etiquette Edge: The Unspoken Rules for Business Success.

**McCormack, Mark.** What They Don't Teach You at Harvard Business School.

**McKay, Harvey.** Swim with the Sharks Without Being Eaten Alive. Dig Your Well Before You're Thirsty.

**Peters, Tom.** The Brand You 50: Fifty Ways to Transform Yourself from an 'Employee' into a Brand That Shouts Distinction, Commitment, and Passion!

**Welch, Jack.** Jack: Straight From the Gut.

**Zander, Benajmin.** The Art of Possibility.

**Internet Resources**

- **Atlanta Business Chronicle:** atlanta.bizjournals.com/atlanta/
- **Fast Company:** www.fastcompany.com/
- **Harvey McKay:** www.harvymackay.com/
- **Stephen Covey:** www.stephencovey.com/
- **The David Allen Company:** www.davidco.com/
- **Wall Street Journal:** www.wsj.com

**Blogs**

- **Robinson Career Blog:** http://robinsoncareerblog.blogspot.com/
- **Atlanta Career Coach:** atlantacareercoach.blogspot.com/
- **Career Rocketeer:** www.careerrocketeer.com/

**Social Media**

- **LinkedIn:** www.linkedin.com/
  
  Join the 2,000+ in the Robinson Career Network

- **Facebook:** www.facebook.com/rcbcmc
  
  CAC Fanpage delivers updates your Facebook page
In a job hunt, we are so busy looking for the next opportunity that we often overlook the assessment phase of career management.

Assessment gives us the opportunity to understand what motivates and inspires us, what engages our imaginations and gives us the energy to contribute to a work effort.

Assessment helps us identify our interests and our skills in the context of possible career paths, and gives us the chance to align ourselves professionally with what we like and what we do well.

There are many tools for measuring professional interests and skills; at the Robinson Career Advancement Center, we use an assessment tool called CareerLeader.

CAREERLEADER ASSESSMENT

CareerLeader is a fully integrated approach to business career self-assessment developed by Dr. Timothy Butler, Director of MBA Career Development Programs at the Harvard Business School, and Dr. James Waldroop, Dr. Butler's associate at HBS for 18 years. This interactive, online program is currently being used by over 170 top business and MBA programs in the US and around the world to help guide their students.

CareerLeader will:

- Provide you with expert assessments of your unique pattern of business-relevant interests, values and abilities, using three tests we developed.
- Integrate your results, recommending specific career paths that are likely to be your best career path matches, and why you match well.
- Rate your entrepreneurial attributes.
- Provide you with in-depth views into 27 business career paths, including information about the interests, rewards and abilities associated with each one. Many career paths also include an in-depth interview with an industry insider, for further insights.
- Help you to understand key elements of corporate culture and how you will fit in with each.
- Recognize and help you to cure your career "Achilles Heels".

How do I access CareerLeader?
Send an email to your Career Counselor with "CareerLeader Access Request" in the subject line.
<table>
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<tr>
<th><strong>ASSESSING YOUR CAREERLEADER RESULTS</strong></th>
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<tr>
<td><strong>CAREERLEADER</strong></td>
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<tr>
<td>What are your reflections / observations on your CareerLeader results?</td>
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<td>Are the results what you expected? Why? Why not? If the results were <strong>not</strong> what you expected, what did you anticipate?</td>
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<td><strong>CAREER PATH(S)</strong></td>
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<tr>
<td>What career path(s) did CareerLeader suggest for you? Which of these paths would you like to explore further and why?</td>
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<tr>
<td>Prior to taking the CareerLeader assessment, what career path(s) did you decide on your own to pursue? Why?</td>
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<tr>
<td>In what ways does your career choice match your reward values, purpose &amp; passion? (i.e., money, title, flexibility, work/life balance etc.)</td>
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<tr>
<td>Is your goal realistic compared to your current background, experience, knowledge etc.? If “yes”, give a brief explanation of the parallel of the “employer’s needs” and “your haves.”</td>
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</table>
Once you’ve identified your career interests and skills, you’re ready to move toward building a search strategy that will help you secure the next role in your career and build your base of **experience**.

**FOCUS**

At this point, you need to focus on four aspects of the job market:

- **Ideal industry**
- **Ideal employers** / companies within that industry
- **Geography**/are you willing to move, and if so, where?
- **Ideal roles** / functions within one of those companies

Your goal, through online research and informational interviews, will be to build both your general knowledge of your particular market segment and function and your specific knowledge regarding current job opportunities. This will enable you to apply for relevant roles as well as demonstrate your awareness of broader market dynamics as you move into interviews with potential employers.

**FOLLOWING YOUR CAREER TIMELINE**

As you approach taking the next career step, it is helpful to understand your direction, your speed, your timing and your ultimate destination to ensure that you are headed the right way. The Ongoing Career Management section of this handbook will help you determine your career mileposts at 5, 10, and 20 year intervals.

This section, however, is focused on the step you are taking today, as a strategic move in a broader plan for your career. The more awareness of your long-term goals that you bring to your current job search effort, the more likely you are to be happy with the job you choose.
ORGANIZING YOURSELF FOR SUCCESS

First things first: Your research will only be valuable to you if you have a way to keep track of your findings and refer to them as needed in your job search. (If you think you don’t need a spreadsheet to remember all the leads you’re pursuing, then you probably aren’t generating enough opportunities to secure your next career move.)

There are two organizational tools you can use: a filing system (either electronic or paper) and a spreadsheet.

Use the filing system to capture information on:
- Industries and sub-sectors (e.g. a healthcare industry folder, with sub-sector folders on pharmaceuticals, medical devices, and hospitals).
- Companies of interest (information such as company profiles, executive bios, articles, financial results, market strategy)
- Functions and roles (e.g. finance & accounting function folder, with sub-sector folders on finance, accounting, controller roles)
- Current job opportunities (company information described above as well as job description and information provided to you by the potential employer)

Use the spreadsheet to capture networking contacts as well as current job opportunities and to track your contact with potential employers, as follows:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Date</th>
<th>Company</th>
<th>Role Available</th>
<th>Contact Name</th>
<th>Contact Title</th>
<th>Contact Info.</th>
<th>Next step</th>
<th>Deadline</th>
</tr>
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<tbody>
<tr>
<td>2</td>
<td>7/5</td>
<td>Porsche</td>
<td>Mkting Mgr</td>
<td>Mary Jones</td>
<td>Dir, Mktg.</td>
<td>404-321-1781</td>
<td>Interview</td>
<td>7/17</td>
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<tr>
<td>3</td>
<td>7/12</td>
<td>UPS</td>
<td>Prod Dev Mgr</td>
<td>John Rowles</td>
<td>VP, SMB</td>
<td><a href="mailto:jrowles@ups.com">jrowles@ups.com</a></td>
<td>Hold</td>
<td></td>
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<tr>
<td>1</td>
<td>7/13</td>
<td>Russell</td>
<td>Mkting Coord</td>
<td>Sherry Hsu</td>
<td>Pres, Int'l</td>
<td>770-341-2393</td>
<td>Call</td>
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</table>

Highlight high-priority opportunities so you don’t overlook them as the list grows, and commit to spending at least 15 minutes a day reviewing your progress and planning for next steps.

NOTE: If you run across jobs that are interesting but for which you aren’t qualified, make a note of possible professional development steps you can take on your Career Plan.
# JOB SEARCH TRACKING SHEET

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<tr>
<th>Priority</th>
<th>Date</th>
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<th>Role Available</th>
<th>Contact Name</th>
<th>Contact Title</th>
<th>Contact Info.</th>
<th>Next step</th>
<th>Deadline</th>
<th>Notes</th>
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CONDUCTING EMPLOYER RESEARCH

Once you have organized yourself for the search, it is time to learn more about the industries, companies and roles that interest you. Together, the Robinson Career Advancement Center and the University Library provide access to over 30 tools that you can use in your job search.

Start your research with these two key Robinson Career tools on our web site: robinson.gsu.edu/career/students/researchtools/index.html

For Industry and Company Research...
   CareerShift: Database filled with company and industry research information.
   Vault.com: Comprehensive industry guides, interviews and case interview guides.

Library resources are available via the Business link on University Library website at: research.library.gsu.edu/

Employer Outline - Answer the following questions to create an outline of the employer.

Part I: Understanding the Organization
   Financial Information: Organization structure, profit vs. non-profit, funding sources. What is total revenue? What are their sales trends? What part of this organization is growing?

   Key Personnel: Who is the President, CEO? Key GSU Alumni? Any recent additions to senior management team?

   History / Mission / Goals: How old are they? What major events shape their history? Where are their headquarters?

   Products/Services: What new products or services are being developed? Who are the primary users of these products/services? In what sector of the market are they utilized?

   Marketing Strategy: What key brand names do they own? What forms of advertising are used? Are there new initiatives? Where is their product/service sold, distributed, placed against the competition?

   Key Clients: Who are they? What important service or product do they supply? Is this company targeting new clients?

   Major Competitors: Who are they? How do they compete? Do they have more market share?

   Major Trends/Current Events in this Industry: What is the effect of government regulations? New competitors? Technology? Globalization? Latest news reports on the company or on the local or national news that affect the company?

Part II: Understanding the Position
   Recruiting Profile/Company Culture: How do they describe themselves? How do they describe the type of person they are looking for? Who do they highlight in the brochure? Where do they recruit? Locations other than your community?

   Position Description: Where does this position fit into this organization? What do they want the person in this position to contribute?

Part III: Pulling it all together
   How do you fit their profile: What real life examples from your resume demonstrate how your background matches what they are seeking?

   How can you help them achieve their goals: What are the key things they want? What are the key things you bring? Find a way to match these up and communicate it effectively!
ADDITIONAL RESEARCH TOOLS

Career Guides:
You can consult Career Guide resources any time you want to do initial general research about the job market, such as exploring the fastest-growing industries, conditions and the hiring outlook in a particular industry, or what a particular career path (e.g. finance or marketing) looks like.

Occupational Outlook
Handbook
www.bls.gov/oco/
Use the Occupational Outlook Handbook to look up a job and find out the working conditions, employment, education requirements, earnings, and outlook for that job.

The career guide: Dun's employment opportunities directory
Parsippany, N.J.: Dun's Marketing Services
Updated each year, this directory lists major U.S. companies that expect to have openings.

Boston, MA: Harvard Business School
Pub. [ Ref. HF5415.35 .M48 ]
NOTE: Other HBS guides exist for Finance, Management Consulting, Non-Profit Sector, etc.

Internship and Job Postings:
You can use these sites to search for jobs. Keep in mind, however, that many jobs are discovered through your classmates and colleagues – so don't overlook the power of your network! Refer to the Graduate Student supplement for tips on networking.

RCC – Robinson Career Connection
Jobs, internships, campus interviews & more!
RCC is where Employers & Alumni actively seeking Robinson talent post Job & Internship openings!

- Login, complete your profile, upload your resume for approval
- Search for Jobs & Internships
- Sign up for Campus Interviews

Currently enrolled students can login to RCC using the following information:

Username: GSU Student Email Address (ie. jrobinson@student.gsu.edu)
Password: GSU Panther ID*no dashes (ie. 011221220)

Can’t remember your Panther ID? Look it up here: (embed this link: https://webdb.gsu.edu/lookup/)

Problems? Please use the 'Forgot Password' feature, if issues persist, please email Brent Winner with "RCC Access Request" in the subject line.

- Update your Profile and Upload your Resume – Your first step is to update your profile and upload your resume for review and approval by your CAC Career Counselor.
- Resume Samples – The Robinson Student Career Guide contains a variety of resume examples.
ADDITIONAL RESEARCH TOOLS, cont.

**International Resources:**

4 International Careers & Jobs  
http://www.4icj.com/  
AFS International Programs, Inc.  
www.afs.org  
Association for Int’l Practical Training  
www.aipt.org  
BUNAC: Working Adventures Worldwide  
www.bunac.org  
Campus Career Center  
www.campuscareercenter.com  
CDS International, Inc.  
www.cdsintl.org  
Council on Int’l Educational Exchange  
www.ciee.org  
Cross Cultural Solutions  
www.crossculturalsolutions.com  
DISCO International Career Resources, Inc.  
www.discointer.com/index.html  
Educational Programmes Abroad  
www.epa-internships.org  
European Internships  
www.europeaninternships.com  

Going Global  
online.goingglobal.com/  
Idealist.org International Volunteerism Resource Center  
Intern Abroad  
www.internabroad.com  
Internationalstudent.com  
www.internationalstudent.com  
Institute of International Education  
www.iiepassport.org  
International Cooperative Education  
www.icemenlo.com  
Internships4You.com  
www.Internships4You.com  
Study Abroad.com  
www.studyabroad.com  
U.S Citizenship and Immigration Services  
http://www.uscis.gov/portal/site/uscis

**Robinson College of Business Resource:**

The Institute of International Business Study Abroad Program  
iib.gsu.edu/IIB/study-abroad
CONDUCTING INFORMATIONAL INTERVIEWS

Richard Bolles, the author of the best-selling career guide of all time, What Color Is Your Parachute?, is credited with advocating this process as a way of "trying on jobs to see if they fit you." Going into a work environment to meet with people who are doing what you find attractive is the best way to get a feeling for whether a career or employer is right for you or not. Often an expert can tell you more that directly relates to your concerns in a few minutes than you could learn in months of online research. If it feels right, you already have a contact. If it doesn't, you haven't invested too much time and can immediately change directions.

Informational Interviewing is an opportunity to:
1. Discover your path
2. Speak with an expert
3. Develop a network
4. Gain insight into the hidden job market (unadvertised employment opportunities)
5. Recognize your strengths and weaknesses
6. Build your confidence

Some people abuse informational interviewing by using them as a way to get a job rather than for collecting information. It is important to be honest in your first meeting with potential colleagues. You may be surprised by how graciously most people will treat you. For your part, you must be thoroughly prepared to respect their time and trust.

SETTING UP AN INFORMATIONAL INTERVIEW

1. **Identify a professional to contact in a career field of interest to you.**
   Contact the Career Advancement Center in the Robinson College of Business for help identifying a specific occupation or field of interest. Once you know which fields you want to explore, ask yourself: “Do I know anyone who works in this field?” OR “Does anyone I know (roommate, friends, fellow students, professors, family members, neighbors, co-workers, managers) have contacts in this field?”

2. **Do background homework before contacting the employer.**
   Identify why you are contacting this person and what kind of information this person can provide to you. Research the person’s career field and organization, and compile a list of 15 questions to ask during the interview.

3. **Contact the professional via phone (or in writing if done well in advance).**
   Speak directly to the person, or explain to an assistant why you would like to speak with this person; ask for best procedure to contact him/her. Have a written telephone “script” ready (refer to the example in this section) to describe the purpose of the meeting you are requesting. Identify a convenient time for you to meet with this person at his/her work site.

4. **Prepare for the day of the informational interview.**
   Call to confirm the appointment, get directions parking information well before the interview. Thoroughly research the company of the person you are interviewing. Select an appropriate outfit to wear to the interview. Put together a portfolio with paper, pens and copies of an updated resume to take with you. Be sure to bring your 15 questions!
5. **During the actual interview...**
Arrive five minutes early and announce your presence to the assistant. Be courteous to everyone that you meet, especially assistant. Don’t come too early since if the person was trying to finish some work before your “on-time” arrival, they may feel on the spot to begin early without detaching from the project. When you meet the person you’ll be interviewing, shake hands and introduce yourself, and immediately express gratitude for their willingness to meet.

Ask if you can take notes, and then do so without distracting the speaker or allowing yourself to miss anything. Be sure to ask for referrals to other appropriate individuals in the field or in related organizations. Also, ask if you can use this person’s name in your introduction.

Be conscious of time and do not spend more than 30 minutes unless the professional initiates extra time. At the end of the interview, thank the person for his/her time and shake hands as you leave.

6. **Immediately after the interview...**
Find a quiet place to sit and write down all of the answers to the questions that you asked. Jot down information about any follow-up activities that you discussed or names of other professionals to contact

Send a thank-you note and keep this individual posted on your progress.

Also, evaluate your style of interviewing. What could you have done better? Use what you have learned in your next interview.

Remember you should not base your decisions on one interview. Quickly make an appointment with another professional.

---

**TELEPHONE SCRIPT IDEAS**

1. Provide a brief introduction of yourself for the professional. State that you are a student who is seeking advice and information on this person’s career or industry.
2. State how you found out about this person.
3. Identify what you hope to get out of a meeting with this person (information on the person’s current job? information on person’s career? information on general career field?)
4. Once you’ve set an interview date, verify the address, location, date, and time before you hang up.

**Sample Script**
Hello, my name is ______________. I was given your name (or found your name) by ______________.

I’m a (class year) at the Robinson College of Business and am interested in speaking with you about...
I’m interested in learning more about the field of ____________ (or your position as ____________________________).

Is this a good time for me to try to set up a meeting with you or someone on your staff? (If not), when would be a good time for me to try to call you back?
I would like to meet with you for about a half hour at your convenience. Can you suggest a convenient time, or would you be available to speak to me (during the week of ______________)?
SAMPLE QUESTIONS FOR INFORMATIONAL INTERVIEWS

Remain aware of where the person goes with the interview.

You may say something as simple as, "How did you get into this field, I mean what was your major in college," and the person may answer nearly everything in your questions list. If so, it will not be impressive if you ask something they have just covered.

It is far better to say, “Do you mind if I check my questions list to see if we have covered everything?”, then allow for the silence while you glance at each rather than to feel rushed and ask something that was covered or that has become irrelevant.” It will seem like it takes far longer to you to look at glance at all of the questions than it will to the other, and it gives evidence of your poise and professionalism.)

1. How did you get started in this field? What is your educational background? What are your major responsibilities?
2. What is the most rewarding aspect of your job, least rewarding? What might you change? Would you choose this career again?
3. What is a "typical" day like for you?
4. What obligations does your work put on you outside of the actual job? What are some lifestyle considerations for this career field?
5. What are some common entry-level positions in the field of ________________?
6. What kind of salary range and benefits could an entry-level position expect to receive?
7. What kind of an individual (skills and personality) would be best suited for these entry-level positions? What are the most important factors used when hiring?
8. What is the best educational preparation for a career in this field? Which classes and experiences would be most helpful to obtain while still in college?
9. What have you found to be a major weakness of new hires in this field?
10. How high is the turnover? How does one move from position to position or other areas of the organizations? What are typical policies about promotions from within? How are employees evaluated?
11. What is the typical career path from entry-level to top management?
12. How do people usually find out about full-time openings in this field?
13. What is the future outlook for this career field? What are the areas of potential growth and decline? How do you see jobs changing in the future?
14. Which professional journals and organizations would be most helpful in evaluating the field?
15. Can you recommend other types of organizations in this field that I might investigate or contact? Can you recommend any specific person for me to talk with and may I have permission to use your name?
Once you have clearly identified your target industry and market, along with some potential employers and available jobs, it’s time to start marketing yourself. Essentially, you need to prepare the following elements as you enter the job market in pursuit of specific opportunities:

- **Cover letter**
- **Resume**
- **References**
- **Personal presentation**
- **Virtual Branding**
- **Interview**
- **Offer and salary negotiation**

### WRITING A STAND-OUT COVER LETTER

1. A cover letter should **always** be sent with a resume, or follow-up correspondence. It should be read easily and have a conversational tone. Avoid using jargon or stiff wording. Be brief and to the point. A cover letter should **not** be more than one page in length.

2. Follow the rules and layout options of a standard business letter. Use proper grammar and punctuation. Spelling errors are unacceptable! Hand sign your signature above the typed version.

3. Whenever possible, address the cover letter to an individual instead of a department or organization. Never address it To Whom It May Concern. Be sure to spell the individual’s name correctly and obtain the correct title. If you need verification, call the organization.

4. When e-mailing a resume, your cover letter serves as the e-mail, and your resume is the attachment.

5. Each cover letter should be typed on quality paper. To obtain a professional look, use the same paper as your resume.

6. When you are inquiring about a **general interest area** (you are not aware of specific openings), you may choose a “shotgun” cover letter format (commonly referred to as the “mass mailing” approach). Studies have shown that this format may not be very successful. To increase your chances of receiving a response, personalize each letter and identify your interest in career area(s). Ask for information and initiate the follow-up step. Enclose a self-addressed stamped envelope when asking for information.

7. When you are investigating a **specific job lead**, construct the letter to show your abilities and how they can be applied to the position and organization. Make reference to specific information that you discovered through conversations and research. Example: “I am impressed by your continual growth through grant funded activities.” “My academic background in communications, combined with my experience in public relations, has prepared me for the ___ position at XYZ.”
SAMPLE COVER LETTER FORMAT

Your Street Address or P.O. Box
City, State Zip Code

Current Date (Month 00, 201_)

Kathy J. Carlton
Marketing Manager OR Vanderbilt Consultants
Stallings International Consultants Human Resources Department
123 Main Street 1323 Main Street
Atlanta, Georgia 30303-3251 Atlanta, Georgia 30303-3251

Dear Ms. Carlton, OR Dear Hiring Manager or Dear Recruiter

Your first paragraph should state why you are contacting the employer. This is your first opportunity to initiate and build rapport with the employer. This paragraph should be used to capture the interest of the reader. You can also provide information such as: How you found out about the position, who referred you, and for what position you are applying.

Your second paragraph should include information that summarizes your relevant experience, applicable coursework, accomplishments and/or personal achievements that are related to the position. This information is as crucial as the information that is included in your actual resume. Although you may be proud of what you perceive as accomplishments, make careful consideration of what the employer will view as most intriguing. Tailor your cover letter to meet the employer’s needs. This information lets the employer know how your background matches the position. Refrain from writing one general cover letter for all positions. In today’s job market, this tactic does not work.

Your third paragraph should tell the employer that you will follow-up with him/her on a specific date in a specific way. Doing this lets the employer know what to expect. Many job seekers lose out on opportunities because of not wanting to be perceived as overly zealous. Even if you’re told that you are not the appropriate candidate for the job, hearing “no” is preferable to a lingering “maybe.” Be sure to include your phone number and e-mail address.

Regards,

[your signature goes here]

Dee M. Robinson

Enclosures:
Resume
Writing samples
SAMPLE COVER LETTER

8800 Willshire Blvd., Apt N1
Atlanta, GA 30305

January 7, 2010

Vanderbilt Consultants
Human Resources Department
1323 Main Street
Atlanta, Georgia 30303-3251

Dear Hiring Manager,

I am applying for the Human Resources Representative position advertised in the Georgia State University’s online recruiting website, Robinson Career Connection. I will graduate in May with a Bachelor of Business Administration degree in Managerial Sciences from the J. Mack Robinson College of Business at Georgia State University. My academic training combined with my previous work experience make me an excellent candidate for your vacancy.

Through my internship in the Human Resources Department at Russell Reynolds Associates, I acquired an excellent understanding of the responsibilities and expectations associated with working in this field. This knowledge, combined with my computer proficiency (in Windows, Excel, and Access) allows me to be extremely innovative and efficient. Additionally, I developed strong written and verbal communication skills through human resources activities such as drafting job postings, evaluations, and speaking to audiences of over 75 people.

I can be a valuable asset to Vanderbilt Consultants Human Resources Department. At your convenience, please feel free to contact me so I may provide you with additional information about why I would be a great fit for this position. I can be reached at (770) 555-1234.

Regards,

[your signature goes here]

Dee M. Robinson

Enclosures:
Resume
Writing samples
BE ROBINSON READY.

GRADUATE STUDENTS

The Career Advancement Center (CAC) provides Robinson graduate students with a variety of services, resources, programs and events to aid them in reaching their career goals. The information and resources provided within this Graduate Student Supplement is most useful for graduate level students but can also be helpful for undergraduate students as well. Similarly, this supplement is intended to augment the general Student Career Guide; please reference the document’s index for a complete listing of topics covered. Please Note - Students in all graduate and certificate programs have access to CAC services beginning their first day of class, and continue until one year after graduation.

ADDITIONAL TIPS FOR YOUR CAREER SEARCH

The following sections: Case Interviewing, Networking, Business Etiquette, Communication and Meetings have important tips and recommendations for how to behave within professional environments. Each section is designed to assist you with putting your best foot forward during your career search.

CASE INTERVIEWING

In a case interview, you are introduced to a business dilemma facing a particular company. You have to analyze the situation, identify key business issues, and discuss how you would address the problems. Experts agree on many of the fine points for approaching case interviews.

Practice extensively before a case interview. Use the books and Web sites listed at the end of this section. Start out with some practice explaining a process you know well, like how to change a tire or how to bake a cake. Advance to assessing a business situation for friends or family members, such as which investment vehicle they should choose for an inheritance. Practice speaking clearly and cleanly, summarizing processes in a minute or less.

Listen carefully to the question. Paraphrase it back to the interviewer to ensure your understanding. You may also want to take notes, possibly on a pad of graph paper in case you want to create a graph as part of your conclusion.

Use silence wisely to ask the interviewer if it is okay to take a moment to ponder the case, and then take a few moments to collect your thoughts.

Make your process transparent and "think out loud" as you are working through the case. Remember that rarely is there one "right" answer for analyzing a case. However, be careful not to forget key facts, defend impossible ideas, or force the wrong structure onto a problem.

Don't be afraid to ask questions. The case interview is meant to be interactive, with lots of back and forth between you and the interviewer. Questions are expected, especially because the information provided about the case will likely be incomplete.

Construct a logical framework with which to explore the critical issues of the case. Many of the principles you learned in business school can serve as a framework. Examples include Porter's Five Forces, the SWOT analysis, Value Chain Analysis, and the Four P's of marketing. Make sure your conclusion is grounded in action, not just theory. Be able to explain/defend your reasoning.

Prioritize the issues and objectives and pay attention to what is important. You don't have time for every aspect
of the case. As you ask questions, you should be able to pick up clues as to which issues are key.

**Think outside the box**, creativity and brainstorming may be just what the interviewer is looking for.

**Above all, remember, 90% of the impression you give is through non-verbal communication**

- Maintain eye contact
- Project confidence
- Demonstrate your enthusiasm

**CASE INTERVIEWING RESOURCES**

**Books/e-Books**

*Ace Your Case: Essential Management Consulting Workbook*, Wet Feet Press.

*Case in Point: Complete Case Interview Preparation*, by Marc P. Cosentino. Burgee Press.


**Look up these company websites for information about case interview preparation:**

**McKinsey**: Click on "Get Ready".

**Bain & Company's** Practice Case Interview

**Mercer Management Consulting** Case interview prep

**Additional websites to consult for case interview preparation:**

**Case interview questions and resources** from job-interview.net.

**The Case Interview**, from CampusAccess.

**How to Ace the Case Interview**, from the Career Development Office, Grinnell College.

**NETWORKING**

*Why networking is important*

Numerous studies have proven more than 70% of all jobs are landed through networking. Begin networking as soon as you determine which career field you will pursue. Networking is a valuable skill that enables you to make contacts, gain information about career options, and meet professionals in your career field.

You want to be able to quickly and concisely communicate to the networking contact your purpose...to set up an informational interview or to develop specific job leads. You will need a brief self-introduction that tells about your background, experience, and what direction you are headed. Think about your education, interests, skills, values, and what industries, locations, and types of jobs interest you. It is a good idea to write out this introduction and practice it before calling a contact.

**Benefits**
- Focuses your major or career choice.
- Gives you advice about your job search.
- Validates your choice of career.
- Refines your interviewing skills.
- Uncovers information about a specific employer or job.

**Myths**
- Networking is *not* just for the well-connected, influential, or extroverted types.
- Networking is *not* bothering people who are unwilling to help.
- Networking is *not* asking for a job.

**NETWORKING — 3-Step Process:**

**Step 1: Starting to build your network**

Begin by developing a list of your existing and potential network using the following pool of contacts:

- Family, friends, and neighbors.
- Friends and co-workers of your parents or other relatives.
- Supervisors and acquaintances from past and present jobs and internships.
- School faculty and administrators.
- Contacts through church or other religious organizations, hobbies, athletic participation, community involvement.
- People you have met at on-campus information sessions or other presentations.
- Members of professional organizations relevant to your field or area of career interest.
- Contacts through public service and volunteer work.
- Other professionals including doctors, dentist, accountant, lawyer, banker, and insurance agent.

**Step 2: Scheduling and conducting informational interviews**

Informational interviews are crucial and often overlooked aspect of networking. They are the best way to find out about a job and make a contact. The most important steps in the process are the following:

- Call, write, or email the person you want to meet. Emphasize that you are not looking for a job, but researching an industry or position.
- Set up a meeting and have 15-20 questions prepared.
- Before the meeting, it is imperative that you research the business in which you are interested. **Don’t waste your contact’s time.**
- Set a time limit of about 30 minutes.
- For sample questions to ask, refer to the Informational Interviewing section of this guide.
Step 3: Activating and maintaining your network!

Person-to-Person
- Usually happens in the early stages of the networking process.
- Start by talking to people you know really well.
- These initial contacts will lead to meetings with secondary contacts.

Social Media Networking
- Update your LinkedIn profile and connect with family, friends, classmates, and faculty. Personalize the connection message you send; do not send the pre-populated standard message.

Written Letters
- Usually happens in the middle stages of the networking process.
- Can be used when you have been referred to someone you do not know.
- May also be used when contacting someone without the benefit of an acquaintance’s referral.
- The following guidelines can be followed:
  
  **Opening Paragraph** – State why you are writing and identify yourself. Always lead with the name of the person who referred you. For example, “Mark Davis suggested that I write to you about my interest in working for a nonprofit agency. Currently, I am a junior psychology major at Georgia State University and I am seeking information about careers in the nonprofit sector.”
  
  **Middle Paragraph** – Provide information about your background and your career interests, no matter how tentative. For example, what work experience have you had and what are your goals? Remember, the purpose of networking is to gather information, not to ask for a job. Therefore, make sure to state that you are in the process of gathering information about career possibilities. Also, ask about arranging a face-to-face meeting or a conversation by telephone or e-mail at the contact’s convenience.
  
  **Last Paragraph** – Thank your networking contact for their time and consideration. Do not ask them to call you. Instead, offer to call them after they have had an opportunity to review your letter, usually within one week, to schedule a convenient time for follow up.

Telephone Calls
- Have a script of your ‘sound bite’ readily available.
- Clearly identify yourself, the reason why you are calling, and give the name of your referral.
- Suggest a follow-up conversation by phone, face-to-face, or by e-mail.
- Close by thanking them for their time.

Email
- Use this if you are familiar with the contact and know their organization’s culture is email friendly.
- Send a message that is professional and uses correct grammar and free of grammatical errors.
- Follow the guidelines for letter writing outlined above.

Tracking your Networking Activities
- Keep a notebook or a paper log of your activities to keep you organized and on track
- Better yet, purchase a contact management system for your home PC
- Another option is to enter this information into a contact management system or spreadsheet for quick retrieval

How do I keep my network alive long term?
- Don’t limit your thank-you letters to those contacts with whom you met face-to-face
- Acknowledge the assistance of everyone who was instrumental in your network
- Your consideration will reinforce the positive impressions made during your contact and present you as an organized person who pays attention to detail
BUSINESS ETIQUETTE

The Basics
Courtesy and thoughtfulness is key, regardless of the situation. Consider other people’s feelings, and stick to your convictions as diplomatically as possible. Address conflict as situation-related, rather than person-related. Apologize when you offend others. Avoid raising your voice, using harsh or derogatory language toward anyone (present or absent), or interrupting. You may not get as much "airtime" in meetings at first, but what you do say will be much more effective because it carries the weight of credibility and respectability. Your goal is to build resilient, flexible and productive relationships with everyone you encounter in the full range of business settings.

Relationships: It’s About People
When you go about the business of relationship-building, don’t differentiate by position or standing within the company, since everyone has tremendous power to help or hinder your career. Next time you need a document prepared or a conference room arranged, watch how many people are involved with that process and make it a point to meet them and show your appreciation.

Keep notes on people, whether on the back of their business cards or in a contact management database. Remember what you can about people and be thoughtful. Send cards or letters for birthdays or congratulations on promotions. Send flowers for engagements, weddings or in condolence for a death. People remember simple kindness.

While social rank, or class is a cornerstone of social interaction in many cultures, people tend to feel uneasy until they’ve seen an organizational chart and figured out the politics of the workplace. Remember, impressing the boss isn’t enough.

The current social and economic climate is one of rapid advancement through technology, which makes relationships fluid, with less predictable courses than in the past. Mergers and acquisitions add to this "class mixing," causing a former competitor to become a coworker overnight. This can make things awkward if you treat people differently depending on their "corporate standing." If you show respect and courtesy to everyone, regardless of position or company, you avoid discomfort or damaging your chances in any unexpected turn of events.

Having a consistent demeanor improves your credibility. Even the people at the top will begin to suspect your motives if you treat VIPs with impeccable courtesy and snap at counter clerks.

The main thing you owe your boss above and beyond what you owe peers and subordinates is awareness about issues that may arise, and updates on outcomes and milestones. Never deliver surprises, and if you can’t speak well of him or her within and outside the company, you should consider changing jobs, because it won’t help your career to say negative things about the person or company for whom you work.

If you have a new employee, guest, or consultant working at your company for a day, week, or longer, be sure that this person has the resources he or she needs to do the job. This isn’t just courtesy, it’s good business: time spent inefficiently is awkward for the consultant and expensive for your company.
COMMUNICATION: Tools and Conduct

Having the essential communication tools will help you excel to that next level. Follow the tips below to strengthen your communication skills.

**Telephone**
Always return calls, even if you don't yet have an answer to the caller's question. It is polite to provide an update or to redirect the person's inquiry.

If you are going to be out of the office, have someone pick up your calls or be sure to leave instructions on your voicemail about how someone can reach you in an emergency. Also, be sure to check your voicemail frequently so that you don't miss following up on important calls. Make sure your voice mail system is working properly and doesn't tell the caller that the mailbox is full, transfer them to nowhere, or ring indefinitely. A faulty voicemail system is as unacceptable as a rude person.

When you initiate a call and get a receptionist or executive assistant, identify yourself and explain the nature of your call. That way, you will be sure you're getting the right person or department and the person you are trying to reach will be able to pull up the appropriate information and help you more efficiently.

When you are on the receiving end of a phone call, identify yourself and your department. Answer the phone with some enthusiasm or at least warmth, even if you ARE being interrupted; the person on the other end doesn't know that!

**Email**
- Make the subject line of your email message specific.
- Make messages succinct with all the critical or relevant information at the beginning of the message.
- Append a standard signature to your e-mails, including your address and phone number.

**Interruptions**
Avoid interruptions (of singular or group work sessions, meetings, phone calls, or even discussions), and if at all possible, always apologize if you must interrupt a conversation, meeting, or someone's concentration on a task. Quickly state the nature of what you need, and show consideration for the fact that you are interrupting valuable work or progress.

**Business Settings: Introductions**
Before an event, use your address book or your "people database" to refresh your memory about the people you are likely to meet.

If you forget someone's name, you can sometimes "cover" by introducing a person you do know first. "Do you know Joe Smith, one of our account reps?" which will usually get the unknown person to introduce him or herself.

If this doesn't work, an admission that you've had a mental block is acceptable, if you do it graciously without calling undue attention to yourself.
Meetings

Meetings are essential to collaboration, setting expectations, reviewing procedures, delegating work related tasks, and a plethora of other important business related activities. Specific business acumen is expected during a meeting and the below information will provide tips on how to conduct yourself during a meeting and within different business environments.

If a subject is important enough to call a meeting, be considerate of the participants' time and ensure that it is well prepared. Communicate beforehand regarding:

- The objective
- The expected duration (respect the ending time, unless everyone agrees to continue)
- Items to be discussed

Thank meeting members for their time and participation, and demonstrate how their contributions helped meet the objective of the meeting. Participants are frequently left wondering if they have been heard or if their attendance and contributions were noticed. Distribute minutes or some written record (no matter how simple the meeting) to all attendees and absentees, with concise but complete descriptions of decisions made action items. Never assign an action item to a person who is not present, unless you must. Note in the minutes that the person hasn't been notified, and will be contacted for a final disposition of the item.

Social Settings

Many impressions formed during a party, dinner or golf game can make or break a key business arrangement, whether or not business is discussed directly. Always carry business cards. Arrive at a party at the stated time, or if the event is unstructured, up to 30 minutes later.

Table Manners

These apply to the Americas and most of Europe. If you are elsewhere, do some research in advance.

The fork goes on the left. The spoon and knife go on the right. Food items go on the left, so your bread plate is on your left. Drinks, including coffee cups, should be on the right. When sitting at a banquet table, you may begin eating when two people to your left and right are served. If you haven't been served, but most of your table has, encourage others to start. Reach only for items in front of you and ask that other items be passed by a neighbor. Offer to the left; pass to the right, although once things start being passed, go with the flow.

International Business

It is important to note that etiquette in other cultures requires a bit of adaptation and flexibility. If you are traveling on business to a foreign destination, or have visitors here, it is a good idea to learn as much as you can about the culture they are coming from and make appropriate allowances.

Items to consider:

- Language (make an effort to learn basic phrases)
- Time zones and working schedules
- Holidays
- Food customs (table manners, use of implements, etc.)

Generally speaking, as long as you are trying to be considerate and express an interest in learning, you should be fine. If in doubt, err on the conservative, formal side.

Adapted from Beverly Langford’s *The Etiquette Edge* and Paula (Gamonal) Williams’ *Business Etiquette: More Than Just Eating With The Right Fork*. 
ACTION-ORIENTED VERBS FOR YOUR MBA/MS RESUME:
Adapted from the Resume Pro: The Professional’s Guide by Yana Parker

Management Skills
Inspected
Instituted
Led
Managed
Motivated
Organized
Originated
Oversaw
Planned
Presided
Produced
Recommended
Reorganized
Restored
Reviewed
Scheduled
Secured
Selected
Streamlined
Strengthened
Supervised
Terminated
Convinced
Drafted
Edited
Enlisted
Explained
Influenced
Interviewed
Market
Mediated
Moderated
Negotiated
Participated
Reinforced
Reported
Responded
Synthesized
Translated

Accomplishments
Achieved
Completed
Expanded
Exceeded
Improved
Pioneered
Reduced
Resolved
Restored
Spearheaded
Succeeded
Surpassed
Transformed
Won

Research Skills
Collected
Compared
Determined
Diagnosed
Evaluated

Examin
Examined
Experimented
Explored
Extracted
Formulated
Gathered
Interpreted
Invented
Investigated
Organized
Researched
Solved
Summarized
Surveyed
Tested

Teaching Skills
Advised
Coached
Critiqued
Educated
Evaluated
Guided
Informed
Instructed
Motivated
Persuaded
Taught
Trained
Tutored

Technical Skills
Adapted
Assembled
Calculated
Computed
Constructed
Convert
Designed
Engineered
Installed
Operated
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Regular

Financial/Data Skills
Adjusted
Allocated
Analyzed
Appraised
Assessed
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Budgeted
Calculated
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Forecasted
Measured
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SAMPLE RESUMES

The twelve samples resumes included are to assist you with strengthening your resume to attract hiring managers and key decision makers. The sample resumes are intended to serve as a guide. There are several formats that are available to draft your resume and the below are just a few examples.

The CAC recommends reviewing the sample resume(s) which closely match where you are within your career and tailor your resume to match the look and feel. We encourage you to receive 1-on-1 resume review to discuss your final draft in details by scheduling an appointment with your designated Career Coach.
First Name Last Name
City, GA [Zip Code] | (xxx) xxx-xxxx | email@student.gsu.edu | [LinkedIn URL]

OBJECTIVE
To obtain a full time position / an internship within the [audit/tax/internal audit, etc. group] of [company name OR “a public accounting firm”] beginning in [season/month] of [year]. Example: To obtain a full-time position within the audit group of a public accounting firm beginning in January of 2014.
Example for general/corporate accounting: To obtain a position in accounting beginning in August of 2014.

EDUCATION & PROFESSIONAL CERTIFICATION (if applicable)
Georgia State University, J. Mack Robinson College of Business
Master of [Professional Accountancy / Taxation / etc.] GPA: _____ Month 20XX
Currently pursuing CPA certification (passed FAR & Audit)

Bachelor of Business Administration in Accounting GPA: _____ Month 20XX
Cum Laude or other distinguished honors if applicable

Other University, Other Name College of Business
Bachelor of Business Administration in Accounting GPA: _____ Month 20XX
Cum Laude or other distinguished honors if applicable

WORK EXPERIENCE
Company Name City, State
Present/most recent position within company Month 20XX – Present
Previous position within company Month 20XX – Month 20XX
First position within company Month 20XX – Month 20XX

- Summary of accomplishments - use measurable achievements if possible (i.e. “reduced costs by X%” and tell HOW you did this)
- Think high level about what you do/have done and highlight any transferable skills that are relevant in the position you’re seeking (i.e. client service, financial analysis, process improvement, etc.)
- If you’re applying for a specific position, examine the actual job posting to determine qualities/skills they’re seeking in candidates, and use this to assist you with the above – identifying transferable skills that align with the company’s desired qualifications.
- If you’re preparing a general resume, find a couple of examples of job postings (whether active or inactive) that are similar to the type of position you’re seeking and do the same.
- If you are currently working at this company, you may use present tense. For all previous positions, use past tense. Do not use first person (“I” or “we”).

ININVOLVEMENT & AWARDS
Organization, Chapter – Position/Status (examples below) Month 20XX – Present
Beta Alpha Psi, Beta Mu Chapter – Member Month 20XX – Present
Tau Alpha Chi, GSU Chapter – Member Month 20XX – Present
Georgia Society of Certified Public Accountants – Student Member Month 20XX – Present
Junior Achievement of Greater Atlanta – Volunteer Month 20XX – Month 20XX

SKILLS
Bilingual, bi-literate – [Language]
Relevant computer / software skills
**SAMPLE RESUME #1**

**Samantha Fisher**  
sfisher8@student.gsu.edu  
www.linkedin.com/in/samanthafisher  
678.555.9414

**SUMMARY OF QUALIFICATIONS**  
Experience in sales, marketing and operations for a globally-recognized apparel brand. Extensive experience in marketing and promotions, leading to a consistent increase in sales and overall efficiency. Focus in Canadian market and Hispanic based companies specializing in operations and customer oriented marketing initiatives.

**EDUCATION**

<table>
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<th>Institution</th>
<th>Degree</th>
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<tr>
<td>Georgia State University, J. Mack Robinson College of Business</td>
<td>Bachelor of Business Administration, Double Major: Economics and Finance</td>
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<td>May 2004</td>
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- Relevant Courses: Consumer Behavior, International Marketing, Sales Management, Channels of Distribution & Logistics Management

**EXPERIENCE**

<table>
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<tr>
<th>Company</th>
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<td>Hanes Brands, Incorporated</td>
<td>International Sales &amp; Marketing Coordinator</td>
<td>Winston-Salem, NC</td>
<td>June 2004 – Present</td>
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</tbody>
</table>
- Managed the complete sourcing process for an apparel program produced in Latin America for the Canadian market that improved customer purchase order fulfillment rates to 99%.  
- Led the local replenishment of apparel to Wal-Mart in Puerto Rico via global sourcing of product.  
- Served as the process manager for order placement, production tracking, and shipping to the customer that significantly enhanced operational process flow.  
- Designed a product and made a successful sales presentation to retail buyers at Sam’s Club in Puerto Rico which led to an order of 6,000 additional units.  
- Coordinated web-based communications between seven regional headquarters and six international offices in Canada, Colombia, El Salvador, Honduras, México, and Puerto Rico. |
| Multiscope Distributors | Promotions Coordinator | Charlotte, NC | July 2003 – June 2004 |  
- Organized and ran promotions for one of Charlotte’s premier alcoholic beverage distributors.  
- Increased venue profits by 30% by creating new methods to encourage sales.  
- Implemented new marketing techniques to facilitate customer awareness of new products and offerings.  
- Developed promotional plans and executed various consumer-specific programs geared to satisfy unique demographic trends, resulting in a 10% increase in revenue.  
- Managed $100,000 in inventory of promotional supplies and materials used in major events. |

**SKILLS**

- SAP Business One Logistics software  
- Excellent public speaking and presentation skills and experience

**LANGUAGES**

Spanish – Conversational, French – Proficient
INTERNATIONAL     TRANSPORTATION     FINANCE     MARKETING     BUSINESS STRATEGY

Marketing and Business Development Manager with over fifteen years’ experience in sales, new business development, strategic planning and event management. Intercultural competence and bi-literate. Financial analysis driven, process improvement focused and marketing strategist professional.

- **Strategic Marketing:** Increased sales by 40% and developed new business opportunities through business modeling analysis of return on capital
- **Business Development Management:** Client relationship development and sales experience resulting in a 20% revenue and 10% market share growth
- **Business Planning Management:** focused on financial analysis of profitability, acquisition targets, and capital requirements which generated $5 million dollars in new business

**EXPERIENCE**

**DHL WORLDWIDE EXPRESS**

*Regional Manager Strategy and Business Modeling*

Plantation, FL  
2007 - Present

Direct the DHL Strategy and Planning Division’s five-year strategic plan for Latin America long term P&L growth, with market and competitive studies and price, cost and volume analysis for existing and new services.

- Implemented a five year plan by developing and carrying out projects that resulted in over $1 million profit for the fiscal year
- Led the acquisition of El Salvador agent, forecasting revenue streams and improving margins by 12%
- Performed quantities analysis of planned new business, reported findings and provided recommendations directly to senior management resulting in implementation of requested actions

**LUCENT TECHNOLOGIES**

*Marketing Manager, Business Modeling*

Miramar, FL  
2004 - 2006

Managed the creation and implementation of customer business modeling discipline across the Latin America region, delivering strategic and economic analysis to major customers, hiring and training staff and engaging sales and business development teams.

- Delivered a case for wireless expansion to the Instituto Costarricense de Electricidad (ICE) in Costa Rica, which resulted in a signed contract valued $23 million
- Developed a comprehensive strategic analysis for a key Verizon property in Mexico to justify the migration of its network, resulting in a long-term sales agreement valued at over $10 million
- Recommended a strategy to BrasilTelecom resulting in the sales of Lucent Unified Messaging solutions of over $5 million
- Created a sales and marketing package for Lucent High Speed Data mobile strategy and communicated to leadership teams across the region, resulting in a power go-to-market tool
- Analyzed the market opportunity and return on capital to migrate Wireless Networks from 2G to 3G for the major operators in Brazil, resulting in significantly greater positioning of Lucent in the South American marketplace
Financial Analyst
2001 - 2004
Oversaw the consolidation of financial statements and analysis of Brazil monthly operations, process improvement and identification of financial exposure
- Conducted specific internal audit reviews of inventory process avoiding $23 million in financial exposure
- Acted as liaison between Brazil manager and headquarter managers, resolving problems and meeting financial objectives for an aggressive end of year plan
- Prepared reports on contract status and advised on future business impact, resulting in revenue recognition value over $50 million and legal closure of pending contracts

COPERE
São Paulo, Brazil
Partner
1998 - 2001
Organized and promoted national and international cultural and business events for a small start-up company with $2 million in annual revenue. Planned and executed the Brazil-China summit hosting 25 heads of states
- Organized and hosted the Soviet 90 and the Russian Ballet, Nestlé Blues Festival, Brastemp China Festival, the Chinese Ballet, and Peking Opera, for most major cities in Brazil
- Negotiated agreements with venues and contractors resulting in 10% reduction in fees

HEWLETT-PACKARD
Alphaville, Brazil
Coordinator
1996 - 1998
Coordinated all internal communications for a 150 employee sales department
- Developed and implemented a new system to identify and allocate long-distances phone calls to individual users, resulting in better control and savings
- Oversaw a team of three individuals responsible for data and voice communication

EDUCATION

Georgia State University, J. Mack Robinson College of Business
Atlanta, GA
Executive MBA
Member, Graduate Business Association

Florida International University
Miami, FL
Master of Business Administration
Worked full-time while attending school full-time

University of Miami
Miami, FL
Bachelor of Business Administration, International Finance and Marketing

OTHER
Native Portuguese, Fluent in English, Spanish and French
Member, International Business and Marketing
Member, Net Impact of Atlanta
Board President, Latin American Business Network
Treasurer, Atlanta UMC Trustees
Finance Team, English as a Second Language
SAMPLE RESUME #3

Maria Liampas
3265 Rose Lane • Alpharetta, GA 30022
mliampas@student.gsu.edu www.linkedin.com/in/marialiampas 404.555.1234

EDUCATION

Global Partners MBA is a Dual Degree, Full-Time International MBA specializing in Commercial Diplomacy and Executive Leadership with extended studies abroad: USA, Brazil, France, China

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<th>Degree</th>
<th>Dates</th>
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<td>10/2011 – 12/2012</td>
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<tr>
<td>Master d’Administration des Entreprises, Institut d’Administration</td>
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<td></td>
<td>Paris, France</td>
</tr>
<tr>
<td>Graduate School of Business</td>
<td>Minor: Fine Arts</td>
<td>Provo, UT</td>
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<tr>
<td>Bachelor of Arts Marketing, Brigham Young University</td>
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<tr>
<td>*Student Government Publicist, BYUSA Business Committee Chairperson, PRSSA, Ad Club</td>
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EXPERIENCE


Director of Corporate Marketing ($20M, >1000 Employees) Private textile and uniform service company operating in a nine-state region in B-to-B hospitality, restaurant and healthcare industries

- Spearheaded a new marketing campaign with a $250K budget allocated to: online, yellow pages, website, tradeshows, direct mail print advertising
- Designed, implemented and tracked customer win-back, retention and Life Time Value account rewards, improved customer retention by 15%
- Developed training manuals, field handbooks, and promotional materials for sales force. Improved same month sales by 10% by creating, implementing, supporting and tracking sales contests
- Enhanced industry presence and built brand equity by creating a unified brand image and strategic partnerships with vendors and customers


Sales Marketing Consultant, Latin Americas Division

- Developed advertising and in-store promotions for the At-Home Services Installations program in seven area stores in Spain
- Created new accounts through in-store signage, promotions, display booths and large-group training seminars for HD team members
- Established commitments and follow-up with team members to generate qualified leads. Contributed to 20% increase in off-season same-store sales

ADDITIONAL STRENGTHS

Dual citizenship: USA & EU (Spain) • Bilingual & Bi-literate: Fluency (native speaker) English & Spanish • Overseas experience in France, Brazil, China, and Spain
SAMPLE RESUME #4

Ernest M. Bay
1234 Northwest Lost Drive, Atlanta, GA
ebay8@student.gsu.edu  404.555.1234    www.linkedin.com/in/ernestbay

Business development and sales management professional with diverse industry experience in financial services, consumer goods and telecommunications. Demonstrated ability to build businesses, execute strategy and develop partnerships for start-up, mid-size and Fortune 500 companies. Core competencies:

- Consultative Selling
- Business Development
- Vendor Management
- Contract Negotiation
- Interpersonal Skills
- Presentations
- Strategic Planning
- Financial Analysis
- Analytical Skills

EDUCATION

Executive Master of Business Administration 2010
Georgia State University, J. Mack Robinson College of Business, Atlanta GA

Bachelor of Arts, Liberal Arts 1994
Old Lordy University, New York, NY

PROFESSIONAL EXPERIENCE

QUALITY HOMES, INC., Mene, GA 2006 - Present
Partner
Built residential real estate investment and property management company from ground floor as an entrepreneurial startup. Sold 132 investment properties, resulting in sales of $32 million, by negotiating multi-property deals with Metro Atlanta builders. Manage 29 rental properties with an annual rent roll of $525,000, increasing the number of properties under management 250% the last 2 years.

- Consult with property owners to assess risk and manage the financial impact of property management decisions. Including expense management, service procurement and vendor negotiations.
- Manage the investment purchase life-cycle, coordinating the responsibilities of investors, builders, mortgage brokers, closing attorneys and vendors to meet closing deadlines
- Conduct market presentations and investor tours of Metro Atlanta investment opportunities
- Prepare financial analyses for investment clients to determine potential cash flow and ROI

ACME INSURANCE COMPANY, Village, PA 1999-2006
Senior Territory Sales Manager
Recruited to AIC from Progressive Insurance to build a new territory and establish partnerships with independent insurance agents in Western Pennsylvania. Grew territory to $4.2 million in written premium by appointing 185 insurance agencies attained through cold calling and referrals. Trained and mentored 5 of the company’s 8 territory sales managers

- Received 2002 company award for growing territory written premium $1.4 million and appointing 42 new agency partners
- Managed agency partners to a very profitable, 5 year territory loss ratio average below 60%
- Represented sales team in cross-functional projects to develop the company’s web based rating system, new agency incentive program and annual bonus program for high performing agencies
FLOS INSURANCE, Hollidaysburg, PA  
Territory Sales Manager  (1998-1999)  
Claims Representative  (1996-1998)  
Promoted from claims representative to build partnerships with 210 Central Pennsylvania insurance agencies, increase policy production and teach Progressive's financial responsibility underwriting model.  
- Grew automobile preferred and ultra-preferred policy volume 134%  
- Increased motorcycle, watercraft and recreational vehicle policy volume 20%  
- Earned a perfect score during Level 1 claims certification and received Progressive’s highest performance evaluation - “exceeds expectations”

CAMPBELL’S SOUP COMPANY, Hollidaysburg, PA  
Territory Manager  (1995-1996)  
Managed the sales, marketing and merchandising of the Swanson, Pepperidge Farm and Mrs. Paul’s brands to 60 grocery stores in Central Pennsylvania. Increased market share 27% and exceeded sales quota by 15% by building relationships with grocery store managers, securing end cap space and selling incremental cases in support of pricing promotions.  
- Achieved 98% merchandising objective despite having many stores with smaller freezer sections  
- Exceeded 100% objective for all company SPIF and merchandising incentive programs  
- Position was eliminated when Campbell’s changed to a broker representation model

RELATED EXPERIENCE

NON - PROFIT CONSULTING, Atlanta, GA  
Consulting engagement for the Georgia Engineering Alliance Board of Directors. Tasked with providing recommendations to improve the organization’s structure, strategy and mission.  
- Removed a layer of the organizational structure, eliminating a redundant management level and removing a bottleneck for communications. Resulted in improved, direct communications and transparency between the Board of Directors and the Presidents of the GEA Member organizations

WATCH BANKS, INC., Atlanta, GA  
Financial Analyst  – Retail Network Delivery  
June 2010 - August 2010  
Short-term contract position working with the Retail Network Delivery and Cross Channel Strategy groups, analyzing retail transaction data and generating competitive intelligence reports for Senior Management  
- Determined P&L of SunTrust’s remote ATM machines was a loss of $1.5 Million  
- Analyzed data to determine trends and volume changes by retail channel and demographic group, prompting the re-evaluation of retail branch size and retail strategy

CERTIFICATIONS

Georgia Real Estate Salesperson License  
Formerly Licensed in Pennsylvania for Property, Casualty & Allied Lines, Accident & Health, Life & Fixed Annuities, Variable Life & Variable Annuities, NASD Series 6 & 63
Heather A. Gilles
#236A, 1109 Peachtree Rd, Atlanta, Georgia 30333
404.555.1234 hgilles2@student.gsu.edu www.linkedin.com/in/heatheragilles

Education

Georgia State University, J. Mack Robinson College of Business
Atlanta, GA

Master of Professional Accountancy
Accounting GPA 4.7 Cumulative GPA 4.4
CPA exam eligibility: May 2013

Bachelor of Business Administration, Accounting, Spanish/International Business
May 2011
Accounting GPA: 4.32/4.0 Spanish GPA:4.21/4.0 Cumulative GPA: 4.19/4.0

Honors & Leadership Activities

- Presidential Scholarship Recipient: First Class Honor Roll
- Selected for the Ernst & Young Global Student Exchange Program – Bucharest, Romania
- Beta Alpha Psi President, Former Executive Vice President, Former VP of Treasury
- Member of the Georgia Society of CPAs’ College Outreach Task Force and two subcommittees
- KPMG Award for Academic Excellence Recipient: Top Honors
- PricewaterhouseCoopers 2009 xTAX Team Competition Campus Winner, 2010 Participant
- Selected to attend the 2010 Deloitte Diverse Leaders Conference
- Selected to attend 2011 Summer Leadership Programs for Grant Thornton, Ernst & Young, and PwC
- Selected as Keynote Speaker at University Honors Program’s 2011 and 2012 Scholarship Luncheons
- 2011 Panthers on Wall Street Participant: Weeklong Business Tour NY- by the RCB Career Center
- 2012 School of Accountancy Faculty Recognition Award Recipient

Work Experience

Georgia State Financing and Investment Commission
Intern
Atlanta, GA
January 2011 – Present
- Audit multi-million dollar funds disbursements
- Process change orders on long-term contracts within the PeopleSoft accounting system
- Analyze multi-million dollar contract budgets with complex funding structures to avoid misallocation funds.

SunTrust Accounting Control Realization Service Initiative
Intern
Atlanta, GA
September 2010 – January 2011
- Automate summary data and financial statement preparation for Actor’s Express as a team
- Provide accounting support and financial management services to Actor’s Express Unit
- Create and implement financial and asset control procedures

J. Mack Robinson College of Business, School of Accountancy
Assistant to the Department Director
Atlanta, GA
August 2009 – Present
- Research accounting programs and topics to assist in curriculum development
- Assist actively in the faculty member hiring process by collecting and organizing data

Community Service, Activities, & Special Skills

Advanced proficiency in conversational and business Spanish; Summer 2010 study abroad in Granada, Spain; Competitive long-distance runner; 300 nonprofit hours served - March of Dimes, Rotary Club, & Rivers Alive
SAMPLE RESUME #6

Derek LaFoust
#5210K Peachtree Ave NE, Atlanta, Georgia 33303
404.678.1124
dlafoust@student.gsu.edu
www.linkedin.com/in/DerekLaFoust

SKILLS SUMMARY

Experienced communications professional with strong track record in:
- Public Relations and Marketing Training
- Digital and Print Media Practices
- Development and Production of Web 2.0 Practices and Programs
- Visual Communications/ Graphic Design
- Online Community Management
- Journalistic Writing and Media Relations
- Public Speaking / Oral Communication
- Special Events
- Strategic Partnerships
- Media Monitoring
- Project Management

EDUCATION

Georgia State University, J. Mack Robinson College of Business
Master of Science, Marketing
Certification in Brand and Customer Management
Atlanta, Georgia
December 2012

University of Chicago
Bachelor of Science, Public Relations & Fine Arts
Chicago, Illinois
May 2010

PROFESSIONAL EXPERIENCE

ATS Consulting PR
Account Executive
August 2010 – Present
Atlanta, Georgia

- Serves as the visual communications specialist producing all marketing and advertising materials for company and clients, including company website and client press kits.
- Manages company’s online visibility and presence while identifying opportunities to expand the LPS brand to non-traditional target markets.
- Assists CEO in the proposal acquisition of client sponsorship and endorsement opportunities.

Tilt-O-Matic Product, LLC.
Public Relations Specialist
February 2011 – Present
Atlanta, Georgia

- Executed a public relations campaign surrounding company’s new website and new product launch.
- Coordinated promotional initiatives and highlighted new products & existing merchandise.
- Creator of company’s quarterly newsletter highlighting sports news and alumni of owner’s Alma mater.

Trevor’s Locker Room
Social Media Marketing Consultant
March 2010 – May 2011
Atlanta, Georgia

- Served as new media consultant, activating initiatives to publicize company’s lifestyle services assistance to current and former professional athletes.
- Developed client-centric promotional campaign by grassroots marketing strategies and heightened online presence.
- Functioning as in-house graphic designer, developed sponsorship and marketing packages for company.

The Atlanta Beat Women’s Professional Soccer Team
Media Relations and Marketing Intern
September 2009 – April 2010
Kennesaw, Georgia

- Developed a media archive capturing - all traditional and online media presence: yearly media recaps, website updates, and social media monitoring.
- Member of the Communications Team – liaising with local and national media, fans and league
University of Chicago Athletics Department
Grand Slam Marketing Team
August 2007 – June 2009
Chicago, Illinois
• Exemplary customer service, assisting with seat acquisition, game day information and giveaways.
• Managed on-field activity sign-ups; collected fan satisfaction surveys; and encouraged crowd participation.

University of Chicago - Traditions Council
President, Peer Supervisor
July 2009 – December 2009
Chicago, Illinois
• Providing leadership for all organizational programming and events, including university pep rallies, game viewings, homecoming events and fall graduation ceremonies.
• Supervised 40 council volunteers on the executive board, fulfilling organization’s mandated purpose.
• Marketing efforts increased student participation in all homecoming activities by nearly 30%.

Auxiliary Services (AS) Marketing Committee
Video Team Member
January 2009 – June 2009
Chicago, Illinois
• Launched University’s 2009 Marketing Campaign, including the implementation of new transportation services, new dining options for students, and joint efforts to ensure a greener campus.
• Assisted in the production of an informational video and script, educating over 4,000 incoming students and their families about new auxiliary services initiatives.

Computer Skills
• Software: Microsoft Office Suite, Adobe Creative Suite 5 Master Collection, Radian 6, Vocus, Google Analytics
• Social Media: LinkedIn, Twitter, Wordpress, Flickr, Slideshare, YouTube, and Constant Contact
SUMMARY
Proven leader and team builder with ten years of experience in global health, education programs, and social enterprise. Technical areas of expertise include HIV/AIDS, child and family health, monitoring and evaluation, and sustainability. Experience working in U.S. urban centers as well as sub Saharan Africa and India. Solid track record of managing diverse interagency teams, brokering partnerships, and developing and evaluating innovative programs that have far reaching impact. Unique skill set in bridging for-profit and non-profit sectors to solve social problems. Currently focusing on combining health and business backgrounds to serve at risk populations.

• Program Management
• Social Enterprise
• Community Outreach
• Project Management
• Monitoring and Evaluation
• Corporate Social Responsibility
• Program Innovation
• Technical Leadership in Education and Maternal Child Health
• Proposal Writing
• Fundraising
• Donor Reporting
• Group Trainings and Facilitation

PROFESSIONAL EXPERIENCE
CENTER FOR CORPORATE RESPONSIBILITY
Georgia State University Robinson College of Business, Atlanta, GA
MBA Candidate—Research Associate 2011 – Present
• Led partnership with HELP Enterprises (501c4) to develop social enterprise programs in Egypt and India, teaming multinational corporations with visionary entrepreneurs to create sustainable solutions to poverty.
• Assisted with ethics and leadership training for corporations and government agencies resulting in improved performance and employee morale.
• Developed social enterprise course in conjunction with study abroad program in South Africa, allowing students to partner with community non-profits in Atlanta and Johannesburg.

HELP USA, Atlanta, GA
Senior Program Officer – Early Childhood Development Programs 2005 – 2011
(2008 – 2011)
• Established interagency partnership with Save the Children, UNICEF, Child Fund, and other organizations leading to unprecedented global collaboration and industry wide impact with standardized tools and metrics made available through an online digital library.
• Directed monitoring and evaluation for projects in health and education departments, resulting in cross sector cooperation and impact.
• Served as headquarters representative in Africa and India country offices. Briefed colleagues on project plans, milestones, and deliverables, reporting findings and country office concerns to headquarters.
• Trained members of Ministry of Health, Ministry of Education, community health workers, pre-school teachers, and HELP staff in African and Indian settings on various content areas including maternal child health, monitoring and evaluation, early child development.
• Responsible for evaluation of program impact at level of child, caregiver, home, and community health worker.
• Increased available funds for Early Childhood Development (ECD) Programs by over 3 million dollars, by authoring proposals. Responsible for trouble shooting and maintaining project timelines.

• Consolidated procurement, finance, and reporting systems by creating reporting schedules and databases enabling senior technical advisor and senior health director to make decisions with real time data on budget and field activities. Supervisors expressed positive feedback and gratefulness for system.

**Early Childhood Health and Development Intern-Consultant,** Durban, South Africa (2005-2007)

• Designed and implemented evaluation study in Busia, Uganda. Study results are still the only existing evaluation of a case-control ECD intervention in a sub Saharan setting affected by HIV. Study demonstrated positive impact on target group of AIDS orphans.

• Planned / facilitated 4 major conferences with 50 + participants representing multiple organizations and countries; presented field evaluation data, major findings, and project impacts at conferences.

• Increased donations to ECD projects by 6 million and helped HELP emerge as global leader in ECD by designing the 5x5 model of ECD care.

**Assistant Manager, Durban Children’s Home for HIV+ Children,** Durban, South Africa (2002-2004)

• Initiated institution’s transition from hospice to home after anti-retroviral therapy became available. Focus shifted from short term ‘comfort care’ of children to long term planning for education, matriculation, and reintegration with families and society.

• Led a multi-cultural team of volunteers providing teaching, counseling, medical, and child care services to 100 orphans at home and increased number of children reached in community program from 500 to 1000.

• Organized onsite pre-school for young children, implementing culturally relevant curriculum that resulted in improved behavior, language skills, and academic performance of children. Pre-school relieved caregivers of duties allowing them to focus on needs of older children.

• Streamlined recruitment process for volunteers incorporating screening, orientation, and interviews, allowing for social work, medical, and community outreach departments to consolidate their needs, find volunteers who were strong matches, and increase volunteer effectiveness. Increased satisfaction by staff with volunteer services.

**EDUCATION**

Georgia State University, J. Mack Robinson College of Business – Master of Business Administration, Management Sciences

Duke University – Fellowship in Health Behavior and Health Education

Kennesaw State University – Master of Public Health, Global and Community Health

Kennesaw State University – Bachelor of Arts, English

**COMMUNITY INVOLVEMENT**

**Momma’s House, A Home for HIV+ Children in Crisis: Baltimore, Maryland**

Counseled and tutored HIV+ children who had been abandoned and abused, (ages 5-8); Served as member of the Board of Directors (3 years).

**For the Kids, Los Angeles, CA to Baltimore, Maryland AIDS Ride**

Rode bicycle 3,247 miles from Los Angeles, CA to Baltimore, MD to raise $63,000 for local AIDS charities.
**Leadership:** Ability to break down complex information and communicate results to BOD, C-level executives and department managers. Ability to combine intuition with analytical skills to control budgets and maintain strategic initiatives. Analyzed operating efficiencies of 25 departments at a $250,000,000 University. Established standardized policies and procedures between the University, Hospital and UCLA School of Medicine.

**Business Development:** Client development and relationship management resulting in 12% Y.O.Y. growth. Instrumental in helping startup organizations market and maintain market share by focusing on growth through developing and sustaining a client base. Fostered positive relationships with lease clients in order to maintain quick ratio.

**Human Resources Development:** Increased productivity by 45% by streamlining procurement processes. Fostered strong internal and external departmental relationships. Hired and trained accounting staff for nonprofit, real estate and CPA firms.

**EDUCATION & PROFESSIONAL CERTIFICATION**

Georgia State University, J. Mack Robinson College of Business  
Master of Business Administration, Finance Concentration  
2013

University of California Los Angeles  
Bachelor of Business Administration  
2001

Secondary Business Education Credential  
2000

Certified Public Accountant, Georgia, #10000

**WORK EXPERIENCE**

**Gwinnett County Schools-Leader**  
2011-2013

- Business Education and Computer Applications
- Led teams through competitive analysis strategies
- Assessed ROI, ROA, P/E ratios of firms within industries to evaluate operating efficiencies
- Trained individuals in Excel as a method to quantify operating results of departments and business efficiencies

**Pharmacy Research-CFO (Contract)**  
2010-2011

Developed, analyzed and interpreted statistical and accounting information in order to evaluate operating results in terms of profitability, performance against budget and other matters bearing on the financial and operating effectiveness of the company

- Organization maintained 10% to 15% return on investment under my leadership
- Evaluated financial condition of the organization and reported the results directly to Board of Directors and CEO
- Evaluated operating efficiencies which allowed Board of Directors to make necessary cost cutting measures
- Aligned prospective Pharmacy Contracts with corporate goals
- Managed accounting staff and prepared monthly financial reports in accordance with GAAP
Bell & Martin CPA’s-Partner 2005-2010
Appraised operating results in terms of costs, budgets, operating policies, trends and increased profit opportunities
Actively participated in divisional strategic planning
Managed the financial reporting process; providing accurate and timely data to local and corporate management.
  • Prepared dynamic budgets for 15 departments and the College of Allied Health
    o Instrumental in creating cost control measures for each department
  • Performed ratio analyses and analytical procedures on monthly and quarterly financial statements
  • Analyzed and evaluated proposals for clinic start-up costs
  • Prepared five-year projections for new clinic operations
  • Managed not-for-profit organization through reorganization
  • Developed financial models for a leading California University
  • Prepared cash flow projections and forecasts for medical clinics
  • Trained executives and accounting staff in accounting policies and procedures
  • Developed transaction cost allocation models for multiple departments in order to assess economic value added
  • Led attestation engagements

Trimont Real Estate Advisors 2002-2005
Real Estate Development –Controller and VP
  • Coordinated and directed the preparation of the budget and financial forecasts, and a key contributor in the annual strategic planning process
  • Effectively manage and develop the accounting/finance department staff, fostering an environment of continuous improvement and maintaining superior standards for accuracy and efficiency
  • Implemented and maintained internal controls in accordance with GAAP. Performed other related duties & participated in special projects as assigned

Grant Thornton-Senior Auditor 2000-2002
Communicate and summarize findings quickly and effectively to higher level audience. Work across multi-functional teams in order to leverage expertise from the broader organization, gathering strategic feedback and support necessary to coordinate efforts in deploying initiatives. Partner with various business leaders to identify financial reporting and analysis needs in order to develop processes/systems/reporting to meet expectations.
  • Primary emphasis was Oil & Gas, Real Estate, Insurance, and Pension Plans
  • Affectively analyze financial statements
JOHN K. SMITH  
2000 Piedmont Road NE • Atlanta, GA 30312 • (478) 555-1001 • John.K.SmithGSU@student.gsu.edu

Education

**Georgia State University College of Law / J. Mack Robinson College of Business**  
Atlanta, GA  
Juris Doctor (Law class rank: top 20%; Law GPA: 3.5)  
May 2015

Master of Business Administration (GPA: 3.5)  
May 2015

**Valdosta State University, College of Health and Human Sciences**  
Valdosta, GA  
Bachelor of Science, Sport Management; Minor: Business (GPA: 4.0)  
May 2009

*Summa Cum Laude*

Experience

**The Brand Licensing Company**  
Atlanta, GA  
*Legal Intern*  
August 2013 – present

- Assist in-house counsel with brand protection, brand management and brand development issues for nearly 200 colleges, universities, athletic conferences and bowl games
- Draft contract compliance and infringement letters, perform legal research, review the Official Gazette of the United States Patent and Trademark Office, participate in legal meetings and calls, and assist with other various intellectual property issues

**Georgia State University J. Mack Robinson College of Business**  
Atlanta, GA  
*Graduate Research Assistant, Office of the Dean, Buckhead Center*  
August 2013 – present

- Manage issues for the College’s Graduate and Doctoral programs as well as events hosted by the University
- Manage food and beverage supply, conduct inventories, prepare for events, create signage, and oversee maintenance issues

**Georgia State University Athletics Department**  
Atlanta, GA  
*Compliance Office Intern*  
July 2013 – present

- Assist with the enforcement of NCAA and University regulations by current and prospective student-athletes and coaches of the University’s 15 Division I sports
- Manage eligibility, financial aid and recruiting issues by conducting research, analyzing and filing forms for University and NCAA records, and working game-day compliance operations

**Williams Partners, LLC**  
Atlanta, GA  
*Licensing Intern*  
May 2012 – August 2013

- Conducted research on a variety of trademark licensing, consulting, branding, and business development projects for Fermata and its clients, including Little League Football, Pancake House, Precipitation Channel, Morrison’s
- Created spreadsheets and presentations for data synthesis and analysis by the four partners, who have over 70 years of combined experience in sports marketing and licensing

**Valdosta State University Athletics Department**  
Valdosta, GA  
*Media Relations/Sports Information Intern*  
January 2012 – May 2012

- Sports information director and media relations contact for the men’s and women’s tennis teams
- Wrote press releases, produced statistics, created media guides and game-day programs, updated team website, managed photography, assisted other 13 Division I sports, and performed game-day duties at athletic events

Honors, Awards and Activities

- 3rd place, 2011 University Sport Research Institute Case Study Competition
- **Honor Societies**: Phi Kappa Phi, Omicron Delta Kappa, Phi Theta Kappa
- **Treasurer, Sports and Entertainment Law Society**: manage budget, dues, and other financial matters
CHARLES BROWN
1000 Professional Blvd. • Atlanta, GA  30305 • 404.555.3000 • Charles.Brown.iii@student.gsu.edu

SUMMARY
- Meet and exceed designated sales goals by providing the best possible customer service
- Reputation for being a motivated and customer-focused leader who is superior at building and retaining customer relationships
- Effective negotiator of intradepartmental issues and customer sales initiatives
- Proficient in Spanish: adaptable to culturally diverse work locations, environments and considerations

WORK EXPERIENCE

SOUTHERN RAILROAD 2004-Present
National Account Manager – Intermodal Sales and Marketing, Atlanta, Georgia (2009-Present)
- Capture business opportunities through cold and warm calling initiatives, resulting in growth of 38%
- Increase customer awareness of Union Pacific products and services resulting in revenue growth of 67%
- Responsible for conducting monthly performance quality reviews, managing existing account base of large manufacturers and retailers as well as negotiating multi-party contracts

Business Manager – International Intermodal Sales and Marketing, Somewhere, America (2008-2009)
- Responsible for negotiating multi-year contracts resulting in an increase of $726 M in revenue for the 5 year term
- Created monthly logistic reports outlining the on time performance of customers’ rail traffic
- Analyzed customer markets in order to effectively construct market based rates
- Responsible for creating an accurate forecasts for the account base

Business Manager – Sales and Marketing Department, Somewhere, America (2005-2008)
- Effectively managed and built relationships for a customer base of $67M in revenue by providing exceptional service demonstrated by CSS scores received
- Actively pursued customer opportunities in the fertilizer and LPG markets resulting in an incremental revenue of $13M for the Union Pacific
- Designed and coordinated agreeable operating plans in order to improve product turnover
- Led/analyzed contract negotiations resulting in a $3M revenue increase

Account/Business Representative – Sales and Marketing Department, Somewhere, America (2004-2005)
- Managed $16.6 M in revenue, increased contribution by 70% and improved profit index by 11%
- Heightened customer awareness of company’s new initiatives including price increases and service improvements
- Participated in the Customer Relationship Management (CRM) turbo team and created a consistent method to report activities for Marketing Development and Sales Center (MDSC) representatives
- Educated customers on accessorial systems ensuring that invoices were paid and/or disputed timely

EDUCATION

Georgia State University, J. Mack Robinson College of Business, Atlanta, Georgia
Master of Business Administration  August 2014

Morehouse College, Atlanta, Georgia
Bachelor of Arts in Business Administration, Concentration: Marketing, Minor: Spanish, May 2004

ADDITIONAL TRAINING & SKILLS
Training in Professional Selling Skills, Professional Sales Negotiation, Essentials of Corporate Finance
Proficient in Hyperion, Genesis, and Microsoft Office Suite

PROFESSIONAL & COMMUNITY ORGANIZATIONS
- Marketing Development and Sales Center (MDSC) leadership; on the MDSC Training Board (2005)
- American Marketing Association (2009- Present) – Vice President of Programs (2009)
KIM SMITH
2232 Silver Parkway • Atlanta, GA  30303 • (555) 555-2248

CAREER SUMMARY
Experienced finance/accounting professional with broad experience including general accounting, financial reporting/analysis, budgeting/forecasting, project management, ERP implementations (SAP), and process improvement coupled with an MBA to help an organization achieve its financial goals.

EDUCATION
Georgia State University, J. Mack Robinson College of Business, Atlanta, GA
Executive Master of Business Administration – International Business/Executive Leadership May 2011
Bachelor of Business Administration – Accounting August 1999

CERTIFICATIONS
 Project Management Certification (PMP), Project Management Institute; 2011
 Six Sigma Quality Green Belt, The SAP Systems, Inc., Sigma Acceleration Award, 2005

WORK EXPERIENCE
SAP Systems, Inc., Atlanta, GA
Manager, Business Processes and Project Lead (March 2012-Present)
 Lead project team to perform due diligence in comparing and contrasting the differences in usage, derivation methods, and hierarchies of key financial master data and highlight key differences in SAP systems environments.
 Lead project to leverage findings from current state analysis to develop process improvement initiatives to facilitate analysis and financial reporting across the NA Segment’s Finance community.
 Provide project management expertise in the implementation of SAP by developing project plans, managing project resources, and establishing budgets, to meet project milestones, and delivering the results of the overall project plan.
 Collaborate with IT resources develop, convert, and implement new system functionality to meet subject matter expert (SME) requirements; including the collection of business requirements and interpreting them into functional specifications along with IT counterparts.
 Collaborate with Change Management and Training resources to develop Communications/Training Plans to include a variety of tools for stakeholders at all levels in order and to ensure business readiness prior to project implementation.

Accounting/Finance Project Manager (June 2005-March 2012)
 Consolidate, reconcile, analyze, and review financial information in order to make design or process changes based on financial analysis and its impact on the overall SAP system design.
 Serve as a subject matter expert on SAP accounting and financial reporting to the Finance organization to facilitate the understanding of impacts to business strategies, processes, long-range goals, and financial policies, etc.
 Develop financial reporting requirements in compliance with accounting standards based on knowledge of the client's business needs while balancing that knowledge with system capabilities/design.
 Coordinate both informal and formal training sessions on SAP R/3 financial reporting design to act as a change agent in order to build business knowledge and steward the use of the SAP application throughout the Finance community.

Financial Services Manager (January 2003-June 2005)
 Provide financial reporting, analysis, and support on all brands to Sales the organization in order to lead the development and execution of profitable sales plans.
 Manage customer level trade balances by reconciling trade liability vs. projected trade expenses accrued per volume forecasts based on YTD trends of payments and input from the Sales unit’s on planned trade events.
 Determine proper accounting treatment of trade deductions/marketing expenses and the related P&L impact through research of accounting policy to properly account for all expenditures.
 Act as project manager on various departmental projects and provide ad-hoc reporting and analysis as necessary.
- Prepare Capital Project Request (CPR) for Fountain dispensing equipment and all related financial reporting based on demand forecast analysis, financial input from related functional partners, and obtain management approval on dispenser capital needs.
- Manage annual budgeting and the monthly forecasting process including the validation of cost assumptions, verification of equipment costs, root cause analysis of material variances, and adjustments to supplement market unit submissions as necessary to encompass all projects and initiatives for the full year.
- Act as a subject matter expert (SME) on equipment installation/capitalization to provide guidance on various projects/initiatives related to equipment capitalizations and ad-hoc reporting requests, as necessary.
- Develop presentations and/or training sessions with internal clients to reinforce consistent planning routines and to improve dispenser capital planning effectiveness.

Capital Financial, Atlanta, GA  October 1996-July 1999
- Coordinate the successful completion of month-end closings including the preparation and review of journal entries, allocations of operating expenses, and the preparation of adjustments as necessary.
- Provide financial reporting and employ knowledge of analytical tools to assist internal clients (functional department managers) in making business decisions.
- Manage the EDI (Electronic Data Interchange) remittance process and leverage IT (Information Technology) resources to improve the communication of the resulting financial data.
- Ensure that adequate controllership of company assets is maintained in all payment processing functions through periodic review and process improvement.
- Represent Finance on several cross-functional process improvement teams to develop or improve financial processes to advance and support key business initiatives.

Staff Accountant-Account Reconciliation and Analysis  (October 1996-September 1997)
- Analyze the flow of Balance Sheet account activity, identify variances, and prepare adjusting journal entries to reconcile accounts to proper trial balances.
- Develop account descriptions to supplement the Chart of Accounts by indicating the proper flow of activity for all Balance Sheet transactions; advise and influence all accounting departments to consistently use appropriate accounts.
- Implement process improvements and best practices to improve accounting processes for quality assurance and consistency including process documentation.

Aggregated Health, Atlanta, GA  August 1993-September 1996
Accounting Manager/AIS Consultant
- Prepare financial and statistical reporting for departmental managers to complete annual requests for capital funding from various federal, state, and local government funding sources.
- Prepare monthly financial reporting of budget and expense comparisons on all governmental grants, contracts, and other nonprofit funding sources.
- Properly classify and post all expenses, disbursements, and income summaries to general ledger accounts in order to account for all manual transactions.
- Adjust and correct necessary accounting control information (i.e. master data) to aid in data clean-up efforts in preparation for software conversion.

Accountant
- Determine G/L accounts and prepare inter-company journal entries to generate financial statements for parent and companies. Manage accounts payable process by properly accounting for all disbursements. Reconcile all cash and investment accounts for parent and subsidiary companies to proper trial balances.
TARGETING YOUR RESUME

A strong, well-targeted resume alone doesn’t get you a job. It does, however, get you through a typical candidate screening process to a first interview. The same principles of resume-writing apply whether you are a seasoned executive or new to the job market, although the organization and verbiage of the resume may differ.

The essential components a good resume are:

- Your name, address, contact information
- Objective or qualifications summary
  o An objective should be used to focus on what you want to do for the employer, describes the skills you want to use on the job, expresses interest in an industry and is a career statement.
  o A summary is used in place of objectives when applicant has relevant work experiences and it is a series of statements that express what you have done and who you are.
- Experience (dates of employment, company, title, responsibilities, results)
- Education
- Skills and Accomplishments

Other qualities of a good resume include:

- Clean, legible format (10, 11 or 12 point font sans serif font and one inch margins)
- Succinct review of your work experience; total resume not to exceed 2 pages
- Use of action-oriented verbs to describe your responsibilities
- Listing of quantifiable results in the roles you’ve held
- Descriptions of your responsibilities that “map” easily to the requirements of the role for which you’re applying

It is also important for Web-based resumes, to use variations of keywords that a search engine or web crawler will pick up.

After you have drafted your resume, it is best to let it sit for day or two before editing it. This can be a challenge if you are under a tight deadline, but it will help you to catch errors and improve the structure and language you have used.

As you review your resume, ask yourself the following questions:

- Would I call this candidate for an interview for this job?
- Have I been compelling and accurate in my self-representation?
- Am I describing my experience using language that will be clear to someone who hasn’t worked at the companies where I have worked?

It’s ideal to have one or two trusted colleagues or friends review both your resume and the job announcement or description and suggest how you can strengthen it before you submit your application; their advice could be the difference between a first interview and a letter of rejection.
Yolanda Hawkins
1545 Dorchester Road Apt. #307
Atlanta, Georgia  30324
Phone 404.555.1212
E-mail:Yhawk1545@hotmail.com

PROFESSIONAL REFERENCES

Diane Jackson  
VP Marketing  
XYZ Mainstream Corporation  
46357 Main Street Suite 706  
Alpharetta, Georgia  
Phone 770-512-2585  
Email – bjackson-h@mainstreamcorp.com  

Note: Reported to Diane at XYZ Mainstream Corporation. At that time, she was Director of Marketing.

Ruth Anne Cunningham  
Senior Manager  
The Favor Consulting Company  
254 Tonawanda Ave.  Suite 720  
Atlanta, Georgia  30306  
Phone 404-555-1234  
Email – RACunningham@favorco.com  

Note: Worked on a project team with Ruth Anne at the Flavor Consulting Company.

Bella Hawkes  
Manager, Creative Design  
A-One Marketing Services  
26 Avenue of Ave. Suite 400N  
Atlanta, Georgia 30324  
Phone 404-555-1287  
Email – Hawkesb@cfs.com  

Note: Bella reported to me as part of my team of 15 employees.
PREPARING FOR A CAREER FAIR

How do I prepare for a career fair?

Getting the most out of career fairs starts well before the event. It begins with preparation-knowing yourself, your skills, qualifications, interests, values, goals, and career areas of interest. In addition, identifying employers you want to talk to and learning something about them is important. Last, but not least, you’ll need to prepare a resume and dress for success! Here are some additional tips to help you prepare.

1. Dress in professional attire!

- Men: A dark suit, white shirt, conservative tie, and dark polished dress shoes.
- Women: A professional suit, possibly dark colored also. A low-heel pump is very practical. Minimal jewelry.
- A portfolio may be carried to hold copies of your resume and to take notes.
- Conservative attire is recommended because your goal is for employers to remember you, not your clothes!

2. Come prepared – resumes in hand and questions in mind!

- Research the employers you are interested in and prepare questions to ask organization representatives. Company websites are a great place to start and you can find links to many employer websites on the Career Center website.
- Be sure your nametag is on!
- Be prepared to tell them about your major, your classification is (senior, junior etc.), and your professional interests.

3. Be Assertive and Positive!

- Smile! Introduce yourself in a confident manner, offer a firm handshake, and offer them a copy of your resume.
- Sell your skills, major, coursework, GPA, work experiences and extra-curricular activities in relation to their needs!
- Highlight your interest in their organization by discussing the research you’ve done about their organization, and how your qualifications, and career goals fit into their culture.
- Don’t forget to collect business cards and company literature.

4. Speak with as many representatives as possible!

- You will probably recognize many of the organizations by name, but there will be many you won’t. Don’t let that stop you from speaking with their representatives.
- You may be interested in an organization, but they may not list your major as one they’re interested in. Don’t let that stop you from visiting their table either. Representatives will often pass your resume onto a different department or division within their organization, or provide you with the name of a person to contact.

5. Follow up!

- Send a thank you letter, or email to employer representatives you are interested in, thank them for their visit to campus, discuss your qualifications, and reiterate your interest!
- Make sure you have completed your profile and have an approved resume on the NEW Robinson Career Connection so you can apply for campus interviews. Visit our website at robinson.gsu.edu/career/ to get started!
POLISHING YOUR PERSONAL PRESENTATION

Research shows that it only takes a fraction of a second to make a first impression – but that impression will stay with the person you meet in the course of an interview, and if it isn’t good you may not have enough time to correct it before the interview ends and the job search closes on another candidate.

How you come across when meeting people for the first time involves a complex matrix of factors such as etiquette, grooming, self-confidence, and character. It is worth understanding where you perform strongly in these areas and where you need to improve, and you can do this with the help of a trusted friend, colleague or career coach. If you are weak in any area of personal presentation, it affects the entire picture of who you are.

Etiquette
Etiquette is something that we practice constantly, whether or not we realize it. Our greetings, conversations, correspondence, meals and travel are opportunities to become more aware of how we come across professionally and where we stand to improve.

Take a moment to review the following:
- Everyday courtesies that you extend to others
- Your attitude, particularly in the face of challenging or unplanned situations
- Your choice of words
- Your choice of conversation content
- How well you verbalize support for colleagues’ and friends’ efforts
- How well you listen

If an honest self-assessment tells you that you are a courteous, positive, well-spoken, sensitive, and supportive colleague who listens well and often, then you are on your way to success in the job market.

Most of us, however, have areas in which we need to improve – and the more time we spend raising our awareness and raising the bar on our behavior, the sooner we’ll start making a good impression 100% of the time.

For help in understanding where you need to improve in terms of etiquette, seek out a trusted friend, colleague or career coach from whom you are willing to take constructive criticism, and ask for three things that you should (1) keep doing; (2) stop doing; and (3) start doing. It is a good strategy for receiving balanced feedback that you can use to improve your professional impact.

Self-confidence
It takes less than a minute for the people we meet to make a head-to-toe assessment of us – and during that time non-verbal cues and tone of voice make up at least 90% of any spoken message we deliver.

It is important to understand how you come across in a first meeting, because you always run the risk of leading with too much confidence and getting labeled as aggressive or leading with too little confidence and getting labeled as shy – neither of which is a sought-after executive quality.

If you learn how to read people and situations accurately and adapt your response accordingly, you’ll do well in interviews. It takes practice, but if you seek honest feedback from trusted friends, colleagues or a career coach, you will master the art of conveying self-confidence.
Business Attire

Men and Women
- Conservative two-piece matching business suit (black, gray, navy, or beige)
- Conservative LONG-SLEEVED, collared shirt/blouse (white is best, pastel is next best)
- Tailored pantsuits are acceptable
- Clean, polished conservative shoes
- Clean, well-groomed hair style
- Clean trimmed fingernails
- Lightweight briefcase or portfolio case
- No visible body piercing (nose rings, eyebrow rings, etc.) or tattoos
- Minimal or preferably no cologne or perfume
- Empty pockets—no bulges or jingling
- No gum, candy, cigarettes, beepers, or cellular phones that may distract

Men
- Necktie should have a conservative pattern and end mid-belt
- Dark shoes (black lace-ups are best)—no loafers
- Dark socks with matching color belt (black is best)
- Short hair always fares best in interviews
- Beards and mustaches are a possible negative, but if you must, make it neat and trimmed
- No rings other than college and wedding ring
- No earrings (if you normally wear one or more, take it/them out)

Women
- Knee-length skirts are best; tailored pantsuits are acceptable
- Sensible low-heeled dress shoes (no high heels or sandals)
- Conservative hosiery at or near skin color
- No more than one ring on each hand
- Only one set of conservative non-dangling earrings
- Minimal makeup; it should not call attention to itself
- If you wear nail polish (not required), use a clear or conservative color
- Pull long hair back from the face with a clasp at the neck
- No purses of any size; carry a briefcase or portfolio instead, no sandals

Business Casual

Men
- Dress slacks, cotton chinos or khakis (pressed)
- High-quality crew-neck or turtleneck sweaters
- Long-sleeved sport shirts (tie is not necessary)
- A blazer or sport coat, usually navy or black (optional)
- Dress leather belt
- Patterned or colored socks in a heavier knit than dress socks
- Loafers or other shined shoes that bridge the gap between casual and dress

Women
- A twin sweater set in neutral colors, cotton button-down shirts in solids and stripes, mix-and-match knit separates, wool turtlenecks, tailored blouse or a lightweight wool blazer (optional)
- Skirt or slacks in a neutral color
- A tailored pantsuit or a tailored dress with sleeves or jacket
- Casual, low-heeled shoes or flats, no sandals
Managing Your Virtual Brand

The explosion of social media sites has significant implications for job seekers!

Did you know the majority of prospective employers and recruiters regularly visit social media sites to source candidates and learn more about potential hires they interview?

“How clear is your Social Media Background?”

**Did you know:** More employers are using firms that check applicants’ social media history.

- Your Facebook profile picture is of you holding a rifle. You post on your Twitter feed: I really hope these pills help to knock me out, because I sure need them. Each of these may be innocent: The rifle is registered. You are the president of the local National Rifle Association. You just had a tooth pulled and were just given pain medicine. Even so, you would fail a Social Media Check.

**What is it?** The social media check is becoming an automatic part of the hiring process, just as criminal background checks and drug tests. Employers regularly run quick Google searches on applicants. Organizations are contracting with corporations across the country to institute standard social media background checks.

**What do they look for?** Anything that will make you a questionable hire: flagrant display of weapons, sexually explicit photos, racist remarks, references to drug use, statements supporting violence, etc.

Remember fads come and go. Social media is no different. Remember MySpace? We may not realize the personal trail we leave on the Internet that can come back and hurt us in the future. The checks reveal bad tracks you’ve left online, but can only find what you’ve left behind. If a potential employer flags your social media history, you have no one to blame but yourself.

- A job candidate should spend as much time polishing an online profile as he or she does choosing the perfect suit for an interview.

**How can you create a positive online presence?** Participate in various industry blogs. Join Professional Associations membership cafés. Join professional social media sites such as: LinkedIn (www.linkedin.com).

Sites exist that can run background checks for individuals who want to see whether they have a clean bill of online health. An example is Reputation.com. Many sites will charge a fee, but it is worth it to see what is out there.

**REMEMBER:** It may not be a bad thing to document your life and personality online. Just remember that a potential employer may not think those statuses, tweets, or blog updates discussing unlawful activity is as funny as your peers do.

Further reading: http://gizmodo.com/5818774/this-is-a-social-media-background-check
Guidelines for creating a positive virtual brand:

We recommend Robinson students utilize the following guidelines to pro-actively manage your virtual brand on any social media site you actively utilize in order to advance your career. Investing the time necessary to develop, monitor and enhance your virtual brand is a requirement for any professional who is actively or passively seeking employment.

Profiles: Think of your profile as your on-line business card. It is important for your profile to convey a professional message about you as a potential employee. We suggest you review and edit any information which does not meet this standard. After you complete this process, we encourage you to identify a professional you trust to review your information and provide you with feedback.

Friends: Keep in mind it is important to monitor the content on your friends pages who you are linked to. We suggest you review their profiles and any pictures they may post of you to determine if there is any inappropriate content you would like removed.

Privacy Settings: Facebook in particular has been known to change their privacy settings often. As a result, it is important for you to review these regularly to make sure only friends have access to view your profile. You also want to take a close look at the search, news feed, applications, photo’s and video settings to determine how much information you want to share.

Monitor New Information: It is a good idea to use multiple search engines to find out what employers might be able to find if the search on your name. If you find anything which could be detrimental you can look into having it removed.

Voicemail: Be sure the voicemail greeting on your phone is professional. Every form of communication sends a message to prospective employers.

LinkedIn: The focus of this site is professional networking and they have strict rules about how to use the system in order to connect with people. Make sure you understand how to leverage this site in order to expand your network. In addition, many employers are now posting jobs based on your profile so this could be a great tool if you are actively seeking.

Twitter: This site was designed to be an open forum. Make sure you know who is “following” you and be sure you tailor the content of your “tweets” to the right audience.

Statistics:
1. Twitter has 232 million users
2. Facebook has more than 1.55 billion users
3. LinkedIn has over 300 million users in over 200 countries
ACING THE INTERVIEW

Objectives

1. To help you find out the information you need to know, in order to decide whether or not you want to work there.

2. To help the employer find out the information he or she needs to know, in order to decide whether or not they want to hire you.

Overview of Interview Process

Before the Interview

- Research the position for which you will be interviewing
- Research the organization/employer thoroughly
- Obtain interviewer(s) name and title
- Confirm the time/date/location of the interview
- Identify your skills that relate to the job; review your resume and be able to elaborate on it
- Review frequently asked questions, practice interviewing and request feedback from others for improving your interviewing skills; do a mock interview!
- Prepare questions to ask the interviewer
- Know the general salary range for the position
- Dress for Success!

During the Interview

- Arrive early and bring extra copies of your resume
- Relax; Be yourself; Be positive
- Follow the lead of the interviewer (Don’t try to take over the interview)
- Listen closely to the interviewer’s questions; ask for clarification if needed
- Be concise in your answers; give concrete answers to back up your claims.
- Never slight a former employee or colleague
- Be aware of your posture and body language; watch your grammar
- Be sure to clarify any follow-up arrangements

After the Interview

- Write a thank-you letter to the interviewer(s) within 24 hours after the interview.
- You can send it via e-mail or regular mail. Use your best judgment or ask the Career Management Center for advice if you are unsure of which method to choose. At a minimum, the letter should thank the interviewer for their time and consideration. However, it may also include additional information or reiterate your interest in the company/position.
- Evaluate your performance by asking yourself questions such as:
  "How well did I present my qualifications?"
  "Did I use clear, concrete examples?"
  "What points did I make that seemed to interest the interviewer?"
  "How can I improve my next interview?"
- Follow up with a phone call to find out the status of your application if the employer has not contacted you within the time frame stated
- Follow-up may be necessary even after the thank you letter. If you have not heard from the interviewer/employer in 5-10 business days you may want to take the initiative to contact them and get a better idea of their timeline or process. Keep in mind that you don’t want to be pushy or come across as a pest. Once again, use your best judgment or come to the Career Management Center for advice when deciding when to follow-up and what method is most appropriate (phone, e-mail or letter).
BEHAVIORAL INTERVIEWING

The behavioral interview is designed to minimize personal impressions that can affect the hiring decision. By focusing on the applicant’s actions and behaviors rather than subjective impressions that can sometimes be misleading, interviewers can make more accurate hiring decisions.

"Tell me about a time when you were on a team and one of the members wasn’t carrying his or her weight." If this is one of the leading questions in your job interview, you could be in for a behavioral interview. Based on the premise that the best way to predict future behavior is to determine past behavior, this style of interviewing is gaining wide acceptance among recruiters.

Today, more than ever, every hiring decision is critical. Behavioral interviewing is designed to minimize personal impressions that can affect the hiring decision. By focusing on the applicant’s actions and behaviors, rather than subjective impressions that can sometimes be misleading, interviewers can make more accurate hiring decisions.

James F. Reder, manager of staff planning and college relations for Occidental Chemical Corporation in Dallas, says, "Although we have not conducted any formal studies to determine whether retention or success on the job here has been affected, I feel our move to behavioral interviewing has been successful. It helps concentrate recruiters' questions on areas important to our candidates' success within Occidental." The company introduced behavioral interviewing in 1986 at several sites and has since implemented it company wide.

Behavioral vs. Traditional Interviews

Traditional and behavioral interviews differ in several ways. If you have training or experience with traditional interviewing techniques, you may find the behavioral interview quite different in several ways:

1. Instead of asking how you would behave in a particular situation, the interviewer will ask you to describe how you did behave in a real-life situation.
2. Expect the interviewer to question and probe, with questions like: "How did you feel?" "What was your role?" "What was the result?"
3. The interviewer will ask you to provide details, and will not allow you to theorize or generalize about several events.
4. The interview will be a more structured process that will concentrate on areas that are important to the interviewer, rather than allowing you to concentrate on areas that you may feel are important.
5. You may not get a chance to deliver any prepared stories.
6. Most interviewers will be taking copious notes throughout the interview.

The behavioral interviewer has been trained to objectively collect and evaluate information, and works from a profile of desired behaviors that are needed for success on the job. Because the behaviors a candidate has demonstrated in previous similar positions are likely to be repeated, you will be asked to share situations in which you may or may not have exhibited these behaviors. Your answers will be tested for accuracy and consistency.

Preparing for a Behavioral Interview

Instead of feeling anxious or threatened by the prospect of a behavioral interview, just keep in mind how the traditional interview and the behavioral interview differ: The traditional interviewer may allow you to theorize about hypothetical situations, but the behavioral interviewer is looking at past actions only. Regardless, it will be important to put your best foot forward and make a good impression on the interviewer with appropriate attire, good grooming, a firm handshake and direct eye contact. There is no substitute for promptness, courtesy, preparation, enthusiasm, and a positive attitude.

1. Recall recent situations that show favorable behaviors or actions, especially involving course work, work experience, leadership, teamwork, initiative, planning, and customer service.
2. Prepare short descriptions of each situation; be ready to give details if asked.
3. Be sure each story you tell has a beginning, middle, and end.
Be sure the outcome or result reflects positively on you (even if the result itself was not favorable).

Be honest. The interviewer will find out if your story is built on a weak foundation.

Be specific. Don't generalize about several events; give a detailed accounting of one event.

Prepare short descriptions of each situation and be ready to give details if asked.

Learn to use the STAR system

The STAR technique will help you learn how to describe the situation, your task in it, your action and the result or outcome by remembering the acronym STAR:

★ Situation – Recently, I was part of a group project in my Organizational Communications class. We had an assignment to design an effective public relations campaign for a fictitious company.

★ Task – We chose to market a bank opening a new office in a small community. We had to come up with a marketing plan and media kit designed to introduce the company to its new community and to solicit new bank customers.

★ Action – As the project team leader, I set up an appointment with the Director of Marketing at XYZ Bank and got her insight on the project. After the meeting, I came up with a creative marketing plan, which was enthusiastically received by the other group members. I then assigned each group member a particular task, based on his or her area of expertise. For example, one member of our group was responsible for designing the bank’s logo and another member was responsible for writing a press release. I monitored the group’s progress to make sure we were meeting our deadlines and also put together a strong oral presentation to make to the class.

★ Result – The project was lots of fun and allowed me to develop the management skills necessary to lead a very diverse group of 6 people. The most rewarding part was that our group received the highest marks in the class and the professor currently uses our project materials as an example to his classes.

Sample STAR Technique Response

A possible response for the question, "Tell me about a time when you were on a team and a member wasn’t pulling his or her weight" might go as follows:

"I had been assigned to a team to build a canoe out of concrete. One of our team members wasn’t showing up for our lab sessions or doing his assignments. I finally met with him in private, explained the frustration of the rest of the team, and asked if there was anything I could do to help. He told me he was preoccupied with another class that he wasn’t passing, so I found someone to help him with the other course. He not only was able to spend more time on our project, but he was also grateful to me for helping him out. We finished our project on time, and got a ‘B’ on it."

The interviewer might then probe: "How did you feel when you confronted this person?" "Exactly what was the nature of the project?" "What was his responsibility as a team member?" "What was your role?" "At what point did you take it upon yourself to confront him?" You can see it is important that you not make up or "shade" information, and why you should have a clear memory of the entire incident.
SAMPLE BEHAVIORAL QUESTIONS

1. Give a specific example of when you had to gain the cooperation of others, and what challenges you faced. What was the outcome? What was the long-term impact on your ability to work with this group?

2. Tell me about a course, work experience, or extracurricular activity where you had to work closely with others. How did it go? How did you overcome any difficulties?

3. Give me a specific example of a time when you had to address an angry customer. What was the problem and what was the outcome? How would you assess your role in defusing the situation?

4. Tell me about a suggestion you made to improve job processes/operations. What was the result?

5. Describe the most significant or creative presentation/idea that you developed/implemented.

6. Tell me about a time when you took a risk in creating a new process or program? What was the situation and what did you do?

7. By providing examples, demonstrate that you can adapt to a wide variety of people, situations and/or environments.

8. Tell me about a decision you made while under a lot of pressure.

9. Talk about a time when there was a decision to be made and procedures were not in place? What was the outcome?

10. What are 3 effective leadership qualities you think are important? How have you demonstrated these qualities in your past/current position?

11. Describe a situation in which you were able to use persuasion to successfully convince someone to approach things your way. What level was the person you had to persuade?

12. What have you done in your present/previous job that goes beyond what was required?

13. Tell me about a time when you had to resolve a difference of opinion with a co-worker/customer/supervisor. How do you feel you showed respect?

14. Describe the way you handled a specific problem involving others with differing values, ideas and beliefs in your current/previous job.

15. Describe a work situation that required you to really listen and display compassion to a co-worker/employee who was telling you about a personal/sensitive situation.

16. Can you recall a time when you gave feedback to a co-worker who was unaccepting of others?

17. Can you recall a time when a person's cultural background affected your approach to a work situation?

18. Tell me about a specific time when you had to handle a tough problem which challenged fairness or ethical issues.

19. Tell me about a tough decision you made. What steps, thought processes, and considerations did you take to make an objective decision?

20. If you can, tell me about a time when your trustworthiness was challenged. How did you react/respond?
EVALUATING AND NEGOTIATING A JOB OFFER

STEP 1 – PREPARATION

✓ Before you can assess a job offer, you must make sure you have information about the market. Important information includes: salary averages for your field and in your geographic area of interest, average salaries that your peers received, norms in your field such as where you can push in negotiation, and which things are non-negotiable such as benefits or stock options. You can find this information in the Occupational Outlook Handbook, Web sites, Career Advancement Center, and through your professional network.

✓ Identify and rank your value issues. This will help you remember an offer is not just about salary, but about what you value in a position. The issues may include:

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<th>Location</th>
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<td>Stability</td>
<td>Benefits</td>
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<td>Independence</td>
<td>Supervisory Style</td>
<td>Public Contact</td>
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<td>Mental Stimulation</td>
<td>Teamwork</td>
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<td>Personal Growth</td>
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<td>Low Stress Level</td>
<td>Variety</td>
<td>Helping Others</td>
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<td>Challenge</td>
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✓ Decide on the minimum amount of compensation (make it realistic with the type of job offered) that will make you satisfied. Establish a budget, and don't neglect to account for taxes taken out of your pay. There is no point in accepting an offer if you think you'll be dissatisfied and want to look for another job in the near future. If an employer refuses to meet or exceed this amount, it is to your advantage to keep looking.

STEP 2 – KNOW THE EMPLOYER'S COMPENSATION GUIDELINES

✓ How does a job offer process develop? Although there are many ways to deliver an offer, they are typically presented from one of three different viewpoints:

- Fixed Offer: You can negotiate all you want, but it won’t do you any good. They operate on a take it or leave it basis so you may not want to waste your time negotiating.

- Pay-Grade System: This is a system in which a salary range has been set and you will be paid within this range based on your experience and the duties associated with the job. You may be able to negotiate within the salary range. The pay-grade system is the most common compensation system encountered.

- The Negotiator: This type of system is rare because most organizations work within a structure. In this framework, the employer will have the authority to raise or lower your salary without going through bureaucratic red tape.

STEP 3 – SALARY AND BENEFIT NEGOTIATION

✓ If an employer makes an offer that is below your expectation, clarify what the benefits are. If the offer still isn't competitive, try one of these approaches:

   Approach 1: I'm very interested in the role, but I would like to discuss the salary you're offering.

   Approach 2: I really want this position, but I was a little disappointed the offer was lower than I expected.

✓ When using either approach, be certain to support your case by stating your skills, the average salary range for your level of experience in your field and the average salaries for GSU graduates in your field. Let the employer respond and then continue the discussion from their lead.

✓ Based on an employer's compensation guidelines, you may not be able to negotiate a higher salary. However, you may be able to increase your compensation via benefits. Negotiable areas often include: vacation time (it's often increased for more senior employees), educational reimbursement, flex time, and salary review (you might negotiate a salary review after three months rather than six months or a year). Remember, you may be negotiating with the person who will be your supervisor. Stay polite. Try to make it a win-win situation.
STEP 4 – ASSESSING THE JOB OFFER

✔ Consider the pros and the cons of the offer. It may help to create a chart. A chart may also be helpful if you have had more than one offer and you want to compare and contrast the merits of each offer.

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<td>Job Responsibilities</td>
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<td>Stock Options</td>
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STEP 5 – GET IT IN WRITING!

✔ It would be nice if everything discussed would actually occur, but unfortunately it doesn’t always happen that way. To avoid problems in the future, ask for a letter of employment which states all the employment conditions agreed upon, (i.e. salary and benefits as well as a thorough job description). This way, if there is confusion at a later date, you will have a written document to refer to stating the conditions under which you were hired. This document is especially important if the conditions of your employment differ from normal company policies.

A FINAL WORD

✔ Keep in mind that if you decide to negotiate, your job offer will not be rescinded by the employer, even if he/she decides not to negotiate. Also, if a position is acceptable to you as it is offered, you should not feel like you must negotiate.

INTERNET RESOURCES

- Career Advancement Center - robinson.gsu.edu/career/index.html
- Job Web - Relocation resources jobweb.org/catapult/cities.htm
- Occupational Outlook Handbook - provides career and salary information for approximately 250 occupations stats.bls.gov/oco/home.htm
- Salaries and Profiles - includes an industry-by-industry look at salaries from the National Business Employment Weekly - register and search for the page of your choice public.wsj.com/
- Quintessential Careers - Provides a variety of resources and links for job seekers including resources on the web about salary negotiation www.quintcareers.com/salary_negotiation.html
JOB ACCEPTANCE LETTER

Even if you have accepted a job over the phone, it’s a good idea to write a job acceptance letter to confirm the details of employment and to formally accept the job offer.

Your letter can be brief, but, should include the following:

- Thanks and appreciation for the opportunity
- Written acceptance of the job offer
- The terms and conditions of employment (salary, benefits)
- Starting date of employment

Address the letter to the person who offered you the position. Include your contact information and phone number, even though it is on file with the employer.

Make sure that your letter is well written and does not contain typos or grammatical errors. Even though you already have been offered the job, you want to make sure all your correspondence is professional.

SAMPLE JOB ACCEPTANCE LETTER

Jane Fieldstone
87 Washington Street
Alpharetta, GA 30355
(678) 555-5555

Date

Dear Mr. Barnes,

As we discussed on the phone, I am very pleased to accept the position of Marketing Manager with Smithfield Pottery. Thank you for the opportunity. I am eager to make a positive contribution to the company and to work with everyone on the Smithfield team.

As we discussed, my starting salary will be $35,000 and health and life insurance benefits will be provided after 90 days of employment.

I look forward to starting employment on July 1, 2008. If there is any additional information or paperwork you need prior to then, please let me know.

Again, thank you.

Signature

Jane Fieldstone
JOE REJECTION LETTER

Job Rejection Letter

When you have decided to reject a job offer, you may want to let the employer know in writing that you are declining the offer. Your letter should be polite, brief, and to the point. You don't want to burn bridges and this employer may have a better offer for you down the road. So, don't get into any specifics. Even if the hours are awful, the work environment is terrible or the pay isn't enough to make ends meet, don't mention it.

You should include the following:

- Thanks and appreciation for the offer
- Written rejection of the job offer
- Address the letter to the person who offered you the position. Include your contact information and phone number, even though it is on file with the employer.

Make sure that your letter is well written and does not contain typos or grammatical errors.

Even though you are declining the job job, you want to make sure all your correspondence is professional.

---

SAMPLE JOB REJECTION LETTER

Jane Fieldstone  
87 Washington Street  
Alpharetta, GA 30355  
(678) 555-5555

Date

Dear Mr. Jones,

Thank you very much for offering me the position of Marketing Manager with Smithfield Pottery. It was a difficult decision to make, but, I have accepted a position with another company.

I sincerely appreciate you taking the time to interview me and to share information on the opportunity and your company.

Again, thank you for your consideration.

Signature

Jane Fieldstone