



KELLEY

SCHOOL OF BUSINESS

Undergraduate Career Services

THE

CAREER GUIDE

EXPLORE...

*strengths and
potential.*

...page 3

PREPARE...

for the future.

...page 12

PERFORM...

*work with
passion.*

...page 34

DECIDE...

a new beginning.

...page 43

THE CAREER GUIDE

Table of Contents

EXPLORE

3

Introduction to Career Services

7

Exploring Majors & Careers

8

Networking & Career Fairs



PREPARE

12

Kelley Connect

13

Developing a Job Search Plan

16

Job Search for International Students

18

Resumes

28

Professional Communication

32

Meal & Dress Etiquette



PERFORM

34

Interviews



DECIDE

43

Internships

44

Evaluating & Negotiating Job Offers

48

How to Be Successful

VISIT US

Student Help Desk
1309 East Tenth Street
Prebys Career Center
(812) 855-2482

Fall/Spring Hours
Monday - Friday
8:00 a.m. - 5:00 p.m.

*See Kelley Connect for summer hours.



/kelleyucso



@kelleyucso



/kelleyucs

EXPLORE...Introduction to Career Services

WELCOME!

Undergraduate Career Services (UCS) is here for **YOU**. We care about your **success** today and in the **future**. Stop in to find out how our individualized services and wide range of resources will help **YOU** find your **CAREER** focus as you begin **taking action** toward your long-term **goals**. We offer proven approaches to help you **develop** and **practice** the essential job search skills to build on during your career search via **one-on-one coaching**, **DROP-INS**, customized workshops, guest speakers, career fairs, job shadows, and much **MORE**. Students who **engage** early and often, reap greater **success** during the recruitment process, so the sooner you **engage** with our office, the better!

CAREER COACHING

Our career coaches have a broad range of experience. These seasoned industry professionals will provide coaching to target your job search strategy for specific positions or companies. Set up a coaching appointment to learn how to:

- Navigate the job search
- Get invited for interviews
- Prepare for successful interviews
- Evaluate job offers
- Learn about anything career related
- Search for companies who do not come to campus

KELLEY COMPASS

Kelley Compass is designed for personal and professional development throughout the college experience facilitated by Kelley School of Business faculty. You will develop a deeper awareness of self, others, and the world while learning to make effective decisions about your education, career, and life. Compass I focuses on self-assessment and helps answer questions like: "What do I want to do?" and "How am I going to get there?" Compass II focuses on team skills, career exploration, and clarification of career goals while continuing job search strategies and skill development in resume writing, networking, and interview preparation. Compass III emphasizes the Business Professional and develops leadership, job success skills, and career management.

KELLEY 2 CAREERS SERIES (K2C)

Designed to give you an advantage in the marketplace, workshops on various topics are presented by staff, outside experts, and corporate partners. We offer skill-building workshops, mock interviews, and networking activities so

you can succeed in your job search. **Workshops are typically Fridays at 12:00 p.m and 2:30 p.m.** See schedule on Kelley Connect.

EMPLOYER RELATIONS

We are continually cultivating our partnerships with exceptional companies to build a reputation for interns and graduates who are ready for business. Each semester, hundreds of companies recruit Kelley students through on-campus, phone, and virtual interviews.

NETWORKING EVENTS

The UCS sponsors several events to provide networking opportunities. These include job shadow programs, Kelley 2 Career sessions and events, and career fairs. We also partner with Compass and Kelley student organizations to offer networking practice sessions to guide your preparation.

INFORMATION SESSIONS

These are designed to give students an overview of the organizations and discuss the reasons these employers are attractive to prospective employees. Companies host information sessions to preview the quality of Kelley's talent in advance of their on-campus recruiting visits. Check Kelley Connect for upcoming information sessions.

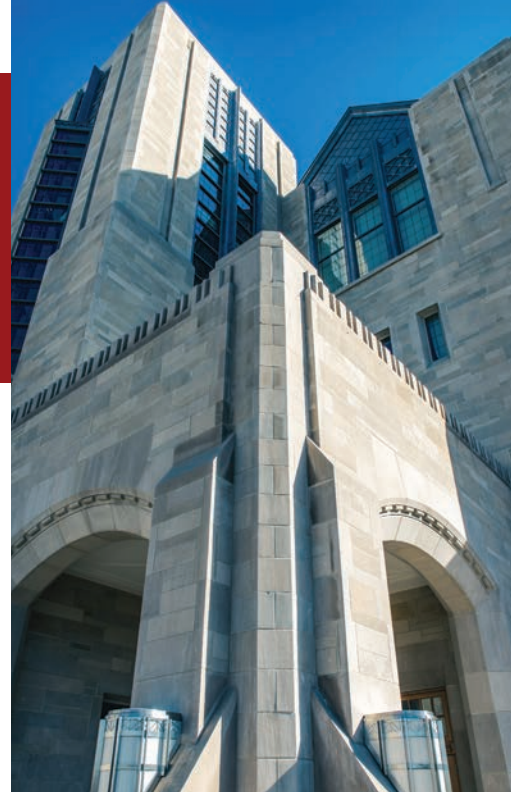
SALARY AND EMPLOYMENT STATISTICS

The UCS compiles student internship and job offer data to provide employment information to students, employers, and national organizations. Information reported is confidential, and statistics are aggregated. To access the most recent employment statistics, visit the UCS website. To report an offer, visit Kelley Connect.

"I went to the UCS to plan my career, but I found much more. The career coaches helped me grow as a student, professional, and person."

-Michaela Hillman, BS'18, MS'19

Students are expected to conduct themselves with professionalism and integrity and to conduct their job search in an ethical manner at all times. These guidelines are not all inclusive. If you have questions, contact us.



REPRESENT YOURSELF WITH ACCURATE INFORMATION You are expected to represent yourself and the school in a manner that demonstrates the highest standards of professionalism and integrity. It is the student’s responsibility to understand and comply with the Student Code of Ethics. You must provide complete and accurate information on all career-related materials. In using Kelley Connect, you certify that all information you enter into the system is true, current, and accurate and grant the UCS permission to release information in electronic or printed form to prospective employers as indicated by the privacy settings in your Kelley Connect profile.

APPLY ONLY FOR POSITIONS THAT MATCH YOUR ABILITIES AND INTEREST Apply for positions that you would consider accepting, and do not view just as an opportunity for “practice.” This is unfair to your peers who genuinely want to interview and to the company expending resources to recruit.

ARRIVE ON TIME FOR EVENTS AND INTERVIEWS For interviews, arrive at least 15 minutes prior to your scheduled interview time to leave adequate time for check-in. Students must keep all scheduled appointments. If a conflict arises, you must notify the UCS immediately.

HONOR YOUR INTERVIEW AND OTHER RECRUITING EVENT COMMITMENTS Missing an interview or having a late cancellation (defined as canceling an interview after you can no longer cancel in Kelley Connect) are considered serious offenses and could result in immediate and permanent loss of access to on-campus recruiting and other UCS services. RSVP to invitations in a timely fashion. Decline interview slots if no longer interested. Failing to do so is not courteous to employers and may negatively impact other Kelley students’ ability to fill open interview slots.

REPORT YOUR EMPLOYMENT STATUS After accepting an offer of employment, you agree to report your internship or full-time job acceptance (or alternate plans) to the UCS immediately. This data is collected via Kelley Connect or can be emailed to ucso@indiana.edu or reported in person at the UCS.

ONCE YOU ACCEPT A JOB OFFER, DISCONTINUE OTHER INTERVIEWS Acceptance of an internship or job offer verbally or in writing is considered a binding contract between you and the employer. It is unacceptable to continue interviewing with other employers after accepting a job offer. Any student who accepts an offer is

expected to immediately withdraw from ANY other pending interviews or offers. In addition, it is a violation of Kelley ethics to renege on an offer that has previously been accepted for an internship or full-time employment.

USE OF EMPLOYER CONTACT INFORMATION Employer contact information listed in Kelley Connect should be used only for individual recruiting inquiries to learn more about the position and company. Employer contact information should never be included in mass mailings or for non-recruiting related purposes.

INTERVIEW QUESTIONS Below is a list of acceptable and unacceptable questions. If you are asked a question that falls in the unacceptable category, politely decline to respond, and let the interviewer know that the question makes you uncomfortable. Please report an occurrence to your career coach or to ucso@indiana.edu.

DISABILITY	CITIZENSHIP	MILITARY EXPERIENCE	AGE	RELIGION OR CREED	ARREST RECORD	MARITAL AND FAMILY
<p>Acceptable: Are you able to perform the duties of the job with or without accommodations?</p> <p>Unacceptable: Do you have any disabilities? Have you had any illnesses or operations? How is your health?</p>	<p>Acceptable: Are you authorized to work in the United States? In which languages are you fluent? (If relevant to job.)</p> <p>Unacceptable: Are you a U.S. citizen? Where were you born? What is your native language?</p>	<p>Acceptable: In what branch of the Armed Forces did you serve? What training or education did you receive in the military?</p> <p>Unacceptable: Were you honorably discharged from the military?</p>	<p>Acceptable: Are you over the age of 18?</p> <p>Unacceptable: How old are you? What is your date of birth?</p>	<p>Acceptable: None.</p> <p>Unacceptable: It is not acceptable to ask about religion.</p>	<p>Acceptable: Have you ever been convicted of a crime that is reasonably related to the job in question?</p> <p>Unacceptable: Have you ever been arrested?</p>	<p>Acceptable: Would you be willing to travel as necessary?</p> <p>Unacceptable: Are you married? Do you have any children?</p>

ONLINE RESOURCES

AND
careers.kelley.iu.edu



On the UCS website, careers.kelley.iu.edu, you will find online career resources related to all aspects of your career development and job search, including self-assessment, professional communication, interview preparation, international employment, company and industry research, and job postings.

KELLEY CONNECT

Kelley Connect is the location where students go for all career related resources. This includes the online job board that connects students with recruiter related activities, job postings, career fairs, recruiter contact information, company presentations, workshops, and many UCS resources.

ALUMNI LEADERSHIP NETWORK

This network is available for all Kelley students and graduates via LinkedIn as a subgroup of the official IU Kelley School of Business Alumni Association Group.

IU ALUMNI DIRECTORY

The Alumni Directory makes networking and reconnecting easy. IUAA members and current students receive access to search a database of more than 712,000 alumni and friends. The directory is a great tool to help you make connections with alumni living in your city or working in your field. Access through resources tab of Kelley Connect.

VAULT CAREER GUIDES

This comprehensive online resource provides information to help you research employers, industries, and a variety of career subjects. Access through: careers.kelley.iu.edu

PASSPORT CAREER

This online resource details job postings for local and global job searches and in-depth information about business culture for more than 75 countries and 250 cities around the world. Other features include examples of global resumes and CVs, along with free webinars. Sign up for your student account using your @iu.edu email address and registration key **inuniv77** at the resources tab on careers.kelley.iu.edu

Career Research Resources

The UCS and IU Libraries offer a wide variety of career resources to Kelley students, including access to the following premium sites:

- » Kelley Connect
- » CaseQuestions.com
- » Glassdoor
- » Mergent Intellect
- » Passport Career
- » Teamwork Online
- » Vault Career Insider
- » Wall Street Journal

In addition to the UCS, the Business/SPEA Library offers a great one-on-one session that teaches you how to conduct company research to prepare for interviews. Email hireed@indiana.edu with questions or to schedule an appointment to learn more about how to use these resources.



ACTION PLAN FOR CAREER DEVELOPMENT AND JOB SEARCH

1

FIRST YEAR

This is a time to acclimate to college life, focus on academics, and EXPLORE majors and careers. Start the process now to make informed choices about possible careers.

2

SOPHOMORE YEAR

Pursue activities, interests, and related classes that add to your resume and experiences. Prepare yourself to make decisions about your major and identify experiences that are aligned with your goals. Meet with your career coach to create your strategy.

3

JUNIOR YEAR

Gain experience in your field through internships, volunteerism, class projects, global programs, and clubs. Work with a career coach to implement your internship search plan.

4

SENIOR YEAR

This is the home stretch. Meet with a career coach to refine your job or graduate school search plan. Do not delay – application deadlines and on-campus recruiting start early in the school year.

INDUSTRY/COMPANY RESEARCH

- Research information about majors and careers
- Conduct informational interviews
- Learn about the different professional workshops at Kelley

PROFESSIONAL DEVELOPMENT

- Join **clubs**, associations, and activities for leadership development
- Connect with classmates and professionals
- Learn good **study and time-management skills**
- Research Global Business Immersion Tours, X-272
- Invest in professional attire
- Participate in **case competitions**

CONNECT WITH PROFESSIONALS

- Explore **job shadow** opportunities
- Attend career fairs and information sessions
- Create a LinkedIn profile

ATTEND K2C SESSIONS JOB OPPORTUNITIES

- Complete your Kelley Connect profile to browse company information and job descriptions
- Draft a resume
- Find a **summer job**, on-campus job, volunteer opportunity, or summer leadership program

CAREER COACHING

- Identify options for your major/minor(s)
- Consider a variety of career interests
- Discuss **values, interests, personality, and skills** in terms of career aspirations
- Seek feedback on your resume
- Meet with Kelley **peer coaches**

CAREER COACHING

- Learn about career planning and job search skills
- Revise and update your **resume**
- Do two mock interviews
- Prepare for case interviews

INDUSTRY/COMPANY RESEARCH

- Conduct industry and company research
- Conduct **informational interviews**
- Connect with alumni to assist with your research

CONNECT WITH PROFESSIONALS

- Check Kelley Connect for career events
- Attend career fairs, workshops, **K2C sessions**, and company information sessions
- Apply for job shadow opportunities

JOB OPPORTUNITIES

- Update profile and upload reviewed resume to **Kelley Connect**
- Develop a list of 10-15 **target companies** or industries
- Apply for internships, summer jobs, volunteer opportunities, or **summer leadership programs**

PROFESSIONAL DEVELOPMENT

- Develop your **network** of contacts
- Apply for leadership roles
- Join professional organizations
- Consider Global Business Immersion Tours, X-272, and study abroad options
- Participate in **case competitions**

CAREER COACHING

- Meet with a **career coach** to develop an internship search plan
- Discuss your list of companies and positions
- Update resume and cover letters
- Do mock interviews
- Discuss how to handle job offers (never accept a job offer on the spot)
- Prepare for case interviews

INDUSTRY/COMPANY RESEARCH

- Conduct industry, company, and internship **research**
- Conduct informational interviews

CONNECT WITH PROFESSIONALS

- Check Kelley Connect for career events
- Attend **career fairs**, information sessions, and workshops (on- and off-campus)

JOB OPPORTUNITIES

- Update profile and upload resume on Kelley Connect
- Develop your **target list of companies** recruiting on and off campus
- Check deadlines and apply for positions aligned with your target list

- Do not miss fall interviews, especially if studying abroad in the spring

PROFESSIONAL DEVELOPMENT

- Continue to build your network
- Pursue **leadership roles** in clubs and team projects
- Pursue study abroad and international internships
- Connect with at least two faculty
- Report your employment status to the UCS
- Get **#kelleyhired** swag

CAREER COACHING

- **Prioritize** your target list of positions and companies
- Tailor your resume and customize your cover letters
- Develop a “Plan B”
- Discuss how to **evaluate job** offers (never accept a job offer on the spot)

INDUSTRY/COMPANY RESEARCH

- Prioritize top companies using the **decision matrix** (see page 45)

CONNECT WITH PROFESSIONALS

- Check Kelley Connect for career events
- Attend career fairs and **company information sessions** (on- and off-campus)

JOB OPPORTUNITIES

- Update your profile and upload resume on Kelley Connect
- Review your target list of positions and companies
- Check deadlines and apply for positions aligned with your target list
- Make and execute a “Plan B”

PROFESSIONAL DEVELOPMENT

- Enhance your network of contacts and update them on your plans
- Plan for your **transition** to the workplace
- Join the IU and Kelley Alumni Associations

REPORT YOUR STATUS

- Let us know your post-graduation plans via Kelley Connect.
- Update your post-graduation plans on LinkedIn
- Get **#kelleyhired** swag

EXPLORE...Exploring Majors & Careers



STEPS TO CHOOSING A MAJOR

Take courses that interest you and become involved with on- and off-campus activities and projects that enhance those interests. If you are unsure how to begin the process of choosing a major, the following steps provide a guideline of questions and activities to help you identify and evaluate your options.

STEP 1

Self-Assessment



- What do you like doing? Why do you enjoy these activities?
- What is really important to you? What do you consider to be valuable?
- What extracurricular activities do you enjoy?
- What are your strengths and key abilities?

STEP 2

Collecting Information



- Review and research all business majors offered at Kelley. Visit the web pages of each academic department and consider if you would enjoy the classes for each major.
- Pick up a copy of the major sheets for all Kelley majors at the UCS or Kelley advising office or via Kelley Connect (careers.kelley.iu.edu) → Career Insights Tab.
- Conduct informational interviews with faculty, career coaches, peers, business professionals, and alumni regarding majors and possible career paths.
- Attend information sessions and events to learn from employers and faculty about different career possibilities. Check Kelley Connect (careers.kelley.iu.edu) → Upcoming Events

STEP 3

Consider Options & Decide



- Weigh the pros and cons of each option and narrow your choices to two or three.
- If you are having difficulty making a decision, consult your academic advisor or career coach to help you evaluate the information you have collected.

RESOURCES TO EXPLORE

- IU faculty, academic advisors, career coaches, upperclassmen, and alumni
- Explore Majors at IU - exploremajors.indiana.edu
- IU Library Career Information - libraries.iub.edu/career





EXPLORE...Networking & Career Fairs

A willingness to network and build connections will be the single most useful tool in your job search. Networking is the most effective way to find a job, but every person will need to build his or her own network differently.

WHAT IS NETWORKING?

Networking is the process of building positive, mutually beneficial relationships, either by making a connection with someone in-person or virtually.

Any time you meet someone or make a new friend, you are engaged in a form of networking. Reaching out to people you know can make finding a job that much easier.

WHY NETWORK?

A majority of job seekers found their most recent position by networking, either through referrals or direct contact with a hiring manager. It is estimated that as much as 80% of available positions are never even advertised.

Imagine you are responsible for hiring a person to work at your company. Would you rather hire someone you have never met or someone you already know and trust?

WHERE DO I NETWORK?

Reaching out to your existing contacts is a great way to start practicing your networking skills. Your family and friends already make up a powerful network of different connections. Over time, you will feel more comfortable building new professional relationships. Take some time to organize your existing list of contacts and identify networking opportunities to pursue at Kelley.



Networking at Kelley:

IN PERSON:

- Company information sessions provide face-to-face opportunities for companies to share their culture, career paths, and job openings.
- Career fairs provide a venue for meeting recruiters and learning about many companies in one setting.
- Faculty, alumni, and peers are great resources from which to learn and network.

ONLINE:

- LinkedIn
- Kelley Alumni Leaders Network

80% of jobs are not posted. 60-90% of jobs are found through networking.



ELEVATOR PITCH

CRAFTING YOUR INTRODUCTION

One of the most effective ways to get your message across is to develop a personal elevator pitch. An introduction (sometimes called an elevator pitch) is a clear, succinct, and specific statement that describes you and your strengths in less than 30 seconds. Preparing your pitch in advance can help you feel comfortable introducing yourself to new people.

Your introduction should explain who you are, what you are seeking, and what you can offer. Review some examples of different introductions below.

Example #1: "Hi, my name is Mary Jones. I am currently a sophomore student at the Kelley School of Business. My major is in Marketing with a co-major in Business Analytics. I have volunteered at the IU Art Museum throughout my freshman and sophomore years at college. Last summer, I participated in several leadership programs, and I'm hoping to find a marketing experience this summer in the Boston area. I have always had an interest in marketing and the arts. In the future I am hoping to combine these two very different disciplines."

After you have composed your pitch, be sure to practice it by yourself and with friends until it sounds natural. You should modify your introduction over time and adapt it for certain situations. Your introduction should leave someone wanting to know more about you. An introduction has the potential to become a more lengthy conversation or even a screening interview, so be prepared to talk about your experience and what you could contribute.

INTRODUCTIONS

Introducing yourself is not easy, especially if it is with a stranger. The most effective introductions invite the other person to engage in conversation with you. Here is a good introduction:

"Hi, how are you? My name is Rebecca Stom. I'm a sophomore at the Kelley School of Business majoring in Finance. What is your name and what do you do?"

A good introduction includes a firm handshake, eye contact, and the ability to actively listen to the person you just met.

ASK QUESTIONS

Asking a series of purposeful questions can help you engage someone you are meeting for the first time. Most people generally like talking about themselves, so do not shy away from asking about someone's career and interests. At this point, you should be focused on getting to know your new contact and how this person might fit in to your network. You are not asking for a job, just more information. Consider asking some of the following questions when you are meeting someone for the first time:

"How did you get started in your current career?"

"What do you like most about your job? What are the biggest challenges you face?"

"Would you choose the same career path if you had it to do all over again?"

Example #2: "I have been serious about the financial markets since my freshman year. For the past two years I have been closely following the financial news, meeting with alums to understand their jobs, and assuming growing amounts of responsibility within our school's investment club. I am currently the Chief Investment Officer for the school's \$115K student-run fund. I spent last summer on the buy side at Wall Street Global Advisors where I worked on the trading floor and want to pursue a career similar to what I experienced."



The UCS offers a variety of career fairs throughout the year. Regardless of your major, year in college, or future goals, there are many benefits to attending a career fair.

WHEN DO CAREER FAIRS HAPPEN?

Each September, there are three career fairs over four days:

- The Beta Alpha Psi Accounting/Finance fair (split into two days with different companies on each day)
- The Consulting/Information Systems/Supply Chain fair
- The Marketing/Management fair

Every January, there is one All-Business career fair that focuses on all functional areas.

All IU career fairs are open to all IU students. Check out other fairs on campus for your target employers. See Kelley Connect at careers.kelley.iu.edu for additional details.



REASONS TO ATTEND A CAREER FAIR:

- Investigate positions and career fields you could pursue with your major and background
- Meet representatives from organizations with whom you are interested in working
- Increase your chances of interviewing with an employer
- Get more information about specific companies and positions
- Develop and expand your network of contacts

WHAT TO EXPECT AT A CAREER FAIR:

- Many companies conduct next-day interviews so making a positive impression is crucial.
- Employers expect you to be prepared (dress professionally, ask meaningful questions, have a polished resume, etc.).
- Employers expect to interact with students seeking job opportunities, as well as those simply researching careers and companies.
- Be prepared for long lines of students waiting to speak with recruiters. Expect to have a relatively short amount of time to sell yourself and make a positive impact. An employer's goal is to be exposed to as many job candidates as possible.

TWO QUESTIONS NEVER TO ASK AT A CAREER FAIR:

The research you conduct prior to attending the fair will help you find the answers to these two questions:

- What does your company do/make?
- What positions are you hiring for?

CAREER FAIR *Checklist*

BEFORE *the* FAIR

- ❑ **Prepare an error-free, one-page resume.** Your resume should reflect your most current accomplishments, skills, and experiences. Take multiple copies with you to the fair to distribute to all recruiters with whom you speak in case they ask for it. Have your resume reviewed by a UCS Coach.
- ❑ **Prepare and practice your elevator pitch.** You may deliver your pitch in several parts. Introduce yourself stating your name, major, and job goal (full-time or internship) at the beginning.
- ❑ **Plan your strategy.** Look at the list of participating companies in Kelley Connect or the Career Fair App. Select the top 10-15 companies in which you have interest and rank them in preference order.
- ❑ **Research your selected companies.** Look at the company profile and positions each company is seeking to fill, which you can find on Kelley Connect. Do more extensive research using the company's own website or by utilizing research websites like Mergent Intellect, Marketline, or Dunn & Bradstreet through the IU Libraries website.
- ❑ **Prepare insightful, meaningful questions.** Ask the recruiter questions about the company based on your research or what you might want to know such as, "Please describe typical duties for interns in your firm." or "What has been your career path within the company?"
- ❑ **Dress professionally.** Professional dress is required to enter the career fair. See additional detail including

DURING *the* FAIR

- ❑ **Take the FREE shuttle to the fair.** Allow yourself adequate time to get to the Monroe Convention Center by using the career fair shuttle. Parking is limited and reserved for employers. Driving yourself is not your best option.
- ❑ **Register at the student check-in table.** You will need your student ID in order to create your nametag. Leave your coat and backpack or purse at the bag-check.
- ❑ **Stop at the UCS Career Coach table.** Come see us if you have any day-of questions.
- ❑ **Plan your approach.** Take a few minutes to review company booth locations. If your schedule permits, start with the companies in which you are least interested. This will allow you to hone your approach and be most confident and prepared when speaking with your top companies.
- ❑ **Introduce yourself.** Extend a firm handshake and offer your resume. Make appropriate small talk. Give the remainder of your elevator pitch at an appropriate point. Do NOT leave the recruiter without telling him or her why you are a good fit for the position/company. Ask the questions you prepared before the fair. Share what you learned about the position and the company from your research.
- ❑ **Ask for the recruiter's business card.** If there is no card available, write down his or her name. You may be able to find contact information on Kelley Connect, but this is not a guarantee.
- ❑ **Thank the recruiter for his or her time.** Express your interest in working for the company. After leaving, make notes on what you learned from the recruiter and what next steps you should take.

AFTER *the* FAIR

- ❑ **Send thank-you messages.** These can be emailed to each recruiter for companies in which you are still interested. Acknowledge the time they gave you while at the fair and repeat your interest in the company.
- ❑ **Do any follow-up activity required.** Complete the company's online application and/or upload a resume and/or cover letter to the company website, as instructed by the recruiters.
- ❑ **Check Kelley Connect.** Information regarding position postings and deadlines, as well as on-campus events with recruiters and UCS workshops are posted on Kelley Connect. Do not forget to apply for positions as they are available. Some interviews may take place the day after the career fair so be prepared and know your availability.
- ❑ **Execute your job search strategy.** Use the networking advantage you have gained from career fair connections.



Kelley Connect is Kelley's online tool that connects students with employers and recruiting events, including on- and off-campus job postings, career fairs, employer contact information, company presentations, career workshops, and job shadow opportunities, just to name a few.

PREPARE...Kelley Connect

HOW TO FIND THE LATEST JOBS IN KELLEY CONNECT

1. Click on the "Jobs" tab
2. Click on "See all jobs"
3. Set filters on various parameters:
 - "Yes" to "Exclude Jobs I've Applied For"
 - Click on "More Filters"
 - Click "Search"
 - Click "Sort By" deadline
 - Add to "Saved Searches" and name it "Recent Jobs"

Attending classes is your top priority! Sign up for interview times around your class schedule.

HOW TO APPLY FOR AN INTERVIEW

1. Log on to Kelley Connect, and select the "Jobs" tab.
2. After deciding upon which positions you would like to apply for, simply select the apply button, and follow through with the instructions provided to submit your preferred resume through Kelley Connect. (*It is not possible to apply after the time period has closed, so be sure to monitor application deadlines.) Do not forget to look for extra requirements that may be specified by the company, such as applying through its website or submitting documents to HR representatives. After submitting all required documents, you will see a green "Applied" box.
3. Keep track of your application status by clicking the "Interviews" tab on the main home page of Kelley Connect. Selecting this option will take you to a screen divided into two columns: "Requested Interviews" and "Scheduled Interviews." Once a company selects their interview candidates, your status will change to "Invited," "Not Invited," or "Waitlist." These options can change, and often are released close after the application deadline date. Check the status of your applied positions daily. (*If you are waitlisted, you will be able to sign up for any available interview slots that remain on the Alternate Sign-up Start date.)
4. If you have been invited to interview, you will be able to sign up on the Sign-up Start date. It is important to check daily. As soon as you sign up for a time slot, that specific position will be moved from the left "Requested Interview" column to the right "Scheduled Interview" column. **If you have been invited to interview and are no longer interested promptly decline so other students may have an opportunity to interview.**

TO DO EVERY SEMESTER

- Continue to make yourself familiar with Kelley Connect
- Update profile (GPA, grad date, major)
- Update and upload your resume
- Choose "yes" to release your resume in privacy settings

Knowing who you are prepares you for where you are going. Students who work closely with the UCS are more successful in the search process. Looking for a job or internship can be overwhelming and requires a plan.



PREPARE Developing a Job Search Plan

7 STEPS to SUCCESS

□ STEP 1 Know Yourself

□ STEP 2 Sell Yourself

□ STEP 3 Research Target Companies

□ STEP 4 Identify Your Network

□ STEP 5 Build Your Network

□ STEP 6 Activate Your Network

□ STEP 7 Manage Your Plan & Follow-Up

STEP 1: KNOW YOURSELF AND WHERE YOU WANT TO BE

The process of knowing yourself requires an exploration of your values, interests, personality, and skills (VIPS) which Compass will guide you through. This step also helps you explore and understand what you want to do, what you are good at, and where you want to work. Use the following list to guide you, and remember it is okay to revisit and adjust as you go:

- I know my personal strengths, skills, interests, and values.
- I have a list of possible job titles/ fields of interest.
- I identified two or three careers/jobs I plan to research and pursue that align with my skills, interest, and background.
- I identified top locations where I'd like to live and work.

V *VALUES*
What I value in my work and life

I *INTERESTS*
What I am interested in doing

P *PERSONALITY*
How I naturally respond

S *SKILLS*
What I naturally do well

STEP 2: SELL YOURSELF

No one knows about your skills, experience, and accomplishments if you do not tell them. Companies look for the value candidates are able to add to their organizations. You need to effectively relate your skills and experiences to the specific job requirements. The top five personal qualities or skills employers look for in college graduates are:

1. Verbal and written **communication** skills
2. Ability to work in a **team**
3. Ability to make decisions and **problem solve**
4. Ability to **plan, organize, and prioritize**
5. Ability to **lead and persuade**

STEP 3: RESEARCH 10+ TARGET COMPANIES

Once you have an idea of the type of opportunity you are interested in, the next step is to identify some companies where you would like to work. This might be based on location if you are targeting a specific geography. It could also be based on a company's industry or products that are of particular interest to you. This list should include companies that recruit on campus, as well as companies that do not. We suggest you have at least 10 companies that you are actively pursuing at any given time. If you hit a dead-end or run out of leads with one of your top 10 companies, replace it with the next company on your list.

The job search requires utilizing an off- AND on-campus plan and working both plans at the same time. Why? Over 900 firms hired Kelley students; however, only 300+ conduct on-campus interviews.

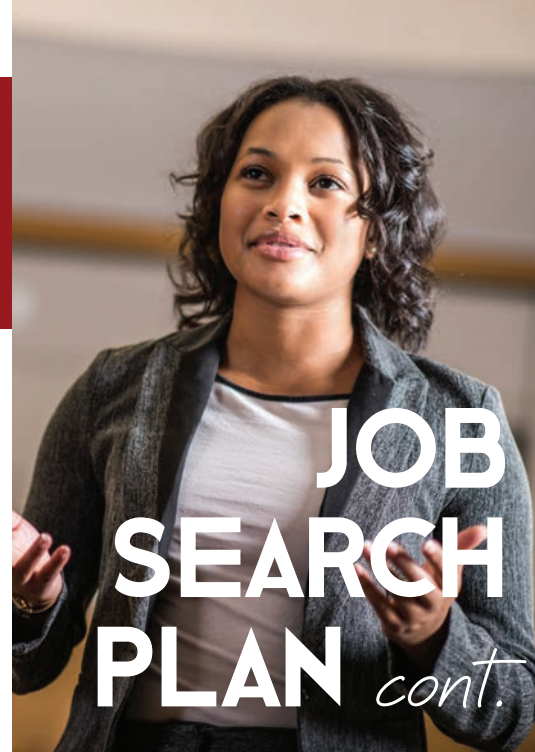
STEP 4: IDENTIFY YOUR NETWORK

According to the U.S. Bureau of Labor Statistics, 80% of all jobs are found through networking.

Reach out to close contacts first. Close contacts are individuals you know and who know you, such as family members, friends, roommates, and faculty. As a job seeker, do not hesitate to let them know what companies, industries, and geographic locations you are targeting and the kind of opportunity you are seeking.

Individuals in your network may include:

- Classmates
- Neighbors
- Athletic Teammates
- Social Contacts
- Religious Contacts
- IU Staff
- Kelley / IU Alumni
- Club Contacts
- Former Customers
- Supervisors
- UCS Team
- Career Coaches
- Doctors / Dentists
- Fraternity / Sorority Members
- High School Contacts
- Classroom Speakers
- Employer Contacts



LinkedIn – LinkedIn is the professional social network tool for you to build contacts with past and present classmates and colleagues and allows you access to “join” or connect with professional groups of schools and companies. This is the place to connect with Kelley alumni. You will create your LinkedIn profile and begin building your network and professional credibility during your college years.

IU Alumni Directory – The alumni directory includes Indiana University alumni from all IU campuses. There are many alums who have very successful business careers but who did not major in business, so do not overlook this great resource.

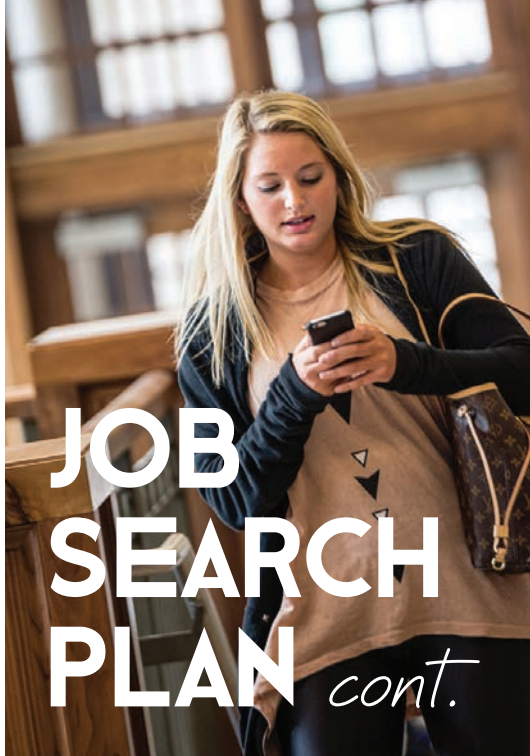
Kelley Alumni Leaders – The Alumni Leaders listed on the Kelley Alumni Association Website can help develop current students, share expertise, and facilitate Kelley connections. Visit the website to learn more about each Alumni Leader role and to contact an alum who can help you.

UCS Employer Search – Accessible through Kelley Connect, the employer search database includes individuals who have had some kind of recruiting relationship with the UCS. This resource allows you to search by company name and by those contacts who allow the database to make their information visible.

STEP 5: BUILD YOUR NETWORK

You often have to reach out to a large number of people before you make a connection or find an actual internship or job lead. Leverage your family and close friends to build and expand your network. By communicating the specifics about what you are looking for, they can help connect you to people who work in companies or have the types of jobs that interest you. In some cases, they may even hear about possible job leads they can pass on to you. Ask them to make an introduction to some of these individuals.

Effectively manage your contacts by developing a systematic approach to keeping their contact information. **An Excel spreadsheet works well to track communications and follow-up actions.**



JOB SEARCH PLAN *cont.*

How to Conduct Informational Interviews

When you are conducting informational interviews, be clear about your motives. Do not ask for a job. You are seeking information and insight.

Before the Call:

- ❑ Research the field, the person you are interviewing, and the organization for which the person works. Review the person's LinkedIn profile if relevant.
- ❑ Prepare relevant questions about the contact's career path, industry, functional area, and the work he or she does.

During the Call:

- ❑ At the beginning of the meeting, confirm how much time that person can spend with you. Respect that person's time by sticking to the schedule and ending on time. The courtesy will be appreciated.
- ❑ During the course of your discussion, be conversational. Use your list of questions as an aid to help you keep the meeting focused.
- ❑ If the conversation goes well, ask if the person knows of other contacts who might be able to share their perspectives.
- ❑ Express your appreciation.

After the Call:

- ❑ Follow-up with a thank-you message within 24 hours of your meeting.
- ❑ Keep a record of your discussions.
- ❑ Do not forget to follow-up on any recommendations.

STEP 6: ACTIVATE YOUR NETWORK – START EARLY

The way to develop your network is by reaching out and talking to people. Begin by engaging in conversations that focus on the other person. It will take time to build the relationship and develop trust, but eventually this process allows you to tell people about yourself and enlist their support while helping you gather information about available opportunities.

Engaging in these types of conversations and gathering this kind of information can help you decide if a particular career is right for you, and if it is, how you can prepare yourself to get a job in that field.

Informational Interview Request

Make your request clear and concise – state who you are, why you are writing, who referred you or how you found the contact's name and contact information, and what you are seeking. Asking for a 10-15 minute interview to gain information, insight, and advice are good starting points for the conversation.

Informational Interview Request Example

Dear Mr. Simms,

A family friend, Derek Miller, recommended I contact you. I am a sophomore majoring in finance at the Indiana University Kelley School of Business. I would like to learn more about your experience at JPMorgan, as well as any insight and advice you can share with someone interested in entering this field.

Would you have 15 minutes over the next week or two for a brief visit to your office or a phone call? You can reach me at (812) 555-5555. If I do not hear back from you, I will follow-up next Wednesday to schedule an appointment. I look forward to hearing from you.

Best regards,
Megan Johnson

STEP 7: MANAGE YOUR PLAN AND FOLLOW-UP

The keys to an effective job search plan are to set goals, hold yourself accountable, be organized, and stay on track.

- Start with the end result you are seeking, an internship or job offer. Set a goal date by which you want to secure a position based on realistic knowledge of the hiring timeline for the position you are seeking.
- Set key dates (at least every two weeks) and major milestones to measure your progress.
- What activities will it take to secure an offer? Is there seasonality to when it will be easier or more difficult to do these things given your other time commitments?
- Block out time in your schedule just as you would for a class or a part-time job.
- When communicating with professionals, it is typical to not receive responses. Plan for that and do not let it discourage you.



PREPARE...Job Search for International Students

International students searching for an opportunity outside of their home country must be able to adapt to the new culture and adopt a different career search strategy. In addition to the general resources outlined throughout this career guide, here, we address additional considerations for international students.

ADDITIONAL STEPS

After reviewing the Four-Year Action Plan on page 6, international students should consider the information in this section when planning their career strategy in the competitive international student job marketplace. A solid GPA is important but is not enough to overcome U.S. company-reported obstacles in hiring international employees. Below are actions you can take to help you stand out from your peers:

English Communication

English communication and interpersonal skills will make or break your success. Take advantage of all language courses, attend English conversation clubs, practice small talk at networking events and workshops, and join student clubs and organizations.

Work Authorization

Be informed and be a resource for employers on Curricular Practical Training (CPT) and Optional Practical Training (OPT). Attend the UCS CPT/OPT information session to learn the policies and application processes. Visit <http://ois.indiana.edu> for more information.

Professional Experience

Think outside the box to find opportunities to build your skills. On-campus jobs, part-time positions, project-based work, involvement in clubs, Bloomington community organizations, and volunteering are effective ways to develop your interpersonal and

COMPANY-REPORTED OBSTACLES IN HIRING INTERNATIONAL STUDENTS:

- **Language:** Poor command of English, particularly for a business or social setting; difficult to integrate into teams.
- **Cultural Isolation:** Difficulty immersing into American culture; appear to work alone or exclusively with other international students.
- **Administrative Barriers:** Intentions are sidetracked by organizational and governmental hoop jumping.
- **Return on Investment:** Uncertainty due to students repatriating and taking longer to adjust and be properly trained.
- **Legal vs. Moral Considerations:** When unemployment is high stateside, employers feel uncomfortable hiring international students.



INT'L STUDENT JOB SEARCH

If you decide that U.S. employment is your first choice, you must stand out from all of your peers in regard to your verbal and written communication skills and the ability to make small talk. While you cannot control government regulations or the economy, you can control YOU. Meet with a career coach to take advantage of all the resources the UCS offers. If you work hard, it is possible to overcome these obstacles.

DECIDING ON A POST-GRADUATION CAREER GOAL

International students looking to work in the U.S. post-graduation face a competitive environment. **While over 40% of Kelley international students' first preference is to obtain a full-time job in the U.S., only about 20% are actually ready to do so.** We care about your career aspirations and want to see you succeed.

In order to increase your chances of finding success, you should use several job search strategies. Here are some post-graduate options to consider:

Home Country Employment

International Employment

Graduate School

1-year U.S. Employment with OPT

U.S. Based Employment

ADDITIONAL ITEMS TO CONSIDER WHILE THINKING THROUGH YOUR OPTIONS:

- **There are limited H1B visas** awarded each year to work in the corporate world, leading to a very competitive landscape to find jobs in the U.S. Consider exploring non-corporate opportunities offering different work visas in the U.S.
- **There are resources available** to help with your home country, international, or graduate school search.
- **A career coach can help you** create an action plan based on your goals and discuss Parallel Planning (back-up planning) in case your first choice does not work out.

Indiana University GLOBAL Facts:

690,000+
Living Graduates
Worldwide

160+
Alumni Countries
Worldwide

5
Global Gateway
Offices Worldwide





PREPARE...Resumes

A resume is a marketing tool for job seekers.

FREQUENTLY ASKED QUESTIONS

What if my resume will not fit on one page?

- Remove phrases listed under experiences unrelated to the jobs you are seeking
- Remove activities or honors older than four years or unrelated skills or interests
- Consolidate activity details, listing only your role followed by a hyphen and organization name
- Minimize top and bottom margins to 0.5". Continue to use a single blank line between sections

What if I do not have enough information to fill one page?

- Include positions or experiences demonstrating leadership, teamwork, and other skills useful in future positions
- If necessary and appropriate, include high school information such as honors, awards, and activities relevant to future career goals. Use only the most relevant data; high school should not overshadow recent college accomplishments and typically should be removed by junior year.
- Maximize top and bottom margins to 1.0". Use a maximum of three blank lines between sections
- Adjust the font size of headers, contact information, and body appropriately to fill space

Where do I show study abroad and international experience on my resume?

- List study abroad in the "Education" section underneath Kelley School of Business
- Evaluate the international internship experience for relevance in comparison to other experiences. Place under "Education" or "Experience" depending on the relevance to the job being sought

RESUME PROGRESSION

Your resume is a dynamic document which will grow and change as you gain knowledge and experience. Revising your resume at key stages during your undergraduate career is crucial.

Step 1: Creating and Developing Content

- Conduct an inventory of your past experiences and arrange into resume format
- Get involved in activities and seek job and internship opportunities

Step 2: Refining and Quantifying Content

- Check bullets for clarity and balance between brevity and detail
- Quantify results (\$, #, %...) or the scope of your work
- Identify ways to measure

Step 3: Tailoring Content

- Utilize job descriptions to identify key skills and use similar words to describe experiences
- Develop targeted resumes for different positions
- Remove outdated or irrelevant experiences

Step 4: Editing & Reviewing

- Request a peer coach to review your resume

YOUR RESUME SHOULD BE:

- One page
- Accurate, concise, and professional
- Action and results oriented
- Customized to the specific position
- Proofread multiple times for grammar and spelling
- Saved in .pdf format

YOUR RESUME SHOULD NOT INCLUDE:

- A references section
- Personal information (e.g., age, height, weight, race, marital status)
- A picture or logo
- An objective statement
- Negative details or false exaggeration of information

RESUMES *cont.*

KELLEY RESUME GUIDELINES

Contact Information

- Formal name at the top of the resume using bold font
- Professional email address, preferably your Indiana University account
- Phone number with a professional voicemail message
- LinkedIn URL (optional)

Education

- Include Indiana University and your school (e.g., Kelley School of Business, School of Informatics, Computing & Engineering, etc.) and your graduation month and year
- Formal degree title on the next line (e.g., Bachelor of Science in Business, not BSB). Explain international degrees unfamiliar to U.S. recruiters
- Majors and Minors
- Cumulative GPA (3.XX/4.00). DO NOT round; do list two decimal places. Public accounting majors also should include accounting coursework GPA and statement of 150 hours completed upon graduation
- Honors, awards, and scholarships
- Study abroad experience (include general description of the program and any specific focus of study)

Experience

- List in reverse chronological order
- Begin with the company name and job title followed by bullet point descriptions of your accomplishments and results
- Use a strong action verb to begin each bullet point. Verb tense should agree with the dates of your experience
- Quantify where possible to describe the scope of your work or results
- Include as much relevant work experience as possible, highlighting skills transferable to the job you are seeking.
- Include both part-time and full-time work
- Unpaid volunteer positions can be listed if they are unrelated to an on-campus activity and are relevant to the types of positions being sought

THE STAR METHOD

Use the STAR method for developing strong statements describing your past and present experience. STAR: Situation (the context or setting), Task (the job responsibility you were given; what you were asked to accomplish in your role), Action (what you did in the situation), and Result (the outcome; the impact or improvement you made; what you learned). Avoid listing job duties. Instead, describe what you were able to accomplish as a result of your work. Recruiters and hiring managers prefer to read about how candidates made a positive impact on an organization over a list of tasks. For example:

- **Worked with resident assistant to manage funds.**

You can make this a stronger bullet point by providing more information using the STAR method. The new and improved bullet point might read:

- **Collaborated with the resident assistant to manage a budget of more than \$1,000 for a residence hall of 300 students.**

SITUATION: Working with resident assistant in hall of 300

TASK: Manage funds of residence hall

ACTION: Collaborated with resident assistant to manage budget

RESULT: Effectively managed budget of \$1,000

Activities

- Structure the “Activities” section in the same format as “Experience”
- Include athletics, professional societies, Greek organizations, student organizations, and off-campus organizations
- Highlight all leadership positions or roles

Skills

- Specialized computer skills
- Language skills and fluency level (conversant or fluent)
- Permanent work authorization in U.S., if applicable

Interests

- Interests must be appropriate and unique

Resume Style Guide

- Use a consistent, traditional font type and style throughout the resume
- Abbreviate states (IN in place of Indiana) except in your bullet points
- Spell out names of countries
- Capitalize languages (Spanish, French)
- Be consistent if abbreviating months and years
- Have two or three people, including a UCS coach, review your resume for accuracy and impact
- Review the system-generated .pdf to make sure your resume retains the proper format after uploading to Kelley Connect
- Update your resume and LinkedIn at the same time to ensure content is consistent

Resume Critique - BEFORE

This is an example of a resume in need of improvement. Evaluate these critiques when drafting your resume.

- 1 Label the address types and include a professional email address.
- 2 Leave a space after each heading.
- 3 Spell out the degree title: Bachelor of Science in Business.
- 4 Include only your graduation month and year. Spell out the month.
- 5 Use bullet points to describe your experience. Do not use "I." Be consistent in formatting.
- 6 Describe the situation, task, action, and result in your bullet points. Focus on why, who, and how. The bullet points in this example are too vague and lack detail.
- 7 Correct any misspellings or grammatical errors.
- 8 Include quantifiers to add scope and detail to bullet points.
- 9 Avoid unclear abbreviations and order your activities in reverse chronological order.
- 10 Include only specialized computer skills beyond the basics. Language skills should include a fluency level. Include just one or two unique interests.

Marianne Johnson
ilovetennis@yahoo.com
(812) 555-1655

5454 Tulip Lane
Lakeside, IL 60000

1 55 University Drive
Bloomington, IN 47408

2 **EDUCATION**

3 **Indiana University, Kelley School of Business**, Bloomington, IN 8/2016-Present
BSB: Finance, Business Economics and Public Policy GPA 3.79/4.00

4

EXPERIENCE

Whirlpool Corporation, Benton Harbor, MI May 2019-August 2019
Financial Leadership Development Program

5 I analyzed financial data and developed Excel-based analysis models to study effective revenue strategies together with cross-functional team members and presented findings to mentor team, and also assisted team members with key initiatives. Finally, I gained an understanding of company products and the credit industry through independent and group projects, seminars, personal mentor and other development opportunities. At the end, I presented a capstone project to the Global Finance Leadership Team.

Ingersoll Rand, Augusta, GA June 2018 – August 2018
Business Intern

6

- I helped the global team to do research about new products and related issues. I analyzed breakthrough products and helped with the plan for a global strategy.

Kimberly-Clark, Cincinnati, OH June 2017 – August 2017
Customer Development Intern

- Here I reviewed some trends related to customer development and other areas of the company, and also made up a sales plan that we presented to managers.

ACTIVITIES

7 **Kelly TA- X201 and X202** 8

- Provided in-class assistance for students, held office hours, and worked directly with professor

9 **IBA-VP of Logistics**

- Collaborated with three other executive board members to plan upcoming year with educational speakers, events, and case competitions with the purpose of generating greater student interest

Habitat-Volunteer

- Participated in 2016 student build and personally raised \$1,000 in donations

SKILLS AND INTERESTS

10

- Language Skills: Familiar with Spanish
- Computer Skills: Microsoft Word, PowerPoint, Excel
- Enjoy marathon training and skiing

RESUMES *cont.*

Resume Critique - AFTER

This example successfully meets Kelley School of Business standards. It also positions experience and skills for maximum impact. Templates and additional examples are available on careers.kelley.iu.edu.

Marianne Johnson	
Current Address: 55 University Drive Bloomington, IN 47408	Permanent Address: 5454 Tulip Lane Lakeside, IL 60000
EDUCATION	
Indiana University, Kelley School of Business , Bloomington, IN Bachelor of Science in Business Majors: Finance, Business Economics and Public Policy	May 2020 GPA 3.79/4.00
EXPERIENCE	
Whirlpool Corporation , Benton Harbor, MI <i>Financial Leadership Development Program Intern</i>	May 2019-August 2019
<ul style="list-style-type: none">Recommended improvements with expected 10% increase in productivity after analyzing financial data that helps drive management decisionsLed key initiative projects and interacted with team members, gained real-world perspectiveDeveloped Excel-based analysis models to study effective revenue strategies together with cross-functional team members, presented findings to mentor team, gained teamwork experience and organizational skillsCollaborated with team leaders in the financial planning processes, sat in on several key meetings, gained knowledge of industry buzz words and conceptsPresented capstone project on the credit industry and its impact on the company and its customers to the CEO and Global Finance Leadership Team	
Ingersoll Rand , Augusta, GA <i>Business Intern</i>	June 2018 – August 2018
<ul style="list-style-type: none">Researched customer solutions and innovations across the global market, gained knowledge of climate control, industrial productivity and securityAnalyzed breakthrough products and brainstormed with marketing team to define and plan a global strategy	
Kimberly-Clark , Cincinnati, OH <i>Customer Development Intern</i>	June 2017 – August 2017
<ul style="list-style-type: none">Researched trends in customer development and financial impact on various initiatives and bottom lineUpdated social media sites, including Facebook, Twitter, and company blog with customer marketing updatesDeveloped financial sales projection plan in a team of four, presented project to upper management	
ACTIVITIES	
Indiana University, Kelley School of Business , Bloomington, IN <i>Kelley Teaching Assistant– X201 Business Technology Honors</i>	August 2017- Present
<ul style="list-style-type: none">Provided in-class assistance for more than 60 students, held weekly office hours, and worked directly with professor to supply meaningful Excel analysis to students	
International Business Association–Vice President of Logistics	January 2016-Present
<ul style="list-style-type: none">Collaborated with three other executive board members to plan upcoming year with educational speakers, events, and case competitions for the purpose of generating greater student interest	
Habitat for Humanity of Monroe County , Bloomington, IN <i>Volunteer</i>	January 2016-May 2016
<ul style="list-style-type: none">Participated in 2016 student build and personally raised \$1000 in donations	
SKILLS AND INTERESTS	
<ul style="list-style-type: none">Language Skills: Fluent in SpanishMicrosoft Certified SpecialistMarathon training and skiing	

KEYWORDS FOR RESUMES

Use action words to describe your experience and accomplishments and to effectively demonstrate your level of responsibility. Here are some action words to consider:

- » achieved
- » acquired
- » adapted
- » addressed
- » administered
- » analyzed
- » assembled
- » assisted
- » audited
- » budgeted
- » calculated
- » centralized
- » changed
- » collaborated
- » composed
- » condensed
- » conducted
- » constructed
- » converted
- » coordinated
- » created
- » cultivated
- » demonstrated
- » designed
- » developed
- » devised
- » discovered
- » doubled
- » drafted
- » edited
- » eliminated
- » ensured
- » established
- » evaluated
- » expanded
- » explained
- » forecasted
- » formed
- » founded
- » generated
- » guided
- » hired
- » identified
- » implemented
- » improved
- » informed
- » interpreted
- » interviewed
- » launched
- » led
- » maintained
- » managed
- » marketed
- » minimized
- » motivated
- » negotiated
- » obtained
- » operated
- » organized
- » originated
- » oversaw
- » performed
- » planned
- » prevented
- » produced
- » programmed
- » provided
- » publicized
- » published
- » reorganized
- » reported
- » researched
- » selected
- » simplified
- » supervised
- » trained

Come see a peer coach at the UCS for resume help!

FIRST-YEAR RESUME *example*

Alex Johnson

Current Address:
851 N. Woodlawn
Bloomington, IN 47408

alejohn@iu.edu
(555) 123-7788

Permanent Address:
18014 Lake Avenue
West Baden, MI 48760

EDUCATION

Indiana University, Kelley School of Business, Bloomington, IN May 2023
Bachelor of Science in Business, GPA 3.40/4.00
Major: Finance
Minor: English

- Direct Admit into the Kelley School of Business
- IU Distinction Scholarship

Black River Public School, Holland, MI May 2019

- GPA 3.88/4.00
- National Honor Society
- Eagle Scout

ACTIVITIES

Investment Banking Club January 2020 - Present
Member

- Engaged with members to learn common forms of valuation needed for mergers and acquisitions.
- Created a pitch book utilizing a comparable company's analysis.

Kelley Portfolio Management Club November 2019 - Present
Member

- Inducted into selective club based on investing knowledge.
- Trained in basic financial valuation to judge the long-term investment prospects of a company.

EXPERIENCE

Kelley School of Business, Bloomington, IN March 2020 - Present
Introduction to Accounting Peer Tutor

- Selected by faculty as peer tutor based on academic achievement.
- Assisted 40 fellow students and reinforced knowledge of basic accounting principles by helping others review information in various creative ways.

PNC Financial Services Group, Chicago, IL April 2020
Job Shadow, Investment Banking

- Participated in three-day opportunity to gain perspective on possible career in investment banking, gained an interest in structure capital, due diligence, and portfolio risk.

Deloitte, Chicago, IL March 2020
Job Shadow, Finance Department

- Networked with managers in finance department and observed daily business operations.

SKILLS/INTERESTS

Published in *InTimes* | Researcher | Club Basketball | Conversational Spanish | Investing

ACCOUNTING RESUME *example*

CALLNIDA SMITH

Current Address:

414 East 7th Street
Bloomington, IN 47404

cstudent@iu.edu
(812) 972-1277

Permanent Address:

4272 Meghan Lane
Vernon Hills, IL 60061

EDUCATION

Indiana University, Kelley School of Business, Bloomington, IN

May 2020

Bachelor of Science in Business (150 credit-hours completed upon graduation)

Accounting Coursework GPA 4.00/4.00

Major: Accounting; Minor: Spanish

Overall GPA 3.96/4.00

Academic Honors:

- Kelley School of Business Honors Program – faculty-selected as one of 150 students from the class of 2020 based on academic excellence and community involvement
- Hutton Honors College – exhibited high standardized test scores and exceptional academic performance
- Graco Foundation Scholarship, Hutton Honors Scholarship, Faculty Award Scholarship

WORK EXPERIENCE

B-Town Tutors, LLC, Bloomington, IN

December 2016-Present

Tutor

- Tutored students in introductory accounting and technology classes and helped create study strategies to achieve goals
- Communicated effectively with clients and colleagues to organize sessions and maintain good relationships

Land O'Lakes, Inc., Shoreview, MN

May 2019-August 2019

Accounting Intern

- Assessed compliance to Sarbanes-Oxley by testing internal controls for 130 branch locations and at the corporate level to determine where remediation was necessary
- Utilized Microsoft Excel and JD Edwards system to make daily, month-end, and quarter-end journal entries totaling over \$30 million
- Compiled daily transactions from a six month period to reconcile the obsolete inventory reserve account
- Created standard operating procedures for processes to ensure consistency and accuracy in the future

Taher, Inc., Minnetonka, MN

Summers 2015-2018

Office Assistant

- Multi-tasked efficiently by answering and directing numerous phone calls to assist clients and supervisors and demonstrated superior communication, decision making and ability to prioritize
- Organized and performed inventories of the company's merchandise and office supplies to increase the accuracy and speed of intercompany orders
- Applied knowledge of Microsoft Access to ensure accuracy in the company's asset database

ACTIVITIES

Beta Alpha Psi Accounting Fraternity, Indiana University, Bloomington, IN

January 2018-Present

Member

- Attended weekly professional presentations regarding accounting careers and topics

Kelley School of Business, Indiana University, Bloomington, IN

August 2017-Present

Computers in Business Teaching Assistant

- Volunteered in the classroom as a tutor for the Computers in Business course at the Kelley School of Business
- Assisted students with Microsoft Access and Excel skills to improve in the course

Briscoe Government, Indiana University, Bloomington IN

August 2017-December 2018

Governor/Floor Historian

- Co-represented a floor of 50 college freshmen in a dorm-wide government of 20 students and collaborated to plan events and manage a budget of \$20,000 to provide residents with the best first-year experience
- Co-designed documentation of floor events to distribute to floor residents as a parting gift at the end of the year

2017 Deloitte Consulting Case Competition, Indiana University, Bloomington IN

September 2017

Second Place Finisher

- Developed a solution within 48 hours to a proposed problem with a team of three others and presented to a panel of judges

ADDITIONAL SKILLS

Conversational Spanish | Graphic design

FINANCE RESUME *example*

MARY SMITH

Current Address:

55 University Drive
Bloomington, IN 47408

mjstudent@iu.edu
(812) 555-1655

Permanent Address:

5454 Tulip Lane
Lakeside, IL 60000

EDUCATION

Indiana University, Kelley School of Business, Bloomington, IN
Bachelor of Science in Business
Majors: Finance, Business Economics and Public Policy

May 2020
GPA 3.79/4.00

EXPERIENCE

Whirlpool Corporation, Benton Harbor, MI
Financial Leadership Development Program Intern

May 2019-August 2019

- Recommended improvements with expected 10% increase in productivity after analyzing financial data to help drive management decisions
- Led two key initiative projects and interacted with team members, gained real-world perspective
- Developed Excel-based analysis models to study effective revenue strategies together with cross-functional team members, gained teamwork experience and organizational skills
- Collaborated with three team leaders in the financial planning processes, sat in on several key meetings, gained knowledge of industry buzz words and concepts
- Presented capstone project on the credit industry and its impact on the company and customers to the CEO and Global Finance Leadership Team

Ingersoll Rand, Augusta, GA
Business Intern

June 2018-August 2018

- Researched customer solutions and innovations across the global market, gained knowledge of climate control, industrial productivity and security
- Analyzed breakthrough products and brainstormed with marketing team to define and plan a global strategy

Kimberly-Clark, Cincinnati, OH
Customer Development Intern

June 2017-August 2017

- Researched trends in customer development and financial impact on various initiatives and bottom line
- Updated social media sites, including Facebook, Twitter, and company blog with customer marketing updates
- Developed financial sales projection plan to increase reach by 15% over a one-year period in a team of four, presented project to upper management

ACTIVITIES

Indiana University, Kelley School of Business, Bloomington, IN
Kelley Teaching Assistant - X201 Business Technology Honors

August 2018- May 2019

- Provided in-class assistance for more than 60 students, held weekly office hours, and worked directly with professor to supply meaningful Excel analysis to students

Habitat for Humanity of Monroe County, Bloomington IN
Volunteer

August 2017-August 2018

- Participated in 2017 student build and personally raised \$1,000 in donations

SKILLS AND INTERESTS

- Language Skills: Fluent in Spanish
- Microsoft Certified Specialist
- Marathon training and skiing

CONSULTING RESUME *example*

Nicole North

nstudent@iu.edu • 555.896.3355

Current Address:
1321 Rose Avenue
Bloomington, IN 47404

Permanent Address:
5950 Surrey Drive
Peachtree, GA 39123

EDUCATION & HONORS

Kelley School of Business, Indiana University, Bloomington, IN May 2020
Bachelor of Science in Business: Finance and Accounting **GPA: 3.90/4.00**
Honors: Founders Scholar, Business Honors Program, Hutton Honors College

Kelley Consulting Workshop

- Selected by faculty as 1 of only 29 students to participate in a rigorous two year program designed to build skills in analysis, presentation and teamwork and to develop detailed knowledge of the consulting industry.

Emerging Economies Program: South Korea

- Selected by faculty to complete 15-week comprehensive study of international relations and economic growth followed by 14-day business experience in Korea.

EXPERIENCE

Cummins Inc., Columbus, IN May - August 2019
Financial Analysis and Planning Intern

- Spearheaded a Six Sigma project with a team of 9, to make a financial dashboard for mid-range operations to help drive understanding of current business performance.
- Developed a self-updating monthly dashboard that consolidates data from more than 16 different reporting sources saving 12 hours of monthly employee time.
- Implemented a Hyperion team room to make all mid-range business reporting metrics available under one database window.

Norton Rose Group, Dubai, UAE July - August 2018
Legal Intern

- Analyzed shareholder agreements and prepared due diligence reports for more than 15 clients.
- Communicated with clients to ensure payments of invoices totaling \$55,000.

Protiviti, Dubai, UAE June - July 2017
Business Analyst Intern

- Mapped out and built a comparative cost Excel workbook that helped choose the lowest, most efficient bid from various suppliers for Protiviti's new offices in Dubai and Abu Dhabi, UAE.
- Created and maintained a 24 month record of the firm's 42 employees' project/client schedules using Excel.

LEADERSHIP AND ACTIVITIES

Residential Programs and Services, Indiana University, Bloomington, IN August 2016-Present
Community Manager, Union Street Center, (2/17-Present)

- Manage overall operations of a community of 1100 residents across 7 buildings while being on call 24 hours a day.
- Develop building rules and administrative procedures based on housing objectives along with a team of 6 managers.
- Interview 8 students and established the first Judicial Board and Student Government of the new building complex.
- Lead a building executive board of 12 members to plan educational and social activities with a \$10,000 fund.

Resident Assistant, Briscoe Residence Center (8/16-7/17)

- Led a floor executive council of 10 and oversaw the welfare of 50 residents of the Honors Residential floor.
- Managed a floor budget of \$6,000 while planning 12 educational, cultural, and recreational programs for residents each semester.
- Coordinated with a team of 20 RAs to respond to emergencies ensuring the safety and well-being of 1,000 Briscoe residents.
- Revamped the staff Kudos system to reinforce exemplary work done by team members.

Kelley School of Business Honors Program, Indiana University, Bloomington, IN August 2016-Present
Mentor, Honors Leadership Team

- Selected by faculty as 1 of 20 seniors into the team, for high academic success and selfless commitment to leadership and professional development at Kelley, as mentor for Honors I-Core teams.
- Advise, guide, provide feedback and coach in both organized and informal settings for partnered underclass Honors students.

Indiana University Dance Marathon, Corporate Relations, Bloomington, IN January 2017-Present
Chair, Stewardship and Events

- Lead a team of 15 members and work with 20 others to build and maintain relationships with IUDM sponsors.
- Assist corporations with matching employee and corporate donations towards the IUDM fund which benefits the Riley Hospital for Children.

Office of International Admissions, Indiana University, Bloomington, IN August 2016- January 2017
Head of Overseas Outreach, International Student Ambassadors

- Initiated the overseas outreach program by formulating proposals to the Admissions Office, which was adopted in fall 2015.
- Selected by staff as a student blogger for IU Admissions website.
- Trained and led a team of 10 to give presentations on Indiana University in each of their hometown high schools.

Other Activities: Student Business Ambassador: Faculty selected student blogger for Kelley School of Business' website.
President of Communications: Foster Residence Hall Student Government.

SUPPLY CHAIN RESUME *example*

Youngjune Kim

Current Address:

416 E. 17th Street
Bloomington, IN 47401

dkim5389@iu.edu
812.829.9444

www.linkedin.co/in/youngjunekim/

Permanent Address:

Hyundai Hyperion, Apt. 104 – 1900
Beomdong, Daegu, South Korea 706100

EDUCATION

Indiana University, Kelley School of Business, Bloomington, IN
Bachelor of Science in Business, Overall GPA: 3.66 / 4.00
Majors: Supply Chain and Business Analytics

May 2021

Honors & Achievements:

- Selected for Hutton Honors College
- Received Indiana University Recognition Scholarship
- Achieved Lean Six Sigma Certificate

MILITARY SERVICE

Platoon Leader, Battalion Commander, Sergeant

September 2017 – April 2019

- Led 30+ platoon members in safe driving measures and protection from violence training and mitigated team conflicts to earn distinction of “Best Platoon” for 2018
- Received commendation as “The Best Driver” in the 26th Infantry from the Major General Division Commander

EXPERIENCE

Cummins, Columbus, IN

May 2019 – August 2019

Supply Chain Intern

- Developed annual business plans while assisting manager, and used strong analytical skills to balance commercial strategy with asset configuration
- Interacted with supply chain and commercial groups across three departments on value-added projects involving material and information flow and capacity to help ensure effective production
- Created reports in Excel to show transparency of booked orders, monthly carryover, and booking levels while gaining real-world experience of production capability and issue resolution
- Wrote standard operating procedures to ensure consistency and accuracy for those undertaking projects

ACTIVITIES

Supply Chain and Operations Management Association, Bloomington, IN

December 2017 – Present

Vice President, Finance Committee

- Planned and coordinated networking event with Cummins leadership to learn more about the manufacturing and inventory administrative processes, and ERP systems
- Organize discussions about capital management for the organization and compile monthly reimbursements

Delta Sigma Pi – Professional Fraternity, Bloomington, IN

September 2016 – Present

Chairman, Policies Committee

- Coordinate five committees of 5 – 20 members each to develop goals toward professional enrichment, networking opportunities, and community stewardship - raising more than \$5,000 yearly
- Reviewed and updated ten fraternity rules and policies, developed absenteeism procedure that raised additional \$30 in monthly funds for the fraternity, and cut down on absenteeism at weekly house meetings by 20%

ADDITIONAL

- Trilingual in English, Korean, and Mandarin
- Taekwondo, Basketball, and Soccer
- Piano – expert level with 16 years of experience

MARKETING RESUME *example*

Kelsey Dutton

Current Address:

815 North Jordan Avenue
Bloomington, IN 47407

keldut@iu.edu
Cell: 812.909.4554

Permanent Address:

2212 Sparrow Lane
Fort Wayne, IN 46815

EDUCATION

Indiana University, Kelley School of Business, Bloomington, IN

May 2020

Bachelor of Science in Business

GPA: 3.82/4.00

Majors: Marketing and Sustainable Business

Minor: English

Study Abroad, International Education of Students, London, England

May 2017

- Supervised peers as team leader to gain global business experience through study of British culture and economy

Accomplishments:

- Selected for Hutton Honors College
- Recipient of the Indiana University Excellence Scholarship

EXPERIENCE

IGS Energy, Columbus, OH

June 2019-August 2019

Sales Intern

- Consulted with customers to educate them on buying natural gas and electricity commodity based off the NYMEX futures and the PJM electricity market
- Forecasted future customer usages and calculated margins by using Excel based spreadsheets, pricing models, and the Demand Normalization Tool
- Achieved team summer goal of \$60,000 in newly generated revenue through successful relationship building and gained business deals with small to mid-size companies

ACCESS Development Services, Udaipur, India

May 2017-July 2018

Development Intern

- Developed and delivered an Excel workshop that educated ten ACCESS employees on Excel look-ups, pivot tables, and data validation, ultimately impacting the organization's ability to analyze data more effectively
- Analyzed survey data and reported on the status of 1,230 impoverished households in rural villages while recommending ways to alleviate poverty
- Designed brand and marketing materials for four new farming cooperatives in South Rajasthan

ACTIVITIES

Global Sales Leadership Society, Indiana University, Bloomington, IN

February 2017-Present

Development Team Leader

- Selected as 1 of top 12 (out of 50+) to participate in a rigorous three-year Global Sales Workshop and placed 2nd out of 60 students in Regional Sales Competition and 3rd out of 21 teams in National Team Sales Competition
- Train with sales representatives from major companies throughout the U.S. to gain negotiation sales skills
- Mentor new members to help them learn effective planning and organization techniques

Women in Business, Bloomington, IN

September 2017-Present

Fundraising Associate

- Plan and operate fundraising events on a team of four to raise capital for the organization, including persuading local business to support WIB events with donations of food and supplies
- Advertise through social media, flyers, and chalking to gain campus-wide awareness of fundraising events

Conference Associate

- Regulated a \$10,000 budget on a team of five to ensure protocol for spending, disbursements, and documentation
- Recruited five corporations successfully through email and phone calls to participate in the conference



Demonstration of strong communication skills is essential in the job search. Your letters and email messages create the first impression of your skills and knowledge as a future business professional. Being able to effectively articulate that you understand the connection between your skills and an employer's requirements will make your messages stand out. Targeted, clear communication is the key to getting responses from employers and helping to get invited for an interview.

PREPARE...Professional Communication

COVER LETTERS

A well-written, organized cover letter helps to introduce your resume and directs the reader to key areas of your experience and background that specifically pertain to the open position. It also demonstrates your writing skills, so be sure to have it reviewed and edited.

To whom should I address my cover letter if I do not have a contact?

Whenever possible, address your letter to a specific individual within the organization who is responsible for the hiring decision. Check the organization's website for the appropriate person or call directly and ask a receptionist for the hiring contact's name. If your research does not produce a specific name, then address the letter to the company's "Recruiting Team."

How long should my cover letter be?

Just like the resume, your cover letters should be no more than one page in length, ideally three succinct paragraphs.

When should I send my cover letter?

Send a cover letter when requested or required or if you need to explain why your background would be a fit. Providing a cover letter when not required is an unnecessary opportunity for error.

I am submitting an application via email. How should I attach my cover letter and resume?

If not specified by the employer, use the body of your cover letter as the body of your email and include your resume as an attachment. Make sure the file name you use for your resume is appropriate and informative. For example, use "Jane E. Doe_Resume_August_2020", rather than "New Resume" or "Resume Revision4".

Points to Remember

- Target your letter to match each employer or position.
- Match your skills with the skills of the position and give specific examples.
- Mention any referrals (family friend, alumni, co-worker) to the position or the company at the beginning of the letter.
- Have more than one person proofread your letter.

EMAIL ETIQUETTE

You will need to communicate with an employer through email. When using email in your professional communication, keep these tips in mind:

- Include an appropriate subject line and greeting. Use titles, even if you know the individuals well, because your contact might forward your correspondence to others during the decision process.
- Identify who you are and why you are contacting them.
- Keep your email concise, using correct grammar, spelling, and punctuation.
- Include your contact information in your signature.

LinkedIn Email

LinkedIn contacts are a resourceful way to connect professionally with alumni and other business-related acquaintances. Follow these guidelines for effective use of the LinkedIn email feature, and remember that the email is about asking for advice, not a job.

- Keep your LinkedIn email brief (one paragraph or less).
- Identify who you are – I am an Indiana University Kelley School of Business student.
- Explain what you want to accomplish and why you want to contact them.
- Ask about the possibility of setting up a time for a phone call or a meeting.

COVER LETTER *example*

2121 South College Drive, #234
Bloomington, IN 47408

March 4, 2020

Dear Recruiting Committee:

1

As an Indiana University Kelley School of Business junior majoring in Marketing and Corporate Innovation, I am applying for Ingersoll Rand's Marketing Internship position posted on Kelley Connect. This internship opportunity would allow me both to apply and hone my technical knowledge, analytical skills, and communication skills.

2

I understand that a successful marketing intern must have strong analytical and people skills, as well as an in-depth knowledge of the customer's perspective. My education and experience have helped me develop these necessary skills. Marketing experience as Assistant Manager at Green-Thumb Garden Supplies provided me hands-on experience with customers and gave me the opportunity to assist the owner in identifying, developing, and evaluating marketing strategies based on company objectives. My customer service record at Green-Thumb resulted in my being recognized as "Employee of the Month" five times.

In addition to my coursework and business experience, I am the Promotions Committee Chair for the Women in Business organization at Kelley. This position has further developed my marketing and interpersonal skills that I am able bring to the internship position at Ingersoll Rand.

3

This Marketing Intern position would allow me to combine my classroom learning and previous experience and apply my knowledge to the Ingersoll Rand environment. Interning with Ingersoll Rand will provide me valuable experience, and I would appreciate the opportunity for an interview. Please contact me at (812) 555-1212 or at betharms@iu.edu.

Sincerely,

Beth Armstrong

1. **Who you are and what you are seeking**
2. **Strongest qualifications that match their needs**
3. **Expected next steps**

PROFESSIONAL COMMUNICATION EXAMPLES

Email Request for Informational Interview

Dear Mr. Zhang:

Mike Lavender, a career coach at Indiana University's Kelley School of Business Undergraduate Career Services Office, provided me your email and mentioned that you have been with Procter & Gamble for more than two decades. As a sophomore studying marketing at the Kelley Business School at Indiana University, I am sure your insight would be invaluable. Are you willing to share some of your insight into careers in the marketing industry, particularly with Procter & Gamble? If so, do you have 15 to 20 minutes available for a face-to-face informational meeting to help me learn more about your career? Thank you for considering meeting with me, and I look forward to your advice.

Sincerely,
Julianne Gabrielle

LinkedIn Request for Informational Interview/Inmail Request

Hello, Mr. Smith:

You are a contact of my former employer, James Salt. As a junior at the Indiana University Kelley School of Business interested in a career in the finance industry, I would like to learn more about your career path.

Are you available to exchange emails or to speak with me on the phone to discuss your professional experiences? I look forward to your reply.

Robert Matthews
rmatthews@indiana.edu
(812) 555-1374

Thank-you messages are a must. Why? In addition to being a polite way to acknowledge the time spent with you, thank-you messages are another opportunity to sell yourself. By writing a thank-you note, you not only keep yourself at the forefront of the interviewer's mind, but it also allows you to continue to market yourself. Further, it is a way to stand out from other candidates.

THANK-YOU MESSAGES

A thank you can be in the form of a formal letter or thank-you card sent through the mail or via email. Each type of thank you acknowledgement sets a specific tone, so evaluate your situation before opting to use a specific type of thank you. The rule of thumb is, if you and the employer have communicated by email as part of your interview process, an email thank-you note is preferred. In addition, an email is quicker, whereas a card could take days to get through the multiple mail channels that larger companies often have.

Thank-You Message Guidelines

- Start by reminding the individual of when the interview took place and for what position you interviewed.
 - Remember to thank the employer for his or her time in meeting with you.
 - Reiterate your interest in the position and specific details about the job that may have been mentioned by the employer. Tie your qualifications to that particular position and mention anything you feel sets you apart from the next candidate.
 - Reiterate your interest in future communication or follow-up. Express confidence by using, for example, the phrase "I look forward to hearing from you soon," rather than, "I hope to hear from you soon."
- ### Thank-You Message Tips
- Timeliness is everything. Send thank you messages within 24-48 hours of the interview.
 - Always send a thank-you message to individuals with whom you have interviewed. Also, send one to individuals who provided you with information about careers, referrals, or other assistance in your career search. Acknowledge your appreciation and gratitude for their efforts. It leaves a favorable impression in their minds and facilitates continued growth and development of those relationships.
 - If more than one person interviewed you, send a thank-you message to each individual with whom you interviewed. All messages may be added to your candidate file, so ensure you personalize each message.
 - To personalize your messages, highlight the points discussed with that individual. Not only does it refresh the interviewer's memory of you and the interview, but it also demonstrates your listening skills.
 - Keep it brief; no more than one-half to one page, two to three paragraphs.
 - In most cases, employers prefer thank-you emails to letters. Supplemental handwritten letters are optional. If you decide to write a handwritten letter, it should be mailed to the employer's local office.



THANK-YOU MESSAGES

Thank-You Message Example

Dear Mr. Flanton:

Thank you for the time you spent with me discussing the Investment Banking position this past Thursday. My interest in the position has grown after our in-depth conversation regarding the structure of the Public Finance team and the continued professional development that employees receive. I am confident that my education at the Kelley Business School and my internship experiences with Holbrook and Company and Citigroup prepared me well for a full-time position with Wells Fargo. I look forward to hearing from you about the next steps in the interview process.

Sincerely,
Jerome Janson

Follow-up to Interview Example

Dear Ms. Blackstone:

The Internal Audit position for which I interviewed two weeks ago is one in which I remain highly interested and excited. I am following up on your timeframe for making the hiring decision.

Based on our discussion at the end of the interview, I was hoping to hear a decision last Friday. I remain convinced that my accounting coursework and experiences as an Audit Intern with KPMG will help me contribute immediately to Motorola's auditing needs. Thank you again for considering my qualifications as you make your hiring decision.

Sincerely,
Mark Goldstein



LinkedIn, Twitter, and Facebook have redefined how people interact and network. Your online profiles, tweets, and posts are now part of your personal brand. You can effectively use these social media outlets as part of your career networking strategy by maintaining a consistent image throughout all of your online platforms.

PROTECT YOUR REPUTATION ONLINE

Do not let social networking jeopardize your career opportunities. Protect your reputation by following these simple tips:

Be discreet. Do not post anything that you would not want a prospective employer to see. Derogatory comments, revealing or risqué photos, foul language, and lewd jokes all will be viewed as a reflection of your character. Carefully select your privacy settings. Since you cannot control what others post, you may want to block or hide comments from friends who do not practice the same level of discretion.

Be prepared. Check your profile regularly to see what comments have been posted. Remember that other people can tag you, so if a post is not appropriate, un-tag yourself. Use a search engine to look for online records of yourself to see what is out there about you. If you find information you feel could be detrimental to your candidacy or career, remove it – and make sure you have an answer ready to counter or explain “digital dirt.”

SOCIAL MEDIA RECRUITING FACTS:

Careerbuilder Study quotes Number of Employers Using Social Media to Screen Candidates is at an All-Time High

- 47% are less likely to interview a candidate they cannot find online.
- 57% have decided not to hire a candidate based on their social media profiles.
- Half of employers check current employees’ social media profiles, over a third have reprimanded or fired an employee for inappropriate content.
- 70% of employers use social media to screen candidates.

Source: Business News Daily, October 2018

LinkedIn

- Create an error-free, articulate profile with key words for search engine optimization.
- Use the summary box in your profile to promote your elevator pitch targeted toward recruiters.
- A good time to update your LinkedIn profile is when you update your resume with work experience, volunteer activities, etc.
- Ensure your content is consistent, reliable, and reflects integrity.
- Post links in your profile that position you as knowledgeable in your field of interest.
- Connect with faculty and professionals you have met.

Facebook/Instagram

- Take a close look at your profile and decide what you want business contacts or potential recruiters to see or not see, and set privacy settings accordingly.
- Limit the photos you post and create content relevant to your search.
- Search for accounts of your target companies and “Like/Follow” them. Interact on the page’s wall.
- Follow the UCS Facebook page and Instagram accounts.

Twitter

- Use a professional avatar and put your elevator pitch in your bio.
- Customize your background to give more detail about your qualifications.
- Include a link to your online resume and make sure it is updated.
- Follow industry experts in your field of interest and get targeted job tweets sent to your Twitter feed or mobile phone.
- Use your status updates to tweet about industry topics, tips, and advice so you are viewed as someone “in the know.”
- Follow the UCS Twitter feed.

Snapchat

- Follow the Snapchat accounts of companies in which you are interested.

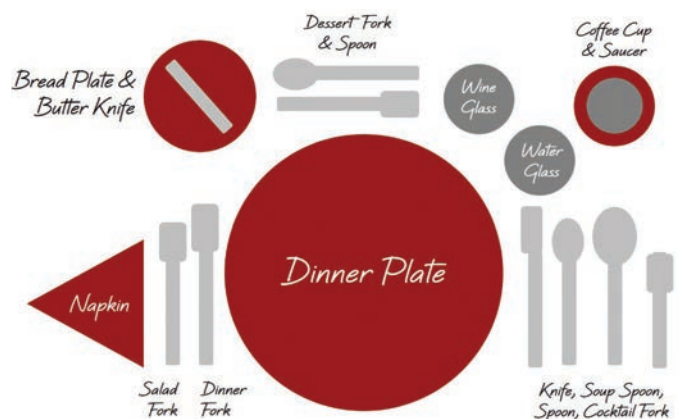
PREPARE...Meal & Dress Etiquette

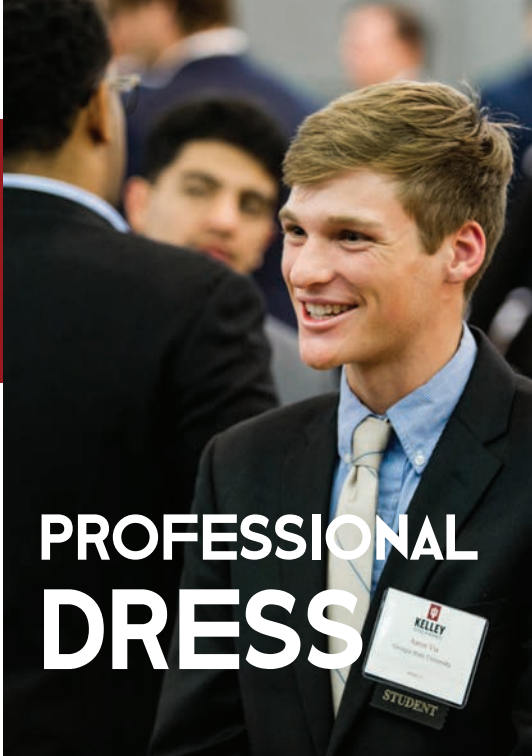
THE BUSINESS MEAL

There will be times when interviews occur during a meal. The following tips will help you avoid uncomfortable situations that can detract from your interview appearance and performance. Do not underestimate the importance of good manners at a business meal; they truly can be a deciding factor in a hiring situation.

- Silence your cell phone.
- Do not order the most expensive item on the menu.
- It is not recommended to order alcohol unless the host orders. Even then, order in moderation **ONLY** if you are of age and never at lunch.
- Avoid ordering foods that are difficult to eat; order foods that can be eaten with a fork.
- When everyone is seated, unfold your napkin and place it on your lap. The napkin should be folded in half with the fold toward your waist.
- When you are finished with your meal, place your napkin to the right or left side of your plate on the table.
- Wait for everyone to arrive before beginning any portion of the meal.
- Wait for your host to begin eating before you start eating.
- Rest your forearms and elbow on the table only between courses.
- Pass both the salt and pepper shakers when someone asks for just one.
- Bread is to the left of the plate and drinks are to the right. You can remember this by forming the letter “b” for bread with your thumb and forefinger on your left hand and a “d” for drinks on your right hand.
- When eating bread, break off a small piece over the bread plate. Butter the broken portion and eat just that small piece. For the butter, take an amount as it is passed around the table and put it on your plate to use.
- Do not discuss diets or the healthiness/unhealthiness of yours or other people’s food; it might be offensive or make someone uncomfortable.
- Do not place bags, purses, phones, sunglasses, or keys on the table.
- Do not apply makeup or brush your hair at the table.
- Do not order a to-go container for leftover food.
- Typically, the host will pay the bill.

So many decisions are made over lunch, coffee, or dinner. Your manners will be observed and evaluated. Your table manners represent how you might interact with clients.





PROFESSIONAL DRESS

A Simple Rule: If dress is not specified, it is better to be overdressed than underdressed for an event. Always dress professionally for an interview unless specified.

How can you make a positive first impression?

Determine your audience, identify their expectations, and dress in a way that reflects those expectations.



BUSINESS PROFESSIONAL ATTIRE FOR INTERVIEWS

- Solid-colored, conservative suit with coordinated blouse or long-sleeved shirt, closed-toed shoes, limited jewelry, conservative tie, dark socks, and professional shoes
- Heels should be walkable and shoes should be shined
- Professional hairstyle and nails, light make-up, little or no perfume/ cologne, and neat facial hair
- Portfolio

BUSINESS CASUAL ATTIRE

- Khaki or dark cotton pants or skirts, neatly pressed
- Conservative blouses, sweaters, cardigans, button-down shirts or knit shirts with a collar, tucked-in
- Solid colors work better than bright patterns
- Leather shoes and belts, tie optional

GROOMING TIPS

- Hair – Hairstyles should be neat and appropriate, nothing extreme or overdone.
- Facial hair should be neatly trimmed.
- Hands/Nails – Clean hands and well-groomed nails are an important part of your professional image. Nail polish shades should be soft, and polish should never be chipped.
- Body – Make sure to be freshly showered/bathed. Wear clothing that covers tattoos.
- Breath – Brush your teeth before the interview. If you use mints or chew gum, make sure they are out of your mouth before the interview.
- Fit – Clothes should be properly tailored to fit your body type correctly and pressed.



ADDITIONAL TIPS

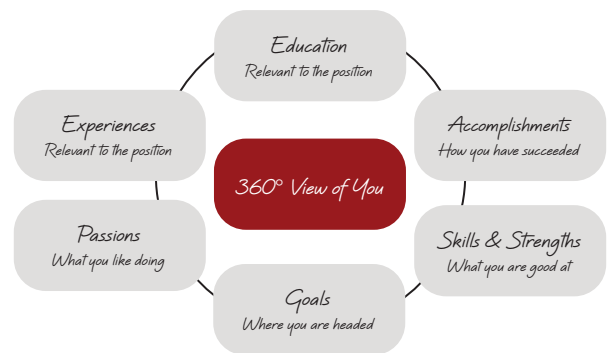
- Shoes – Closed-toed shoes are the most appropriate to wear for an interview and when meeting with clients. Shoes should be clean and shined. Shoes and belt should match.
- Skirts – Skirts should be knee length, not too tight, and cover your thighs when you are seated. Slits should be conservative.
- Socks – Wear socks and make sure they are in good shape and dark in color. Interviews are not the time to express personality through sock choice. Avoid ankle socks or sports tube socks.
- Shirt – White or light colors are the most appropriate choices.
- Blouse – Tops should be of moderate cut and professional style.
- Tie – Your tie should contrast appropriately with your shirt. Top button should be buttoned under the tie and there should be little to no gap between collar and tie.
- Jewelry – Wear minimal jewelry. Avoid noisy bracelets that can distract attention. Be cognizant of body piercings during all professional interactions.



PERFORM...Interviews

SET YOURSELF UP FOR SUCCESS

Companies and job candidates have the same goal: to get the right person in the right job. That is why an interview is a two-way conversation. The company tries to find out if you can do the job and if you will fit into their culture. You, on the other hand, discover if this job and company is a good match for your personality and ambitions. Before you interview, put in the time to set yourself up for success. Follow these four steps to get ready to talk about yourself, address what matters to the employer, and discover if this is the right job for you.



STEP 1 - KNOW YOURSELF

Employers prefer candidates who know what they want. Therefore, it is worth your while to figure this out, even at the broadest level. “I need a job,” “I need the money,” and “my parents want me to” do not qualify. The employer assumes that already. They want to know specifics, like what motivates you, what your goals are, and what you like doing. They want to know what matters to you.

STEP 2 - EXPLAIN YOURSELF

In an interview, the employer is seeking reassurance that (1) you will fit into their environment; (2) you will be able to do the job; and (3) you are trustworthy, dependable, and reliable. All they know about you at this point is what you have put on your resume. The interview is your opportunity to fill in these gaps and make a strong connection.

What to Talk About

Keep in mind that an interview is a professional conversation. Therefore, when you are talking about yourself, it makes sense to stick to what is relevant to the position. You might be asked about your hobbies and interests; feel free to answer, but do not make it a focal point of your preparation. There are many angles you can take to present yourself professionally, as shown in the diagram. Choose the categories that are appropriate for you and that best illustrate your suitability for the position.

How to Talk About Yourself

Employers like to know what you do best. Specifically they are most interested in your skills and strengths that are relevant to their job and their environment as described in the job description. Furthermore, almost every entry-level job requires you to be adaptable and collaborative (easy to get along with) and to have good communication skills (able to express yourself well verbally and in writing).

Prioritize Your Relevant Skills and Strengths

Candidates who articulate their top two to three skills and strengths that are relevant to the job gain a significant advantage over those who do not. To make yourself even more memorable, provide examples of when you used those skills. Prioritizing your top skills and strengths will help you clarify your value.

Connect the Dots

Once you know what you want to say about yourself, make it easy for the interviewer to envision how you will fit into their environment. Drawing parallels between their requirements and your experiences is a powerful technique that gets the employer's favorable attention and will help you stand out from other candidates.

What they need ———> Your past experiences
 Their culture ———> How you fit in

EFFECTIVE INTERVIEWING

Interview Question: Why are you interested in this job?

What they need → Your past experiences

“You are looking for someone with a passion for marketing and strong written communication skills. My strong suit is written communications. I have always enjoyed writing, and I majored in Marketing because I’m intrigued by the intersection of strategy, creativity, and analysis in marketing. I think few other disciplines can offer that kind of reach. As Chairman of the Philanthropy Committee of my fraternity I wrote the marketing copy for our outreach efforts. Last summer I interned at XYZ Corp in the MarCom Dept where I worked on branding projects.”

Their culture → How you fit in

“I read on your website that you pursue an innovative marketing approach. That is attractive to me because I do my best writing when I am finding creative ways to promote ideas. I’m looking for an opportunity to put my creative writing skills into practice for a consumer product company with a passion for innovation, like yours.”

Show Your Enthusiasm

Employers routinely say they want to see that you are excited about what you can do for them. Tell them what it is that interests you about the position/company! Tell them that you are good at it! Tell them that you like doing it!

Putting it All Together

There is no way to predict everything that will transpire in a job interview, but you can count on being asked, “Tell me about yourself.” Employers are not looking for a play by play of your resume or your life story. They

are most interested in why you want to work for them, how you will fit in, and what you can do.

In your response, incorporate your relevant skills and strengths, connect the dots between what they want and what you have to offer, explain why you are interested in the job, and convey your enthusiasm. You will set the tone for a more empowering conversation if the interviewer takes a genuine interest in you.

Your response should be long enough to get your important messages out and short enough to inspire the interviewer to want to know more. A good guideline is two to three minutes.

STEP 3 - FIND OUT WHAT YOU NEED TO KNOW

Interviewing is a two-way conversation. The employer will ask you appropriate questions to uncover what is important to them. Your task is to evaluate them as a suitable employer for you.

Research the Company

Make your interest in the job obvious by showing up for the interview well versed about the company, industry, and competition. Look at its mission, values, organizational structure, and stock history. Become familiar with its products and services at a high level. Find out who its competitors are. Check out recent news articles about the company.

Your best resource, however, is the people who work there. Reach out to alumni, parents of friends, and prior employers, and ask for introductions to their friends or colleagues who work at the company. Ask them what it is like to work for the company – the good and the not so good – and about their

career at the firm. Ask questions about the department you will be hiring into.

*Tip: As your knowledge of the company builds, start asking yourself what you like or do not like about it and why. Write it down.

Due Diligence

Employers are drawn to candidates who evaluate them during the interview. They know these candidates have initiative and want to excel. Ask questions that determine whether you will be able to do your best work and thrive in their environment. You will gain the respect of the interviewer and set yourself up for success!

Company: Find out how this company measures up to your ideal company. Asking a question about the company is a good way to show that you have done your homework. Ask them to define the culture and management style within the company, department, and team. Ask about the impact of recent changes.

Opportunity: Is this job a good fit for your skills and aptitudes? Will you be able to do this job and do it well? Are the expectations reasonable? Will you fit in on the team? Will you be able to help your manager with their challenges? Will you be excited going to work there every day? Is it a good fit for your short- and long-term goals?

Manager: Find out if you will be able to thrive under this manager’s leadership. What is this manager’s management style? Will they inspire you to do your best work? Will they be invested in your success? Would you be willing to go the extra mile for this person?



Other Questions to Consider Asking Employers

- What are the key issues facing the employer/industry?
- What will be expected of me as a new employee?
- What kind of training program and supervision is given to a new employee?
- What has been the interviewer's experience with the company?
- What kind of career path can I expect if I do outstanding work?
- What qualities do you value most in those who work for you?
- What are some of the company's future plans?
- What challenges is your department currently facing?
- What do you like the most about working at this company?
- How would you describe the management style at this company?
- What objectives do you have defined for this position in the foreseeable future?
- How would you describe your corporate culture?
- What does your company offer employees that your competition does not?
- How is the company dealing with current issues and trends? (mention a specific issue or trend you have read about)

Any question dealing with salary is inappropriate to ask at this stage. Once you receive an offer, then there will be time to discuss salary and benefits.

STEP 4 - BRING THE AUTHENTIC YOU TO THE INTERVIEW

What does this mean? It means you do not have to say "yes" to everything. Be honest about your abilities. There is no perfect candidate who meets all the stated requirements and has the right personality fit. Personality traits like adaptability, flexibility, effective communicating, collaborative nature, can-do attitude, level-headedness, etc., are often more important to employers than meeting all of the qualifications.

When necessary, admit what you do not know, without an apology. Explain that you are eager to learn and, if possible, move the conversation to what you CAN do for them.

Employers want to know the real you. Being authentic means being genuine about what matters to you and letting your best shine!

EFFECTIVE INTERVIEWING

INTERVIEW CHECKLIST

- Tailor your preparation and company research for each individual interview.*
- Review the UCS Interview Policy and Procedures.*
- Arrive at least 15 minutes early to all interviews and have all of the necessary documents needed for the interview (e.g., copies of your resume and application materials).*
- Send a thank-you message after each interview. The goal is to leave the interviewer with the impression that you are the right candidate for the job.*

INTERVIEW TYPES & TIPS

Behavioral Interviews

Companies use several types of interviews to get a holistic sense of who you are as a potential employee. Ultimately, both parties are looking for the best fit and the hiring process should be mutual. Learning about the company and its culture prior to the interview and preparing for various types of interviews and questions will help you to stand out.

BEHAVIORAL INTERVIEWS

This is the most common type of interview and is based on the premise that an individual's past performance is the best predictor of future behavior. A behavioral interview assesses your job-related technical skills, past performance compared to future needs of the company, and work habits or personal characteristics. One of the easiest ways to prepare for a behavioral interview is to review the job description and think about your past experiences. Think of specific examples where you have demonstrated the skills identified in the job description and create a story. Then schedule time at the UCS for a mock interview.

STAR Method

During a behavioral interview, always listen carefully to the question and make sure you answer it completely. Prepare for your interview by identifying situations from your resume where you have demonstrated the behaviors a given company seeks. Use examples from past internships, classes, activities, team involvements, community service, and work experiences that prove your ability with the desired behaviors. When answering behavioral questions use the STAR Method and convey specific situations, tasks, actions, and results. The STAR answer validates what you are saying about yourself.

Sample Behavioral Interview Question: Tell me about a time when you had to persuade others of your point of view.

Before:

- **SITUATION:** During my internship, I had to deliver a presentation for a new product launch.
- **TASK:** My goal was to provide a useful presentation to the leaders.
- **ACTION:** I convinced my team we needed to add marketing and sales sections to the presentation and then I presented to a group of high-level finance executives.
- **RESULT:** The finance leaders liked the presentation.

Were all elements of STAR reflected? **Technically...YES!**
Do the actions reflect persuasion? **NO!**

After:

- **SITUATION:** During my internship at Intel this summer, I worked with a team of four undergraduate finance interns and two MBAs to pitch a new 3D hardware to our financial leaders.
- **TASK:** My goal was to present the information to our financial leaders so that they could determine the feasibility of the new product launch.
- **ACTION:** I felt our team was on the same page (we were all finance majors) with the financial projections, income statement, balance sheet, cash flow forecast, and breakeven analysis. I was concerned our financial leaders needed a quick marketing pitch to understand the new product sales plan. I decided to put a few marketing slides together based on what I learned from my I-Core semester and presented it to our team. By using my past experience and knowledge of marketing, I was able to convince my team to include this missing piece of the presentation and I also presented this section to the leaders.
- **RESULT:** Not only did my finance team appreciate the slides, so did the finance executive team. I was offered a full-time job after my internship while none of the MBAs on my team received an offer.

Before the interview process, identify two or three of your top selling points and determine how you will convey these points during the interview. Whenever you can, quantify your results. Numbers illustrate your level of authority and responsibility. For example: "I was a shift supervisor" could be "As shift supervisor, I trained and evaluated four employees."

According to the National Association of Colleges and Employers these five skill sets are desired for all positions. Practice by writing STARs for these five skills:

Teamwork

Communication

Leadership

Problem Solving

Organization & Planning

INTERVIEW TYPES & TIPS

Case Interviews

CASE INTERVIEWS

Case interviews focus on your ability to solve a business problem, which might even be a problem that the company has faced before. Your job is to identify the important issues, develop a logical approach to the problem, and offer a solution. Firms use case interviews to test a candidate's communication, critical thinking, and analytical skills. Interviewers will want to see that you can listen well, respond quickly to issues, ask good questions, and summarize your results clearly. There is actually no correct answer for the case; what is essential is using logic in generating recommendations for the problem. While case interviews are popular with consulting, financial, and retail firms, everyone should be prepared to be effective at solving case problems.

Frameworks

"Case Interview Frameworks" is one of the most searched phrases in case interview preparation. Simply put, case interview frameworks are like standard templates, used to structure and break down common business problems. Since it is a template it is usually very well organized and written. However, as you know, a template will not fit every situation. You have to choose templates for different purposes and sometimes even customize them. Learn which frameworks to use and how to use them. Understanding these frameworks will make it much easier for you to handle the interview. Below are frameworks that you should be very familiar with when preparing for case interviews.

Basic Frameworks:

- Cost-benefit analysis
- Internal vs. external market factors
- Fixed vs. variable costs

More Advanced Frameworks:

- Net Present Value
- Porter's Five Forces
- The Four Ps (Price, Product, Position/Place, Promotion)
- The Four Cs (Customers, Competition, Cost, Capabilities)
- The Five Cs (Character, Capacity, Capital, Conditions, Competitive Advantage)
- Value Chain Analysis

Types of Case Questions

There are three basic types of case questions that you may encounter in a case interview:

1. Brainteasers are riddles or puzzles that will showcase your ability to think logically.
2. Guesstimates/Market Sizing questions require you to answer "how many" or "how much" of something.
3. Business Scenario questions may be based on real or hypothetical situations.

Case Interview Preparation

Through preparation and practice, you will become confident in your interviewing and presentation skills. The UCS offers several opportunities to learn about case interviewing which can help you be successful.

- Case Interview Preparation coaching appointments with a UCS Career Coach
- Mock Case Interviews conducted by a current Kelley MBA student
- Case Preparation Workshops facilitated by case interviewing experts
- CaseQuestions.com, which can be found on Kelley Connect under Resources

It is important to know that you cannot prepare for a case interview overnight!

**Typical for Consulting/Advisory and Strategic Marketing Positions*

"Case interviews are broad, two-way discussions, rather than one-way tests and there is no perfect answer. You will be assessed more on how you go about dealing with the problem, rather than specific answers you come up with."

Source: McKinsey & Company Website





INTERVIEW TYPES & TIPS

TECHNICAL INTERVIEWS

Technical interviews are an assessment of your specialized knowledge.

Financial firms often use technical questions to determine your ability to read financial statements and apply formulas to value companies and predict industry growth.

Read the job description to discern the skills required to do the job successfully. In preparing for the interview, focus your study on questions related to those skills.

Problem solving is more important than memorizing information, and your ability to explain your thought process is just as important as arriving at the correct answer.

TELEPHONE INTERVIEWS (PHONE SCREENS)

Telephone interviews are a relatively efficient way of qualifying job applicants and are often a preliminary screening tool to determine whether you will secure an in-person interview. Interviews usually last between 20 and 30 minutes and are often part of the early stages of the recruitment process.

Prepare for the Interview

Agree upon a date and time when you will have access to a quiet location and can minimize distractions. If you are conducting your interview at home, eliminate background noise like television, music, pets, or roommates. When possible use a landline phone instead of a cell phone. This will increase the quality of the connection.

You can call, email, or come into the UCS to reserve a room in which to conduct your interview. Please contact the UCS as soon as possible to ensure space is available, particularly during recruiting seasons when the office is most full. Do not rely on cell phones in the UCS as reception is not stable. If you are instructed to call a toll-free number and are provided with an access code, we can assist you in how to make that call.

During the Interview

The way in which you speak on the phone can reflect your effectiveness. Volume, tone, and inflection are important. Slow your speech down, even if it feels a bit unnatural. Speaking slowly and clearly is imperative. Try to avoid speaking in a monotone voice, and be sure to inject enthusiasm. You want to speak in a way that will keep your listener engaged, even when they cannot see your face.

- **Know who you are speaking with.** Phone interviews may be with HR representatives or managers. If you are being interviewed by a team, write down names as people introduce themselves.
- **Understand their goal.** Their goal is to expand on resume details while probing your skills and career goals.
- **Be ready.** Have copies of your resume and calendar, a pen, and a notepad in front of you. In advance, write notes about how you match the job description to use if you lose focus.
- **Eliminate background noise.** Avoid rattling paper or making noises that indicate you are flipping through materials to search for answers.
- **Treat it like an in-person interview.** Dress in your interview attire. Sit up straight at a desk or table to remain alert and focused.
- **Take a deep breath.** Do this before picking up the phone so that you do not hyperventilate or quicken the pace of your answers.
- **Listen carefully.** Try to avoid interrupting the interviewer. Be patient and wait until the interviewer has fully asked a question or provided a comment before you respond.
- **Give verbal cues.** Remember that you cannot be seen. If you need time to think of an answer, let the interviewer know by stating that you need to take a moment to reflect on the question.
- **Thank the interviewer.** Restate your interest in the company, and request the opportunity for a face-to-face interview. *“Thank you for talking with me. I’m intrigued by what you’ve shared and would like to meet with you and others in the company.”*
- **Follow-up with the interviewer.** As with all other types of interviews, follow up with a personalized thank-you note within 24-48 hours of the interview.

VIRTUAL INTERVIEWS

- The UCS has virtual capabilities. If an employer seeks to interview you using that technology, contact the UCS well in advance to make arrangements.
- Prepare for these interviews just as you would a formal, in-person interview.
- Avoid wearing busy patterns that may be distracting on camera.
- Begin setting up the technology well before your interview to avoid delays or frustrations.
- If you experience difficulty with the technology, stay calm. If you have sound, make small talk. If you have video, let them see you stay professional through it all.
- Allow a second or two before speaking, as there is often a slight sound delay.
- Maintain eye contact with the camera and speak clearly, just as if the interviewer were sitting in the room with you.
- Set a backup plan at the onset of your call.

SECOND-ROUND INTERVIEWS

An invitation to a second-round interview means the company is interested in you and sees potential in you joining the organization. It is also an opportunity for both you and the company to get to know one another better and directly evaluate the fit.

If your second-round interview is an on-site interview, you have the opportunity for a firsthand look at the culture of a company. During this interview, you may meet with multiple employees and the length of the interview can range from one hour to a full day.

Keep in mind that you are being interviewed and observed throughout the time that you are visiting the organization, not only during the formal office interview. Remain professional at all times, even when you think you are no longer being interviewed, such as when greeting the receptionist and sharing meals with employees.

Confirm the Logistics of Your Day

- Get the name, phone number, and job title of the person arranging the interview and the agenda for the day.
- Ask for the schedule and names and titles of the people you will be meeting.
- Dress for the interview.
- Confirm the interview format.
- Review travel details.

What to Expect

- A meal may be included. Consider this a continuation of the interview. They are assessing how you fit into their group. Concentrate on the conversation instead of the food, and exercise good eating etiquette.
- Expect to meet with a full range of your potential co-workers, peers, superiors, and junior employees. In turn, you should keep in mind that these are the individuals that you likely will work with on a daily basis. Therefore, as you proceed through the interview process, you should evaluate not only your own performance but also what impression your potential co-workers make on you.



INTERVIEW TYPES & TIPS

- You are sure to incur expenses during your trip. Most employers will pay for your travel. Some will make the arrangements directly, while others will expect you to make the arrangements and will reimburse you after the visit. Confirm early about travel specifics and expense reimbursements to avoid confusion later.

Follow Up

- After the interview, send a thank-you message to each person you interviewed with.
- Take the time to make notes about all of your conversations and interactions so that you are able to personalize your thank-you letters after you leave.
- Also thank the individual who arranged your interview and travel, even if you did not interview directly with that person during your visit.

Second-Round Interview Sample Itinerary

Below is an example of a sample itinerary for a second-round interview:

Thursday, October 15	
6:45 - 7:30 p.m.	Arrive and check into hotel
8:00 p.m.	Dinner with Management Team
Friday, October 16	
8:00 - 9:00 a.m.	Breakfast with CEO
9:00 - 10:30 a.m.	Meet with Search Committee
10:45 - 11:45 a.m.	Meet with Human Resources
12:00 - 1:00 p.m.	Lunch with Department Staff
1:00 - 1:30 p.m.	Tour of Facility
1:45 - 2:45 p.m.	Candidate Presentation
2:45 - 3:00 p.m.	Wrap-up with CEO
3:00 - 5:00 p.m.	Check out of hotel

**If you receive an invitation for a second-round interview for a position you have already decided not to proceed with, respond immediately to decline.*



CLOSING THE INTERVIEW

The final stage of the job interview is critical. The goal is to leave the interviewer with the impression that you are the right candidate for the job. How you choose to close will depend on your personal style and that of the interviewer. The best ways to end the interview all follow these basic closing guidelines:

Ask Questions Make sure you have asked the interviewer all your questions about the job, company, and management. Ask any questions resulting from the information exchanged during the interview. This is your prime opportunity to get answers.

Address all of the Interviewer's Concerns You want to be sure that all issues have been addressed. Try an approach such as, "I believe I have the qualities you are looking for in this position. Are there additional examples I can provide that will help you make a decision?" Ask if there is anything else you should provide to support your application, such as references, work samples, etc. Make time to deliver these personally if required.

Reinforce the Positive Once you have an opportunity to ask your final questions, the interviewer likely will say, "If you have nothing else, that will be all. Thank you for your time." **This is an important opportunity to make a positive closing statement by highlighting why you are the best candidate.** Refer to your strengths and how they make you a good fit for the position. Restate the skills and experience you bring to the position. Use your knowledge about the company to offer up insightful reasons for your suitability. When preparing this statement, think of several reasons why you should get the job. An example is:

"This certainly is an exciting opportunity, and I believe I am the right candidate for this position. My experience as a team member will add value to the creation of this new sales team, my knowledge of the customer base and the area will help grow your business, and my academic and internship performance shows my commitment to achieving targets."

Express Your Enthusiasm for the Position End your job interview on an enthusiastic but not aggressive note. Emphasize your interest in the position and company but avoid sounding desperate or over the top. State how exciting and challenging the position sounds. You can use your background research and the information you collected during the interview to prepare a few comments about the company. "I am very excited about the opportunity and would like to be considered for the role."

Next Steps Unless it is clearly stated, you need to understand what happens next in the hiring process – a second interview, assessments, etc. Try to establish the timeframe for when a hiring decision will be made and who you should get in touch with to follow up on the status of your application. Should you phone or email? We suggest this approach, "I would like to know what the next step is and when you will be making a final decision so I can follow up." Clarifying this information not only lets you know what is happening but also shows the interviewer you are professional and organized.

Thank the Interviewer Thank the interviewer graciously and sincerely for the time spent with you. Give a firm handshake and make good eye contact.

Dealing with Job Rejection

- **Do not take it personally.** Even great candidates get rejected. There are a limited number of openings but many qualified candidates.
- **Keep it in perspective.** The rejection does not define your worth as an individual.
- **Reflect on your interview.** Think about your interview and determine what you could do next time to improve.
- **The recruiter may be right.** Consider that you and the job position were just not the right fit. If the opportunity exists, ask the recruiter for feedback.
- **Build a support network.** Career coaches at the UCS, family, friends, and mentors are all people who can give insight, support, and suggestions for the next opportunity.
- **Continue the job search.** Though discouraging, a rejection is a step in the process. Take action to strengthen your skills for the next interview by meeting with a UCS career coach.

"Be prepared to answer the question, 'Why should we hire YOU?'"

The following is a list of sample interview questions. Review these questions to help you prepare for upcoming interviews.

- Tell me about yourself.
- Why did you select the college or university you are attending?
- What led you to choose your major or field of study?
- What academic subjects do you like best? Least?
- How has your education prepared you for a career?
- Why did you decide to seek a position with our company?
- What do you know about our company?
- Do you feel that your grades are an accurate reflection of your academic achievement?
- Tell me about a time that you learned something from participation in extracurricular activities.
- In what kind of work environment are you most comfortable?
- Give me an example of how well you work under pressure.
- In what part-time or summer jobs have you been most interested? Why?
- How would you describe your ideal job following graduation?
- Why did you choose the career for which you are preparing?
- What are the two or three most important things to you in your job?
- What are the most important rewards you expect in your career?
- What are your salary expectations upon graduation?
- What are your long- and short-range goals and objectives?
- When and why did you establish these goals, and how are you preparing to achieve them?
- What specific goals, other than those related to your occupation, have you established for yourself in the next 5-10 years?
- Tell me about a time when you had to persuade a group of people to follow your idea.
- How do you think a former supervisor or professor who knows you well would describe you?
- Describe the relationship that should exist between a supervisor and staff members.
- What do you consider to be your greatest strength and weakness? Give an example of an incident when you demonstrated that strength/weakness.
- What two or three accomplishments have given you the most satisfaction and why?
- Tell me about a time that you were motivated to put forth a great effort.
- Tell me about a mistake you made on a job and what you learned from it.
- Tell me about a conflict you had with a co-worker or team member. What did you do?
- Tell me about a mistake you made on a job and what you learned from it.
- How do you determine or evaluate success?
- What do you think it takes to be successful in a company like ours?
- What type of manager do you want to work for?





DECIDE...Internships

An internship is experiential learning that integrates knowledge and theory learned in the classroom with practical application and skill development in a professional setting. The educational relevance and specialized experience of an internship provide students with a competitive edge when entering the full-time job search.

NOTE TO INTERNATIONAL STUDENTS

If you have an internship opportunity that will give you practical experience in your field of study before you graduate, you may be eligible for work authorization through Curricular Practical Training (CPT). Your CPT work experience must be an integral part of your curriculum and directly relate to your major or majors. The UCS is the first step in your CPT approval process. If you have an internship offer, make contact with the UCS as soon as possible. The website of the Office of International Services also provides critical information about the work authorization process (<http://ois.iu.edu>).

Universum Survey ranks 'Experience, formal or informal' as the most important factor for employers when hiring.

Unpaid Internships

The majority of internships secured by Kelley students are paid. Unpaid internships also can be a great way to gain real-world experience. Students should research requirements that may be a part of the internship carefully. Some unpaid internships require students to receive academic credit from a university to coincide with the experience.

Please contact the UCS immediately if you are concerned about the validity of an internship experience. Be cautious of experiences which require you to pay money for an internship opportunity. This is not typical.

Academic Credit for Your Internship

You may be able to complete coursework in conjunction with your internship and earn academic credit. The Kelley School of Business offers a two-credit course (X498) during the spring, summer, and fall semesters. Internships must meet specific criteria to qualify for academic credit and are approved by the UCS prior to enrollment. Academic credit is not applicable for self-employment. For more details refer to the "Resources" tab in Kelley Connect.

Summer vs. Spring Internships

The majority of internships are available during the summer. Internships (especially in public accounting) are also available during the spring. Freshmen or sophomores considering a career in public accounting are encouraged to explore academic plans which may allow them to perform a spring semester internship with an accounting firm. Students should consider academic, study abroad, and financial considerations when exploring internship options.

Internship Agreements

Some employers may ask a student and/or the university to sign an internship agreement. In many cases, this is for an unpaid internship. The UCS does not endorse any internship, regardless of whether it is offered through a career services office or is an opportunity a student has gained independently.



Congratulations! You have just received an internship or full-time job offer. Receiving a phone call from a recruiter that you have been eagerly awaiting is exciting and gratifying. However, it must be handled with careful thought and consideration. Here are some pointers to follow:

DECIDE...Evaluating & Negotiating Job Offers

**Have an offer? Do not accept on the spot.
Come and see a career coach for advice.
NO APPOINTMENT NECESSARY!**

Look Before You Leap

While the process of interviewing, weighing pros and cons, and accepting a job offer may be exhilarating, it can also create anxiety and a certain amount of confusion. There are many factors to consider when deciding on whether the offer is right for you. We want you to make an informed decision, not a hasty one that you will regret later. The UCS is here for support with this important decision, and we offer these guidelines to assist you in this process based on concerns students have shared with us. Stop by or call to discuss your offer with a coach. **No appointment is necessary to discuss this important decision.**

When you receive an offer, you may have many of the following questions:

- What do I do when I receive an offer?
- How do I evaluate an offer?
- Should I negotiate the offer?
- How do I accept an offer?
- How do I decline an offer?
- How do I report my employment?

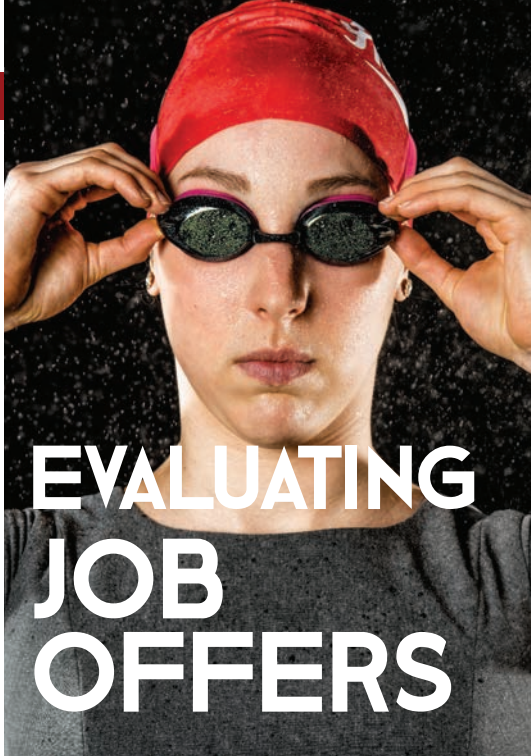
What to Do When You Receive an Offer

You almost never want to accept an offer when it is first given. Regardless of how much you want a given job, you need to give yourself time to see the written offer (including all aspects of salary, benefits, vacation/sick time, etc.) and evaluate its contents. Stepping back for at least a couple days will allow you time to assess the offer and identify any potential points for negotiation.

When given a verbal offer, you could say: “Thank you for the offer. I am excited about this position and the potential within (insert company name). I would like an opportunity to review the written offer (and/or complete my interview process with other companies) before making a final decision.”

First and foremost, you want to appreciate the employer’s interest in you. Even if you ultimately decline the offer, the world is too small for you to burn bridges. Employers should provide two weeks from the written offer to make a decision. If you need an extension, ask. If, however, the employer requests you to make a decision sooner, you need to make sure that you are still able to review a written offer. You also need to think about the ethics of pressuring you to make a decision before you are ready and if you really feel comfortable accepting the offer within that timeframe. You cannot renege on an offer once you have accepted it, so you need to make sure it is the correct decision before accepting. Also, avoid delaying a response to an employer for too long. Holding on to an offer for weeks and weeks just in case you do not find anything better is also unprofessional.

Students and employers have a joint responsibility when accepting or extending a job offer. We encourage recruiters to abide by ethical standards noted in the National Association of Colleges and Employers guidelines, which includes “refraining from undue time pressure for acceptance of employment offers.” Students are encouraged to observe ethical practices as well, and we recommend you review the UCS Student Code of Ethics on page 4.



EVALUATING JOB OFFERS

What to Do When You Receive an Offer *continued...*

You should NOT accept an offer if you want to continue to interview with other organizations. When you accept an offer, you have made a commitment to that employer and it is your responsibility to discontinue interviewing with other employers.

If you accept an offer and later another offer which you prefer is extended to you, remember that you have made a personal commitment to the first employer and that you should honor that commitment. If you are unsure about accepting a job offer, it is better to negotiate for more time to make a decision than to accept the offer prematurely and later renege. This is unprofessional, and the UCS reserves the right to take appropriate action, which includes suspension or restriction of UCS privileges. Would you want an employer to call you and withdraw his or her offer to you because a potential better candidate came along?

The UCS recognizes that juggling job offers and employers' deadlines can be daunting, so we encourage you to discuss your situation with a career coach. An appointment is not necessary.

Evaluating Job Offers:

It is important to identify personal factors that are essential to accepting a position. Ideally, you created criteria for the selection of positions and industries when you developed your interview strategy. If not, it is important to determine the top criteria that are critical for you to determine whether or not the position is a good match for your career goals. These factors will vary in importance, but by knowing your priorities and weighing their value, you can develop a decision matrix. Once you have determined the criteria, prioritize them if you are looking at multiple offers. Below are criteria you may want to consider:

- Personal values
- Work/Life balance
- Salary/Signing bonus
- Level of responsibility, challenge, and intensity
- How you like to work: teams or independently
- Opportunities to use your skills, expertise, and interests
- Whether or not you like and fit into the company culture
- Geographic location
- Benefits
- Understanding of the industry and financial stability
- Physical environment and working conditions
- Training and professional development

Think about and identify factors important to you beyond salary, then develop your "Decision Matrix" before you receive a job offer to best evaluate if the job is the right one for you. Use the following framework to help you evaluate an offer or multiple offers.

Decision Matrix Example

1. Record your criteria for a fulfilling job, such as your top values, interests, skills, work style, and environmental preferences.
2. Rank the criteria in terms of importance to you.
3. Evaluate the degree to which your criteria is fulfilled by each option.

Use a scale of 1 to 5 with 1 being low and 5 being high. In the example below, a quick summary would show that "B" had the highest overall score with "A" and "C" a close second.

Criteria	Ranking	A	B	C
Growth Opportunities	2	4 (=8)	3 (=6)	5 (=10)
Great Colleagues	4	4 (=16)	5 (=20)	3 (=12)
Company Culture				
Challenging Work	5	3 (=15)	5 (=25)	4 (=20)
Travel Opportunities				
Compensation				
Work/Life Balance	3	5 (=15)	4 (=12)	3 (=9)
Continuing Education				
Rapport with Supervisor				
Recognition	1	2 (=2)	4 (=4)	3 (=3)
Medical Benefits				
Location				
TOTAL		56	67	54

NEGOTIATING JOB OFFERS

You should not discuss salary or other items you would like to negotiate until you have an offer. Negotiate in Good Faith. If a firm meets your requests, you need to be ready to accept. The only reason to negotiate is if you have data or a personal need (e.g., you need to be off work soon for a wedding). It is unwise to negotiate for negotiation's sake. Some job seekers think that hiring managers expect them to negotiate. If you have a similar offer in terms of position and location, then you have strong data to support your negotiation. Review the total compensation package which includes all the benefits and perks to determine if there is a need to negotiate. Only negotiate with a company if you are willing to take the position. It is important to note the negotiation style should be win/win, since you will be working with this person in the future. Begin by gathering the data to support your negotiation.

Step 1: Know your market value

Collect information to establish a salary range for the job and other benchmarks for each element of your offer package

- Check salary statistics provided on the UCS website. Data is available by major, job function, and geographic location.
- Network with current and past employees in the company to determine market value for the position. Recent Kelley alumni are excellent sources. Also ask about benefits, bonuses, commissions, perks, moving expenses, and compensation structure.

Step 2: Compile information about cost of living

- Review websites that offer cost of living comparisons.
- Speak to contacts that live in the area.

Step 3: Assess the demand for your skills and experience in the marketplace

- Talk to Kelley alumni and UCS career coaches to evaluate how strong your negotiating position is in the current market.

Step 4: Determine any other questions you want to discuss when you call

- When is the start date?
- When and how does the company provide relocation assistance?
- Do you understand the benefits package? Benefits can add another 30% to 40% to your overall compensation.
- What formal, informal, on-the-job, or external training is provided?
- When and how does the company evaluate and reward performance? Can this be accelerated?
- When are the typical raises and bonuses for employees at your level?

Step 5: Develop a negotiation strategy

It is important to understand the components of your offer, review relevant data, and develop a negotiation strategy. Be aware of factors that can help or hinder your negotiation strategy:



- Many large firms who recruit on campus might have strict policies on base salaries and will not negotiate.
- Do not try to negotiate everything. Identify ahead of time the item you want to discuss during the negotiation.
- When the economy is sluggish and the job market is depressed, you may want to be prepared to shift the focus of the negotiation from the salary to the benefits and compensation package.
- When the economy is robust, your skills might be in demand and will help your chances to negotiate.
- Practice your negotiation with a career coach.

Next, contact the person who made the offer and is most likely to be able to negotiate your offer with you, such as a human resources professional, supervisor, or recruiter.

If you have questions, see a career coach who will be glad to review your offer and help you with your negotiation strategy.

NO APPOINTMENT NECESSARY!



HOW TO NEGOTIATE JOB OFFERS

In the Discussion

- Begin by expressing enthusiasm about the opportunity to work for the company.
- Next, ask questions not related to money if possible: the position, the company, the career path, the performance review process, or the benefits package.
- If you do not have another offer, ask open-ended questions in an agreeable tone to determine how the company reached the offer. Below is a sample script for the negotiation process.

Student: I want to say again how extremely pleased I am to have this opportunity. Can you share how the salary was determined?

Company: [Will share their strategy or ask what you have in mind.]

Student: The average starting salary for Kelley students accepting similar positions last year was XYZ. With the cost of living, I was expecting something in the range of X*to X+.

*** Make sure the X is the base salary that you are willing to accept.**

Work on creative solutions, if necessary. The company may not be able to negotiate on base salary but might consider a higher signing bonus, change in start date, add in or increase to relocation assistance, or other perks. It is important to watch or listen for signals to determine if there is any room to negotiate. If not, you have to make a decision based on the current offer.

Act professionally by responding to employers promptly. Represent yourself honestly and with integrity. Always express your thanks for the opportunity and reaffirm your interest or let them know you need to decline.

The company representative may not be ready to commit to negotiations on the spot. Express understanding and state that you look forward to hearing back. Ask whether you should make the next contact or wait to be contacted. Ask when you can expect to hear back from someone. End by thanking the person for addressing your questions and expressing interest in the opportunity to work for the company.

After the Discussion

- Accept the offer when you are ready to commit and forgo other offers.
- Once you come to an agreement on your package, ask for the new offer in writing. When you receive the new offer, call the employer directly to accept. Send a follow-up letter of acceptance.
- Write thank-you notes to all who helped you obtain the position.
- Report your offer to the UCS.

Accepting an Offer

Remember, you should not accept an offer if you want to continue to interview. Once you have decided to accept an offer, it is best to communicate that decision as soon as possible to the employer. This allows them to move forward with the next phase in bringing you on board. This could include firming up your start date or arranging pre-employment training. Calling the individual who made the offer to you is the preferred way to communicate your acceptance. However, if all communication has been through email, it is acceptable to confirm your offer via email as well. Be enthusiastic to emphasize confidence in your decision, thank the hiring manager again, and express your pleasure at starting your career with the company. Be ready with any questions you still have and preferences, such as start date and relocation plans, that your employer may be waiting to confirm with you.

Declining an Offer

Sometimes an offer is not a good fit or you plan to accept another, more suitable internship or job. Declining an offer should be done as soon as you have made the decision not to accept the position. This allows the employer to move on to their next steps for filling the position. Calling the employer to communicate your decision is preferred. However, if your conversations throughout the process have been via email, you can use this method to share your decision. Be sure to thank the recruiter for his or her time and interest in you. Share a brief explanation about the reasons for your decision, focusing on your interest on the best fit for both of you. Leave the employer with a desire to continue professional interactions with you in the future.

REPORT EMPLOYMENT TO THE UCS!

Be sure to officially report your offer to the UCS via Kelley Connect. We want to celebrate with you! In addition, the data is reported in aggregate and is used to develop the annual Kelley employment statistics report. This data is important information for students to use for offer negotiations and employers to establish salary.

ON *the* INTERNSHIP

- Network, network, network.** Ask good questions and spend time getting to know people across levels and across the organization.
- Raise your hand and ask for help.** If you have questions, ask. Identify reliable colleagues who can support your learning.
- Listen and take notes.**
- Be eager.** Proactively volunteer for work and projects.
- Avoid over-committing.** Only commit to projects for which you can deliver.
- Show interest in a full-time opportunity.**
- Act like an employee, not an intern.**
- Stay engaged and present.** Put your phone down in meetings and when interacting with others.

ON *the* FULL-TIME JOB

- Be prepared on day one.**
- Be early.**
- Know what to wear and have enough work appropriate outfits.** When in doubt, ask a colleague.
- Seek out a mentor.**
- Continue networking.** Connecting across the organization and outside of the organization will be how you find your next role.
- Listen and take notes.**
- Be positive.**
- Offer alternatives or innovative solutions when you have a critique.**
- Seek out opportunities to learn.**
- Be informed.** Know what is going on with your company, your industry, and the world in general.
- Get involved in your community.**
- Raise your hand.** Volunteer for opportunities but only if you have the bandwidth to deliver.