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Cover Design: Adapted from Maria Posa’s cover design for the 2014-15 Stanford Career Guide.
Director’s Message

You’re in the Right Place…

On behalf of the entire Krannert Professional Development Center (KPDC) team, welcome! This is an exciting stage of your journey. It will be an opportunity to meet interesting classmates from all over the world and a time to enhance your knowledge of business. You will be challenged to think critically about how to solve a multitude of issues that confront organizations now and into the future. Additionally, KPDC looks forward to supporting you during your time at Krannert as you plan the next steps of your career.

This career guide is one of the tools we would like you to utilize as a resource in positioning yourself to succeed in a very competitive job market. It will provide information on resume writing, interviewing, networking and important dates to remember. Students experience the greatest placement success when they invest significant amounts of time to achieve academic excellence while also focusing on how to best position themselves to win in the job search process. The process does not begin when you reach West Lafayette, Indiana. It needs to begin prior to the start of classes. One of KPDC’s career coaches may have already contacted you to get things started. Our mission is to champion your professional development. It is a partnership that we want to form early with you and maintain throughout your time at Purdue.

As a Krannert alum and former corporate executive, I can attest that you will receive outstanding academic preparation, and broad support from faculty and staff to help you further excel while on your journey. You’re in the right place. Welcome and we look forward to a very fruitful partnership.

Randall J. Lewis
Executive Director
Krannert Professional Development
Krannert Professional Development Center (KPDC)
Staff & Services

Staff
Here at the Krannert Professional Development Center we have ten full-time staff dedicated to supporting you, as well as three part-time advisors-in-residence. With more than 150 years of combined corporate and student engagement expertise, and broad industry knowledge, we offer top-tier services to assist you in throughout your career path.

Team
Randall Lewis, Executive Director
Claudine Meilink, Associate Director
Gene Ivnik, Associate Director
Annie Murray, Associate Director
Erik Props, Associate Director

Maureen Huffer Landis, Associate Director
Chris Luebbe, Assistant Director
Craig Hanson, Assistant Director
Amber Perkins, Assistant Director
Jennifer Highland, Administrative Assistant

Pris Gerde, Advisor-In-Residence
Sue Niemczyk, Advisor-In-Residence
Alan Studzinski, Advisor-In-Residence

KPCD Services
Here at the Krannert Professional Development Center we serve as a comprehensive career resource for student, alumni and recruiters. We take great pride in matching our students with careers worldwide. We provide:

- Individualized coaching
- On-campus recruiting opportunities
- Job search resources, including:
  - Resume Review
  - Cover Letter Review
  - CMA Account and Ongoing Assistance
  - myCCO Coaching and Encouragement
  - Career Fair Strategies and Assistance
  - Job Search Tips and External Job Board
  - Interviewing Resources and Practice
  - LinkedIn and Other Networking Support
  - Salary Statistics
  - Evaluating/Negotiating a Job Offer

Employers enjoy visiting campus to meet, interview, and mentor our well-rounded and talented students. They take part in on-campus recruiting and career fairs, and sponsor activities such as student coffee hours, workshops, information sessions, and much more.
Resources for Krannert Students

Career Management Account (CMA)
Krannert’s masters students and alumni possess their own separate and powerful tool to search for career opportunities, apply for positions and schedule interviews all in one place. Log-in at: https://krannert-purdue-csm.symplicity.com/students/

Your CMA account home page will not contain full capability and resource tools until you complete the resume review process with your KPDC assigned coach. There are many resources and career search capabilities available for you to explore and leverage to find your ideal internship or career start. Use them with confidence and the professionalism of a Krannert student.

myCCO
Despite your possession of the CMA system dedicated to all Krannert master’s programs and their alumni, you should also register and create an account in Purdue University’s main online career services website, myCCO. This will expand your range of career opportunities to include potential employers who use only myCCO. Facilities for CCO are located on the first and 2nd floors of Young Hall at 155 South Grant Street.

Once your myCCO account is established, you will be able to access it through your CMA account by using the “Jump to CCO” button.

MBA Focus
Krannert students also have access to a private database where they can view open postings by top global companies and maintain their resume in a Krannert resume book. See KPDC for information to access this resource.

MBA-Exchange
MBA-Exchange houses the most comprehensive collection of MBA Development Programs globally for students to search. Students can access this resource through their CMA.

TopMBA
TopMBA is another resource available for Krannert students. Companies worldwide can search Krannert resumes as well as they post jobs on the TopMBA job board. This is a good opportunity for all students, especially those who are seeking positions abroad. Students can access this resource through their CMA.

Purdue Career Wiki
The Purdue University Career Wiki—an online comprehensive career resource has been developed through the collaborative efforts of Purdue career offices and the Roland G. Parrish Library of Management and Economics. This collaboration has resulted in a site that supports the job and internship seeker through various phases of the search process: identifying career paths; developing written materials (resume and cover letter); researching fields, industries and employers; and preparing for interviews. As you need help with any portion of your search or these resources, please do not hesitate to contact your Career Services staff or the Management and Economics Library. Students can access this resource through their CMA or by visiting: career.lib.purdue.edu.

Critical Dates to Remember

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<thead>
<tr>
<th>Conference</th>
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<tbody>
<tr>
<td>Industrial Roundtable</td>
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<td>Purdue Campus</td>
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<td>SMEF Career Fair</td>
<td>09/16-09/18</td>
<td>Purdue Campus</td>
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<td>National Black MBA Conference</td>
<td>09/22-09/26</td>
<td>Orlando, FL</td>
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<td>Krannert Masters Career Fair</td>
<td>10/01-10/02</td>
<td>Purdue Campus</td>
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<td>National Society of Hispanic MBA Conference</td>
<td>10/08-10/10</td>
<td>Chicago, IL</td>
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<tr>
<td>National Association of Asian MBA</td>
<td>11/13-11/15</td>
<td>Washington, DC</td>
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Social Media

Linkedin uses keyword search algorithms to match candidates with positions. Prioritize keywords in the Name, Headline, Company Name, Title and Skills. Use Synonyms to increase the chance of being noticed by employers. Utilize the alumni tool and build a smart network. Don't connect with everyone.

Many employers have specific twitter handles for their career opportunities. Be sure to share meaningful posts. Use Google URL Shortener (http://goo.gl/) to reduce your Linkedin hyperlink.

Let people know you are looking and available for new opportunities. Understand the privacy tools and settings. Only share what you need to. Understand that everything is an interview. Be careful what you post!

“As an international student finding an internship requires extra effort. Linkedin is a powerful tool in which you can find a job or an internship. I found my internship at TESLA Motors through Linkedin, connecting with the right people and asking for an interview. There are many features that help us to find positions in many companies, such as searching Purdue alumni that are working for targeted companies or look for 'MBA internship' on the search tab.”

—Ricardo Ferreira, MBA 2016

Stay Connected with the KPDC & the CCO!

KPDC
Facebook: Krannert School of Management Master's Programs
Twitter: @KrannertCareers
Linkedin: Krannert Professional Network Group

CCO
Facebook: PURDUE CCO
Twitter: @purduecco
Linkedin: Purdue CCO
## Career Search Activities Timeline

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<td>Activate Career Search Resources (CMA, myCCO, MBA Focus, MBA-Exchange, TopMBA)</td>
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<td>Upload resume into your CMA/ set up Skype session with your Career Coach</td>
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<td>Upload revised resume (after review and Skype session with Career Coach)</td>
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<td>Plan to attend national career fairs</td>
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<td>Initiate networking opportunities; update LinkedIn profile</td>
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<td>Create and refine target list of companies and how to interact</td>
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<td>Conduct informational interviews with alumni</td>
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<td>Attend Krannert Launch</td>
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<td>Conduct a Mock Interview with KPDC</td>
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<td>Refine and practice &quot;Elevator Pitch&quot;</td>
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<td>Watch CMA, myCCO for Information Sessions</td>
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<td>Attend Employer Information Sessions on campus</td>
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<td>Apply to open positions through CMA and myCCO</td>
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<td>Attend Purdue University Career Fairs</td>
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Krannert Master's Programs
Calendar Critical Dates 2015-2016

**Fall 2015**

- **Labor Day holiday observed**: NO CLASSES
- **Purdue Industrial Roundtable**: Memorial Mall
- **SMEF Career Fair**: PMU Ballrooms
- **National Black MBA Career Fair**: Orlando, FL
- **Krannert Master’s Career Fair**: Rawls Hall
- **National Hispanic MBA Career Fair**: Chicago, IL
- **Last day of module 1 classes**: NO CLASSES
- **October Study Days (University Fall Break)**: 1st eight-week module
- **Master’s programs final exams**: NO KRANNERT MASTER’S CLASSES
- **Classes begin**: 2nd eight-week module
- **National Asian MBA Career Fair**: Washington, DC
- **Thanksgiving vacation**: classes resume Dec 1
- **Last day of module 2 classes**: NO CLASSES
- **Master’s programs final exams**: 2nd eight-week module
- **Semester ends**: NO CLASSES

---

**SEMESTER BREAK**—December 19, 2015 to January 9, 2016. While Master’s and other University classes will not meet during October Study Days, interviews and company presentations may be scheduled during this time.

**Spring 2016**

- **Martin Luther King birthday observed**: NO CLASSES (Master’s Day of Service)
- **Last day of module 3 classes**: 3rd eight-week module
- **Master’s programs final exams**: NO KRANNERT MASTER’S CLASSES
- **Global Week (University classes in session)**: NO CLASSES
- **Spring vacation (for all of Purdue University)**: 4th eight-week module
- **Classes begin**: NO CLASSES
- **Last day of module 4 classes**: 4th eight-week module
- **Master’s programs final exams**: NO CLASSES
- **Semester ends**: NO CLASSES
Resume Rules and Guidelines

One-Page Limit
This is required for the KPDC and for most purposes in your job search. Two pages are acceptable for your self-directed search, but only if you have substantial work experience (such as more than 10 years or in multiple places) and the information is relevant to the positions for which you are applying. Most Krannert students use a one-page resume for all job search purposes.

Heading/Personal Contact Information
Please make it as easy as possible for employers to contact you. If your contact information changes (phone number, street address, email address), make sure you update the resume and resubmit to KPDC; employers will not take extra steps to track you down.

Please note: You may opt to exclude home address and home phone. Only your name and Krannert email address is required for resumes submitted to KPDC. This allows employers to contact you directly via your Krannert email link.

Experience in Reverse Chronological Order
Full-time post-undergrad work experience and meaningful internships/co-ops should be listed first under “Professional Experience” or a similar heading. Part-time work, assistantships, etc., should be captured under “Other Experience” or under the university where the work occurred. The goal is to emphasize your most relevant employment. Include your title, company name, dates, and work location (city and state, but no zip). Dates belong near the center of the resume or at the right margin—not on the left. Either your company name or title can come first—whichever shows you in the best light. For reference checking purposes, your most recent professional title should be identical to what your last employer’s records will show.

Next, a BRIEF statement describing the company’s business and size may be helpful, especially if you had a great experience at an unknown company. This can be combined with a statement about your general responsibilities so that the bullets which follow can focus on accomplishments. Avoid the phrase “responsible for…”

Descriptions of accomplishments should be action-oriented, concise, very easily read, and quantified whenever possible. Showing a quantified sales result, value of purchases, cost savings, increase in productivity, etc., brings life to your accomplishments.

Leadership, Activities, Honors, Interests, Personal
Organize and label these in one or more sections as your strengths dictate. Depending upon how you construct your resume, you may want to put some of this information within the “Education” section. For example, if you have several leadership-oriented activities for a “Leadership” section, but only one honor, put the honor within “Education” instead of alone in “Honors.”

Evidence of leadership is very important. A section using a “Leadership” heading is effective if your entries are clearly of a leadership nature. Any leadership titles (President, Chair, etc.) should precede the name of the organization.

Be careful with personal information and interests. This may show breadth, but it may also draw out the reader’s prejudices. Personal information and interests which support your career focus are the most effective.

Reminders
- Strive for readability. Ask others to critique your resume and reword as needed to ensure clarity.
- Use adequate spacing and emphasis (bold and caps) to enhance readability. Do not cram too much onto the page!
- Emphasize accomplishments; quantify them when possible. Make sure you can defend what you write.
- Be picky about words. Use dynamic, active verbs, but do not be cutesy or repetitive.
- Use descriptions of your personal traits sparingly, if at all.
- Do not use a skill or functional format.

Creativity
We are not striving for complete standardization of resumes. Student backgrounds vary widely, so you should format and organize your resume in a manner which best presents your skills and supports your career focus. For example, students with 10 or more years of work experience may prefer to put “Experience” ahead of “Education.”
# Resume Checklist

## Formatting the Resume

| Readability | • One-Page Limit: Please limit your resume to one page.  
• Font: 9-11 point font is appropriate.  
• Margins: 1 inch margins are ideal.  
• Consistency of Structure: Right justify all dates. Consistently bold, italicize, underline or capitalize within each section.  
• Spelling and Punctuation: Utilize spell check, proofread and be consistent with punctuation usage.  
• Abbreviations: Avoid acronym usages. Spell out your degree program. |

## Building the Contents of the Resume

| Name/Address Header | • Your name should stand out.  
• This section should be no more than 2-3 lines. |
| Objective/Profile | • This section should address “what you want to do” in this section, i.e. “Seeking a position in corporate finance.”  
• Tailor this section as appropriate for the position or company. |
| Education | • Include both Purdue and Krannert.  
• It’s Master, not Master’s or Masters.  
• Spell out your degree, Master of ...  
• List appropriate concentrations (no more than 2). |
| Professional Experience | • Use an appropriate and descriptive section header.  
• Utilize simple company descriptors identifying what the company does and the size and scope of the work.  
• Lead off with action verbs. Avoid words like responsible for, assisted with, etc.  
• Bullets should be concise and measurable. |
| Differentiating Factors | • Use this section to describe leadership, activities, affiliations, honors, awards or additional skills.  
• Why are you worth looking at as a candidate? This is a great place to showcase individual accomplishment and community service. |

## Tips and Examples

| Web or General Resume | We ask that you have a one-page web or general resume that can be viewed by employers, gathered into a resume book or pulled for general recruiting purposes. However, we highly recommend that you tailor your resume to the companies and industries in which you apply. |
| Overall Format | Examples are provided to display various ways of formatting the resume. As mentioned, the overall goal is readability and error avoidance. Space is limited to one page, so choose your words wisely. |
| Overall Content | Have you highlighted your achievements, accomplishments and most importantly results? Avoid the desire to list all of the activities or duties you preformed. Does your resume display to recruiters your well roundedness and the impact you’ve had on the communities in which you’ve resided? |
CAREER PROFILE

• MBA student seeking full-time employment in Strategic and Operations Management
• 3 years international experience of working in under-developed countries in cross-functional domains
• Leadership and Team building skills enhanced by working in a multi-cultural environment and leading rural development initiatives

EDUCATION

Krannert School of Management, Purdue University
Master of Business Administration – Strategy and Operations Management
Awarded merit-based Graduate Assistantship with Krannert Executive Education Program

Thapar University
Bachelor of Engineering - Civil Engineering

PROFESSIONAL EXPERIENCE

Amazon.com
Pathways Operations Intern, SDF8
• Developed strategy to reduce the impact of customer order variability on fulfillment center operations, thus reducing risk on customer expectation.
• Created customer order predictive model and near real-time productivity monitoring tools to be used by operations team to optimize outbound productivity.

WAPCOS Limited (Government of India Undertaking)
Project Management Consultant, Ministry of Energy and Mines, Government of Laos
• Successfully managed execution and installation of 6MW Namsong Hydro Power Project to generate 26 GWh power each year serving more than 1000 additional people in 25 villages.
• Costs reduced by 1.3% by optimizing technical changes in $ 13M project.
• Addressed interests and grievances of local community by leading team of 7 engineers in public meetings.

Business Development Engineer, Laos/Cambodia/Vietnam
Project Planning Intern, Terminal – 3, Indira Gandhi International Airport
• Managed inventory planning for major segments of $ 1.6B airport terminal construction project.
• Ranked first among class of 50 students at University, for project report and presentation.

LEADERSHIP AND SOCIAL ENGAGEMENTS

• Advisor and Sponsor, Nanhe Kadam (NGO)
(2010 – present)
Garnered support of 12 doctors and 34 sponsors to support socially deprived and economically disadvantaged students for education and health.

• Event Coordinator, Embassy of India in Laos
(2010 – 12)
Hosted business delegations and government state guests, including President of India, to Laos.

• Volunteer, MAG (Mines Advisory Group)
(2011 – 12)
Volunteered at events to create awareness about presence and clearance of landmines and bombs in Laos.

• Travelled to 20 countries for interest in culture and social diversity.
• Won highest accolades for various participations in Soccer and Dramatics.
YOUR NAME

Your Address

Your Phone Number

Youremail@purdue.edu

SUMMARY

Second year MBA candidate with a solid foundation in market research, sales and consumer understanding, pursuing a concentration in Marketing with a focus in international business

EDUCATION

Master of Business Administration
Purdue University, Krannert School of Management, West Lafayette, IN 2013

Bachelor of Science in Management, Minor in Marketing
Purdue University, West Lafayette, IN 2007

International Study Abroad Experience
ESCP Europe – Paris, France (Studied international marketing and diversity) 2012
Peking University- Beijing, China (Studied Chinese business, economy, marketing and culture) 2007

WORK EXPERIENCE

Procter & Gamble – Cincinnati, OH
Consumer Market Knowledge Intern (May-August) Summer 2012
• Delivered key recommendations to improve global copy qualification rates, packaging and commercial innovations across nine vital profit regions
• Assisted in the design, execution and summarization of qualitative research studies
• Integrated information from diverse and varied sources to strategically derive insights
• Assembled a comprehensive study of global equity, segmentation and consumer attitudes to create stronger regionally relevant communication
• Analyzed key category competitors to inspire reformative thinking and increase share growth
• Built collaborative relationships with cross-functional teams, external research suppliers and agencies
• Consistently met and exceeded company expectations in delivering projects

Dell, Inc. – Round Rock, TX
• Developed and oversaw account activity in K-12 school districts, collegiate institutions, and state and local governments in Indiana and Tennessee
• Managed an individual average quota of $15 million per year across 200 accounts
• Increased account spending by 16% year-over-year in the midst of a challenging recession
• Directed project developments within accounts from preliminary planning to implementation
• Presented technical account plans to C-level executives (CIO,CFO) and IT managers
• Advised team for developing and increasing online sales
• Attained Dell Social Media Practitioner certification
Inside Sales Agent – Consumer Sales (2008 – 2009)
• Designed package solutions for consumers from an assortment of economic demographics
• Consistently ranked in the top 10% of sales associates in the nation
• Won Dell’s Circle of Excellence trip for outstanding sales attainment (2008-2009)
• Received special honors for providing exceptional customer experience
• Created and developed a pilot program designed to serve as an internal networking group for recent graduate sales representatives

LEADERSHIP AND INVOLVEMENT

• Club Involvement – National Black MBA Association; Krannert Graduate Student Association; Krannert Graduate Society of Black Managers (VP 2012-13); Krannert Graduate Marketing Association (VP 2012-13)
• Delta Sigma Theta Sorority, Inc. – served as chapter Vice President (2006-2007); participated in numerous events centered around community outreach and empowerment
Your Name
Your Address / Youremail@purdue.edu / Your phone number

Career Focus
• MBA student seeking a position in Finance in which I can leverage my training and prior experience in Finance, Analysis, Engineering, and Business Development.

Education
• Master of Business Administration, Krannert School of Management, Purdue University May 2014
• Bachelor of Science in Mechanical Engineering, University of Tennessee December 2012

Professional Experience
PepsiCo, Frito-Lay
Supply Chain Finance Intern, Dallas, TX
• Built an economic model to evaluate operating costs & capacity constraints across the supply chain, producing 3.8% margin growth
• Updated the Profit & Loss account for all key scenarios being evaluated for the 2014 Operating Budget, identifying an additional $51 MM in profit
• Developed asset management & capital investment strategy to optimize introduction of 8 new product lines
• Recommended new cost metrics to track and control supply-chain cost performance

Purdue University, West Lafayette, IN
• Course Instructor – Management 24300: Contemporary Thought of Minorities in Management

Rolls-Royce Corporation
Customer Services Manager, AE 3007/2100 Engines, Indianapolis, IN
• Developed a relationship management strategy and mapped clients’ organizations, enhancing the quality of the relationship and promoting customer satisfaction in order to successfully accomplish Rolls-Royce objectives.
• Supported Rolls-Royce Customer Business in its management of Profit & Loss accounts, through precisely modeling & forecasting of engine shop visit projections within 1-2% accuracy.
• Assisted Rolls-Royce warranty budget management through regular review of guarantee and warranty exposure, and forecasting of potential non-contractual arising’s within the designated customer base.
• Led a team of 5 service representatives to provide direct support to the assigned operators, which exceeded previous levels of customer support.
• Directed a broad client base consisting of airlines distributed across 5 countries – the US, UK, Sweden, Germany, and Brazil.
• Built client relationships by traveling to customer sites to communicate project status, business issues, and support sales campaigns, while also supporting emergency troubleshooting or maintenance repairs within the required timelines.

Powerplant Services Engineer, On-Site, C/o American Eagle Airlines, Dallas, TX
• Managed American Eagle, Rolls-Royce powered engine fleet to maximize fleet operational reliability & reduce operational cost by $4MM.
• Delivered recommended improvements to operational reliability by performing competitive analysis and addressing the top-drivers for delays & cancellations, resulting in the lowest disruption rate in American Eagle fleet history
• Analyzed modification program plan to ensure it best met airline’s needs by monitoring the effectiveness of on-going modifications, which led us to determine an overall 80% effectiveness rate.
• Generated & led technically-based business proposals to convince airline senior management to implement the operational cost-reduction initiatives, leading them to elect to renew the engineering service contract.

AE Service Engineer, Core Engine, Indianapolis, IN
• Initiated cost-effective engineering programs & developed work scopes, improving engine on-wing life by an additional 6%
• Prepared customer communications, presentations, & reports detailing status of Engine Management Program revisions

Assembly Operations Engineer Cooperative, Mt. Vernon, OH
• Analyzed inbound & outbound materials process flow to determine cost savings for oil & gas turbine unit work packages

Leadership, Skills, & Activities
• Management Leadership for Tomorrow (Fellow), Purdue Business Opportunity Program (Graduate Assistant)
• Alpha Phi Alpha Fraternity (President), National Society of Black Engineers, National Leukemia Foundation
• Experience with Microsoft Office, Project, Access, and Green Belt Certified
• Extremely Flexible and willing to travel. Significant international travel experience.
Power Verbs for Your Resume

accelerated  accommodated  accomplished  achieved  acquired  acted  activated  adapted  added  addressed  adjusted  administered  admitted  advanced  advised  aided  alleviated  allocated  allowed  altered  ameliorated  amended  analyzed  appointed  apportioned  appraised  apprised  approved  approximated  arbitrated  arranged  ascertained  assembled  assessed  assigned  assisted  attained  attested  audited  augmented  authored  authorized  balanced  bolstered  boosted  brainstormed  budgeted  built  calculated  catalogued  centralized  certified  chaired  charted  clarified  classified  coached  collaborated  collected  commissioned  committed  communicated  compared  compiled  composed  computed  conceptualized  concluded  confirmed  consented  consolidated  constructed  contracted  contributed  converted  convinced  cooperated  coordinated  correlated  corresponded  counseled  created  critiqued  customized  debugged  deciphered  dedicated  delegated  deliberated  demonstrated  designated  designed  determined  devaluated  developed  devised  diagnosed  directed  disbursed  dispatched  displayed  drafted  edited  educated  elevated  elicited  employed  empowered  enabled  encouraged  endorsed  engineered  enhanced  enlarged  enlisted  enriched  enumerated  envisioned  established  estimated  evaluated  examined  excelled  executed  exercised  expanded  expedited  explained  extended  extracted  fabricated  facilitated  familiarized  fashioned  figured  finalized  forecasted  formulated  fostered  founded  fulfilled  generated  grew  guaranteed  guided  hired  identified  illustrated  implemented  improved  improvised  increased  indexed  indicated  inferred  influenced  informed  initiated  innovated  inspected  inspired  instituted  instructed  integrated  interceded  interpreted  interviewed  introduced  invented  investigated  involved  issued  judged  justified  launched  lectured  led  licensed  lightened  linked  maintained  marketed  measured  mediated  minimized  mobilized  modeled  moderated  modernized  modified  monitored  motivated  multiplied  negotiated  officiated  operated  orchestrated  organized  originated  overhauled  performed  persuaded  pioneered  planned  polished  prepared  prescribed  prioritized  processed  procured  produced  programmed  projected  promoted  publicized  purchased  queried  questioned  raised  rated  realized  recommended  reconciled  recorded  recruited  rectified  reduced (losses)  refined  referred  reform  regulated  rehabilitated  reinforced  rejuvenated  related  relieved  remedied  remodeled  repaired  reported  represented  researched  reserved  resolved (problems)  restored  retrieved  revamped  reviewed  revised  revitalized  revived  sanctioned  satisfied  scheduled  screened  scrutinized  secured  served  set goals  settled  shaped  smoothed  solved  sought  spearheaded  specified  spoke  stimulated  streamlined  strengthened  studied  submitted  substantiated  suggested  summarized  supervised  supplemented  surveyed  sustained  synthesized  systematized  tabulated  tailored  traced  trained  transacted  transformed  translated  transmitted  updated  upgraded  validated  valued  verified  visualized  wrote

Adapted with permission from the Career Resource Manual of the University of California, Davis.
Sample Functional Skills and Traits Sought by Recruiters

**Finance Skills**
- Prioritizing work
- Dealing with ambiguity
- Listening
- Finding problems
- Research
- Time management
- Working with others
- Questioning
- Financial analysis
- Quantitative analysis
- Number manipulation
- Working independently
- Following through
- Finding opportunities
- Accounting

**Qualities**
- Dependable
- Analytical
- Quantitative
- Detail oriented
- Team player
- Articulate
- Responsible
- Self-confident
- Quick learner
- Cooperative
- Integrity
- Decisive

**Marketing Skills**
- Following through
- Time management
- Prioritizing work
- Listening
- Negotiating
- Explaining
- Problem solving
- Initiating action
- Diplomacy
- Dealing with ambiguity
- Working with others
- Influencing others
- Developing ideas
- Working independently
- Questioning
- Motivating others
- Finding opportunities
- Market analysis
- Expediting
- Coordinating
- Evaluating risks
- Implementing solutions
- Selling

**Human Resources Skills**
- Communication skills
- Influencing others
- Mentoring
- Motivating others
- Listening
- Negotiating
- Coordinating
- Time Management
- Working with others

**Qualities**
- Team Player
- Organized
- Persuasive
- Articulate
- Administrative
- Resourceful
- Cooperative
- Flexible

**Production Skills**
- Trouble shooting
- Listening
- Coordinating
- Time management
- Working independently
- Working with others
- Negotiating
- Problem solving

**Qualities**
- Enthusiastic
- Trustworthy
- Organized
- Doer
- Dependable
- Calm under pressure
- Global view
- Flexible
- Conscientious
- Responsible
- Creative
- Cooperative
- Enterpriseing

**Consulting Skills**
- Collecting data
- Problem solving
- Researching data
- Number manipulation
- Dealing with ambiguity
- Questioning
- Coordinating
- Market analysis
- Explaining
- Working with others
- Developing ideas
- Computer modeling
- Initiating action
- Working independently
- Prioritizing work
- Following through
- Influencing others
- Listening
- Creating concepts

**Qualities**
- Analytical
- Quick learner
- Articulate
- Quantitative
- Dependable

**Accounting Skills**
- Following through
- Number manipulation
- Financial analysis

**Management Skills**
- Coordinating
- Initiating action
- Working with others
- Following through
- Influencing others
- Expediting
- Prioritizing work
- Organizing people
- Managing people
- Explaining
- Delegating
- Time management
- Problem solving
- Inspiring others
- Diplomacy
- Motivating others
- Dealing with ambiguity
- Supervising
- Managing projects
- Implementing solutions
- Negotiating

**Qualities**
- Doer
- Dependable
- Adaptable
- Responsible
- Decisive
- Conscientious
- Leadership
- Integrity
- Hands-on
- Self-starter
- Mature
- Organized
- Trustworthy
- Cooperative
- Results oriented
- Flexible
- Self-confident

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Elements of a Cover Letter

First Paragraph or Introduction
This paragraph acts as the basis for the entire letter. It serves a purpose similar to an essay’s thesis statement or the resume’s objective. It is here that you briefly introduce yourself (“I am a second-year graduate student with the Krannert School of Management at Purdue University interested in...” Do not include your name; it is obvious who you are because you will sign the letter.). After providing the context of who you are, tell why you are writing. State clearly the position for which you are applying, where you learned of the opportunity, or what prompted you to write. If you are trying to set up an informational meeting to learn about the organization or trends in the field, state that you would appreciate an opportunity to talk with an organization representative about these issues. A closing sentence that acts as a transition to the main body paragraph may allude to what qualifies you for the position, what intrigues you about the company and/or how you fit with company goals.

Second Paragraph or Body
This section supports any claims you have made about being the right candidate for the position or having an interest in the field/organization. This section works closely with your resume but should not merely recite it. Instead, make a concise and focused case for how your experience, interests and skills fit the employer’s needs. Refer to the position description and organization information as you write the letter. The more you know about the position and the organization, the easier this section will be to write. It is your job to build a bridge between your experiences and the needs of the position and organization.

In some cases, this section will demand expansion to a third paragraph because you need to make additional relevant points. However, make certain that you are not merely repeating your whole resume. Your job is to capture the attention of the reader so that he/she will want to examine your resume for more detailed information about your experience.

Finally, do not emphasize what you will get from the position or the organization. It is considered a given that you will benefit from your work. Instead, emphasize contributions you can make to the position and why it is in the employer’s interest to hire you.

Third Paragraph or Closing
This is the closing paragraph. Reiterate your interest in the position/company, thank the individual for considering you as an applicant, and provide a means of contact. Refer to the enclosed resume if you have not done so in the body of the letter. In addition, as employers often will not contact you, show initiative by stating that you will contact the individual within a certain time frame (I will contact you the week of...). to discuss the potential opportunity to interview, answer any questions he/she might have, or discuss the position in greater depth. A closing sentence might express your enthusiasm for the company/position and that you look forward to speaking with this individual.

Top 10 Blunders
1. Shows no knowledge of company
2. Addressed to the wrong person or company
3. Spelling, grammar, punctuation errors
4. Passive voice and/or awkward language
5. Overly aggressive, boastful, presumptuous
6. Self-centered rather than employer-centered
7. Looks unprofessional and/or informal
8. Merely repeats content from résumé
9. Too short—no value added
10. Too long—won’t get read
Elements of a Cover Letter continued

Tips to Remember
A cover letter often is regarded as a writing sample so you need to write it well.

Do not overwrite
- Write clearly, concisely, and persuasively
- Use perfect grammar and punctuation
- Use a format (bullet or paragraph) that best highlights your experiences or contributions
- Keep to one page and avoid repetition
- Do not use “I” to begin each sentence

Market yourself well
- Always analyze the job description and identify employer needs; address those needs without totally restating your resume
- Share specific skills and experiences that will demonstrate your “fit” and unique contributions
- Use the same good quality paper that you used for your resume

Don’t forget…
- Proofread for spelling and grammatical errors; do not rely on spell check
- Have friends and advisors do additional proofreading and critiquing
- Save copies of your work for your files

If you email…
- Write as if you were writing a traditional letter minus the address header and date information
- Include text in body of email
- Be careful with attachments; check for viruses
- Send copy to yourself
- Do not complete the “To:” field until you have finished writing and editing

Format Suggestions

your street address
city state and zip code
date
employer name	
title
organization
street address
city, state and zip code

Dear Mr./Ms./Dr. LastName:

Introductory paragraph

_________________________________________________
_________________________________________________

Body

_________________________________________________
_________________________________________________

Closing paragraph

_________________________________________________
_________________________________________________

Sincerely,

Jane M. Doe

Jane M. Doe

Enclosure: resume

• Note the colon after the greeting
• Note the white space lines between text sections
• Note both the written and typed signatures (for actual paper copies; in emails you may choose to have a special signature line)
• Note reference to resume

Suggested Formats: Bullet or Paragraph

- xxxxxxxxx
- xxxxxxxxx
- xxxxxxxxx
- xxxxxxxxx
- xxxxxxxxx
- xxxxxxxxx
- xxxxxxxxx
- xxxxxxxxx
- xxxxxxxxx
- xxxxxxxxx
- xxxxxxxxx
Popular National Career Fairs

NBMBAA Conference 2014 at a Glance:

NSH MBA Conference 2014 at a Glance:

Other Key National Career Fairs:
Career Fair Overview

**Career Fair Benefits**
- Multiple employers in one location
- Acquire market, company data
- Practice interviewing skills
- Network with recruiters and industry professionals
- Land interviews with key hiring managers

**Career Fair Planning Checklist**

**Pre-Fair Prep (30-90 days prior)**
- Register early for national career fairs
- Upload resume and profile to national career fair designated job posting site
- Search for and apply to jobs (important to check job posting site every day leading up to fair)

**Company Targeting Strategies**
- Identify job fair participants
- Prioritize your target companies
  - top 5 must see “A tier”
  - 5-10 nice to see “B tier”
  - 5-10 intellectually curious “C tier”

**Day of the Career Fair**
- Have elevator speech ready to go
- Get a “lay of the land”
- Locate key employers
- Identify who has long lines
- Walk off some initial nerves
- Have a schedule going in and allow plenty of time to get to pre-scheduled interviews

**Post Career Fair**
- Follow up with people you had meaningful conversations via email afterwards
- Be sure your voice mail is set up with a professional voice recording

“Attending National Career Fairs provides a great opportunity for people from various backgrounds regardless of gender, race or national origin. There are hundreds of companies that come to interview talented MBA students. 2014 was my first time attending and I was able to solidify 3 internship offers from the National Black MBA Conference. Several of my classmates were also able to walk away with offers from companies such as Intel, L’Oreal and Bank of America. The key to landing offers is preparation! Developing a target company list, reaching out to alumni, completing resume review and mock interviews are all key to increase your chances of landing your dream job at National Career Fairs.”

—Melodi Emanuel MBA 2016
FOR THE MOST PART, modesty is an admirable trait. But it’s of little use during a job interview. The purpose of an interview is to find the best candidate for a particular job. Employers want to know about the knowledge, skills, attributes and experience that distinguish you from other job candidates, and they won’t know what makes you special unless you tell them. However, most employers won’t go out of their way to hire someone who comes across as cocky or arrogant. So how do you balance the two? How do you put your best foot forward without seeming conceited and egotistical?
Choose What to Talk About

Start with the job posting and make a list of all the preferences and requirements. Then try to match them with your own knowledge, skills, and experience. Make sure that you have examples ready for as many of the preferences listed as possible. If leadership experience is preferred, scrutinize your past for examples of it. If the job requires good teamwork skills, be prepared with examples from your past. But also be prepared to talk about things not listed specifically in the job posting. Find out all you can about the company and the job you are interviewing for. If you have certain experience or knowledge that you think would make you do the job better, don’t hesitate to talk about it. The employer is looking for the best candidate for the job. Looking beyond the job posting could help separate you from other applicants.

Make sure that everything you discuss is relevant to the job.

It’s not easy to do, but you may have to leave out some of your most impressive skills and achievements. Talking about skills, accomplishments or experience with no relevance to the job does not help the interviewer identify you as a strong job candidate, and could easily be interpreted as bragging.

Many recent college graduates make the mistake of limiting their discussion to their college coursework, or jobs they had that are directly related to the one they are applying for. But this is a mistake. “Students should be willing to talk about any type of knowledge or skills that they have acquired that are relevant to the job they are interviewing for,” says Micael Kemp, retired Director of Career Services at the University of California, Santa Barbara. Volunteer experience, leadership positions in a sorority or a fraternity, extracurricular activities, and even work experience at retail or fast-food jobs can be sources of information. “Many students underplay work experience gained at places like grocery stores or fast-food restaurants,” she continues. “But employers deeply appreciate people who have gotten their hands dirty and aren’t afraid to work hard.”

Story Time
Reading off a list of knowledge, experience, and accomplishments makes for a short and boring interview. Your job during the interview is to keep the interviewer interested in what you are saying. Many career advisors suggest that job candidates prepare a reservoir of stories that they can pull from during the interview. People are naturally drawn to stories. It’s why we read novels and why we watch movies. Also, stories allow job candidates to
show interviewers their skills and knowledge instead of just telling them. “Interviewers need more than just your word that you have a particular skill or attribute. They need specific examples, and stories are a good way of providing that,” says Cynthia Redwine, former Director of the Engineering Career Resource Center at the University of Michigan, College of Engineering.

Stories have the added benefit of being easy to remember—for you, as you use a particular story to demonstrate your qualifications during the interview—and for the interviewer who must access your skills and attributes after the interview is completed. Demonstrating a particular job attribute through a story has the added benefit of sounding less boastful than stating the qualification directly. Saying that you are a good leader sounds boastful; explaining how you led a team of volunteers during a record food drive is admirable.

Once you have created a list of job skills and requirements from the job posting and your own research of the company and the position, sit down and try to come up with stories to demonstrate each. Of course, certain things cannot be demonstrated through a story (a high GPA, or a certain degree or academic specialty), but that information is already apparent to the interviewer from

**Leadership Skills**
- Organizational skills and attention to detail
- Accepts and handles responsibilities
- Action-oriented and results-driven
- Customer-focused
- Team-spirited; understands group dynamics
- Mature, poised and personable
- Diversity aware; treats others with respect and dignity

**Communications Skills**
- Good writing skills
- Excellent oral communication skills
- Listens well; compassionate and empathetic
- Excellent problem-solving and analytical skills
- Creative and innovative

**Knowledge of Computers**
- Established word processing, spreadsheet, database and presentation software skills
- Excellent computer literacy
- Firm understanding of mobile computing
- Networking in its many forms: social, face-to-face and technological
- Programming experience a plus

**Oriented to Growth**
- Acceptance of an entry-level position; doesn’t view required tasks as “menial”
- Academic excellence in field of study
- Views the organization’s total picture, not just one area of specialization
- Willing to accomplish more than required

Source: Adapted from Recruiting Trends by L. Patrick Scheetz, Ph.D., Collegiate Employment Research Institute. ©Michigan State University.
Advice From the Experts
Interviewing Tips From On-Campus Recruiters

Research organizations in advance of interviews—Since most on-campus interviews are relatively short, it is important that you use this time to sell yourself to an employer. Don’t waste this opportunity by spending too much time on issues that could have been answered by surfing the company’s website. Displaying your knowledge about a potential employer will greatly enhance your chances of interview success.

Define your career goals and the opportunities you want—One of the keys to making a successful sale is product knowledge. In the case of job interviews, that product is you. You need to perform a thorough self-evaluation well in advance of your interviews. Know what your strengths, weaknesses, skills and abilities are and be prepared to discuss them during the interview.

Be enthusiastic and sincere during your interviews—It is important for you to convey a genuine sense of interest during the interview. You must appear eager and flexible, but not too rehearsed. Don’t fixate on being nervous. Even seasoned pros can have the “interview jitters.” Above all, never be late for an interview appointment.

Be honest—Don’t claim interest in an employer if you really do not intend to work for that organization. Don’t lie on your resume or during the interview. While you should never draw attention to your weaknesses, don’t attempt to hide a shortcoming by being untruthful. Learn how to deal with perceived (or real) weaknesses before your interviews by talking to a campus career services professional and/or reading books on job interviewing techniques.

Be realistic—Carefully evaluate what an employer has to offer you…and what you have to offer the employer. Don’t accept a position that isn’t suited to you “just because you need a job.” Although most entry-level salaries have been on the rise, do not set your starting salary expectations too high. If a starting salary seems inordinately low, but is for a position that you really want, you might be able to arrange for an early salary review.

Some of this material is adapted from Recruiting Trends by L. Patrick Scheetz, Ph.D., Collegiate Employment Research Institute. © Michigan State University.

your resume. However, stories can be used in situations that at first might not be apparent. For example, instead of simply stating that you are proficient with a particular piece of software, you can tell the interviewer how you applied the software to accomplish a particular task. Keep your stories short and to the point. An interview is not a creative writing class. There is no need to supply vivid descriptions or unrelated background information. In fact, many career advisors suggest that students keep their stories limited to one minute.

Final Advice
Take time to prepare for the interview. Never walk into an interview with the intention of “winging it” no matter how qualified you think you are for the position. If you are having trouble coming up with stories or examples for the interview, make sure you talk to friends, family members, co-workers, professors and career advisors. Often those around us can see skills and attributes that we do not.

Students sometimes make the mistake of telling employers about job-related knowledge or experience that they don’t have. While candor is an admirable trait, such frankness is out of place in a job interview. Employers don’t want to know why you can’t do the job, but why you can do it.

Employers want to hire people who are excited and proud of the work that they have done. They want to know that you will bring that same type of proficiency and enthusiasm to their company. “You have a responsibility during the interview—not to brag, but to give the employer the best picture you can of what they will get if they hire you,” says Kemp. “It’s your responsibility to make sure they get that information, whether or not they ask good questions.”

Written by Chris Enstrom, a freelance writer in Nashville, Ind.
Networking as a Job Search Strategy

When coaching students on their job search, they often tell me that they have applied for several positions but have not had any response. When I ask them what percent of their job search they have spent networking, many times the answer is very little or none. In some instances, students don’t even understand what networking is.

Networking is likely the most successful yet least understood job search strategy. Experts say—and research supports—that 70-80% of job opportunities are never posted. Therefore, 70-80% of your job search should be spent networking.

First, let’s discuss what networking is not.

Networking is not telling a few friends or family members that you are looking for a job.

Sending generic invitations such as, “I’d like to add you to my network,” on LinkedIn is not networking.

Messaging someone on Facebook? Also not networking.

The definition of networking is to interact with other people to exchange information and develop contacts, especially to further one’s career. There are natural ways we can network on a regular basis:

- Share your job search details with your circle. Your circle includes family, friends, classmates, even your hair stylist. (Hair stylists know the most people and make the best connections. Get your hair cut and make sure you let your stylist knows you are looking for a job.)
- Talk to people when you are standing in line—at the bank, at the grocery store, wherever. (Ask them what they do. People love to talk about themselves.)
- Attend social events. (Don't overwhelm every stranger with your job search. Instead, ask people what they do. You can follow-up with those that interest you later.)
- Use LinkedIn to effectively grow your network. Be sure you personalize requests to connect.

There are also some not-so-natural ways. Career fairs come to mind. Extroverts tolerate them. Introverts despise them. Whichever way you look at it, they are a great place to network. Industry conferences and professional events are also great opportunities to network.

As mentioned earlier, you can also network in an asynchronous and virtual environment through LinkedIn and other social media platforms but always make an effort to take an online connection offline. It will be more valuable if you can connect via phone or in person.

Networking can help you achieve many things:

- Provides industry knowledge which prepares you more for interviews and career success.
- Insight into the culture of your target companies and if they are a good fit.
- Job leads, particularly for positions that have not been posted.
- Gain pertinent information for future interviews.
- Referrals from insiders!

If you haven’t been building your network, start now and never stop. Moving forward, continue to build your network even when you don’t need it. This will help you in the long run. While you may enjoy your current position with your ideal company, you never know what the future holds. Continuing to build your network will always pay off in the future.

Claudine Meilink, Associate Director of Corporate Outreach

Networking Etiquette

- Always communicate professionally through a professional mode of communication. (This does not include Facebook—ever.)
- When meeting, by phone or in person, ask for a specific amount of time and stick to it.
- If you are meeting someone for lunch, offer to pay. If you can’t afford their lunch, meet for coffee.
- Avoid putting people on the spot. Don’t ask them to share your resume if they don’t offered.
- Always thank your network.
Interview Attire

Your primary goal in dressing for an interview is to feel good about the way you look while projecting an image that matches the requirements of the position and company. It’s a cliché, but it is true, especially in the recruiting world—you only have one chance to make a good first impression.

Guidelines for Women

Suits, Dresses: Conservative business suit, pantsuit, or dress of natural or woven-blend fabric; skirt length should be to the bottom of the knee. Choose a color that complements your skin tone and hair color; black, navy, or gray. Make sure your clothes are not too tight or too loose.

Blouses or tops: Simple style. Avoid low-cut necklines or very frilly styles.

Shoes: Polished, closed-toe pumps or medium heels in a color that matches your outfit.

Stockings: Beige, tan, or natural. Avoid patterns or lacy stockings.

Guidelines for Men

Suits: Preferred black, dark blue, gray, or muted pin-stripes. A quality woven blend of natural fibers looks professional. Avoid bold pin-stripes, contrasting slacks and sport coat, or light colors.

Shirts: A nice quality white classic collar is preferred, no button downs. Oxford blue or a muted stripe is also acceptable. Be sure it is ironed.

Ties are a MUST: Conservative stripes or paisleys that complement your suit. Silk or good quality blends only. Bow ties are not appropriate for interviews in nearly all situations.

Shoes: Highly polished slip-ons or laced dress shoes; brown, cordovan, or black. Your belt should match your shoes.

Business Casual Attire

Business casual does not mean casual. It does not mean that you can dress however you want—you are still expected to look professional.

For men, a business casual wardrobe should consist of several long-sleeved button down cotton oxford shirts; chinos in acceptable colors (khaki, dark blue, olive green, or stone); wool slacks; and a sport coat.

For women, shirts or blouses are acceptable, sweaters or knit tops also work well. Pants should be non-denim fabrics that complement the top. The addition of a fashionable jacket is always a nice touch.

Casual Attire

Casual does not mean “around the house on a weekend” casual. It does not mean that you can dress however you want—you are still expected to look well-groomed. All clothing should be wear- and tear-free, despite fashion trends to the contrary.

Fashion jeans, shorts, and shirts should fit modestly and be no more revealing than business casual attire. Keep logos to a minimum, opting for a plain t-shirt rather than appearing like a walking bulletin board.

Reprinted with permission from University of Notre Dame, Mendoza’s Career Search Guide.
What Happens During the Interview?

The interviewing process can be scary if you don't know what to expect. All interviews fit a general pattern. While each interview will differ, all will share three common characteristics: the beginning, middle and conclusion.

The typical interview will last 30 minutes, although some may be longer. A typical structure is as follows:

- Five minutes—small talk
- Fifteen minutes—a mutual discussion of your background and credentials as they relate to the needs of the employer
- Five minutes—asks you for questions
- Five minutes—conclusion of interview

As you can see, there is not a lot of time to state your case. The employer may try to do most of the talking. When you do respond to questions or ask your own, your statements should be concise and organized without being too brief.

It Starts Before You Even Say Hello
The typical interview starts before you even get into the inner sanctum. The recruiter begins to evaluate you the minute you are identified. You are expected to shake the recruiter's hand upon being introduced. Don't be afraid to extend your hand first. This shows assertiveness.

It's a good idea to arrive at least 15 minutes early. You can use the time to relax. It gets easier later. It may mean counting to ten slowly or wiping your hands on a handkerchief to keep them dry.

How's Your Small Talk Vocabulary?
Many recruiters will begin the interview with some small talk. Topics may range from the weather to sports and will rarely focus on anything that brings out your skills. Nonetheless, you are still being evaluated.

Recruiters are trained to evaluate candidates on many different points. They may be judging how well you communicate on an informal basis. This means you must do more than smile and nod.

The Recruiter Has the Floor
The main part of the interview starts when the recruiter begins discussing the organization. If the recruiter uses vague generalities about the position and you want more specific information, ask questions. Be sure you have a clear understanding of the job and the company.

As the interview turns to talk about your qualifications, be prepared to deal with aspects of your background that could be construed as negative, i.e., low grade point average, no participation in outside activities, no related work experience. It is up to you to convince the recruiter that although these points appear negative, positive attributes can be found in them. A low GPA could stem from having to fully support yourself through college; you might have no related work experience, but plenty of experience that shows you to be a loyal and valued employee.

Many times recruiters will ask why you chose the major you did or what your career goals are. These questions are designed to determine your goal direction. Employers seek people who have direction and motivation. This can be demonstrated by your answers to these innocent-sounding questions.

It's Your Turn to Ask Questions
When the recruiter asks, “Now do you have any questions?” it's important to have a few ready. Dr. C. Randall Powell, author of Career Planning Today, suggests some excellent strategies for dealing with this issue. He says questions should elicit positive responses from the employer. Also, the questions should bring out your interest in and knowledge of the organization.

By asking intelligent, well-thought-out questions, you show the employer you are serious about the organization and need more information. It also indicates to the recruiter that you have done your homework.

The Close Counts, Too
The interview isn't over until you walk out the door. The conclusion of the interview usually lasts five minutes and is very important. During this time the recruiter is assessing your overall performance.

It is important to remain enthusiastic and courteous. Often the conclusion of the interview is indicated when the recruiter stands up. However, if you feel the interview has reached its conclusion, feel free to stand up first.

Shake the recruiter’s hand and thank him or her for considering you. Being forthright is a quality that most employers will respect, indicating that you feel you have presented your case and the decision is now up to the employer.

Expect the Unexpected
During the interview, you may be asked some unusual questions. Don't be too surprised. Many times questions are asked simply to see how you react.

For example, surprise questions could range from, “Tell me a joke” to “What time period would you like to have lived in?” These are not the kind of questions for which you can prepare in advance. Your reaction time and the response you give will be evaluated by the employer, but there's no way to anticipate questions like these. While these questions are not always used, they are intended to force you to react under some stress and pressure. The best advice is to think and give a natural response.

Evaluations Made by Recruiters
The employer will be observing and evaluating you during the interview. Erwin S. Stanton, author of Successful Personnel Recruiting and Selection, indicates some evaluations made by the employer during the interview include:

1. How mentally alert and responsive is the job candidate?
2. Is the applicant able to draw proper inferences and conclusions during the course of the interview?
3. Does the applicant demonstrate a degree of intellectual depth when communicating, or is his/her thinking shallow and lacking depth?
4. Has the candidate used good judgment and common sense regarding life planning up to this point?
5. What is the applicant’s capacity for problem-solving activities?
6. How well does the candidate respond to stress and pressure?

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Sample Interview Questions

A Model to Guide Your Answers
Describe specific situations in which you utilized requested skills and achieved desired results.

S = Situation [give the context]
T = Task [tell what needed to be done]
A = Actions [tell what you did]
R = Result [share the impact]

Share results/impact even if different than what you had hoped; tell what you learned and what you would do differently.

Traditional Questions
- Tell me about yourself.
- Guide me through your resume.
- Why did you choose Krannert?
- What are your strengths/weaknesses?
- What would you like to be doing in five years from now?
- Which of your classes at Krannert would be of most value to this position and why?

Interpersonal
(how you relate to others, ability to separate personalities from problems, conflict resolution)
- Describe a time when you dealt with a difficult customer. Be specific.
- Tell me about a situation where you did not get along with your supervisor.
- Tell me about a time you had to work to get cooperation between several people. What steps did you take and what was the result?
- Tell me about a time you delegated a project effectively.

Decision-Making
(achieve a win-win outcome, make decisions under pressure or in ambiguous situations)
- Have you ever recognized a problem before your boss or others in the organization? What did you do?
- Tell me about the time you missed an obvious solution to a problem.
- Tell me about a time you had to make a decision without much information at your disposal.
- Describe a situation where you had to think on your feet to get yourself out of a difficult situation.
- Give an example of a time when you had to deal with frequent organizational changes or unexpected events.

Personal/Motivational
(determine work style, productivity, resourcefulness, integrity, job satisfaction)
- Describe the type of environment that motivates your productivity.
- Give me an example of a time when something you were working on “slipped through the cracks.”
- If I called your former boss, how would he/she describe you?
- What job factors are important to you and why?
- What expectations do you have of your supervisor and colleagues?

Time Management
(efficiency, prioritization, planning and tracking, organization, decision making)
- Tell me about a time you were working on multiple projects that had conflicting deadlines.
- You have three line managers (top internal clients), each of whom considers his/her project deserves your top consideration. What do you do?
- Think of a crisis situation where things got out of control. Why did it happen and what was your role in the event chain?

Personal Initiative continued
- Describe a project in your past position that failed.
- Tell me about a time when you had to influence or persuade someone to do something for you that might have been an inconvenience for him/her.
- Tell me about a time when you were most persuasive in overcoming resistance to your ideas or point of view.

Teambuilding
(employee involvement, team player, characteristics and creation of high-performance teams)
- What did you do in your last position to contribute toward team success?
- Give me an example of your involvement in a team effort that was less than successful. What could you have done differently to make it more successful?
- Tell me about a time when you had to deal with an unproductive team member. How did you handle the situation and what was the outcome?
- Tell me about a difficult experience you have had while working in a group with diverse team members.

Leadership
clearly communicating goals and objectives, empowering others, using others’ expertise)
- Define three qualities of a good leader. Which one do you need to work on most?
- Describe a time when you reprimanded an employee for poor performance.
- Describe your management style in dealing with staff and co-workers.
- Tell me about the leader you most admire and why.
The Psychology Behind Common Interview Questions

It is important to know that some employers ask questions that seem very simple; however, the hidden meaning behind the questions may not be simple at all. Adapted from the book, *Money Jobs*.

<table>
<thead>
<tr>
<th>When Interviewers Ask You:</th>
<th>What They Really Want to Know Is:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe yourself. How does your background qualify you for this job?</td>
<td>Can you take an incredible amount of information, organize it quickly in your head, and present it in a concise and articulate fashion?</td>
</tr>
<tr>
<td>What are your greatest strengths and weaknesses?</td>
<td>Are my perceptions of your strengths and weaknesses the same as yours? How mature are you in dealing with your weaknesses? Can you identify methods for self-improvement?</td>
</tr>
<tr>
<td>Where do you want to be in five years?</td>
<td>What motivates you and what do you want out of life? Is this job merely a stepping stone to something better?</td>
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<tr>
<td>Why this job? Why this organization?</td>
<td>Have you done your homework? Are you analytical?</td>
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<tr>
<td>How would your peers describe you?</td>
<td>How do you see yourself? Are you a leader or a follower? (A quiet confidence is needed here—not arrogance or egotism).</td>
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<tr>
<td>What makes you think you will succeed in this organization?</td>
<td>Have you accurately identified the skills and expertise needed to succeed? Can you prove you have them?</td>
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<tr>
<td>Why should we hire you? What do you bring to this job?</td>
<td>How are your promotion and persuasion skills? Are you believable? If you can't sell yourself, how will you be able to sell our products/company/ideas?</td>
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Reprinted with permission from University of Notre Dame, Mendoza’s Career Search Guide.

Questions to Ask Employers

1. Please describe the duties of the job for me.
2. What kinds of assignments might I expect the first six months on the job?
3. Are salary adjustments geared to the cost of living or job performance?
4. Does your company encourage further education?
5. How often are performance reviews given?
6. What products (or services) are in the development stage now?
7. Do you have plans for expansion?
8. What are your growth projections for next year?
9. Have you cut your staff in the last three years?
10. How do you feel about creativity and individuality?
11. Do you offer flextime?
12. Is your company environmentally conscious? In what ways?
13. In what ways is a career with your company better than one with your competitors?
14. Is this a new position or am I replacing someone?
15. What is the largest single problem facing your staff (department) now?
16. May I talk with the last person who held this position?
17. What is the usual promotional time frame?
18. Does your company offer either single or dual career-track programs?
19. What do you like best about your job/company?
20. Once the probation period is completed, how much authority will I have over decisions?
21. Has there been much turnover in this job area?
22. Do you fill positions from the outside or promote from within first?
23. What qualities are you looking for in the candidate who fills this position?
24. What skills are especially important for someone in this position?
25. What characteristics do the achievers in this company seem to share?
26. Is there a lot of team/project work?
27. Will I have the opportunity to work on special projects?
28. Where does this position fit into the organizational structure?
29. How much travel, if any, is involved in this position?
30. What is the next course of action? When should I expect to hear from you or should I contact you?
Company Research Worksheet

(Student Name: _____________________________)

(Name of Company: _____________________________)

1. Company web address ____________________________________________________________

2. Company annual sales = $ ____________________________

3. Number of employees = ____________________________

4. Chief Executive Officer (C.E.O.) name? ____________________________

5. Location of headquarters (city, state, country)? ____________________________

6. Give the name and contact information of the person to whom you would send your cover letter and resume if you were applying for an employment opportunity?

7. Is the contact person a Krannert Alum? ❑ Yes ❑ No

8. Is this company publicly traded and if so which exchange and how listed? ____________________________
   i. Most recent Stock price closing = $_________/share (Date: ____________)
   ii. 52-Week High = $_________/share; Low = $_________/share
   iii. P/E Ratio = ____________________________

9. Recent headlines about this company and your source?

10. List two questions you would ask this company based on what you saw in the news?

11. List two products and/or services this company provides?

12. List three top competitors of this company?

13. Make a list of a few potential questions you would ask at these companies?

14. What is the company’s ranking in the industry? ____________________________

Sources: 10K, Google, Parrish Library, LinkedIn.
The Site Visit/Interview: One Step Closer

While on-campus screening interviews are important, on-site visits are where jobs are won or lost. After an on-campus interview, strong candidates are usually invited to visit the employer's facility. Work with the employer to schedule the on-site visit at a mutually convenient time. Sometimes employers will try to arrange site visits for several candidates to take place at the same time, so there may not be much flexibility…but you'll never know if the employer is flexible unless you ask.

1. An invitation to an on-site interview is NOT a guarantee of a job offer. It is a chance to examine whether or not you will be a good match for the job and for the organization.

2. If invited to an on-site interview, respond promptly if you are sincerely interested in this employer. Decline politely if you are not. Never go on an on-site interview for the sake of the trip. Document the name and phone number of the person coordinating your trip. Verify who will be handling trip expenses. Most medium- and large-size companies (as well as many smaller ones) will pay your expenses, but others will not. This is very important, because expenses are handled in various ways: 1) the employer may handle all expenses and travel arrangements; 2) you handle your expenses and arrangements (the employer may assist with this), and the employer will reimburse you later; 3) the employer may offer an on-site interview, but will not pay for your travel.

3. Know yourself and the type of job you are seeking with this employer. Don't say, “I am willing to consider anything you have.”

4. Thoroughly research the potential employer. Read annual reports, newspaper articles, trade journals, etc. Many companies have websites where you can read their mission statements, find out about long-term goals, read recent press releases, and view corporate photos. Don’t limit your research only to company-controlled information. The internet can be a valuable investigative tool. You may uncover key information that may influence—positively or negatively—your decision to pursue employment with a given organization.

5. Bring extra copies of your resume; copies of any paperwork you may have forwarded to the employer; names, addresses, phone numbers and email addresses of your references; an updated college transcript; a copy of your best paper as a writing sample; a notebook; a black and/or blue pen for filling out forms and applications; and names and addresses of past employers.

6. Bring extra money and a change of clothes. Also, have the names and phone numbers of those who may be meeting you in case your plans change unexpectedly. Anything can happen and you need to be ready for emergencies.

7. Your role at the interview is to respond to questions, to ask your own questions and to observe. Be ready to meet people who are not part of your formal agenda. Be courteous to everyone regardless of his or her position; you never know who might be watching you and your actions once you arrive in town.

8. Don't forget your table manners. Plant trips may include several meals or attendance at a reception the night before your “big day.” When ordering food at a restaurant, follow the lead of the employer host. For example, don't order the three-pound lobster if everyone else is having a more moderately priced entree. If you have the “dining jitters,” some authorities suggest ordering food that is easy to handle, such as a boneless fish fillet or chicken breast.

9. Many employers have a set salary range for entry-level positions and others are more negotiable. Though salary should not be brought up until an offer is extended, it is wise to know your worth in advance. In as much as you are a potential employee, you also represent a valuable skills-set product. You should know what kind of product you have created, its value and what the company is willing to buy. Contact your campus career center to obtain more information on salaries.

Take note of how the employees interact, and also assess the physical work environment.

10. Soon after the site visit, record your impressions of your performance. Review the business cards of those you met or write the information in your notebook before leaving the facility. You should have the names, titles, addresses and phone numbers of everyone who was involved in your interview so you can determine which individuals you may want to contact with additional questions or follow-up information. A thank-you letter should be written to the person(s) who will be making the hiring decision. Stay in touch with the employer if you want to pursue a career with them.

A site visit is a two-way street. You are there to evaluate the employer and to determine if your expectations are met for job content, company culture and values, organizational structure, and lifestyles (both at work and leisure). Take note of how the employees interact, and also assess the physical work environment.

Just as any good salesperson would never leave a customer without attempting to close the sale, you should never leave an interview without some sort of closure. If you decide that the job is right for you, don't be afraid to tell the employer that you feel that there is a good fit and you are eager to join their team. The employer is interested in hiring people who want to be associated with them and they will never know of your interest if you don't voice your opinion. Keep in mind that although the employer has the final power to offer a job, your demeanor during the entire interviewing process—both on and off campus—also gives you a great deal of power.

Written by Roseanne R. Bensley, Career Services, New Mexico State University.
The Art of Negotiating

An area of the job search that often receives little attention is the art of negotiating. Once you have been offered a job, you have the opportunity to discuss the terms of your employment. Negotiations may be uncomfortable or unsatisfying because we tend to approach them with a winner-take-all attitude that is counterproductive to the concept of negotiations.

Negotiating with your potential employer can make your job one that best meets your own needs as well as those of your employer. To ensure successful negotiations, it is important to understand the basic components. The definition of negotiation as it relates to employment is: a series of communications (either oral or in writing) that reach a satisfying conclusion for all concerned parties, most often between the new employee and the hiring organization.

Negotiation is a planned series of events that requires strategy, presentation and patience. Preparation is probably the single most important part of successful negotiations. Any good trial attorney will tell you the key to presenting a good case in the courtroom is the hours of preparation that happen beforehand. The same is true for negotiating. A good case will literally present itself. What follows are some suggestions that will help you prepare for successful negotiating.

Research

Gather as much factual information as you can to back up the case you want to make. For example, if most entering employees cannot negotiate salary, you may be jeopardizing the offer by focusing on that aspect of the package. Turn your attention to other parts of the offer such as their health plan, dental plan, retirement package, the type of schedule you prefer, etc.

Psychological Preparation

Chances are that you will not know the person with whom you will be negotiating. If you are lucky enough to be acquainted, spend some time reviewing what you know about this person’s communication style and decision-making behavior.

In most cases, however, this person will be a stranger. Since most people find the unknown a bit scary, you’ll want to ask yourself what approach to negotiating you find most comfortable. How will you psyche yourself up to feel confident enough to ask for what you want? How will you respond to counteroffers? What are your alternatives? What’s your bottom line? In short, plan your strategy.

Be sure you know exactly what you want. This does not mean you will get exactly that, but having the information clear in your head will help you determine what you are willing to concede. Unless you know what you want, you won’t be able to tell somebody else. Clarity improves communication, which is the conduit for effective negotiations.

Practice

Rehearse the presentation in advance using another person as the employer. If you make mistakes in rehearsal, chances are that you will not repeat them during the actual negotiations. A friend can critique your reasoning and help you prepare for questions. If this all seems like a lot of work, remember that if something is worth negotiating for, it is worth preparing for.

Dollars and Sense

Always begin by expressing genuine interest in the position and the organization, emphasizing the areas of agreement but allowing “wiggle room” to compromise on other areas. Be prepared to support your points of disagreement, outlining the parts you would like to alter, your suggestions on how this can be done and why it would serve the company’s best interests to accommodate your request.

Be prepared to defend your proposal. Back up your reasons for wanting to change the offer with meaningful, work-related skills and positive benefits to the employer. Requesting a salary increase because you are a fast learner or have a high GPA are usually not justifiable reasons in the eyes of the employer. Meaningful work experience or internships that have demonstrated or tested your professional skills are things that will make an employer stop and take notice.

It is sometimes more comfortable for job-seekers to make this initial request in writing and plan to meet later to hash out the differences. You will need to be fairly direct and assertive at this point even though you may feel extremely vulnerable. Keep in mind that the employer has chosen you from a pool of qualified applicants, so you are not as powerless as you think.

Sometimes the employer will bristle at the suggestion that there is room to negotiate. Stand firm, but encourage the employer to think about it for a day or two at which time you will discuss the details of your proposal with him/her. Do not rush the process because you are uncomfortable. The employer may be counting on this discomfort and use it to derail the negotiations. Remember, this is a series of volleys and lobs, trade-offs and compromises that occur over a period of time.

It is a process—not a singular event!

Once you have reached a conclusion with which you are both relatively comfortable, present in writing your interpretation of the agreement so that if there is any question, it will be addressed immediately.

Negotiation, by definition, implies that each side will give. Do not perceive it as an ultimatum.

If the employer chooses not to grant any of your requests—and realistically, he or she can do that—you will still have the option of accepting the original offer provided you have maintained a positive, productive and friendly atmosphere during your exchanges. You can always re-enter negotiations after you have demonstrated your worth to the organization.

Money Isn’t Everything

There are many things you can negotiate besides salary. For example, benefits can add thousands of dollars to the compensation package. Benefits can range from paid personal leave to discounts on the company’s products and services. They constitute more than just icing on the cake; they may be better than the cake itself. Traditional benefits packages include health insurance, paid vacation and personal/sick days. Companies may offer such benefits as child care, elder care or use of the company jet for family emergencies. Other lucrative benefits could include disability and life insurance and a variety of retirement plans. Some organizations offer investment and stock options as well as relocation reimbursement and tuition credits for continued education.

Written by Lily Maestas, Career Counselor, Career Services, University of California, Santa Barbara.
Choosing Between Job Offers

The first question many of your friends will ask when you receive a job offer is “What does it pay?” For many college graduates this consideration is near the top of the list, which is not surprising. Most students have invested thousands of dollars in their education, often racking up high student loan balances. Most graduates are looking forward to paying off that debt. Also, the value of a salary is easy to understand; the more zeroes after the first digit, the better.

In order to evaluate a salary offer you need to know what the average pay scale is for your degree and industry. The National Association of Colleges and Employers (NACE) is a good source of salary information for entry-level college graduates. Their annual Salary Survey should be available in your campus career center. Make sure you factor cost-of-living differences when considering salary offers. For example, you may need an offer of $76,000 in San Francisco to equal an offer of $40,000 in Huntsville, Ala.

Bonuses and commissions are considered part of your salary, so take them into consideration when evaluating an offer. It’s also important to have a good understanding of an employer’s policies concerning raises. Be sure to never make your decision on salary alone. Students tend to overemphasize salary when considering job offers. Money is important, but it’s more important that you like your job. If you like your job, chances are you’ll be good at it. And if you’re good at your job, eventually you will be financially rewarded.

Factor in Benefits

Of course, salary is only one way in which employers financially compensate their employees. Ask anybody with a long work history and they’ll tell you how important benefits are. When most people think of employer benefits, they think of things like health insurance, vacation time and retirement savings. But employers are continually coming up with more and more creative ways to compensate their workers, from health club memberships to flextime. The value of a benefits plan depends on your own plans and needs. A company gym or membership at a health club won’t be of much value to you if you don’t like to sweat.

Who’s the Boss?

Who you work for can have as much bearing on your overall job satisfaction as how much you earn and what you do. First, analyze how stable the potential employer is. If the company is for-profit, what were its earnings last year? What are its projections for growth? If the job is with a government agency or a nonprofit, what type of funding does it have? How long has the employer been around? You could receive the best job offer in the world, but if the job is cut in six months, it won’t do you much good.

Corporate Culture

There are three aspects to a work environment: 1) the physical workspace, 2) the “corporate culture” of the employer, and 3) fellow co-workers. Don’t underestimate the importance of a good workspace. If you are a private person, you probably will not be able to do your best work in a cluster of cubicles. If you are an extrovert, you won’t be happy shut in an office for hours on end.

Corporate culture comprises the attitudes, experiences, beliefs and values of an organization. What’s the hierarchy of the organization? Is there a dress code? Is overtime expected? Do they value creativity or is it more important that you follow protocol? Whenever possible, you should talk to current or previous employees to get a sense of the corporate culture. You may also be able to get a sense of the environment during the interview or by meeting your potential boss and co-workers during the interview process. Ask yourself if the corporate culture is compatible with your own attitudes, beliefs and values.

Your boss and fellow co-workers make up the last part of the work environment. Hopefully, you will like the people you work with, but you must, at least, be able to work well with them professionally. You may not be able to get a good sense of your potential co-workers or boss during the interview process. But if you do develop strong feelings one way or the other, be sure to take them into consideration when making your final decision.

Like What You Do

Recent college graduates are seldom able to land their dream jobs right out of school, but it’s still important that you at least like what you do. Before accepting a job offer, make sure you have a very good sense of what your day-to-day duties will be. What are your responsibilities? Will you be primarily working in teams or alone? Will your job tasks be repetitive or varied? Will your work be challenging? What level of stress can you expect with the position?

Location, Location, Location

Climate, proximity to friends and family and local population (i.e., urban vs. rural) should all be evaluated against your desires and preferences. If you are considering a job far away from your current address, will the employer pay for part or all of your moving expenses? Even if you are looking at a local job, location can be important—especially as it relates to travel time. A long commute will cost you time, money and probably more than a little frustration. Make sure the tradeoff is worth it.

Time is on Your Side

It’s acceptable to request two or three days to consider a job offer. And depending on the employer and the position, even a week of consideration time can be acceptable. If you’ve already received another offer or expect to hear back from another employer soon, make sure you have time to consider both offers. But don’t ask for too much time to consider. Like all of us, employers don’t like uncertainty. Make sure you give them an answer one way or another as soon as you can.

It’s Your Call

Once you make a decision, act quickly. If you are accepting a position, notify the hiring manager by phone followed by a confirmation letter or an email. Keep the letter short and state the agreed upon salary and the start date. When rejecting an offer, make sure to thank the employer for their time and interest. It always pays to be polite in your correspondence. You never know where your career path will take you and it might just take you back to an employer you initially rejected.

Written by Chris Enstrom, a freelance writer from Nashville, Ind.
The Cost of Living Index

The following is a selection of cities where many graduating students accept offers. The cost of living index is based on the composite price of groceries, housing, utilities, transportation, health care, clothing and entertainment in each city listed. Use the calculation to compare salaries in different cities.

For further information about the data below, please refer to www.bestplaces.net/cost-of-living.

To compare information from other sources, refer to these websites: www.salary.com and www.homefair.com/real-estate/salary-calculator.asp.

<table>
<thead>
<tr>
<th>Average City, USA</th>
<th>100</th>
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<tbody>
<tr>
<td>Alabama</td>
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Turning Your Internship Into a Full-Time Position

One of the best benefits of an internship or cooperative education experience is that it can serve as your passport to future employment opportunities. Getting your foot in the door by landing the internship or co-op is only half of the challenge in turning your career dreams into a reality. The more vital half is to build a reputation during this career experience that will culminate in receiving a full-time job offer.

A growing number of employers are using internships as a way to gain a first in-depth look at prospective employees. In this respect, both you and your employer have a common goal—namely, to determine if there is a good fit between you.

Here are ten tips to becoming a savvy intern and making powerful career moves:

1. **Exhibit a Can-Do Attitude**
   Pass the attitude test and you will be well on your way to success. Attitude speaks loud and clear and makes a lasting impression, so make sure that yours is one of your greatest assets. Take on any task assigned—no matter how small—with enthusiasm. Take the initiative to acquire new skills. Accept criticism graciously and maintain a sense of humor.

2. **Learn the Unwritten Rules**
   Get to know your co-workers early in your internship. They will help you figure out quickly the culture in which you will be working. Being the “new kid” is like being a freshman all over again. You will need to adapt, observe, learn and process a large volume of information. Watch closely how things get done. Ask questions and pay attention to how people interact with each other.

3. **Take Your Assignments Seriously**
   Build a reputation for being dependable. Be diligent and accurate in your work. You may encounter a great deal of ambiguity in the work environment, so seek direction when in doubt and do whatever it takes to get the job done. As an intern, you will generally start out by performing small tasks, asking a lot of questions and learning the systems. Your internship supervisor knows that there will be an initial learning curve and will make allowances for mistakes. Learn from your errors and move on to your next task. From there, your responsibilities and the expectations of others are likely to grow.

4. **Meet Deadlines**
   Always assume the responsibility to ask when an assignment is due. This will help you to understand your supervisor’s priorities and to manage your time accordingly. Alert your boss in advance if you will be unable to meet expectations. This will show respect and professional maturity.

5. **Set Realistic Goals and Expectations**
   Invest actively in the most critical element of your internship—that is, the learning agenda which you set up with your supervisor at the beginning of the assignment. Your learning agenda should target specific skills and competencies that you wish to acquire and demonstrate. After all, the learning agenda is what distinguishes a short-term job from an internship. It is up to you to establish a correlation between your learning goals and the daily work you are asked to perform. Maintain a journal of your activities and accomplishments in order to monitor your progress. Seek regular reviews from your supervisor to assess your performance and reinforce the fact that you mean business.

6. **Communicate Respectfully**
   Assume that everyone else knows more than you do. However, don’t be afraid to present useful ideas that may save time or money or solve problems. Make sure, however, that your style does not come across as cocky. Employers value assertiveness but not aggressiveness. Find out the proper way to address individuals, including customers. Maintain a pleasant and respectful demeanor with everyone, regardless of his or her rank.

7. **Be Flexible**
   Accept a wide variety of tasks, even those that may not relate directly to your assignments or those that may seem like grunt work. Your willingness to go the extra mile, especially during “crunch time,” will help you carve the way to assuming greater responsibilities.

8. **Be a Team Player**
   Learn how your assignment fits into the grand scheme of things and keep a keen eye on getting the job done. In today’s work environment, success is often defined along the lines of your ability to get along with and interact with others. You’re a winner only if your team wins.

9. **Get a Mentor**
   Identify at least one individual to serve as your mentor or professional guardian. It should be someone who is willing to take a personal interest in your career development and success. Once you know your way around, begin to network wisely and get “plugged in” by associating with seasoned employees who may share their knowledge, perspectives and insights. Get noticed, because many more people will have a role in determining your future than you might at first realize.

10. **Have Fun!**
    Last but not least, enjoy learning, sharpening your skills and developing professionally and personally. Participate in work-related social functions and become an active member in your work community.

Make your internship or co-op experience work for you. It can be the first link in the chain of your career.

Written by Lina Melkonian, Executive Director of Development at San José State University, College of Engineering.
International Students and the Job Search

Looking for a job is seldom easy for any student. For you, the international student, the job search process can be especially confusing. You may lack an understanding of U.S. employment regulations, or perhaps you are unaware of the impact your career choice has on your job search. You may also be unsure about your role as the job-seeker and the resources used by American employers to find candidates.

The following is an overview of the issues most relevant to international students in developing a job search strategy. Additional information about the employment process and related topics can be found through your career center and on the internet.

**Bureau of U.S. Citizenship and Immigration Services Regulations**

As an international student, you should only obtain employment-related information from an experienced immigration attorney or your campus USCIS representative. Advice from any other resource may be inaccurate. Once you have decided to remain in the United States to work, contact the international student services office or the office of human resources on your campus and make an appointment with your USCIS representative. In addition to helping you fill out necessary forms, the USCIS representative will inform you of the costs associated with working in the United States.

**Importance of Skills and Career Field**

Find out if your degree and skills-set are currently in demand in the U.S. job market. An advanced degree, highly marketable skills or extensive experience will all make your job search easier. Find out what region of the United States holds the majority of the jobs in your field; you may need to relocate in order to find the job you want. Learn all you can about your targeted career field by talking to professors, reading industry publications and attending professional meetings and regional conferences.

**Role of Employers**

It is the employer’s responsibility to find the right people for his or her company—not to help you find a job. The interview is successful when both of you see a match between the employer’s needs and your interest and ability to do the job.

The employer (through hiring managers, human resources staff or employment agencies) will most likely use several resources to find workers, including:

- College recruiting
- Campus or community job fairs
- Posting jobs on the company website or on national job posting sites on the internet
- Posting jobs in major newspapers or trade publications
- Posting jobs with professional associations
- Resume searches on national online services
- Employee referrals
- Regional and national conferences
- Employment agencies ("headhunters")

Are you accessible to employers through at least some of the above strategies? If not, develop a plan to make sure your credentials are widely circulated. Notify as many people as possible in your field about your job search.

**Strong Communication Skills**

You can help the employer make an informed hiring decision if you:

- Provide a well-prepared resume that includes desirable skills and relevant employment experiences.
- Clearly convey your interests and ability to do the job in an interview.
- Understand English when spoken to you and can effectively express your thoughts in English.

It’s important to be able to positively promote yourself and talk with confidence about your education, relevant skills and related experiences. Self-promotion is rarely easy for anyone. But, it can be especially difficult for individuals from cultures where talking about yourself is considered inappropriate. When interviewing in the United States, however, you are expected to be able to explain your credentials and why you are suitable for the position.

Be sensitive to the interviewer’s verbal and nonverbal cues. Some international students may not realize when their accent is causing them to be misunderstood. Interviewers are sometimes too embarrassed or impatient to ask for clarification, so be on the lookout for nonverbal clues, such as follow-up questions that don’t match your responses or sudden disinterest on the part of the interviewer. Also, make sure you express proper nonverbal communication; always look directly at the employer in order to portray confidence and honesty.

If your English language skills need some work, get involved with campus and community activities. These events will allow you to practice speaking English. The more you use the language, the more proficient you will become. These activities are also a great way to make networking contacts.

**Career Center**

The career center can be a valuable resource in your job search. Be aware, however, that some employers using the career center won’t interview students who are not U.S. citizens. Though this may limit your ability to participate in some campus interviews, there are numerous ways to benefit from the campus career center:

- Attend sessions on job search strategies and related topics.
- Work with the career services staff to develop your job search strategy.
- Attend campus career fairs and company information sessions to inquire about employment opportunities and to practice your networking skills.

It’s a good idea to get advice from other international students who have successfully found employment in this country and to start your job search early. Create and follow a detailed plan of action that will lead you to a great job you can write home about.

*Written by Rosita Smith.*
International Students and the Job Search continued

Top Companies Hiring Purdue MBAs 2011-2014

Amazon
ArvinMeritor
A.T. Kearney
Capgemini U.S. LLC
Capital One
Cognizant Technology Solutions
Colgate-Palmolive Company
Crane Company
Cummins Inc.
Dell Inc.
Deloitte Consulting LLP
DISH Network
DowAgroSciences
DuPont
Eli Lilly and Company
Ericsson, Inc.
Ernst & Young
GE (General Electric)
General Motors
HSO
Humana
Inovalon, Inc.
JBS
Mu Sigma
Nationwide
Navistar Inc.
Praxis Management International, LLC
Sara Lee Corporation
Schlumberger
Sears Holdings Corporation
SunCoke Energy
US Airways
Whirlpool Corporation
Zimmer, Inc.

Top Companies Sponsoring H1-B Visas for MBA Students

Abbvie
Accenture
American Airlines
Amneal Pharmaceuticals
Apple
Applied Materials
Argus Information & Advisory Services
Ascension Health Alliance
Asta CRS
Audible
Bain & Company
Baker Hughes
Barclays Bank Delaware
Barclays Services
Bayer Healthcare
BDO USA
Blackrock Investment Management
Bloom Energy
Bluecrest Capital Management
The Boston Consulting Group
Bradlee International
CGN & Associates
Cisco Systems
Citadel
Citco Fund Services (USA)
Citibank
Compunel Software Group
Credit Suisse Securities (USA)
Crosscountry Consulting
Deutsche Bank A. G.
The Dow Chemical Company
Eastman Chemical Company
Ebay
Echlinworks
Ecolab
EMC
Eos Accountants
Exlservice.com
Facebook
Federal Home Loan Mortgage
Fractal Analytics
Funaro
Genentech
Genpact
Goldman, Sachs
Google
Grainger Management
Grant Thornton
Hewlett-Packard Company
Hopkins County Coal
Hospira
Hotta Liesenberg Saito
HSBC Bank USA
IBM
Infosys
Jefferies
JP Morgan Chase
Kforce
KPMG
Logical Paradigm
Malonebailey
McGladrey
McKinsey & Company
Menlo Logistics
Merrill Lynch
Microsoft
MMC Systems
Moody's Analytics
Morgan Stanley
Motorola Mobility
Nokia Siemens Networks US
Oliver Wyman
Opera Solutions
Panasonic Avionics
Parbel of Florida
Paypal
Penske Logistics
Philips Electronics North America
Photon Infotech
Populus Group
PricewaterhouseCoopers
Qualcomm Technologies
Regeneron Pharmaceuticals
Robert Walters Associates
Ryder System
Samsung Telecommunications America
SAP Labs
Sapien
SCM Data
SG Americas Securities
The Siegfried Group
Skillscloud
State Street Bank and Trust Company
Superior Industries International
Symantec
Syntel
T-Mobile USA
Tech Mahindra (Americas)
UBS Securities
Unisource Worldwide
United Airlines
Visa
VMware
W. R. Grace
W. W. Grainger
Wal-Mart Associates
World Economic Forum USA
ZS Associates
Sometimes the path to your dream career may be a winding one. This can be especially true for international students who want to work in the United States. Just ask Emma Lu, a December graduate from the Krannert Master’s in Human Resource Management program.

Lu is a Human Resources Specialist at Cummins Emission Solutions in China. But getting a job with Cummins, her top targeted employer, took a great deal of patience and persistence. She just missed getting an offer to work at Cummins in the United States when she interviewed for a position along with several other outstanding candidates. After graduating, she returned to China and applied for a training position at Cummins China Headquarters in Beijing.

“She just missed out on that opportunity as well,” says Bruce Parkinson, director of employee engagement at Cummins in Columbus, Indiana. “But, during the interviews for that position, someone from Cummins was impressed and ended up calling her back for another position, which she ended up getting.”

Parkinson had a reunion with Lu during a recent trip to the Cummins plant in Beijing. He had met her earlier when she was interviewing with Cummins for an internship. “It is quite a story of perseverance on Emma’s part and it also shows how important timing is to everything, particularly when there is a company that you really want to work for.”

Now at Cummins, Lu could have an opportunity to transfer to a location in the U.S. eventually. But for now, she is very happy being part of the Cummins team in China. “I feel like Cummins is a big family. People here enjoy their work, lives and communities. Cummins is a global company and I really love the diversity. I hope to have an international assignment sometime in the future.”

Randall Lewis, executive director of the Krannert Professional Development Center, says Purdue is working to help international students find employment in the United States with the Purdue Pathways program.

Targeting employers, Purdue partners with a law firm to outsource the entire U.S. Visa application process, which can be intimidating for some companies. “We try to make it as easy as possible and take away some of those obstacles for small to midsize companies,” Lewis says.

Unfortunately, more international students graduate in the U.S. each year than there are Visas. “Annually there is an allotment of Visas that are granted. That allotment is set by the federal government. All colleges and universities are competing for these Visas. You can enter into a lottery and still not be chosen,” Lewis explains.

**So, what can international students do to improve their odds of finding work in the United States?**

1. Broaden your search to include global companies both in the U.S. and your home country. You could begin working for an international company at home, and transfer later to the U.S.

2. Leverage your knowledge of the culture and markets in your home country with employers in the U.S. That knowledge in addition to your education is a great combination of skills.

3. Be aware of cultural differences when you attend career fairs and networking functions with American recruiters.

4. Start the job search process early. It will probably take international students a little longer to find a good fit. Talk to recruiters at companies you are targeting. Talk to alumni and students.

5. It’s going to take time, you need to be prepared for that. Don’t get so frustrated with the job search process that it stifles the way you present yourself to employers.

6. Utilize all of your resources—faculty, classmates, the career center, KPDC, info sessions, etc.

7. Just because certain companies say they are looking for U.S. citizens, don’t be afraid to ask. A lot of companies may be interested if you show them you have something special. That something special could be your knowledge of your home country.

8. If English is your second language, do everything you can to continually improve your communication skills, both verbal and written. It may mean taking additional courses. I would highly recommend that.

*Advice from Randall Lewis, Executive Director, Krannert Professional Development Center.*

**Other Things to Do**

1. Be proactive in LinkedIn. Create a great profile. On LinkedIn you can contact people from your home country with full-time jobs in the U.S. Ask for their insight and suggestions. Also, contact recruiters to see if they sponsor. If the answer is no, do not waste your time.

2. A good source to check to see whether a company is sponsoring or not: [www.myvisajobs.com](http://www.myvisajobs.com). Great resource! Check the website and you will understand what I mean.

3. Be Patient and honest. Looking for a job can feel like riding a roller coaster: application, interview, rejection...again and again. But trust me, it is not because you are not awesome, it’s just not the right job for you. Good luck, Boilermakers!

*Advice from Krannert alum and Cummins employee Emma Lu.*
Don't Forget the Small Companies

Most students concentrate their job search on Fortune 500 corporations or other large, well-known companies with defined and approachable personnel departments. And in an economic climate that has proved challenging for small business, it would be easy to follow the path of “most students.”

But don't count out the small companies just yet. Small businesses have been at the forefront of innovation, economic growth and job creation, and there's no reason to doubt they'll continue to find themselves in this position in the future.

Generally, any business with 200 or fewer employees is considered a small company. Whether the business has 20 employees or 20,000, the research you do in preparation for an interview opportunity will be the best gauge of the company's outlook. As we've seen, large companies can be just as shaky as small ones, so the questions really come down to; “Is a small company right for you?” and “Are you right for a small company?” There are several things to consider when deciding between working in a large versus a small company.

Is a Small Company Right for You?

Small companies tend to offer an informal atmosphere, an all-for-one camaraderie and require more versatility and dedication on the part of the company and workers. Small companies are usually growing so they are constantly redefining themselves and the positions within them. Look at the following list of small company traits and consider which are advantages and which are disadvantages for you.

- You are given more responsibility and are not limited by job titles or descriptions.
- Your ideas and suggestions will be heard and given more attention.
- Career advancement and salary increases may be rapid in a growing company.
- You have less job security due to the high rate of failure for a small business.
- You have the opportunity to be involved in the creation or growth of something great.
- You may be involved in the entire organization rather than in a narrow department.
- You may be eligible for stock options and profit sharing.
- The environment is less bureaucratic; there are fewer rules and regulations and thus fewer guidelines to help you determine what to do and whether you’re succeeding or failing.
- Successes and faults are more visible.
- Starting salaries and benefits may be more variable.
- A dominant leader can control the entire organization. This can lead either to more “political games” or a healthy, happy atmosphere.
- You must be able to work with everyone in the organization.

Are You Right for a Small Company?

Because most small companies do not have extensive training programs, they look for certain traits in potential employees. You will do well in a small company if you are:

- Self-motivated
- A generalist with many complementary skills
- A good communicator, both oral and written
- Enthusiastic  •  A risk-taker  •  A quick learner
- Responsible enough to get things done on your own
- A good communicator, both oral and written
- Enthusiastic  •  A risk-taker  •  A quick learner
- Responsible enough to get things done on your own

There are fewer limitations, and it's up to you to make the best or worst of that freedom. A small business often has a strong company culture. Learn that company’s culture; it will help you on your way up the corporate ladder.

Finding a Job in a Small Company

One of the biggest hurdles to finding a job in a small business is contacting a hiring manager. Good timing is critical. The sporadic growth of many small companies can mean sporadic job openings, so you need to network. A small business tends to fill its labor needs informally through personal contacts and recommendations from employees. Job hunters must find their way into the organization and approach someone with hiring authority. This means you must take the initiative. Once you have someone's attention, you must convince him or her that you can do something for the company. How do you find information on small companies? Try these techniques:

- Contact the chamber of commerce in the area you would like to work. Get the names of growing companies in the industry of your choice. Peruse the membership directory.
- Participate in the local chapter of professional trade associations related to your career. Send prospective employers a cover letter and resume, then follow up with a phone call.
- Read trade publications, business journals and area newspapers for leads. Again, follow up.
- Speak with small business lenders such as bankers, venture capitalists and small business investment companies listed in directories at local libraries.

Keep the following differences between large and small companies in mind as you conduct your job search:

<table>
<thead>
<tr>
<th>Large Company</th>
<th>Small Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralized Human Resources</td>
<td>No HR</td>
</tr>
<tr>
<td>Formal recruiting program</td>
<td>No full-time recruiters</td>
</tr>
<tr>
<td>Standardized hiring procedures</td>
<td>No standard hiring procedures</td>
</tr>
<tr>
<td>Keep resumes on file</td>
<td>Usually won't keep resumes</td>
</tr>
<tr>
<td>Interview held with recruiters and managers</td>
<td>Interview often held with the founder or direct boss</td>
</tr>
<tr>
<td>Career section on website</td>
<td>Little/no career section on website</td>
</tr>
<tr>
<td>Hiring done months in advance of starting date</td>
<td>Hired to begin immediately</td>
</tr>
<tr>
<td>Formal training programs</td>
<td>On-the-job training</td>
</tr>
<tr>
<td>Predetermined job categories</td>
<td>Jobs emerge to fit needs</td>
</tr>
</tbody>
</table>

Always do your homework on the company, and persuade them to hire you through your initiative and original thinking. If you haven’t graduated yet, offer to work for them as an intern. This will give you experience, and if you do well, there’s a good chance that a job will be waiting for you on graduation day.

Adapted with permission from the Career Resource Manual of the University of California, Davis.
Are you looking for more from your future career than just a steady income? Do you find the traditional employment track unappealing? Do you want the chance to make a real impact in your community or even the world? Then a career in the nonprofit sector may be the answer.

What Is a Nonprofit?
Nonprofits (also known as not-for-profits) are organizations that promote a cause or provide a public service and are granted tax-exempt status by the Internal Revenue Service under section 501 of the Federal Tax Code. Nonprofits are often at the forefront of advocacy, social issues and scientific research. Some manage and promote the arts, culture or even history in communities across the nation. Political and labor groups are nonprofit organizations, as are professional and trade organizations. The broad category of nonprofits also includes non-governmental organizations (NGOs) that provide critical services to areas affected by war or natural disasters. Some promote environmental issues on an international scale.

With all these categories, it’s no wonder that over 1.5 million nonprofit organizations in the United States employ 10.7 million people or 10.1% of the total workforce. Amy Butler from the Bureau of Labor Statistics reported that, “Health professionals, educators, other professionals, health technicians, administrative support workers, and service occupations account for the majority of paid workers in the nonprofit sector,” in her 2009 “Wages in the Nonprofit Sector” article.

Is a Nonprofit Right for You?
Most nonprofit employees are not motivated by money or a prestigious title. Instead, they find fulfillment in a career that contributes to the welfare of others or advances a particular cause. Depending on your interests and beliefs, working for a particular nonprofit can be both challenging and fulfilling. You often work with people who share your altruism and passion about an issue or cause. And unlike the private sector or government, there are usually endless opportunities in entry-level positions where related experience is not required.

But working for a nonprofit is not all bliss and passion, nor is it an escape from work-related stress. Nonprofit employees may not have to meet sales goals or make money for their owners or shareholders, but they are still held accountable for their decisions by their funding sources and constituents. Some organizations are highly politicized. Resources tend to be limited for staff development, bonuses or the latest equipment. Nonprofit workers must learn to work effectively with a broad range of people, including their clients, elected officials, volunteers, donors and local civic leaders.

Top management is usually held accountable to a board of advisors or board of directors. The latter group has governing power, including the power to terminate top management. Instability in funding is often a frustrating factor among nonprofits (especially among the smaller ones), as it must be sought each year from a variety of sources. Today, receiving grants is becoming more difficult. Grantors are demanding increased accountability and results in exchange for their financial support.

Opportunities
Take a look at the current job openings in the nonprofit sector and you will see a broad range of jobs. Positions with arts organizations can include curators, writers, performing artists and event planners. Health agencies often hire counselors, researchers and lobbyists. All nonprofit companies require the services of grant writers, fundraisers (also known as development officers), accountants, information technology workers and office managers. While idealism and passion may be the fuel to energize an organization, solid administrative skills including writing, strong interpersonal skills, multiple business and political contacts, and good business acumen are highly valued and required to ensure the stability and longevity of an organization.

But Will I Earn Enough?
Because of the wide variety of agencies in staff size, organization budget and scope of activities, it is nearly impossible to provide a salary range based on position. For example, the salary of the executive director of the Red Cross would be six figures, while the executive director of a two-person organization whose services are narrow and local may be in the low 30s. The Chronicle of Philanthropy (philanthropy.com) periodically publishes the salaries of top executives in nonprofits. In general, the larger an organization and the wider its scope, the greater the salary—though it may still be below the national average. Career advancement is also more likely within a larger organization.

How and Where to Find Nonprofit Positions
If you are interested in working for a nonprofit organization, talk to others in the field to help you decide if the nonprofit sector is right for you. Schedule an appointment with three or four directors and program administrators to find out the differences (and similarities) between various agencies. Ask about the types of people typically hired and the types of jobs available. Find out what makes the field satisfying—and frustrating. Ask about pay, advancement and the skills most highly sought. Read public literature about different agencies, and serve as a volunteer with an agency of interest to you to become acquainted with the staff and the agency’s services. Volunteer positions sometimes become paid positions or provide you with solid leads and the “inside track” to paid positions.

When you are ready to apply for specific positions, use local resources such as the United Way, your local newspaper and the internet, using the key word nonprofit. Opportunity Knocks (www.opportunityknocks.org) provides a comprehensive print and online version of nonprofit job opportunities throughout the United States. Many organizations (especially larger ones like the Red Cross) have their own websites that list job openings.

Wherever you choose to look, a job with a nonprofit organization can be a great way to start your career—and do something good for your community.

Written by Rosita Smith.
Students With Disabilities: Acing the Interview

The traditional face-to-face interview can be particularly stressful when you have a disability—especially a visible disability. Hiring managers and employers may have had little prior experience with persons with disabilities and may react with discomfort or even shock to the appearance of a wheelchair, cane or an unusual physical trait. When this happens, the interviewer is often so uncomfortable that he or she just wants to “get it over with” and conducts the interview in a hurried manner. But this scenario robs you of the opportunity to present your credentials and could prevent the employer from identifying a suitable, qualified candidate for employment.

It is essential that you understand that interviewing is not a passive process where the interviewer asks all the questions and you simply provide the answers. You, even more than applicants without disabilities, must be skilled in handling each interview in order to put the employer representative at ease. You must also be able to demonstrate your ability to manage your disability and be prepared to provide relevant information about your skills, experiences and educational background. In addition, you may have to inform the employer of the equipment, tools and related resources that you will need to perform the job tasks.

To Disclose or Not to Disclose

To disclose or not to disclose, and when and how to disclose, are decisions that persons with disabilities must make for themselves during the job search process.

Under the Americans with Disabilities Act (ADA), you are not legally obligated to disclose your disability unless it is likely to directly affect your job performance. On the other hand, if your disability is visible, it will be evident at the time of the interview so it may be more prudent to acknowledge your disability during the application process to avoid catching the employer representative off guard.

Reasons for Disclosing

You take a risk when you decide to disclose your disability. Some employers may reject your application based on negative, preconceived ideas about persons with disabilities. In addition, you may feel that the issue is too personal to be publicized among strangers. On the other hand, if you provide false answers about your health or disability on an application and the truth is uncovered later, you risk losing your job. You may even be held legally responsible if you failed to inform your employer and an accident occurs that is related to your disability.

Timing the Disclosure

The employer’s first contact with you will typically be through your cover letter and resume, especially if you initially contacted the organization. There are many differing opinions on whether one should mention the disability on the resume or in the cover letter. If you are comfortable revealing your disability early in the process, then give careful consideration to where the information is placed and how it is stated. The cover letter and resume should primarily outline relevant skills, experiences and education for the position for which you are applying. The reader should have a clear understanding of your suitability for the position. Therefore, if you choose to disclose your disability, the disclosure should be brief and placed near the end of the cover letter and resume. It should never be the first piece of information that the employer sees about you. The information should also reveal your ability to manage your disability while performing required job functions.

Tips on Managing the Interview

Prior to the Interview

1. Identify a career services staff person to help you prepare employers for their interview with you.
2. Arrange for several taped, mock interview sessions to become more confident in discussing your work-related skills and in putting the employer representative at ease; rehearse ahead of time to prepare how you will handle inappropriate, personal or possibly illegal questions.
3. If your disability makes oral communication difficult, create a written narrative to supplement your resume that details your abilities.
4. Determine any technical support, resources and costs that might be necessary for your employment so that you can respond to questions related to this topic.
5. Be sure that your career center has information for employers on interviewing persons with disabilities.
6. Seek advice from other workers with disabilities who have been successful in finding employment.
7. Review the general advice about interviewing outlined in this career guide.

During the Interview

1. Put the interviewer at ease before starting the interview by addressing any visible disability (if you have not done so already).
2. Plan to participate fully in the discussion (not just answer questions); maintain the appropriate control of the interview by tactfully keeping the interview focused on your abilities—not the disability.
3. Inform the employer of any accommodations needed and how they can be achieved, thereby demonstrating your ability to manage your disability.
4. Conclude the interview by reiterating your qualifications and giving the interviewer the opportunity to ask any further questions.
When You Get the Interview

As stated earlier, it may not be wise to hide the disability (especially a visible disability) until the time of the interview. The employer representative may be surprised, uncomfortable or assume that you intentionally hid critical information. As a result, more time may be spent asking irrelevant and trivial questions because of nervousness, rather than focusing on your suitability for the position. Get assistance from contacts in human resources, your career center or workers with disabilities about the different ways to prepare the interviewer for your arrival. Take the time to rehearse what you will say before making initial contact. If oral communication is difficult for you, have a career services staff person (or another professional) place the call for you and explain how you plan to handle the interview. If you require support for your interview (such as a sign language interpreter), contact human resources in advance to arrange for this assistance. Advance preparation puts everyone at ease and shows that you can manage your affairs.

Written by Rosita Smith.

Dealing With Rejection in the Job Search

After meticulously preparing your cover letters and resumes, you send them to carefully selected companies that you are sure would like to hire you. You even get a few job interviews. But all of your return correspondence is the same: “Thanks, but no thanks.” Your self-confidence melts and you begin to question your value to an employer.

Sometimes, we begin to dread the BIG NO so much that we stop pursuing additional interviews, thereby shutting off our pipeline to the future. We confirm that we couldn't get a job because we stop looking. Remember, fear of rejection doesn't have to paralyze your job search efforts. Let that fear fuel your determination; make it your ally and you'll learn a lot.

Eight Guidelines to Ward Off Rejection

1. Depersonalize the interview.
   Employers may get as many as 500 resumes for one job opening. How can you, I and the other 498 of us be no good?

2. Don't make it all or nothing.
   Don't set yourself up for a letdown: “If I don't get this job, I’m a failure.” Tell yourself, “It could be mine. It's a good possibility. It's certainly not an impossibility.”

3. Don't blame the interviewer.
   Realize interviewers aren't in a hurry to think and behave our way. Blame your turndown on a stone-hearted interviewer who didn't flatter you with beautiful compliments, and you will learn nothing.

4. Don't live in the past.
   When you dredge up past failures, your nervous system kicks in and you experience all the feelings that go with failure. Unwittingly, you overestimate the dangers facing you and underestimate yourself.

5. Don't get mad at the system.
   Does anything less pleasurable exist than hunting for a job? Still, you must adjust to the world rather than make the world adjust to you. The easiest thing is to conform, to do what 400,000 other people are doing. When you sit down to play bridge or poker or drive a car, do you complain about the rules?

6. Take the spotlight off yourself.
   Sell your skills, not yourself. Concentrate on what you're there for: to find out the interviewer's problems and to show how you can work together to solve them.

7. See yourself in the new role.
   Form a mental picture of the positive self you'd like to become in job interviews, rather than focusing on what scares you. All therapists agree on this: Before a person can effect changes, he must really “see” himself in the new role. Just for fun, play with the idea.

8. Keep up your sense of humor.
   Nobody yet has contracted an incurable disease from a job interview.

Written by Roseanne R. Bensley, Career Services, New Mexico State University.