

MBA

EMPLOYMENT REPORT

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Welcome ::

You've chosen to pursue an MBA degree during one of the most fascinating periods in human history. Leadership, creativity, and innovation are at a premium as business plays an increasingly significant role in addressing the globe's most pressing social and economic issues.

By offering numerous opportunities to collaborate with diverse classmates and gain on-the-ground experience, no school is better equipped than Ross to help you hone those skills and apply them throughout your career.

Today's successful firms are seeking creative leaders with the business acumen to sense opportunity, assess risk, and act decisively to create and capture value. They want to hire collaborative, team-oriented individuals capable of working with people of all backgrounds and expertise: scientists, lawyers, engineers, designers, and more. Ross, by virtue of its location at the University of Michigan, is uniquely positioned to deliver a rich, multidisciplinary perspective – to both our students and the firms who recruit them.

Our strong and diverse portfolio of recruiters responds to the rigorous, pragmatic, and action-based method of business education that prepares our students to go beyond the conventional wisdom. Ross MBAs are known for their ability to sense new opportunities, ask the right questions, and solve the important problems in a uniquely collaborative way.

We are proud, year after year, to deliver outstanding professional talent into the marketplace. And we are committed to providing both a transformational learning experience and a supportive network that benefits you throughout your life.



Sincerely,

Alison Davis-Blake

Alison Davis-Blake
Edward J. Frey Dean of Business
Leon Festinger Collegiate
Professor of Management



Damian Zikakis

Damian Zikakis
Director of Career Development
Office of Career Development

Ross MBAs in Demand ::

Employers always find exceptional management talent at Ross. They appreciate how action-based learning prepares our students to lead organizations by blending practicality and vision.

In keeping with the school's broad-based management curriculum, Ross MBAs enjoy access to a multifaceted array of companies and industries. This allows for growth and adaptation in the job search as students progress through their education. Ross maintains close working relationships with a variety of firms populated by thousands of our alumni who sponsor action-based learning projects, hire interns, and recruit our students.

As a result, Ross graduates enjoy incredible freedom to map their own career paths to just about any function, industry, or geography they desire. Our employment statistics reflect the diverse interests and professional goals of Ross MBAs. Our students pursue everything from finance to sustainability, and high-tech to healthcare.

Opportunities continue to expand, as the staff in the Office of Career Development extends its reach to create new contacts among our vast network of corporate partners and alumni.

Our full-time counselors, nearly 50 peer counselors, and recruiter relations directors have leveraged resources to counsel and educate students on how to pursue a wide range of job opportunities — ensuring that, no matter the economic conditions, Ross students can continue to demonstrate their value to employers.





The Career Search ::

Your partnership with the Office of Career Development (OCD) equips you with the skills to successfully utilize the on-campus recruiting process or conduct an off-campus career search. About 65% of our students choose to pursue their career search through on-campus recruiting. OCD facilitates more than 250 corporate-sponsored events each year, through which you can learn about the industries and recruiters you may be targeting for your career search. For the Class of 2011, around 100 companies recruited on campus, and more than 2,000 interviews were conducted.

Students who choose to conduct an off-campus search also achieve outstanding results. Networking via the 40,000-strong Ross alumni database has proven to be a key resource in off-campus searches. Students who opt for the off-campus approach usually fall into one of the following areas:

- Looking for a career in the nonprofit sector
- Planning to start a business
- More experienced and looking for a higher-level position than what is available through on-campus recruiting
- Looking for a very specific, nontraditional position in a targeted location

Whichever career search strategy you choose, OCD prepares you for a lifetime of success. As a Ross alum, you have additional career services available to you as your professional goals and priorities evolve.

Position Source :: Class of 2011 (Percent of class)

On-campus/School-facilitated	64.7%
On-campus recruiting	28.1%
Returning to on-campus/school-facilitated internship	27%
Other school-facilitated (posting, alumni/faculty networking, etc.)	9.6%
Off-campus/Direct Contact	34.2%
Direct contact	11%
Returning to off-campus/direct contact internship	7.2%
Other off-campus contact (personal networking, other job postings, etc.)	8.8%
Starting/buying company	1.7%
Remaining with pre-Ross employer	5.5%
Not Reported	1.1%
Total	100%

Exercise Your Options ::

Once you arrive at Ross, you'll be afforded a full range of career search services from the Office of Career Development (OCD). You'll receive timely and valuable information on various aspects of the recruiting process as you undertake everything from initial self-assessment to final salary negotiation.

OCD Services

CAREER SEARCH PROCESS

The Ross Career Tracker helps coordinate the fast-paced career search process. We offer step-by-step guidelines, a checklist of recommended tasks, and a timetable.

CAREER COUNSELING

The OCD staff includes career counselors and MBA peer counselors. Together, the counseling team provides resume reviews, search strategies, mock interviews, workshops, and more.

NETWORKING

Meet the Companies events provide background on various firms and bring students, alumni, and executives together in an open career fair setting.

OPEN INTERVIEW OPPORTUNITIES

Students can secure a slot for on-campus interviews through direct company invitation (closed-list invite) or the OCD bidding process. Ross is one of the few schools that is able to maintain open bidding slots on behalf of students (a testament to our good relationship with recruiters).

INTERNATIONAL STUDENT RESOURCES

OCD works hard to meet the unique needs of international students. The Ross School offers a course to address cross-cultural communication and working in a new environment. This generally prepares international students to secure curricular practical training (CPT) authorization, which allows them to pursue summer internship employment in the United States

Tools

CAREERLEADER

CareerLeader is an online self-assessment tool that provides a personal profile of professional strengths and interests. It is free for Ross students.

KRESGE BUSINESS ADMINISTRATION LIBRARY

Kresge Library's numerous databases provide essential information to research and target employers. OCD offers several other career-related sites and publications.

People and Events

STUDENT CLUBS AND ORGANIZATIONS

Students often use clubs to access peer support when it comes to recruiting, mock interviewing, and networking. In addition, more than 70 student clubs, events, outings, and annual conferences bring alumni, executives, and potential employers to campus.

NEW YORK AND WEST COAST FORUMS

Each fall, students interested in careers regarding financial services, high-tech, sustainability, and emerging markets organize forums in New York and the San Francisco Bay Area.

ALUMNI NETWORK

You will have access to a network of some 40,000 Ross alumni whom you can leverage to find employment. Search the alumni database by name, region, industry, function, and more. Additionally, the University of Michigan alumni network includes nearly half a million members worldwide.

MBA CLASS OF 2011
//GRADUATES

TOP REASONS FOR
ACCEPTING A POSITION

Positioning for Future	26.2%
Intellectual Challenge.....	16.9%
Geographic Location.....	12.3%
Financial Gain	9.7%
Lifestyle	8.8%
Variety of Responsibilities.....	6.9%
Prestige	5.8%
Affiliation with Colleagues.....	3.8%
Recognition	2.9%
Other.....	6.7%



Top Hiring Companies

Deloitte	20	General Mills Inc.	7
McKinsey & Co.	19	JPMorgan Chase & Co.	7
Amazon	17	The Procter & Gamble Co.	7
The Boston Consulting Group	13	A.T. Kearney Inc.	6
Accenture Ltd.	12	Barclays Capital.....	6
Citi	8	Intel Corp.	6
Bain & Co. Inc.....	8	Booz & Company	5
Cummins Inc.	8	Microsoft Corp.	5
PricewaterhouseCoopers LLP.....	8	American Express Co.	4

THE MEDIAN BASE SALARY FOR
MBA GRADUATES WAS \$103,000.

Graduates Seeking Employment

	U.S. Citizens/ Permanent Residents		Foreign Nationals		Total Graduating Class	
Seeking Employment	61.5%	305	22.4%	111	83.9%	416
Returning to Internship Employer.....	20.8%	103	5.8%	29	26.6%	132
Seeking New Employment.....	40.7%	202	16.6%	82	57.3%	284
Not Seeking Employment	4.8%	24	3.4%	17	8.2%	41
Continuing Education	0.6%	3	—	—	0.6%	3
Not Currently Seeking Employment	1%	5	1.4%	7	2.4%	12
Sponsored Student/Already Employed	2.4%	12	1.6%	8	4%	20
Starting/Buying Company	0.8%	4	0.4%	2	1.2%	6
No Information Available.....	—	—	7.9%	39	7.9%	39
Total Graduates	66.3%	329	33.7%	167	100%	496

Timing of Job Offers

	Received First Offer by Graduation	Received First Offer Within 3 Months of Graduation
U.S. Citizens/Permanent Residents.....	84.9%	87.2%
Foreign Nationals.....	79.3%	82%
Total.....	83.4%	85.8%

Timing of Job Acceptances

	Accepted Offer by Graduation	Accepted Offer Within 3 Months of Graduation
U.S. Citizens/Permanent Residents.....	75.7%	82.3%
Foreign Nationals.....	72.1%	77.5%
Total.....	74.8%	81%

MBA Graduate Acceptances by Function

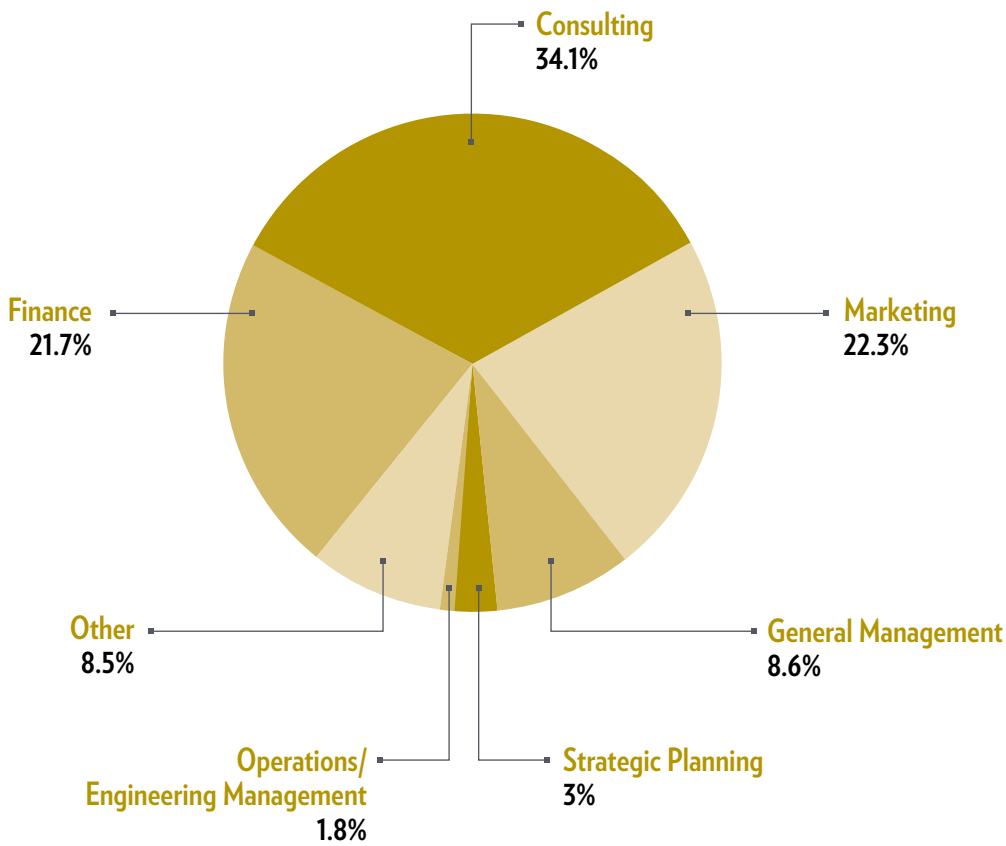
2011 Detailed Compensation Information (100% of accepted offers included useable function salary data.)

Function	Base Salary				Signing Bonus		Other Guaranteed Compensation	
	% of Reported	Median	Mean	Range	% of Reported	Median	% of Reported	Median
Consulting	34.1%	\$125,000	\$121,088	\$65,000-\$135,000	94.8%	\$20,000	65.2%	\$25,000
Strategy Consulting	25.5%	\$125,000	\$125,424	\$90,000-\$135,000	98.8%	\$20,000	68.6%	\$30,000
General Consulting	3.6%	\$119,000	\$111,133	\$80,000-\$130,000	66.7%	\$30,000	66.7%	\$14,000
Other Consulting	5%	\$103,000	\$106,176	\$65,000-\$130,000	94.1%	\$20,000	47.1%	\$13,500
Marketing	22.3%	\$98,000	\$100,040	\$60,000-\$125,000	92%	\$20,000	46.7%	\$10,000
Product Management	14.8%	\$98,000	\$99,800	\$60,000-\$125,000	94%	\$20,000	52%	\$9,900
General Marketing	4.2%	\$95,000	\$96,786	\$72,000-\$124,000	92.9%	\$15,000	42.9%	\$11,100
Other Marketing	3.3%	\$110,000	\$105,273	\$96,000-\$115,000	81.8%	\$20,000	27.3%	\$20,000
Finance	21.7%	\$100,000	\$99,128	\$55,000-\$136,000	80.8%	\$40,000	50.7%	\$20,000
Corporate Finance	8.3%	\$97,150	\$98,047	\$55,000-\$120,000	67.9%	\$20,000	50%	\$10,250
Investment Banking	8.3%	\$100,000	\$101,321	\$90,000-\$130,000	96.4%	\$45,000	42.9%	\$35,000
Commercial Banking	1.2%	\$87,500	\$84,250	\$62,000-\$100,000	100%	\$10,000	50%	\$20,000
Other Finance	3.9%	\$100,000	\$101,308	\$65,000-\$136,000	69.2%	\$20,000	69.2%	\$40,000
General Management	8.6%	\$100,000	\$100,000	\$75,000-\$125,000	93.1%	\$15,000	48.3%	\$12,250
Strategic Planning	3%	\$98,000	\$100,020	\$83,200-\$125,000	70%	\$20,000	20%	\$16,750
Operations/Engineering Management	1.8%	\$96,500	\$89,667	\$55,000-\$120,000	100%	\$7,500	50%	\$8,000
Other*	8.5%	\$96,000	\$96,162	\$45,600-\$120,000	69%	\$14,250	44.8%	\$12,000

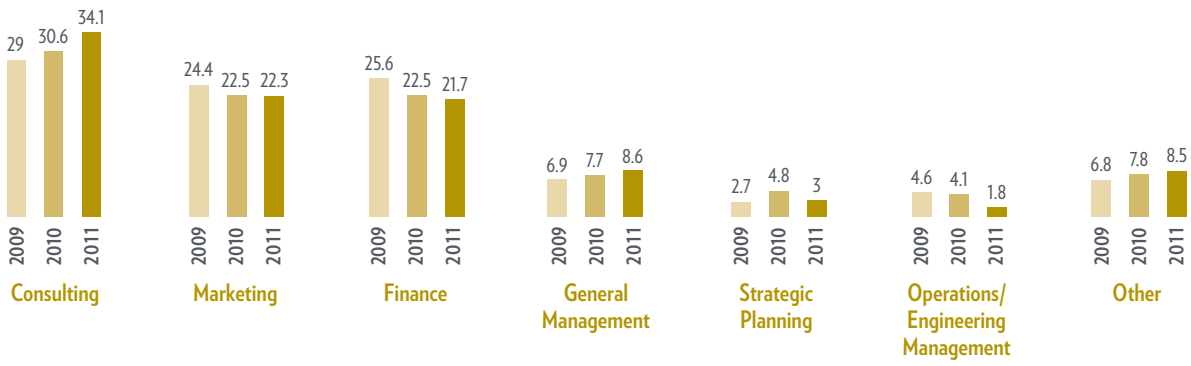
*Other includes Buying/Purchasing - 1.5%, HR Management - 1.2%, and Supply Chain Management - 1.2%.

34% OF ROSS MBAs ACCEPTED POSITIONS IN CONSULTING.

2011 Function Distribution (Percent of reported)



2009–11 Comparison (Percent of reported)

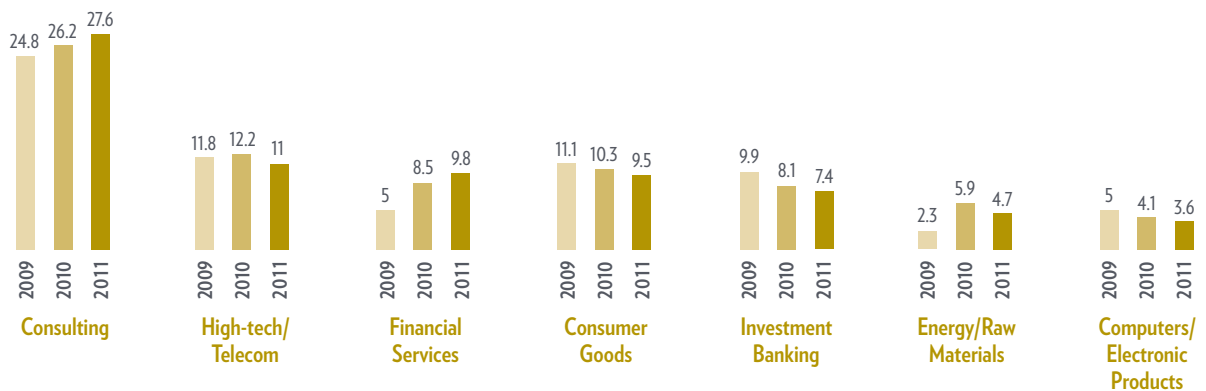


MBA Graduate Acceptances by Industry

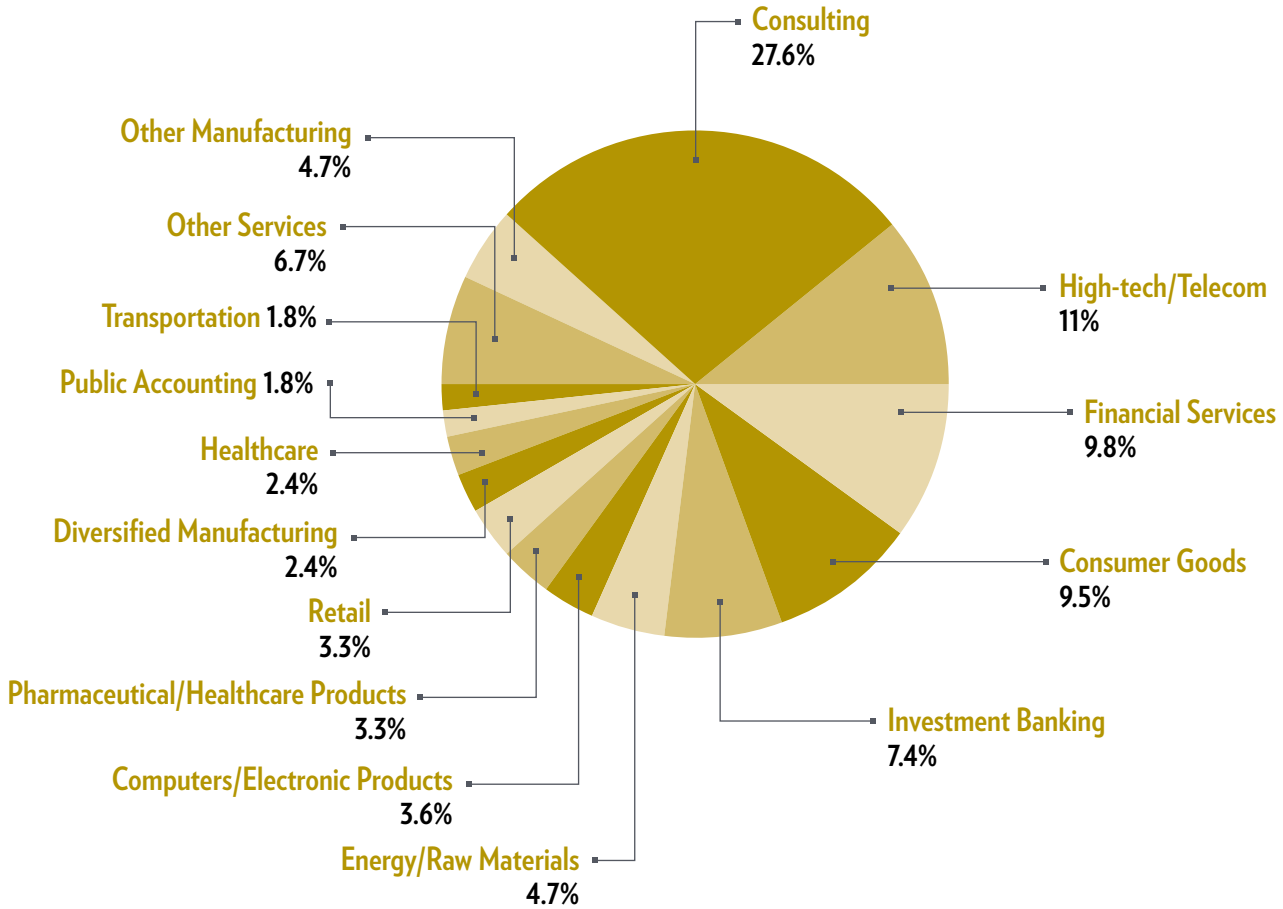
2011 Detailed Compensation Information (100% of accepted offers included useable industry salary data.)

Industry	Base Salary				Signing Bonus		Other Guaranteed Compensation	
	% of Reported	Median	Mean	Range	% of Reported	Median	% of Reported	Median
Service	71.8%	\$110,000	\$109,621	\$45,600-\$136,000	87.6%	\$20,000	50.8%	\$20,000
Consulting.....	27.6%	\$125,000	\$124,355	\$80,000-\$135,000	96.8%	\$20,000	64.5%	\$30,000
High-tech/Telecom Services.....	11%	\$110,000	\$107,405	\$80,000-\$125,000	86.5%	\$27,500	35.1%	\$12,000
Financial Services.....	9.8%	\$100,000	\$99,070	\$55,000-\$136,000	87.9%	\$30,000	54.5%	\$20,000
Investment Banking.....	7.4%	\$100,000	\$100,640	\$75,000-\$130,000	96%	\$42,500	44%	\$25,000
Retail.....	3.3%	\$93,000	\$96,727	\$69,996-\$118,000	72.7%	\$16,250	45.5%	\$20,000
Healthcare.....	2.4%	\$107,000	\$103,000	\$55,000-\$120,000	87.5%	\$20,000	50%	\$17,500
Public Accounting.....	1.8%	\$120,000	\$111,667	\$65,000-\$125,000	100%	\$15,000	16.7%	\$7,500
Transportation.....	1.8%	\$92,500	\$96,333	\$80,000-\$123,000	100%	\$17,500	16.7%	\$10,000
Other Services.....	6.7%	\$87,500	\$89,909	\$45,600-\$120,000	43.5%	\$12,500	43.5%	\$8,800
Manufacturing	28.2%	\$98,000	\$98,559	\$60,000-\$125,000	89.5%	\$20,000	58.9%	\$10,000
Consumer Goods.....	9.5%	\$97,000	\$96,188	\$84,000-\$103,000	100%	\$20,000	53.1%	\$9,800
Energy/Raw Materials.....	4.7%	\$97,500	\$94,219	\$65,000-\$110,000	75%	\$15,000	68.8%	\$14,500
Computers/Electronic Products.....	3.6%	\$114,130	\$110,218	\$90,000-\$125,000	83.3%	\$11,500	66.7%	\$7,600
Pharmaceutical/Healthcare Products....	3.3%	\$103,000	\$97,727	\$60,000-\$120,000	81.8%	\$22,500	72.7%	\$11,600
Diversified Manufacturing.....	2.4%	\$101,500	\$101,125	\$90,000-\$111,000	100%	\$15,000	62.5%	\$7,000
Other Manufacturing.....	4.7%	\$100,000	\$98,188	\$75,000-\$110,000	87.5%	\$17,500	43.8%	\$13,200

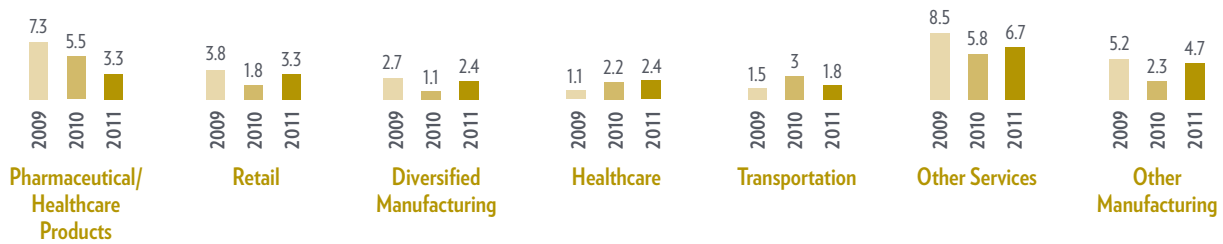
2009-11 Comparison (Percent of reported)



2011 Industry Distribution *(Percent of reported)*



2009–11 Comparison *(Percent of reported)*



MBA Graduate Acceptances by Region

2011 Detailed Compensation Information

Region	Base Salary				Signing Bonus		Other Guaranteed Compensation	
	% of Reported	Median	Mean	Range	% of Reported	Median	% of Reported	Median
Midwest.....	37.1%	\$105,000	\$108,993	\$55,000-\$135,000	94.4%	\$20,000	59.2%	\$20,000
West.....	21.4%	\$110,000	\$108,358	\$80,000-\$130,000	80.6%	\$20,000	45.8%	\$11,500
Northeast.....	18.1%	\$100,000	\$105,816	\$69,996-\$135,000	88.5%	\$30,000	42.6%	\$19,000
International.....	11.5%	\$105,000	\$101,118	\$45,600-\$136,000	76.9%	\$20,000	69.2%	\$22,000
Asia/Middle East/Western Europe.....	7%	\$100,000	\$95,958	\$60,000-\$136,000	70.8%	\$20,000	58.3%	\$22,500
Central/South America and Mexico.....	4.5%	\$121,000	\$109,373	\$45,600-\$135,000	86.7%	\$20,000	86.7%	\$22,000
Southwest.....	4.7%	\$95,500	\$103,344	\$80,000-\$130,000	87.5%	\$17,500	43.8%	\$20,000
Mid-Atlantic.....	4.2%	\$100,000	\$102,964	\$80,000-\$135,000	92.9%	\$20,000	57.1%	\$11,000
South.....	3%	\$97,500	\$97,200	\$75,000-\$125,000	100%	\$20,000	40%	\$14,750

**86% OF ROSS MBAs RECEIVED
THEIR FIRST OFFER WITHIN
THREE MONTHS OF GRADUATION.**

MBA CLASS OF 2012 // INTERNS

TOP REASONS FOR ACCEPTING A POSITION

Positioning for Future.....	28.4%
Intellectual Challenge.....	18.6%
Geographic Location.....	12.6%
Prestige.....	7.8%
Variety of Responsibilities.....	7.4%
Lifestyle.....	5.8%
Financial Gain.....	4.7%
Recognition.....	4.4%
Affiliation with Colleagues.....	2.5%
Other.....	7.8%

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Top Hiring Companies

Deloitte.....	18	A.T. Kearney Inc.	7
Amazon.....	16	Bain & Co. Inc.	7
The Boston Consulting Group.....	11	Barclays Capital.....	7
Citi.....	11	Dell Inc.	7
McKinsey & Co.	10	Environmental Defense Fund.....	7
Google Inc.....	9	Kraft Foods Inc.	7
Cisco Systems Inc.	8	Microsoft Corp.	7
General Mills Inc.	8	PepsiCo Inc.	7
Accenture Ltd.	7	Unilever.....	7

**ON-CAMPUS RECRUITING
ACCOUNTED FOR 69% OF ACCEPTED
INTERNSHIP OFFERS.**

MBA Intern Acceptances by Function

Acceptances by Function

Function	% of Reported	Median Base Salary	Mean Base Salary	Base Salary Range
Consulting.....	27.5%	\$120,000	\$106,679	\$15,600-\$144,000
Strategy Consulting.....	14.1%	\$124,800	\$117,110	\$39,996-\$144,000
General Consulting.....	7.2%	\$122,400	\$102,442	\$34,800-\$129,600
Other Consulting.....	6.2%	\$82,800	\$87,811	\$15,600-\$129,600
Marketing.....	27.2%	\$76,104	\$73,867	\$19,020-\$110,496
Product Management.....	20%	\$76,104	\$76,092	\$30,000-\$108,000
General Marketing.....	3%	\$68,400	\$65,197	\$29,604-\$86,400
Other Marketing.....	4.2%	\$72,000	\$69,383	\$19,020-\$110,496
Finance.....	22.5%	\$90,000	\$84,369	\$12,000-\$240,000
Corporate Finance.....	9.4%	\$83,136	\$82,198	\$38,400-\$110,004
Investment Banking.....	5.4%	\$99,996	\$89,879	\$12,000-\$108,000
Investment Management.....	1.7%	\$80,004	\$90,629	\$12,000-\$240,000
Other Finance*.....	6%	\$85,200	\$80,928	\$24,000-\$124,992
Strategic Planning.....	6.7%	\$72,792	\$68,849	\$15,120-\$108,000
General Management.....	5.2%	\$79,200	\$77,695	\$24,000-\$120,000
Operations/Engineering Management.....	1.7%	\$79,200	\$77,714	\$39,996-\$108,000
Other**.....	9.2%	\$60,000	\$63,077	\$15,000-\$129,600

*Other Finance includes Private Client Services/Wealth Management – 1.5% and Private Equity – 1.5%.

**Other includes Human Resource Management – 2.2%, Real Estate – 1.2%, Supply Chain Management – 1.2%, etc.

Note: Ten students chose to participate in uncompensated internships or for stipends under \$10,000 (annualized).

**55% OF MBA INTERNSHIPS WERE
IN CONSULTING OR MARKETING.**

Intern Acceptances by Industry & Region

Acceptances by Industry

Industry	% of Reported	Median Base Salary	Mean Base Salary	Base Salary Range
Service.....	69.1%	\$96,000	\$88,919	\$12,000-\$240,000
Consulting.....	21.3%	\$124,800	\$116,074	\$12,000-\$144,000
High-tech/Telecom Services.....	13.9%	\$84,000	\$78,804	\$15,600-\$102,000
Financial Services.....	9.4%	\$90,000	\$82,717	\$12,000-\$124,992
Investment Banking.....	6.4%	\$97,932	\$95,776	\$38,400-\$240,000
Retail.....	3.2%	\$78,000	\$83,308	\$38,400-\$120,000
Nonprofit.....	3%	\$48,000	\$60,480	\$39,996-\$120,000
Healthcare.....	3%	\$79,200	\$68,932	\$30,000-\$84,000
Other Services.....	8.9%	\$57,600	\$59,542	\$15,000-\$102,000
Manufacturing.....	30.9%	\$76,104	\$73,635	\$16,800-\$120,000
Consumer Goods.....	14.4%	\$76,104	\$73,932	\$19,020-\$108,000
Computers/Electronic Products.....	5%	\$66,480	\$67,498	\$16,800-\$108,000
Energy/Raw Materials.....	4.7%	\$72,000	\$78,009	\$45,600-\$110,496
Pharmaceutical/Healthcare Products.....	3.2%	\$79,200	\$73,317	\$36,000-\$87,996
Automotive.....	2.5%	\$76,200	\$73,674	\$48,000-\$82,800
Other Manufacturing.....	1.1%	\$78,000	\$78,864	\$24,000-\$120,000

Acceptances by Region

Region	% of Reported	Median Base Salary	Mean Base Salary	Base Salary Range
Midwest.....	41.1%	\$80,040	\$84,910	\$12,000-\$132,000
Northeast.....	22%	\$90,000	\$88,312	\$24,000-\$144,000
West.....	18.1%	\$84,000	\$85,190	\$39,996-\$240,000
International.....	7.6%	\$78,000	\$73,450	\$12,000-\$126,000
Asia.....	4.5%	\$54,000	\$64,400	\$15,600-\$120,000
Canada and Eastern/Western Europe.....	1.6%	\$72,000	\$63,634	\$15,120-\$96,000
Central/South America and Mexico.....	1.5%	\$126,000	\$111,266	\$39,996-\$126,000
Southwest.....	6.2%	\$79,200	\$73,337	\$16,800-\$110,496
Mid-Atlantic.....	3%	\$103,200	\$88,550	\$28,800-\$129,600
South.....	2%	\$94,998	\$83,249	\$42,000-\$126,000

2011 RECRUITING & HIRING COMPANIES



Company	Full-time	Intern	Company	Full-time	Intern
3M Co.	•	•	American Airlines Inc.	•	•
Abbott Laboratories	•	•	American Century Investments	•	•
Abt Associates		•	American Express Co.	•	•
Accenture Ltd.	•	•	Amgen Inc.	•	
Adobe Systems Inc.	•		Anderson Economic Group LLC		•
Advanced Micro Devices Inc.		•	Anheuser-Busch InBev NV		•
AHAVA		•	Ann Taylor Inc.		•
Alcoa Inc.	•	•	Apjohn Ventures Fund LP		•
The Alexander Group Inc.	•		Apple Inc.	•	•
AllianceBernstein LP		•	Ashoka		•
Alpma GmbH		•	A.T. Kearney Inc.	•	•
Alterna		•	Atlantic Coast Media Group LLC	•	
Alticor Inc.		•	Atlas Digital Solutions LLC	•	
Amazon	•	•	ATMF Realty and Equity Corp.		•

Company	Full-time	Intern	Company	Full-time	Intern
AT&T Inc.		•	Centene Corp.	•	
Autodesk Inc.		•	Center for Financial Services Innovation		•
Avomeen Analytical Services		•	The Chartis Group LLC	•	•
Bain & Co. Inc.	•	•	Chevron Corp.	•	•
Banco de Credito del Peru	•		China International Capital Corp.	•	
Banco Santander SA	•		Chrysler Group LLC	•	
Bank of America	•		CIGNA	•	•
Barclays Capital	•	•	Cisco Systems Inc.	•	•
Baring Private Equity Asia		•	Citi	•	•
BASF AG	•	•	Clean Energy Coalition	•	
Baxter International Inc.	•	•	Cleveland Clinic Foundation	•	
Best Buy Co. Inc.	•	•	The Clorox Co.	•	•
Betterfly Inc.		•	ConAgra Foods Inc.	•	•
Bimbo Bakeries USA		•	Concentra Inc.		•
BlessingWhite Inc.	•		Cooper Industries Inc.	•	
Blount International Inc.	•		Credit Suisse Group	•	•
Blue Cross Blue Shield of Michigan		•	Crowe Horwath LLP	•	
Blue Kai Inc.	•		Cummins Inc.	•	•
BMO Capital Markets Corp.	•		Cyrela Brazil Realty	•	
The Boeing Co.	•	•	DaVita Inc.	•	•
Booz & Company	•	•	Deere & Co.	•	
Boral Ltd.		•	Del Monte Foods	•	
BorgWarner Automotive Inc.		•	Dell Inc.	•	•
The Boston Consulting Group	•	•	Deloitte	•	•
Boston Scientific	•	•	Delta Air Lines Inc.	•	•
Bristol-Myers Squibb		•	Denver Public Schools	•	
British Telecom	•	•	Detroit Venture Partners LLC	•	
The Cambridge Group	•	•	Deutsche Bank AG	•	•
Capgemini U.S. LLC	•		Deutsche Post AG		•
Capital One Financial Corp.	•		DISAN SA	•	
Cardinal Health Inc.		•	Dominion Enterprises		•
CARE International		•	Doosan Corp.	•	
Cargill Inc.	•	•	The Dow Chemical Co.	•	•
Catalyst Funds		•	Dow Corning Corp.	•	
CDFI Fund, U.S. Department of the Treasury		•	Druk Holding & Investments		•
CDH Investments	•		DTE Energy Co.	•	•
Celanese AG	•		Duke Energy Corp.	•	
			Eaton Corp.	•	

Company	Full-time	Intern	Company	Full-time	Intern
eBay Inc.	•		Greenhill & Co. LLC	•	
Ecolab Inc.	•	•	GreenOrder Inc.		•
Ecotrust	•		Grey Mountain Partners	•	
Edgar, Dunn & Co.	•		Groupon Inc.		•
Education Pioneers		•	Harley-Davidson Inc.	•	
E.I. du Pont de Nemours and Co.	•		Harris Williams & Co.	•	•
Electronic Arts Inc.		•	The Harvard Drug Group LLC		•
Eli Lilly & Co.	•	•	Health Care Futures LP	•	
Environmental Defense Fund		•	Health Care REIT Inc.		•
Equity International		•	Hewlett-Packard Co.	•	•
The Erb Foundation		•	Human Genome Sciences Inc.		•
Ernst & Young LLP	•	•	Huron Capital Partners LLC	•	•
Exelon Corp.		•	Hyatt Hotel Corp.	•	
Exide Technologies		•	IBM Corp.	•	•
Exterran Holdings Inc.	•	•	IBM Global Business Services	•	•
Exxon Mobil Corp.		•	Impact Everyday		•
Facebook Inc.	•		Imprimis (Singapore) Pte Ltd.		•
Fair Food Network	•		IMS Consulting Group		•
FBR Capital Markets Corp.	•		Infosys Technologies Ltd.	•	•
Federal Bureau of Investigation	•		Initiative for a Competitive Inner City	•	
Federal-Mogul Corp.		•	Inovo Technologies Inc.		•
FMC Corp.	•		Integration Consultoria Empresarial	•	
Ford Motor Co.	•	•	Intel Corp.	•	•
Frankel Group	•		Invesco Ltd.		•
Genentech Inc.	•	•	Jefferies & Co. Inc.	•	
General Electric Co.	•	•	Johnson & Johnson	•	•
General Mills Inc.	•	•	Johnson Controls Inc.	•	•
General Motors Corp.	•	•	JPMorgan Chase & Co.	•	•
Global Strategy Initiative		•	Kaiser Permanente		•
Goldman Sachs Group Inc.	•	•	Kaplan Inc.	•	
Google Inc.	•	•	Kelly Services Inc.		•
GPX Software LLC		•	Kimberly-Clark Corp.		•
Graham Partners Inc.	•		Kohlberg Kravis Roberts & Co. LP		•
Grant Thornton LLP		•	Korn/Ferry International	•	
Grasshopper Asia		•	KPMG LLP		•
Green Garage Inc.	•		Kraft Foods Inc.	•	•
Green Mountain Coffee Roasters Inc.		•	LAN Airlines SA	•	
Green Schools National Network		•	Lazard Ltd.	•	

Company	Full-time	Intern	Company	Full-time	Intern
Liberty Lane Partners LLC		•	Nestlé USA	•	•
Liberty Mutual Group	•	•	Nippon Steel Corp.	•	
Limited Brands Inc.	•		The NRP Group LLC	•	
Lincoln International LLC	•	•	NVIDIA Corp.		•
LivingSocial		•	NYK Line	•	
LLamasoft Inc.	•		OfficeMax Inc.		•
Luvocracy	•		Oliver Wyman Group	•	
Marketing Associates Inc.		•	OmniSource Corp.	•	
Mars & Co.		•	ON Semiconductor		•
Mars North America	•	•	OnGreen Internet Inc.		•
Masco Corp.	•	•	Opera Solutions LLC	•	
Massachusetts General Hospital		•	Oregon Sustainability Fellows		•
McDonald's Corp.		•	Owens Corning	•	
McKesson Corp.	•		Pacific Gas & Electric Co.	•	•
McKinley Inc.		•	PATH		•
McKinsey & Co.	•	•	Peabody Energy Inc.		•
McKinstry		•	PepsiCo Inc.	•	•
Medtronic Inc.	•	•	Permira Adviros	•	
Merck & Co. Inc.	•	•	Pet Supplies "Plus" USA Inc.	•	
Mercy Corps		•	Pfizer Inc.	•	•
Meritor Inc.		•	PIMCO		•
Metrus Energy Inc.	•		Piper Jaffray & Co.		•
Microsoft Corp.	•	•	Plante & Moran PLLC	•	
MillerCoors LLC	•	•	PolyOne Corp.	•	•
Millipore Corp.	•		Portland Energy Conservation Inc.		•
mobback	•		PricewaterhouseCoopers LLP	•	•
Monitor Group Korea		•	The Procter & Gamble Co.	•	•
Morgan Stanley	•		Progressive Casualty Insurance Co.	•	
MPL Enterprises	•		ProNAI Therapeutics Inc.		•
M&T Bank Corp.	•	•	PRTM Management Consultants Inc.	•	•
MT Performance GmbH		•	Publicis Modem Inc.	•	
Musculoskeletal Imaging Consultants LLC		•	Qualcomm Inc.		•
National Grid PLC		•	Quarton Partners LLC		•
National Park Service		•	Raiffeisen Investment AG		•
Nationwide Mutual Insurance Co.	•		Raytheon Co.		•
Nationwide Realty Investors		•	RBC Capital Markets LLC	•	•
The Nature Conservancy of Colorado		•	RealTimeFarms.com		•
Nemak		•	Reckitt Benckiser Group PLC	•	•

Company	Full-time	Intern	Company	Full-time	Intern
REDF		•	The Timken Co.		•
The Related Companies LP	•	•	T-Mobile USA Inc.	•	•
Renewable Energy Group Inc.	•		Toyota Motor Corp.		•
Reveal Design Automation Inc.		•	Transilwrap Co. Inc.		•
Ricardo Strategic Consulting	•		Trinity Health Services	•	
Robert Bosch GmbH		•	TriQuint Semiconductor Inc.		•
Robert W. Baird & Co. Inc.	•	•	Ubisoft Entertainment SA		•
Rochdale Investment Management LLC		•	UBS AG	•	•
Rockefeller Philanthropy Advisors		•	Unilever	•	•
Roland Berger Strategy Consultants	•	•	United Air Lines Inc.	•	
Sakti3 Inc.		•	United Nations Environment Programme		•
Samsung Global Strategy Group	•	•	United Parcel Service of America Inc.		•
San Diego Padres	•		UnitedHealth Group Inc.	•	•
SAP America Inc.	•		University of Michigan		•
Sathguru Management Consultants Pvt Ltd.	•		US Airways Group Inc.	•	
Saudi Arabian Oil Co.	•		US Renewables Group LLC		•
S.C. Johnson & Son Inc.	•	•	Verizon		•
Sears Holdings Corp.	•	•	Viacom International Inc.		•
Seneca Partners Inc.		•	Victory Software	•	
Sg2	•		Walgreen Co.	•	•
Siemens Management Consulting	•	•	Wal-Mart Stores Inc.	•	•
Sigma Alimentos SA de CV		•	Waste Management Inc.		•
SlideRocket Inc.		•	Waste Ventures		•
SoCore Energy LLC	•		Weil, Gotshal & Manges LLP		•
Sony Corp.		•	Wello Water	•	
Sprint Nextel Corp.	•	•	Wells Fargo & Co.	•	•
SPX Corp.		•	Whirlpool Corp.	•	•
Staples Inc.	•		Wipro Ltd.	•	
Starbucks Corp.		•	Wm. Wrigley Jr. Co.		•
Starwood Hotels & Resorts Worldwide Inc.		•	WorkersNow		•
State Street Global Advisors		•	Worldreader	•	
Stephens Inc.	•		W.W. Grainger Inc.		•
Target Corp.	•	•	XPLANE	•	
The Taubman Co.		•	Yahoo! Inc.	•	
Team Schools, a network of KIPP Schools	•		YuMe		•
TechnoServe		•	Zions Bancorporation	•	
Telemus Capital Partners LLC		•	ZS Associates Inc.	•	•
Thomson Reuters		•	Zynga Inc.	•	



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