Welcome to the Stephen M. Ross School of Business at the University of Michigan

Congratulations on your decision to pursue your studies at Michigan’s Ross School of Business!

Here in the Office of Career Development (OCD) we know that an important part of your decision to continue your education includes career contemplation and search strategy. It is our goal to facilitate this career aspect of your decision. To us, an essential component of the Ross concept of Leading in Thought and Action calls on our office to help you prepare and execute a successful career search. The Career Search Guide presents an introduction to the search process that we advocate.

Transitioning your experience here in Ann Arbor to effective organizational leadership depends on your ability to identify and secure a position that maximizes your skills and education. For several years now, corporate recruiters have been publicly indicating that they prefer Ross grads for just this reason—the ability of our graduates to be simultaneously pragmatic and progressive.

We believe strongly that your career search, both now and in the future, is best facilitated if we can teach you to master the skills involved. The on-campus search that you will experience as a student is an exciting and convenient process. It is also a lot of hard work. The lessons you can learn, however, about the self-directed career search will benefit you many times over throughout your professional life. As a result, we will work with you to help you develop these essential career search skills, as well as establish and maintain corporate relationships that facilitate the on-campus career search.

We are excited to have you join our community—welcome to Michigan.

Al Cotrone
Director, Office of Career Development
Beginning Your Career Search
During your Ross MBA experience, you will be challenged personally and professionally as you explore the many career opportunities available to you. You are among an elite group of individuals and your qualifications make you an attractive candidate for employers. The Office of Career Development (OCD) is here to help you focus your goals.

Two Distinct OCD Functions
The Office of Career Development helps prepare you for a successful career search, offering more than 3,500 hours of career counseling services for on-campus, off-campus and career switch needs. OCD also manages the on-campus interviewing process resulting in more than 10,000 individual interviews on-campus for MBA, BBA, full-time and internship opportunities.

Setting Your Priorities
It’s up to you—a successful career match occurs only after diligent preparation and significant effort. OCD will help you develop the skills and tools you need to navigate the career search process confidently and effectively.

Timing Is Everything
Ross graduates have emphasized the importance of an early start in the career search process. Part one of the Career Search Guide outlines our summer timeline, giving you a head start on the process. Part two contains fall steps and additional resources available to you. While your search may differ slightly from this recommended timeline, the steps in our two-part series are critical components of successful job searches for both career switchers and off-campus job searchers.

Start The Process
Ideally you will complete the first five steps of the career search process in the summer before you even arrive in Ann Arbor.

Step 1: Conduct a Career Self-Assessment
Step 2: Investigate Career Opportunities, Conduct Research and Target Employers
Step 3: Develop and Refine Your Career Search Strategy
Step 4: Establish Contacts
Step 5: Prepare Targeted Résumés
Step 6: Strengthen Interviewing Skills
Step 7: Generate Interviews
Step 8: Prepare for the Office Visit or 2nd Round Interview
Step 9: Make the Employment Decision
Step 10: Negotiate the Job Offer

We look forward to partnering with you toward a successful career search!
Step 1. Conduct a Career Self-Assessment

Some MBA students who enroll at Ross believe they are certain about their career path, only to have their convictions challenged by the varied experiences they encounter. Others know they want to change careers, but still want to explore options. Whatever your situation, the first step in your career search is a thorough self-assessment of your interests and skills.

Focus
The time invested in this step is essential in executing a successful career search. Based on your self-assessment, you’ll be able to effectively articulate to recruiters why you are targeting their company. With recruiters on campus beginning in September, the summer is the essential time to begin. Following are several initial ways we recommend that you get started.

Use Career Leader
Career Leader is a sophisticated web-based tool designed to help you understand your interests, values and abilities. It then relates them to various industries and functions. It is accessible on the Ross intranet, or iM pact (http://www.bus.umich.edu). Also, plan to attend an OCD Self-Assessment Workshop in late August/September. Contact the OCD Career Center (rosscareercenter@umich.edu) for access to the Career Leader tool.

Talk With Peers
You are joining a very accomplished MBA community. Utilize student and alumni directories on iM pact to contact fellow classmates and alumni about their experiences. Ask yourself, “Is this a field or industry in which I might be interested?”

Personalized Career Counseling
Staff members or peer career counselors can help you to objectively examine your interests and skills, and where you can apply these attributes. OCD personnel provide more than 6,000 counseling appointments annually to Ross students. Services include ré sumé reviews, videotaped mock interviews, self-assessment guidance and offer negotiation.

Set up a Career Counseling Appointment
In addition to full-time staff, OCD employs second-year peer counselors who can offer industry expertise and insider information about your job search. Appointments with our staff and peer counselors, in addition to their professional biographies, are available on iM pact. Be sure to sign up for a counseling appointment when you arrive on campus in the fall.

Career Center Publications
OCD Career Path overviews are available on the Student Career Services section of iM pact. These can help you evaluate different career options, so begin reviewing them at any time.
Step 2. Investigate Career Opportunities, Conduct Research, and Target Employers

Once you have begun to thoroughly evaluate your interests and skills, the next step is to determine which career options are the right fit for you. Follow up by investigating specific opportunities—usually a function or industry and eventually a selection of employers—that fit your requirements. Then begin to target those opportunities through effective networking.

The goal is to understand how specific positions match your interests and skills—this leads to a more efficient and effective interview process. Conducting thorough research will help you become better prepared and your interviews will yield significantly better results. There are many ways to approach this step:

- Read the OCD Career Path overviews
- Read Wet Feet Press and Vault Reports (located online through Kresge Library and on reserve in the library)
- Attend the fall OCD Alumni Panels; corporate presentations; and Meet & Greet sessions and talk directly with faculty, classmates and alumni

iM pact: Student Career Services

iM pact, Ross’ online information system, is essential for your career search and is your starting point for career exploration. Now is an ideal time to familiarize yourself with all of iM pact’s capabilities, as you will be using this system on a daily basis. OCD has numerous career resources available online under the “Student Career Services” tab.

These include:
- Career handouts and career counseling scheduler
- Alumni and student databases
- Résumé module
- Job database
- List of recruiting companies
- On-campus interview scheduler
- Digitally streamed career workshops

Access to iM pact is gained visiting http://www.bus.umich.edu.

Kresge Library

Kresge Library, located within Ross, is another important tool for conducting company and industry research—both now, during your initial investigative stage, and later as you prepare for specific corporate presentations and interviews. Many of Kresge’s resources are available online through the Kresge Library homepage at http://www.bus.umich.edu/KresgeLibrary/. Some of the resources we recommend for initial industry research are:

Wet Feet Press and Vault Career Guides

These resources offer detailed overviews of industries and companies, and are available online through the Kresge website, or on reserve in Kresge Library.

Career Links

Kresge maintains links to various career websites, many of which offer articles or information on different careers.

Kresge Databases

Upon arrival at the Ross School of Business for fall term classes, all Kresge databases will be available for your career search needs. The online database, Career Search, will identify companies based on your specifications of industry, geography and company size. Kresge also offers access to other world-class information databases such as Lexis/Nexis, Dow Jones Interactive, Bloomberg and Hoover’s Online. If you seek access to these resources before fall term arrival, please contact the Career Center.

In the fall, sign up for an informational workshop outlining how to best utilize the Kresge Library career resources. Workshop schedules are available on Kresge’s website.
Step 3. Develop and Refine Your Career Search Strategy

Now that you have targeted employers, you need to carve out the best path to achieve your goals. This step is critical, as it allows you to plan the specific steps and interactions that should lead to employment with your targeted employer.

Search Options

Do you target employers who recruit on campus or will you pursue them off campus? It is helpful to develop your strategy early in the process. Examples of strategy components may include:

- Club memberships
- Specific courses
- Alumni networking
- An internship or research project

For assistance with refining your career strategy, set up a counseling appointment with a peer career counselor or OCD staff member.

Step 4. Establish Contacts

The summer months are an ideal time to begin establishing contacts in your professional area of interest. At this stage, this step will be conducted primarily through informational interviews as you explore different career options and ask contacts for advice in your search strategy.

If you are considering a major career change to another industry or function, it can be like learning a new language. Investment bankers, high-tech marketers and entrepreneurs all speak a language unique to their profession. Informational interviews—interviews that you initiate and conduct—are an excellent way of helping you become fluent in the new language of your chosen field. As you progress through your job search, your network of contacts will be an invaluable resource for learning about careers, and can also make you aware of specific career opportunities.

Alumni Access

Your predecessors at the Ross School of Business have found Ross alumni enormously helpful in beginning to establish or grow their network. Many MBAs have also sought undergraduate alumni, friends and family to help them in understanding the intricacies of their industry or function of interest. You can search for alumni information on iMpact by name, company, geographic region, and industry or function to help you target potential contacts. Utilize your current location by contacting the Michigan alumni club in your area—the club may be hosting summer events you can attend.

In addition, OCD has created a separate database on iMpact containing a selection of our alumni peer career counselors who are willing to provide career support in terms of industry, company and job search advice. Plan to visit the on-campus student counselors for résumé reviews, mock interviews and questions pertaining to on-campus recruiting.

Alumni Career Panels

On September 16, plan to attend OCD’s Alumni Career Panels. Six functional panels consisting of recent alumni will answer questions and provide feedback on their industries. This is an opportunity to continue your self-assessment and to hone your career strategy. Alumni will share their experience in the following areas: Consulting, Corporate Finance, Financial Services, General Management, Marketing and unique career paths. This is an exclusive opportunity to ask questions and interact with alumni when they are visiting campus as alumni, as opposed to when they visit campus as recruiters.

Student Community

Numerous students initially overlook the value of their student colleagues during the job search. Many MBA students have just left an industry, function or company that interests you. Additionally, second-year students serve as a tremendous resource regarding the recruiting process. Information on fellow students can be accessed in the student directory on iMpact—searchable by function, company, interests, etc.

“The fall recruiting events were critical in obtaining my internship and full-time job.”

—Mike Wolfe, MBA 2005
Step 5. Prepare Targeted Résumés

Your résumé must concisely communicate your unique skills and characteristics that match the job you’ve targeted. August is a great time to enter your résumé into the iM pact résumé module. While the deadline for the OCD Résumé Database utilized by recruiters is not until October, former students have indicated that an early start on their résumé would have helped to ease the congestion of the first months of school.

You will use iM pact to generate your résumé in a format that will be accessible online to recruiters. Approximately 275 companies access the Ross Résumé Database each year as their initial method of screening our students. To get started now, read the Résumé Writing handout thoroughly on iM pact (under Student Career Services/Résumé Resources). Also, plan to attend a résumé writing workshop in early September and to schedule a résumé review appointment with a career counselor in September/October.

Résumé Deadline

You must have your résumé published on iM pact by October 14, 2005 to have it included in this fall’s Résumé Database, which is accessible to companies for internship recruiting.

What’s Next?

During orientation, you will receive part two of our Career Search Guide, outlining remaining job steps and additional resources.

Steps 6-10

6. Strengthen Your Interviewing Skills
7. Generate Interviews
8. Prepare for the Flyback, Office Visit or Second Round Interview
9. Make the Employment Decision
10. Negotiate the Job Offer
Michigan received top marks by corporate recruiters in the categories of general management, marketing, global scope, ethics and career services

— BusinessWeek, 2004

LAUNCH YOUR FUTURE

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EDUCATION

UNIVERSITY OF MICHIGAN
Stephen M. Ross School of Business
Master of Business Administration, May 2005
• Emphasis in Marketing and Corporate Strategy
• Candidate for Graduation with Distinction
• Elected President of 300 member Marketing Club
• Awarded Merit-based Business School Scholarship

COLUMBIA UNIVERSITY
School of Engineering and Applied Science
Bachelor of Science in Industrial Engineering, May 1999
• Graduated with Highest Distinction, GPA 3.94.0.
• Received Pac Setter Award, highest honor awarded to 2% of class

EXPERIENCE

KRAFT FOODS, INC.
Summer 2004
Summer Associate Brand Manager
• Developed product concept and business plan for a new product scheduled to contribute $20 million in annual revenue.
• Led two cross-functional teams in commercializing new products for the Club store channel.
• Resulted in customer sales of $2 million.
• Analyzed distribution growth of private label in Club channel and developed strategy to limit competitive growth and grow profitability.
• Directed a multi-divisional sampling effort for new products, resulting in over 600,000 pounds of new product sampling.
• Examined weekly product performance and served as primary promotional agency contact.

MAP 2004
ARAVIND EYE CARE SYSTEM
Consultant
• Worked with a team to create a leadership development program in the world’s largest eye hospital based on organizational analysis and industry best practices.
• Delivered a strategy to communicate key business drivers throughout the organization in order to align and enable the next generation of leaders.

DELOITTE CONSULTING
2000-2003
Consultant
• Selected as a Deloitte Scholar, representing top 30% of applicant pool.
• Led a revenue assurance team for a large financial data provider. Identified and terminated unused circuits recovering a yearly loss of $1MM through analysis of customer and network database information.
• Managed relationships with 13 top Telecommunications carriers to design, implement and maintain database to analyze circuit information. Managed and led team on analysis, resulting in collection of $1.2MM of revenue from customers during four month process.
• Developed and executed system test plans for custom application system focused on healthcare accreditation. Built strategy for system test to prepare system for use.
• Single-handedly developed, communicated and implemented the scope, methodology and work plan to create process maps for operational processes at a large HMO.

1999-2000
Analyst
• Led team in planning consolidation of back-office operational units after merger of two large, super regional banks. Consolidation resulted in annual savings of $5M.
• Identified creative solution to technical design issue with systems interface that eliminated $60K of rework.

ADDITIONAL
• Member, American Marketing Association
• Volunteer tutor for Scarlett Middle School
• Avid golfer, voracious reader and ardent college football fan

June 2005