When I came to Lindner I knew Career Services would help me get a job. What I didn't know is that they would help me build lifelong relationships with faculty, staff, and local businesses. That above all else is what made the difference.
Dear Lindner Student,

We are delighted to have you in the Lindner College of Business at the University of Cincinnati (UC). College is a special time in your life. It is a time for you to develop new friendships, study an array of topics, travel to foreign countries, and start thinking about your professional career.

In fact, studies show the biggest reason students go to college is to get a better paying job. Lindner Career Services wants to help you with this process. Throughout the academic year, Lindner Career Services hosts numerous career-related events and workshops to prepare you for life after the classroom. We want to arm you with the best information possible as you seek a co-op, internship, or full-time opportunity. We want to help you hone your soft skills that are vitally important. One message I stress to students is quite simple – come see us! Our research shows that students who visit with their career coach and attend career services events are more successful in obtaining professional work experience. This guide contains a complete list of career coaches, with a coach specific to your major. These professionals are interacting with the companies filling positions, so our coaches are one of the best resources for you to use.

THANK you!

The Carl H. Lindner College of Business would like to thank Mark and Sharon Inzetta, and the Lindner College of Business Alumni Board of Governors for their generous gifts that made the creation of the Career Development Guide possible.

The Lindner Career Services Center is here to help you better understand career paths for your major, build a resume, sharpen your interview skills, negotiate and understand a compensation package, develop your elevator speech, provide networking opportunities, and many other keys to unlocking your future success. Of course, in order for us to serve you best you need to come see us!

The hallmark of Lindner is our PACE (Professionalism, Academics, Character, and Engagement) curriculum. We know the PACE is a difference-maker for our students and for Lindner. We want you to live out PACE during your collegiate career, because we know the students who do position themselves for career success later in life. The following pages are filled with career readiness information to help get you started. We also have our career courses BA 1080, BA 2080, and BA 7077 to help you better understand this information. We have drop-in hours every afternoon for those quick questions that pop up. And most importantly, when you need that personalized one-on-one coaching to get you ready for the next steps in your life we have dedicated coaches here to serve you...come see us!

Cordially,

Kevin J. Hardy
Director
Lindner Career Services Center
# Table of Contents

**Message from the Director**

1. **Welcome + Exploring Career Services**  
   - Career Coaches + Staff  
   - Introduction to Lindner Career Services  
   - PACE Model + Career Planning Road Map  

2. **Career Exploration**  
   - CareerLeader  

3. **Professional Communication**  
   - Verbal  
   - Non-Verbal  
   - Business Professional Dress  
   - Business Casual Dress  
   - Electronic Communication  
   - LinkedIn  
   - Twitter  

4. **Networking**  
   - Develop + Use Your Network  
   - Informational Interviews  

5. **Job Application Process & Materials**  
   - Target Market  
   - Target List of Companies  
   - Resume  
   - Action Verbs  
   - Resume Samples  
   - Cover Letter  
   - Job Search Correspondence  
   - References  

6. **Interviewing**  
   - Interview Overview  
   - What Happens During the Interview  
   - Job Interview Questions  

7. **Job Offer Etiquette**  
   - Choosing Between Job Offers  
   - Job Offer Correspondence
Together with the faculty, staff, industry professionals, and UC alumni, the mission of Lindner Career Services is to:

- Enhance the professional acumen of Lindner College of Business students and empower them to identify and attain personally rewarding careers
- Foster mutually beneficial relationships with employers, positioning them to build their brands and to engage and hire Lindner College of Business students

Lindner Career Services Mission Statement
CAREER COACHES AND STAFF

DIRECTOR
Email: Kevin.Hardy@uc.edu
Phone: 513-556-5557

ASSOCIATE DIRECTOR
Email: Brooke.Hiltz@uc.edu
Phone: 513-556-4417

ASSOCIATE DIRECTOR
Email: Amy.Marcrum@uc.edu
Phone: 513-556-6906

ASSOCIATE DIRECTOR
Email: Angela.Lucas@uc.edu
Phone: 513-556-5741

ASSOCIATE DIRECTOR
Email: Andrew.Wellendorf@uc.edu
Phone: 513-556-6924

ASSOCIATE DIRECTOR
Email: Jessica.Lee@uc.edu
Phone: 513-556-6912

ASSOCIATE DIRECTOR
Email: Carly.Trimboli@uc.edu
Phone: 513-556-6934

ASSOCIATE DIRECTOR
Email: James.Gaffney@uc.edu
Phone: 513-556-3682

ASSOCIATE DIRECTOR
Email: Wayne.Black@uc.edu
Phone: 513-556-6123

ASSOCIATE DIRECTOR
Email: Lisa.Forbes@uc.edu
Phone: 513-556-5586, or at our U-Square facility, 513-556-5715

ASSISTANT DIRECTOR
Coaches students in
Information Systems and
International Business
Email: Angela.Lucas@uc.edu
Phone: 513-556-5741

ASSISTANT DIRECTOR
Coaches students in
Accounting and Tax
Email: Amy.Marcrum@uc.edu
Phone: 513-556-6906

ASSISTANT DIRECTOR
Coaches students in
Economics and Real Estate
Email: James.Gaffney@uc.edu
Phone: 513-556-3682

ASSISTANT DIRECTOR
Coaches students in
Marketing (Last names A-K)
Email: Carly.Trimboli@uc.edu
Phone: 513-556-6934

ASSISTANT DIRECTOR
Coaches students in
Marketing (Last names L-Z)
Email: Andrew.Wellendorf@uc.edu
Phone: 513-556-6924

ASSISTANT DIRECTOR
Coaches students in
Entrepreneurship,
Industrial Management,
Operations Management,
and Human Resources
Email: Wayne.Black@uc.edu
Phone: 513-556-6123

ASSISTANT DIRECTOR
Coaches students in
Finance and Insurance
Risk Management
Email: Jessica.Lee@uc.edu
Phone: 513-556-6912

ASSISTANT DIRECTOR
Coaches students in
Economics and Real Estate
Email: James.Gaffney@uc.edu
Phone: 513-556-3682
MAKE AN APPOINTMENT TO SEE YOUR CAREER COACH TODAY

Our career coaches specialize in three main areas:

CAREER PREPARATION
- Individualized Career Coaching
- Resume Critiques
- Interview Preparation
- Career Fairs
- Mock Interviews
- Networking Events
- Career Assessment
- Job Search Strategies
- Dining Etiquette
- Mentoring
- Salary Negotiations
- Compensation Packages
- What To Do (And Not Do) On Your Internship/Co-op
- Lindner Professional Experiences

UNDERGRADUATE STUDENT JOB SEARCH
- Accounting
- Economics
- Entrepreneurship
- Finance
- Industrial Management
- Information Systems
- Insurance and Risk Management
- International Business
- Marketing
- Operations Management
- Real Estate

GRADUATE STUDENT JOB SEARCH
- MBA
- MA - Applied Economics
- MA - Human Resources
- MS - Accounting
- MS - Business Analytics
- MS - Finance
- MS - Information Systems
- MS - Marketing
- MS - Taxation

GET THE most!

As part of a thriving top-25 research university in a city with eight Fortune 500 companies, the Lindner College of Business delivers academic excellence with an emphasis on experiential learning in a multi-disciplinary environment, adding real-world value to students and the communities they serve.
PROFESSIONALISM, ACADEMICS, CHARACTER, ENGAGEMENT (PACE)

What does it take to have a meaningful career in business? In today’s connected world, success is primarily driven by who you are and how you act. Accordingly, Lindner Career Services provides guidance to help each student create a customized road map for developing proficiency in Professionalism, Academics, Character, and Engagement (PACE) as it relates to your professional development and career planning during each stage of your collegiate career.

PROFESSIONALISM

- Create or update your resume to show a holistic view of experiences you have gained at UC and beyond.
- Invest in professional business attire and accessories.
- Attend career fairs, employer information sessions, and networking opportunities.
- Join LinkedIn to gather information and network with prospective employers and alumni.
- Participate in a Lindner Professional Experience (LPE).

ACADEMICS

- Undergraduates take BA 1080 or BA 2080: Career Success Strategies. Graduate students take BA 7077: Graduate Career Management.
- Enhance analytical thinking and problem solving skills through challenging team projects with local businesses.
- Explore your interests and abilities through academic courses.
- Meet with Lindner International Programs to explore study abroad opportunities.

CHARACTER

- Utilize self-assessment tools to gain a better understanding of your interests, values, and skills.
- Represent yourself positively and professionally in person, in writing, and online.
- Develop cultural competencies to contribute in a global community.
- Collaborate with classmates from the diverse Carl H. Lindner College of Business student body.

ENGAGEMENT

- Join and engage in leadership opportunities in student organizations that are related to your major, career, or personal interests.
- Expand your network and competitive edge by contributing to groups, organizations, and communities relevant to your industry and essential for personal growth.
- Dedicate time and energy to volunteering or service-learning options on a local, national, and/or international scale.
- Stay up-to-date on Lindner Career Services events and participate in on-campus recruiting activities.

WE ARE proud!

of Lindner Alumni, who work at companies such as Fifth Third, The Kroger Co., Great American Insurance Group, GE, and Macy’s. We cannot wait to help you get where you want to go.
Do you know yourself inside and out? Do you know what type of environment you thrive in? Are you aware of what will fuel your long-term success? Can you articulate your interests, values, and skills? All of this information, and more, is important to help you identify careers and industries to pursue; as well as market yourself to prospective employers. To gain a better understanding of yourself and how to professionally leverage this information, begin by completing self-assessments early.

Lindner Career Services provides Carl H. Lindner College of Business students with access to CareerLeader, a fully-integrated approach to business career self-assessment built on the premise that your interests, motivators, and skills will drive your future career success and satisfaction. CareerLeader predicts career paths you are likely to enjoy and succeed in, elements of organizational culture key to your success and happiness, and identifies personal weaknesses.

Learn more at www.CareerLeader.com and email LindnerCareerServices@uc.edu to gain access to the assessment.
Communicating with others is a part of everyday life, and in large part, is about verbal and written language. But, communication is also about implicit, or non-verbal, messages such as tone or eye contact. Learning to communicate effectively, both explicitly and implicitly, is a valuable skill for any professional.

ELEVATOR SPEECH

The elevator speech is a fundamental communication tool you will use in conversations throughout your job search and professional career. The speech is a 30-second to 1-minute introduction of yourself including:

- Your name, major/degree, and class year.
- Education and accomplishments.
- Future aspirations.

You can utilize aspects of your elevator speech in a variety of ways:

- Answering the “Tell me about yourself” interview question.
- In the introductory paragraph of your cover letter or initial email to a prospective employer.
- In your LinkedIn profile summary.
- At networking meetings, information sessions, career fairs, or anytime you are engaging with someone in your industry.

VOICEMAIL

A proper voicemail greeting can make a positive impression on callers or it can alienate them even before speaking with you directly. Now that you are planning for your future career, it is important to always have a professional voicemail.

EXAMPLE ELEVATOR SPEECHES

- I am a senior at the University of Cincinnati with dual majors in finance and accounting. My co-op experiences have been in the financial services industry, where I developed expertise in financial analysis, client relations, and accounting. I am currently seeking a position allowing me to use my educational background and experience to analyze and increase the productivity and profitability of an organization at the corporate level.

- I am an MS Marketing student with a strong analytical background. My field of experience is diverse. I have conducted research in international business and was the youngest student to win a prestigious national business competition. I have completed projects for several Fortune 500 firms on consumer behavior research, supply chain management, and facility design. My strengths include strategic planning, quantitative and qualitative analysis, product design, and multi-national communication. I am now looking to apply my education and experience to a challenging marketing position.

EXAMPLE VOICEMAILS

- Hi, this is Amanda Calhoun. I am sorry I cannot take your call right now. Please leave a detailed message along with your name and telephone number. I will return your call as soon as I can. Thank you.

- Hello, you have reached the voicemail of Bryan French. Please leave your name, number, and a detailed message, and I will return your call as soon as possible. Thank you.
HANDSHAKE

At the most basic level, a handshake sets the tone for the rest of the meeting or interview. A good handshake communicates confidence, while a bad handshake will make it difficult to impress the person with whom you are interacting.

WHAT TO do!

▶ Shake with your right hand.
▶ Grasp the other person's hand firmly.
▶ Keep fingers together with thumb up and open. Each person's web of skin between the thumb and the forefinger touches the other's.
▶ Squeeze firmly and hold for 2-3 pumps, pause briefly, then drop your hand.
▶ Make eye contact.
▶ Smile.

WHAT NOT to do!

▶ Place your palm downward. If you are the recipient of this type of handshake, you should take a small step to the left and this will force both of your hands to naturally straighten.
▶ Be a bone crusher. Exert no more pressure than you would use to turn a door knob.
▶ Be a “dead fish” or have a limp handshake.
▶ Use two hands.
▶ Shake with cold, clammy, or sweaty hands. Keep a handkerchief handy during introductions if necessary.

FIRST impressions

First impressions are more heavily influenced by non-verbal cues than verbal cues. In fact, studies have found that nonverbal cues have over four times the impact on the impression you make than anything you say.
DRESS TO impress

BUSINESS PROFESSIONAL
<table>
<thead>
<tr>
<th><strong>MEN (BUSINESS PROFESSIONAL)</strong></th>
<th><strong>WOMEN (BUSINESS PROFESSIONAL)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Suit</strong></td>
<td></td>
</tr>
<tr>
<td>• A two-piece matched suit in navy, dark gray, or black</td>
<td>• A two-piece matched suit in navy, dark gray, or black</td>
</tr>
<tr>
<td>• Solid color or subtle pattern</td>
<td>• Solid color or subtle pattern</td>
</tr>
<tr>
<td>• Wool, wool blend, or high-quality fibers</td>
<td>• Wool, wool blend, or high-quality fibers</td>
</tr>
<tr>
<td>• Tailored pants so length is not too short or too long</td>
<td>• Tailored pants so length is not too short or too long</td>
</tr>
<tr>
<td>• Skirts should end at the knee when standing and should cover thighs when seated</td>
<td></td>
</tr>
<tr>
<td><strong>Shirts</strong></td>
<td></td>
</tr>
<tr>
<td>• Long-sleeved button-up</td>
<td>• Button-up blouse in a conservative color or small print that coordinates with suit</td>
</tr>
<tr>
<td>• White, light blue solid, or conservative stripes</td>
<td>• Knit shell is also appropriate underneath your suit jacket</td>
</tr>
<tr>
<td>• Button-up blouse in a conservative color or small print that coordinates with suit</td>
<td>• No low-cut shirts</td>
</tr>
<tr>
<td><strong>Shoes</strong></td>
<td></td>
</tr>
<tr>
<td>• Leather, lace-up, or slip-on business shoes</td>
<td>• Leather or fabric/microfiber</td>
</tr>
<tr>
<td>• Black or brown color</td>
<td>• Closed-toe pumps or heels</td>
</tr>
<tr>
<td>• Black or brown color</td>
<td>• No stilettos or chunky platforms</td>
</tr>
<tr>
<td>• Leather or fabric/microfiber</td>
<td>• Conservative colors such as black, brown, or nude</td>
</tr>
<tr>
<td><strong>Socks/Hosiery</strong></td>
<td></td>
</tr>
<tr>
<td>• Dress socks, mid-calf length so no skin is visible when you sit down</td>
<td>• Sheer hosiery is most conservative</td>
</tr>
<tr>
<td>• Sheer hosiery is most conservative</td>
<td>• Neutral, non-patterned colors that complement suit</td>
</tr>
<tr>
<td><strong>Jewelry</strong></td>
<td></td>
</tr>
<tr>
<td>• Watches are appropriate</td>
<td>• Watches are appropriate</td>
</tr>
<tr>
<td>• Earrings should be removed</td>
<td>• 1-2 earrings per earlobe</td>
</tr>
<tr>
<td>• Watches are appropriate</td>
<td>• Conservative in the amount and size of jewelry worn</td>
</tr>
<tr>
<td>• 1-2 earrings per earlobe</td>
<td></td>
</tr>
<tr>
<td><strong>Belt</strong></td>
<td></td>
</tr>
<tr>
<td>• Leather</td>
<td>• Leather</td>
</tr>
<tr>
<td>• Match to shoe color</td>
<td>• Match to shoe color</td>
</tr>
<tr>
<td>• Leather</td>
<td></td>
</tr>
<tr>
<td><strong>Ties/Scarves</strong></td>
<td></td>
</tr>
<tr>
<td>• High-quality or silk ties</td>
<td>• High-quality or silk scarves</td>
</tr>
<tr>
<td>• Conservative colors and patterns</td>
<td>• Conservative colors and patterns</td>
</tr>
<tr>
<td>• High-quality or silk scarves</td>
<td></td>
</tr>
<tr>
<td><strong>Grooming</strong></td>
<td></td>
</tr>
<tr>
<td>• Nails should be clean and well-groomed</td>
<td>• Nails should be clean and well-groomed</td>
</tr>
<tr>
<td>• Hair and any facial hair should be clean, styled, and well-groomed</td>
<td>• Keep hair and makeup conservative</td>
</tr>
<tr>
<td>• No strong cologne</td>
<td>• Avoid extremes of nail length and polish color</td>
</tr>
<tr>
<td>• Deodorant should be worn</td>
<td>• No strong perfume</td>
</tr>
<tr>
<td>• Deodorant should be worn</td>
<td>• Deodorant should be worn</td>
</tr>
<tr>
<td><strong>Purse/Bag</strong></td>
<td></td>
</tr>
<tr>
<td>• No bag or small, neutral colored briefcase</td>
<td>• No bag or small and simple, neutral colored one, or one that complements your suit</td>
</tr>
<tr>
<td>• Padfolio</td>
<td>• Padfolio</td>
</tr>
</tbody>
</table>

Now is the time to start building your professional wardrobe and style. Work with your career coach to get advice and guidance on appropriate business professional attire to ensure you are on the right track!
Consider adopting a business casual dress code while on campus. Ramp up to business professional attire for all planned interactions with prospective employers. Everyone you encounter, from faculty, to staff, to fellow students, to prospective employers, will form an impression of you and this could play a positive or negative role in your future job search.

<table>
<thead>
<tr>
<th>MEN (BUSINESS CASUAL)</th>
<th>WOMEN (BUSINESS CASUAL)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pants/Skirts</strong></td>
<td></td>
</tr>
<tr>
<td>• Khaki, navy, dark gray, or black pants, no jeans</td>
<td>• Khaki, navy, dark gray, or black pants, no jeans</td>
</tr>
<tr>
<td>• Tailored pants so length is not too short or too long</td>
<td>• Tailored pants so length is not too short or too long</td>
</tr>
<tr>
<td>• Skirts should end at the knee when standing and should cover the thighs when seated</td>
<td></td>
</tr>
<tr>
<td><strong>Shirts</strong></td>
<td></td>
</tr>
<tr>
<td>• Long-sleeved button-up</td>
<td>• Button-up blouse in a conservative color or small print</td>
</tr>
<tr>
<td>• Short-sleeved polo shirt tucked in</td>
<td>• Tailored knit sweaters or sweater sets</td>
</tr>
<tr>
<td>• Button-up blouse in a conservative color or small print</td>
<td></td>
</tr>
<tr>
<td>• Tailored knit sweaters or sweater sets</td>
<td></td>
</tr>
<tr>
<td>• Cotton, silk, or high-quality fibers</td>
<td></td>
</tr>
<tr>
<td>• No low-cut shirts</td>
<td></td>
</tr>
<tr>
<td><strong>Shoes</strong></td>
<td></td>
</tr>
<tr>
<td>• Leather, lace-up, or slip-on business shoes</td>
<td>• Leather or fabric/microfiber</td>
</tr>
<tr>
<td>• Black or brown color</td>
<td>• Closed-toe pumps, heels, or flats</td>
</tr>
<tr>
<td>• Leather or fabric/microfiber</td>
<td></td>
</tr>
<tr>
<td>• Closed-toe pumps, heels, or flats</td>
<td></td>
</tr>
<tr>
<td>• No stilettos or chunky platforms</td>
<td></td>
</tr>
<tr>
<td>• Conservative colors such as black, brown, or nude</td>
<td></td>
</tr>
<tr>
<td><strong>Socks/Hosiery</strong></td>
<td></td>
</tr>
<tr>
<td>• Dress socks, mid-calf length so no skin is visible when you sit down</td>
<td>• Sheer hosiery is most conservative</td>
</tr>
<tr>
<td>• Sheer hosiery is most conservative</td>
<td></td>
</tr>
<tr>
<td>• Neutral, non-patterned colors that complement outfit</td>
<td></td>
</tr>
<tr>
<td><strong>Jewelry</strong></td>
<td></td>
</tr>
<tr>
<td>• Watches are appropriate</td>
<td>• Watches are appropriate</td>
</tr>
<tr>
<td>• Earrings should be removed</td>
<td>• 1-2 earrings per earlobe</td>
</tr>
<tr>
<td>• Earrings should be removed</td>
<td></td>
</tr>
<tr>
<td>• Conservative in the amount and size of other jewelry worn</td>
<td></td>
</tr>
<tr>
<td><strong>Belt</strong></td>
<td></td>
</tr>
<tr>
<td>• Leather</td>
<td>• Leather</td>
</tr>
<tr>
<td>• Match to shoe color</td>
<td>• Match to shoe color</td>
</tr>
<tr>
<td><strong>Ties/Scarves</strong></td>
<td></td>
</tr>
<tr>
<td>• Not required, but if in doubt, wear one</td>
<td>• High-quality or silk scarves in conservative color or pattern</td>
</tr>
<tr>
<td>• High-quality or silk scarves in conservative color or pattern</td>
<td></td>
</tr>
<tr>
<td><strong>Grooming</strong></td>
<td></td>
</tr>
<tr>
<td>• Nails should be clean and well-groomed</td>
<td>• Nails should be clean and well-groomed</td>
</tr>
<tr>
<td>• Hair and any facial hair should be clean, styled, and well-groomed</td>
<td>• Keep hair and makeup conservative</td>
</tr>
<tr>
<td>• No strong cologne</td>
<td>• Avoid extremes of nail length and polish color</td>
</tr>
<tr>
<td>• Deodorant should be worn</td>
<td>• No strong perfume</td>
</tr>
<tr>
<td>• No strong perfume</td>
<td></td>
</tr>
<tr>
<td>• Deodorant should be worn</td>
<td></td>
</tr>
<tr>
<td><strong>Purse/Bag</strong></td>
<td></td>
</tr>
<tr>
<td>• No bag or small, neutral colored briefcase</td>
<td>• No bag, small and simple, neutral colored one, or one that complements outfit</td>
</tr>
<tr>
<td>• Padfolio</td>
<td>• Padfolio</td>
</tr>
</tbody>
</table>
ELECTRONIC COMMUNICATION

EMAIL

When emailing prospective employers, instructors, fellow classmates, or colleagues, it is important to maintain professionalism. You are communicating with others who deserve consideration and respect.

EXAMPLE PROFESSIONAL EMAIL:
To: victor.nelson@uc.edu
Cc:
Subject: Riskversity Co-op Resume Submission - Victoria Luther

Hello Dr. Nelson,

Thank you for bringing in UC alumni and business partners from Riskversity to yesterday’s 9:05 a.m. Business Foundations class. I truly enjoyed learning how they were able to build their organization from the ground up. I also loved seeing that they are willing to give back to UC, something I hope to do as an alumni. After speaking with Paul Shaperio after class, he asked that any students students submit their resumes to you as they are trying to develop a co-op program. Please see my resume attached and direct Paul to contact me at (513) 554-3473 or luther@mail.uc.edu if he has any questions about my qualifications. Again, I wanted to reiterate that I am very glad I chose to attend UC because of professors like you who take class time to help students like myself connect with prospective employers to meet our career goals.

Warm Regards,

Victoria

Victoria Luther
Entrepreneurship
University of Cincinnati, Carl H. Lindner College of Business
(513) 554-3473
luther@mail.uc.edu

- Your email address must be professional.
- When writing an email, include something meaningful in the “subject” line. Do not leave this line blank.
- Begin the communication with the appropriate salutation: Dear, Greetings, Good morning/afternoon, or Hello Ms./Mr. Last Name or Dr. Last Name. Starting a professional email with “hey” or no greeting is not an option.
- Write complete sentences and use correct grammar. This includes the correct use of capital letters to begin the sentence and a period to end the sentence. Organize your thoughts and delineate ideas with paragraphs.
- Do not use all capital letters; the recipient may receive this as anger or hostility.
- Be sure you attach documents referred to in email.

ALSO remember to...

- Re-read the message before sending and check for spelling errors, thoughts that might not be clearly stated, or other organizational errors. Consider sending your emails to your career coach to give you suggestions for improvement before sending out to a prospective employer.
- Include a signature in your email. Make it easy for the reader, especially prospective employers, to be able to find your contact information to clarify questions or request additional information if needed.
- Know where your message is going. Check to ensure you are not “replying all” unless appropriate.
SOCIAL MEDIA

It is more important than ever to build a powerful and positive professional online presence. Be aware of your online presence and take steps to make your brand visible, professional, consistent, and impactful. Eliminate barriers to employment by removing or privatizing negative information. LinkedIn continues to be the most popular platform for recruiters with over 90% of businesses utilizing it at some point in the hiring process.

EXAMPLE PROFESSIONAL LINKEDIN:

1. Upload a professional picture.
2. Include a "Headline" regarding education, professional experience, or what you are seeking.
3. Create a personalized URL.
4. Include a "Summary" with first person language. Consider expanding on your elevator speech for the "Summary" section.
5. Add contact information in the "Summary" or “Advice for Contacting” section.
6. Include major, degree, and GPA (if above 3.0) in “Education” section.
7. Include title, company/organization name, and descriptions in narrative or bullet form in “Experience” section.
8. Showcase courses relevant to the industry you are pursuing in “Courses” section.
9. Highlight academic projects to demonstrate your knowledge and skill set in “Projects” section.
10. Join groups related to your experiences or interests to engage and connect with others.
11. Do not include test scores, birthday, personal interests unrelated to your career, or marital status.

“IT IS important to build your network on LinkedIn. A lot of this will happen gradually once you start to connect with people you already know such as peers, faculty, organization advisors, past managers, etc.”
I am a motivated University of Cincinnati marketing student with a unique skill set that blends analytics and design. I have taken the opportunity to learn and practice utilizing specific tools to help advance my skill set through student organizations (including my business fraternity) and my current digital marketing co-op.

Some of my specialties and skills include:
- InDesign
- HTML
- CSS
- Google Analytics

Currently, I am seeking a summer 2017 co-op or internship in the Cincinnati/Northern Kentucky area in digital marketing, business analytics, or any other area within the marketing function.

Please contact me at bearcabu@mail.uc.edu if I can provide you with additional information about my qualifications.

Education

University of Cincinnati
Bachelor of Business Administration, Marketing Major, 3.45
2016 – 2019
Activities and Societies: Alpha Kappa Psi Member
- 1 project
- 1 organization
- 3 courses

Digital Marketing Co-op
University of Cincinnati - Carl H. Lindner College of Business
May 2016 – Present (6 months) | Cincinnati, OH

I am currently working with the Lindner Career Services marketing committee to re-brand the career guide utilizing InDesign. Throughout the course of the 2016-2017 academic year, I will assist in marketing events by creating flyers and managing social media campaigns for an office of ten.

Sales Associate
Target
September 2014 – August 2015 (1 year) | Cincinnati Area, KY

I took great pride in my work at Target. I excelled in the customer service aspect of my job, and was often rewarded for my approach-ability, friendliness, and desire to assist customers and managers with problem solving. I often had repeat customers to my checkout line, and consistently met my goal of enrolling customers in the Target Red Card promotion. I improved efficiency of the customer checkout experience, ringing up 200+ customers per shift, and consistently balanced the cash drawer in excess of $1,500 with 100% accuracy on a daily basis.
PROFESSIONALISM

Professionalism is important when connecting on LinkedIn. The BEST way to connect with someone is to do the following:

- Start by going to this person’s full profile page and click on the “Connect” button. Do not do it from the “People You May Know” or the “Who Has Viewed Your Profile” sections. The reason you want to do it from the full-profile page is that when you start here, you get the opportunity to write a custom request to connect. From any other spot, a non-personalized, “I’d like to connect with you,” note gets sent and this prevents you from putting context and a personal touch in the invitation. Remember, you want to stand out and be memorable!

- Write a custom invitation to connect. Here are some things you can mention:
  - If you have met before and where.
  - Explain why you want to connect.
  - Describe the mutually beneficial relationship that you can have by connecting.
  - Compliment them related to their experience or work completed.
  - Mention something that you have in common—did you go to the same university, do you share a hobby, do you have a mutual connection, etc.

- Keep the invitation to connect short and to the point. You are limited to just 300 characters, so make your words count.

EXAMPLES OF CONNECTING WITH OTHERS VIA LINKEDIN:

**Invite Mike to connect on LinkedIn**

- How do you know Mike?
  - Colleague
  - Classmate
  - We’ve done business together
- Marketing Team Designer and Social Media Manager
- Include a personal note: (optional)

  Hello Mike,
  Thank you for presenting to my Career Success Strategies class today about professionalism. I really liked your tip on taking initiative during an internship. I would like to keep you in my network.
  - Business Bearcat

**Invite McKenzie to connect on LinkedIn**

- How do you know McKenzie?
  - Colleague
  - Classmate
  - We’ve done business together
  - Friend
  - Other
  - I don’t know McKenzie
- Include a personal note: (optional)

  Dear Ms. Marx,
  We met earlier today at the UC Career Fair. Thank you for spending time talking with me about the summer Accounting Co-op available at Payor. I applied to the position through HireUC. I look forward to discussing my qualifications with you at length.
  Sincerely,
  Anika Foos

Important: Only invite people you know well and who know you. Find out why.
You can also send a direct message when you find someone through mutual groups, even if when you view their profile, it appears as though you can only send Inmail or a request to connect.

Find a group you have in common by reviewing the groups listed on an individual’s profile. When you find a group you have in common, click on it, and then search the member directory for their name. Once you locate their name, you will be able to send a direct message from there without using Inmail or sending a request to connect.

Another strategy is to find alumni and reach out to them to expand your network. Many UC alumni are very open to connecting with current students, as long as you state your reason for connecting. You can look for alumni through groups or LinkedIn.com/alumni.

1. Click on the # of members to bring up the search box below. Type in the name of the person you want to find.

2. Hover your mouse in this spot and you will see a mail icon. Click on that to send a personal message without a request to connect.

Paul Delaney

Hi Mr. Delaney,
I was referred to you by Alicia Barrons. She has shared a lot about her experiences working with your company, and it sounds right up my alley. I think you will find my qualifications and leadership experience to be a good fit. In particular, I consider the ability to teach others as a strength of mine, and I know that is necessary for success in your business.
I noticed that you are involved in the Stray Animals Adoption Program. I care a lot about that organization as well and attend many adoption events in Kentucky. I would really enjoy meeting with you over coffee to talk about co-op opportunities and SAAP. Thank you for the time and consideration.
Sincerely,
Alex Patel

Jacob Vance

Hi Jacob,
My name is Emily Goumballe and I am currently a sophomore majoring in Finance at UC. I noticed that you recently graduated from the same program and are now working in Austin, Texas. I hope to move there when I graduate and I would love to chat with you about your previous co-ops, the CFA exam, and gather any advice you might have for me around my career goals. Would you be available to chat over the phone during the month of November? I would greatly appreciate connecting with you. Go Bearcats!
Sincerely,
Emily
Twitter is another great tool for networking, conducting company and industry research, and building your professional brand. Here are some tips for maximizing your Twitter use:

- Have a professional Twitter handle, profile picture, biography, and content.
- You may want to include your major, career aspirations, and interests in your biography.
- Consider adding your LinkedIn profile URL in your profile’s website section.
- Find and follow experts in your industry and then follow some of the accounts they follow.
- Follow companies you are interested in.
- Join in on Twitter chats that align with your interests and industry.
- Use the Twitter lists feature to organize the accounts you follow so you can streamline your Twitter feed.
- Comment on others’ content and retweet to interact with professionals in your field.
DEVELOP AND USE YOUR NETWORK

Businessdictionary.com defines networking as “Creating a group of acquaintances and associates and keeping it active through regular communication for mutual benefit.” Networking is most effective when it is driven by “How can I help?” rather than “What can I get?” Networking is the systematic use of personal contacts to assist you and is likely going to be your most effective source of job leads.

*Studies consistently show that between 60-80% of vacancies are filled by referrals, i.e. networking.*

THE POWER OF NETWORKING

Often job-seekers are hesitant to attend networking events or to contact friends, colleagues, or acquaintances to assist in their job search. Yet these individuals are often eager to help and are truly your most valuable resource. The Lindner Career Services team recommends you attend as many networking events and opportunities as possible. Look for opportunities to connect with industry professionals internal and external to the University of Cincinnati.

WHO TO NETWORK WITH/WHO CAN HELP YOU

Start now to develop a network list, brainstorming names of:

- Professors
- Neighbors and acquaintances
- Friends and relatives
- Business contacts and vendors you dealt with in prior jobs
- Fellow members of community organizations
- University of Cincinnati undergraduate and graduate alumni

WAYS TO DEVELOP A LARGER NETWORK

- Get involved in a leadership role in a professional organization.
- Attend employer information sessions.
- Reach out to guest speakers after they attend your classes.
- Talk with faculty members about their connections to professionals in the industry.
- Utilize friends, co-workers, family, student organizations, and those in your inner circle to see who they might be able to connect you to within your preferred industry.

REASONS FOR NETWORKING

Examine your reasons for networking. Your contacts may be able to help you identify job openings before they are available, critique your resume, provide industry insights, give ideas of pathways within the industry, share companies they know are hiring, connect you with other professionals or secondary contacts in the industry in order to expand your network, give background on a specific organization, provide information on salaries, conduct a mock interview to help you feel more prepared and confident, or secure you an introduction to a decision maker in the company.
INFORMATIONAL INTERVIEWS

One of the easiest and most effective ways to meet people in an industry in which you are interested is to participate in an informational interview. Informational interviewing is a networking approach that allows you to meet professionals, gather career information, learn about career options, and get advice on job search techniques.

Generally, people enjoy sharing information about themselves and their jobs and, particularly, giving advice. Some may simply believe in attracting people to their profession and others may be scoping out prospects for their own organization.

You can set up an informational interview several ways. If you have someone in mind, and you have a mutual connection, ask your mutual connection to introduce you. Once the introduction has been made, follow up by requesting a brief informational interview.

Also, you can make cold calls to set up an informational interview. Consider starting with UC alumni, as they may be more willing to talk with students from the same program or college.

The best way to obtain an informational interviewing opportunity is by being referred from one professional to another, a process which becomes easier as your network expands.

EXAMPLE INFORMATIONAL INTERVIEW REQUEST

To: tangeman@business.com

Cc:

Subject: Informational Interview Recommended y Mr. Lindner

Hello Ms. Tangeman,

My name is Reggie Edwards and our mutual contact, Carl H. Lindner, III, referred me to you. I will be completing my entrepreneurship and international business degrees in 4 semesters and am giving serious thought to my career after graduation. I have developed a marketing plan and would love to take 15-20 minutes of your time in order to get your reaction and suggestions, as you have been very successful in your career in market research. Additionally, Mr. Lindner said you may be willing to give me some input. Please let me know a convenient time/date/location to meet you.

Thank you,

Reggie

Reggie Edwards
Edwards54@mail.uc.edu
(614) 555-4567

NETWORKING tips!

- List as many names as possible. Do not omit anyone at this point. After you have made your list, start with those who are most likely to be sources of job leads or additional contacts. If you have not done so, be sure to connect with these people via LinkedIn by sending a personalized invitation to connect. LinkedIn shows you 2nd connections, and this an underutilized way to learn who your contacts are connected with at companies you may be interested in learning more about.

- The best way to connect with a potential contact is to request a meeting at a time and location that is convenient for them after you have a mutual connection introduce you. Do not underestimate the power of a phone call or video conference call, especially if you are trying to network with people outside of this region. Some professionals are too busy or too far away to carve out the time for a face-to-face meeting, and a phone or video conversation can often net you the same results.
PREPARING FOR AN INFORMATIONAL INTERVIEW

Prepare for your informational interview just as you would for an actual job interview: update your resume, do research on the company, and create an agenda that includes well-thought-out questions. Here are some examples:

- Could you describe a typical work day for me?
- What skills are required in your position on a day-to-day basis?
- What parts of your job do you find the most challenging? Most enjoyable?
- How often do you work past 6:00 p.m. and on the weekends?
- Is this field growing enough that there is room for someone like me?
- Are too many or too few people entering this profession?
- What developments on the horizon could affect future opportunities?
- What could be the earning potential if I entered this field?
- To get promotions, is job-hopping necessary?
- How did you get your job?
- What qualifications do you seek in a new hire?
- How do most people enter this profession?
- Considering my background, how well do you think I would fit in this company and/or industry?
- How does your company compare with others we have discussed?
- Where can I go to get up-to-date information on salaries, employers, and industry issues?
- What professional journals and organizations would you recommend?
- What should I get involved in now while I am at the University of Cincinnati to be successful in this industry?
- Are there any other suggestions you have for me?
- Are there others within this industry you would be willing to connect me to at this point in time?
DRESSING FOR AN INFORMATIONAL INTERVIEW

To make a good impression, dress as if you were going to a job interview, in business professional attire. People will likely not judge you for being over-dressed but may judge you for being underdressed.

AFTER THE INFORMATIONAL INTERVIEW

Follow up with a handwritten or email thank you letter. Then keep in touch periodically with updates on your progress. Your informational interview could very well lead to a mentor relationship, a job referral, or even an outright employment offer. Finally, do not forget to send a handwritten or email thank you letter to any who helped make the referral.

Reggie Edwards
Edwards.r54@mail.luc.edu
(614) 555-4567

Dear Ms. Tangeman,

Thank you again for taking the time out of your busy schedule to review my marketing plan. Your insights were immensely helpful and I have already reached out to Professor Langam to discuss research opportunities. I truly value the work that you are doing and will continue utilizing data analytics, and keeping market research ethical.

Best,
Reggie
Overall, it is to your advantage to leverage a variety of methods to secure employment. Do not depend solely on one method. Networking, getting to know people, and seeking referrals will create more avenues. Finding an internship, co-op, or job can be a full-time job in itself, so do not get discouraged.

**TARGET MARKET**

Narrow your target market: think about geographic location, industry, size of organization, culture, etc. Assessing your values and goals can be an important exercise to help determine your target market.

Many organizations recruit during the fall or spring semester for positions that start the following summer. Therefore, it is important to plan ahead, know recruiting timelines for your major or program, and have a plan to hit the ground running as soon as possible.

**TARGET LIST OF COMPANIES**

After narrowing your target market, identify and create a list of your top 50 companies or organizations. If you are struggling to come up with 50, you may have to expand your target market. For help identifying your target list of companies, utilize your career coach, professors, classmates, personal network, professional organizations, informational interviews, and job search sites.

**STRATEGIES FOR APPROACHING THE SEARCH**

- Career Fairs
- Employer Information Sessions
- On-Campus Interviews
- HireUC.com
- Workshops
- Professional Organizations
- Industry Specific Job Listing Websites
- Social Media

100 APPLICATIONS

10 POSITIVE RESPONSES

8 NEXT STEPS

2 JOB OFFERS

1 ACCEPTANCE
RESUMES

The purpose of a resume is to attract attention of prospective employers, in order to move to the next round of the hiring process. This will then provide an opportunity for them to learn more about your education, experience, skills, and qualifications for an internship, co-op, or full-time job opportunity.

Overall, your resume should:

► Provide a summary of your skills, abilities, and accomplishments.

► Demonstrate how you will add value to the organization.

► Include content that is relevant to the opportunity.

Draw up a list of your accomplishments, going backward in time through your jobs, internships, co-ops, and other related experiences. List as many as you can under each position, drawing from your memory, job descriptions, performance appraisals, or other available sources. Do not forget about volunteer opportunities that also assist with building your skill set and expertise. Consider adding academic projects and research, community or volunteer service, and professional or student organization experience to your resume as well.

RESUME COMPONENTS

Contact information:

► Name, phone number, address with city, state, ZIP code, and email address. Be sure your email and voicemail are professional.

► Could include LinkedIn profile URL if desired.

Meghan Corry
45 Beckett Ridge Drive - West Chester, OH 45069
(859) 123-4567 - corrym10@mail.uc.edu

Education:

► Name of university, college, degree, major, city, state, and expected graduation month and year. Include GPA if above a 3.0. (Could also be titled: Education Background, Academic Background, or Academic History.) For example: University of Cincinnati, Carl H. Lindner College of Business, Bachelor of Business Administration, Real Estate.

► Know your degree: Undergraduate

• Bachelor of Business Administration:
  - Accounting
  - Business Economics
  - Entrepreneurship
  - Finance
  - Information Systems
  - Insurance and Risk Management
  - International Business
  - Marketing
  - Real Estate

• Bachelor of Science:
  - Industrial Management

• Bachelor of Arts:
  - Economics

RESUME tip!

Tailor each resume to the specific job you are applying for, but keep one master version of your resume containing all experiences, affiliations, awards, etc. This way you can copy, paste, and tweak much faster than having to create the information down the road when you find an opportunity you want to apply for and need to tailor your resume.
Know your degree: Graduate

- Master of Arts:
  - Applied Economics
  - Human Resources
- Master of Science:
  - Accounting
  - Business Analytics
  - Finance
  - Information Systems
  - Marketing
  - Taxation
- Master of Business Administration
- PhD in Business Administration

May include educational honors, certifications or licenses, relevant coursework, class projects, study abroad, scholarships, and if you are financing your own education. As with the other components of your resume, content in this section should be listed in reverse chronological order, with the highest or most recent degree on top.

EDUCATION

*University of Cincinnati, Carl H. Lindner College of Business, Cincinnati, OH*

Bachelor of Business Administration, Finance

- Cincinnatus Scholar
- GPA 3.7/4.0-Dean’s List Recipient

Experience:

- Paid and volunteer work experience listed in reverse chronological order that you want to demonstrate to those reading your resume. Include city, state, and month, year started and ended experience (Could also be titled: Work History, Employment, Additional Work Experience, or Relevant Work Experience.)

- You do not need to include every job you have ever held–focus on the most relevant to the position you are applying for and those that show you understand and are able to complete work responsibilities.

Relevant Experience

*GE Aviation, Cincinnati, OH*

Information Technology Leadership Program Intern

- Develop a dashboard to drive and monitor AWS Cloud data (ECS, RDS, & VPC)
- Simplify AWS cost-analysis by 40% via user access to the dashboard, rather than direct Amazon access
- Enable implementation of IBM Cognos 10.2.1 via execution of 633 use cases, substantiating a 51% inherent performance improvement in Congos 10.2.1, and leading documentation of an internally built ad-hoc query tool

Consider the questions:

- What did you do?
- How did you do it?
- Why did you do it?
- What was the result/impact?
Affiliations:

- Student organization, professional organization, and community organization memberships. List any offices you held and the impact you had on the group. (Could also be titled: Campus Involvement, Leadership, Activities, or Extracurricular Experience.)

- Should be formatted the same as experience section.

CAMPUS INVOLVEMENT

University of Cincinnati Student Government

Senator and Marketing Committee Chair

- Serve as a liaison between Lindner College of Business and the university, representing nearly 4,000 students
- Increased event attendance by over 30% through creation of student government activities registration webpage

Service:

- Demonstrate how you have contributed service to others. (Could also be titled: Volunteer, Volunteer Experience, Community Engagement, or Community Service.)

- May list separately from affiliations if desired but you must have at least two experiences listed to be a separate section.

- Should be formatted the same as experience and affiliations.

SERVICE

Junior Achievement | Teaching Business Consultant

- Educate 10 elementary school aged students on a weekly basis to explore the principle characteristics of the U.S. economic system.
- Communicate students’ progress through individual meetings with parents

Skills:

- Language, computer, specialized knowledge, or industry related skills. (Could also be titled: Relevant Skills, Qualifications, Skills and Certifications, Technical Skills, or Computer Skills.)

- You must have more than Microsoft Office to make this a section. It is recommended to qualify your skill level such as basic, intermediate, proficient, advanced, conversational, fluent, etc.

SKILLS

- Computer: Adobe Creative Suite (Intermediate Knowledge)
- Social Media: Facebook, Twitter, Hootsuite, Instagram, and Pinterest
- Language: Conversational in French
Leadership:

- Demonstrate how you have been involved in leadership experiences.
- May list separately from affiliations if desired but you must have at least two experiences listed to be a separate section.
- Should be formatted the same as experiences and affiliations.

LEADERSHIP AND AFFILIATIONS

Delta Sigma Pi Professional Fraternity | Member  December 2015 to Present

- Engage in professional development opportunities with like-minded College of Business students, gain guidance from industry professionals, and invest in the civic welfare of the community

Finance Club | Member  September 2014 to Present

- Develop an understanding of finance through meeting and interacting with classmates and industry professionals

Honors:

- Share awards or scholarships. (Could list these in Education section if not using an Honors section.)
- Include at least two experiences if listing Honors as separate section.

HONORS AND ACTIVITIES

MBA Association | President  August 2016 to April 2017

Association for Corporate Growth Case Competition | Finalist  March 2016

Academy of World Languages | Volunteer Tutor  October 2013-May 2016

Related Coursework:

- Demonstrate coursework and projects to showcase experience related to your major that you have learned inside the classroom that is transferable to an internship, co-op, or full-time position. (Could also be titled: Relevant Coursework, Courses, Project Work, or Academic Projects.)
- It is strongly recommended to utilize this section particularly when seeking your first internship, co-op or full-time job.

ACADEMIC PROJECTS

Battle of Ohio | Participant  January 2016-May 2016

- Led three member team through analysis of a major clothing retailer’s current business position
- Presented strategy to panel of six Deloitte directors and leveraged their expert feedback

Project Fast Track  January 2016-May 2016

- Conducted research on domestic operations of a local LaRosas’ pizza franchise
- Developed plan to lower operating cost of store by 5% in team of five
OVERALL RESUME CREATION STRATEGY

DESIGN
- Use readable fonts.
- Use bold, italics, and underlining consistently throughout your resume.
- Use bulleted descriptions rather than sentences or paragraphs.
- Write 3-5 bullets for each position or experience.
- Do not use resume templates.

CONTENT
- Tailor your resume based on each job description.
- Use strong action verbs to start each bullet.
- Focus bullets on results, impact, or achievements.
- Add numbers for details and evidence.
- Include both paid and volunteer experiences.
- Do not round up your GPA to the next whole number or decimal (ex. GPA of 2.965 should be listed as GPA: 2.96).
- Do not falsify or exaggerate any information including dates of employment, titles, or responsibilities.
- Do not start bullet points with “responsibilities included”.
- Do not write, “other duties as assigned”, include routine duties, or end a bullet with “etc.”.
- Do not include references or the line, “References available upon request”; references are a separate document.

GRAMMAR
- Proofread, then have your career coach proofread, then proofread one more time.
- Do not use personal pronouns such as “I, my, our, or we”; use third person.
- Use past tense for experiences you have completed and present tense for experiences that you are still doing.
- Avoid acronyms/abbreviations except for state (ex. Ohio can be OH.).

GENERAL suggestions
- Get feedback from several people before you share your resume with a prospective employer.
- Use professional language and frame everything in a positive manner.
- Remove high school information once you are past your second year of college.
- Your resume should be one page.
- Save your resume as a PDF file. Title it: Last Name.First Name_Resume.pdf (ex: Jones.Sarah_Resume.pdf).
- Do not submit the same resume for every position. Tailor it according to the job description and your experiences.
- Use high quality resume paper for hard-copy resumes.
- Use past tense verbs when writing about experiences that have been completed. Use present tense verbs when writing about experiences you are still engaged in.
EMPHASIZE YOUR strengths on your resume, in your cover letters, and in your interviews. It may sound obvious, but you’d be surprised how many people simply list everything they have ever done. Convey your passion and link your strengths to measurable results. Employers and interviewers love concrete data.

Marcus Buckingham

CREATING BULLET POINTS

Action verb + what you did/ how you did it + impact or result.

EXAMPLE EXPERIENCE

Before:

Target, Cincinnati, OH

May 2016-Present

Sales Associate

► Check out customers and ring up items
► Balance the cash drawer at the end of each shift
► Answer customer questions

After:

Target, Cincinnati, OH

May 2016-Present

Sales Associate

► Manage customer check out station independently, ringing up to 200+ customers per shift to ensure an efficient cash flow
► Balance the cash drawer in excess of $1,500 on a daily basis with 100% accuracy by properly counting money and comparing to revenue records
► Display excellent customer service by answering questions and resolving issues, resulting in satisfied customers and repeat business

BULLET POINT tip!

Bullet points should be written in present tense if you are still engaged in that experience. Bullet points should be written in past tense if you have completed that experience.
SAMPLE ACCOMPLISHMENT STATEMENTS FOR COMMON JOBS

You are not the only one who has worked as a cashier, receptionist, sales associate, or server. Check out this list of sample accomplishments of typical part-time jobs for ideas on how to highlight experiences and skill sets to prospective employers.

CASHIER

- Receive payments valued at nearly $10,000 using attention to detail to ensure accuracy
- Greet all customers entering the store to foster rapport and enhance the shopping experience
- Address customer concerns in a fast and efficient manner to encourage repeat business
- Collaborate with five fellow associates to ensure proper service and front end coverage
- Train two new associates each month on corporate policies and procedures for register and front of house operations

RECEPTIONIST

- Greet individuals and groups entering the establishment, determine nature and purpose of visit, and direct or escort them to specific destinations
- Collect, sort, distribute, or prepare mail, messages, or courier deliveries for 10 departments
- Manage phone operations including answering, screening, and forwarding inbound calls, in addition to providing information about the organization, taking messages, and scheduling appointments
- Perform administrative tasks such as filing and maintaining customer records for at least three account managers

SALES ASSOCIATE

- Identify the needs of customers through proactive engagement and provide recommendations that meet their specifications, while leveraging suggestive selling techniques to increase sales
- Partner with up to four fellow associates to counteract shoplifting to meet or exceed loss prevention goals
- Maintain knowledge of current sales and promotions to drive increased sales per transaction
- Meet monthly personal sales quotas by exceeding quota by 15% for six consecutive months
- Assist with loading/unloading inventory and arranging merchandise on sales floor fixtures

SERVER

- Participate in restaurant opening and closing procedures and train 11 new hires in serving techniques
- Reinforce communication skills through daily interaction with diverse clientele
- Solve problems by remaining calm and positive in stressful situations and focusing on the solution
- Collaborate with staff of 25 in a team based environment to achieve fast, efficient, and accurate service
- Fulfill customer requests with a sense of urgency according to menu and special accommodations
SAMPLE ACCOMPLISHMENTS SHOWING IMPACT

QUANTITY

- Implemented a sales strategy that directly increased customer base by 20%
- Redesigned the production line, increasing daily output by 2,000 units
- Launched a training program that contributed to 35% reduction in errors
- Entered 15 new markets, increasing market share
- Created a safety program that reduced accident fines by 15%

QUALITY

- Presented to 15 key project stakeholders and received overwhelmingly positive feedback
- Designed a new training program that resulted in an improvement in evaluations from 3.2 to 4.8 on a 5 point scale
- Implemented a new employee benefit program; over 90% of the employees identified the changes as improvements
- Researched, recommended, and hired a new printing firm that improved quality of the marketing materials
- Prepared a user-friendly operations manual that is currently being used by 50+ employees
- Reorganized a tracking system that improved document retrieval, removing requirement to duplicate documents
- Integrated new product design changes resulting in fewer rejects

PRODUCTIVITY

- Automated a claim processing system that reduced the turnaround time from two weeks to two days
- Identified a new phone system that reduced average answering speed from eight minutes to less than one minute
- Completed the project ahead of schedule and under budget
- Developed and introduced a unique product that was the first in the marketplace

COST/REVENUE

- Negotiated a contract that saved the department over $500,000
- Reduced overhead by 30% after implementing new intake process
- Developed a new product that increased quarterly revenue by $60,000
- Increased sales by 40% after starting customer referral incentive program

Most job position openings receive hundreds of resumes and applications. Your resume will be the first item prospective employers see to get a glimpse of who you are. You can either stand out in a negative way and you can be remembered as an example of what not to do, or you can stand out by having an exemplary resume that is tailored to the job description and accurately describes who you are as a candidate in one page of text.
### SAMPLE

**OFFICE SKILLS**
- Approved
- Authorized
- Catalogued
- Classified
- Compiled
- Dispatched
- Documented
- Filed
- Finalized
- Generated
- Implemented
- Monitored
- Prepared
- Processed
- Purchased
- Recorded
- Retrieved
- Tabulated

**COLLABORATION SKILLS**
- Advised
- Assessed
- Assisted
- Championed
- Contributed
- Coordinated
- Coordinated
- Cooperated
- Counseled
- Demonstrated
- Empowered
- Enhanced
- Ensured
- Expedited
- Facilitated
- Familiarized
- Mediated
- Participated
- Partnered

**COMMUNICATION SKILLS**
- Addressed
- Arbitrated
- Arranged
- Authored
- Corresponded
- Directed
- Drafted
- Formulated
- Influenced
- Lectured
- Negotiated
- Persuaded
- Promoted
- Publicized
- Recruited
- Spoke
- Taught
- Taught
- Wrote

**CREATIVE SKILLS**
- Acted
- Composed
- Conceived
- Conceptualized
- Created
- Customized
- Designed
- Developed
- Fashioned
- Founded
- Illustrated
- Initiated
- Instituted
- Integrated
- Introduced
- Invented
- Revitalized
- Shaped
FINANCIAL SKILLS
- Accounted
- Allocated
- Analyzed
- Audited
- Balanced
- Budgeted
- Computed
- Decreased
- Forecasted
- Measured
- Planned
- Projected
- Researched

TECHNICAL SKILLS
- Assembled
- Built
- Calculated
- Computed
- Converted
- Drafted
- Engineered
- Expanded
- Fabricated
- Installed
- Maintained
- Modeled
- Operated
- Overhauled
- Programmed

TEACHING SKILLS
- Adapted
- Clarified
- Coached
- Communicated
- Conducted
- Enabled
- Encouraged
- Evaluated
- Explained
- Facilitated
- Guided
- Inspired
- Instructed
- Mentored
- Led
- Persuaded
- Stimulated
- Trained

MANAGEMENT/LEADERSHIP SKILLS
- Assigned
- Collaborated
- Consolidated
- Contracted
- Delegated
- Energized
- Evaluated
- Executed
- Headed
- Improved
- Motivated
- Oversaw
- Prioritized
- Produced
- Scheduled
- Spearheaded
- Supervised

RESEARCH SKILLS
- Collected
- Critiqued
- Diagnosed
- Eliminated
- Examined
- Extracted
- Identified
- Inspected
- Interpreted
- Interviewed
- Organized
- Reviewed
- Solved
- Summarized
- Surveyed
- Systematized
- Tested
- Translated

RESUME BUILDING tip!

“Hiring managers prefer strong action words that define specific experience, skills, and accomplishments,” said Rosemary Haefner, vice president of human resources at CareerBuilder. “Subjective terms and clichés are seen as negative because they do not convey real information. For instance, do not say you are ‘results-driven’; show the employer your actual results.”
Ethan Rhodes  
8191 UC Pride Street, Cincinnati, OH 45220  
(513) 555-5555, rhodes@mmail.uc.edu

EDUCATION:  
University of Cincinnati, Cincinnati, OH  
Carl H. Lindner College of Business  
Bachelor of Business Administration, Marketing  
GPA: 3.5/4.0, Dean’s List Recipient – 2 semesters  
University of Cincinnati Blue Ash, Blue Ash, OH  
Electronic Media Certificate  
April 2015

ACADEMIC PROJECTS:  
Team Member, Project Innovation, University of Cincinnati  
- Create a business plan for imaginary company with three Carl H. Lindner College of Business classmates  
- Pitch sustainable and environmentally friendly restaurant and greenhouse to Cincinnati business leaders

Team Member, Project Strategy, University of Cincinnati  
- Assembled a 20+ page SWOT analysis for The Kroger Company and compiled a report to present to executives  
- Collaborated with two classmates utilizing research and analytical skills to make recommendations for future success

WORK EXPERIENCE:  
Team Member, Graeter’s Ice Cream, Cincinnati, OH  
November 2015 – Present  
- Greet and service 80+ customers daily, answer product questions, and complete orders  
- Utilize upselling strategies to meet customer needs and increase store revenue  
- Create a family friendly dining experience through attentive service in an efficient manner  
- Awarded Team Member of the Month for providing excellent customer service and team support

Child Care Provider, Weaver Household, Cincinnati, OH  
June 2015 – August 2015  
- Created and implemented learning activities for two children under four years old  
- Communicated with parents on children’s daily plans and progress  
- Maintained engaging environment for children by researching community events on social media

EXTRACURRICULAR EXPERIENCE:  
Secretary, Calhoun Hall Council  
September 2015 – Present  
- Prepare and distribute monthly meeting notes to hall of 250+ students  
- Market monthly hall activities through flyers, Instagram, Twitter, and emails

Member, American Marketing Association (AMA)  
August 2015 – Present  
- Participate in monthly meetings to learn about the Marketing profession and industry  
- Attend at least two networking events per semester to engage with industry professionals and gain insights into different career paths and opportunities at local corporations

President, National Honors Society (NHS)  
September 2014 – May 2015  
- Co-planned a fundraiser selling t-shirts which raised $400 for the chapter  
- Organized and led monthly chapter meetings with 100+ members  
- Served as a liaison between teacher advisor and members to share chapter needs and progress

SKILLS:  
- Computer: Adobe Creative Suite (Intermediate Knowledge)  
- Social Media: Facebook, Twitter, Hootsuite, Instagram, and Pinterest  
- Language: Conversational in French

SAMPLE RESUME FOR freshmen
Maria Jones
111 Vine St.
Cincinnati, OH 45220
513.555.6666
Jonesm90@mail.uc.edu

EDUCATION
University of Cincinnati, Carl H. Lindner College of Business, Cincinnati, OH
Bachelor of Business Administration, Finance
• Cincinnatus Scholar
• GPA 3.7/4.0- Dean’s List Recipient

RELATED COURSES
<table>
<thead>
<tr>
<th>Financial Accounting</th>
<th>Investments</th>
<th>Corporate Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Modeling</td>
<td>International Finance</td>
<td>Financial Markets and Institutions</td>
</tr>
</tbody>
</table>

WORK EXPERIENCE
Bank of America Merrill Lynch | Seasonal Client Associate, Cincinnati, OH | January 2016 to Present
• Create equity portfolio model to track 35 securities and 10 exchange funds which will reflect asset allocation factors within portfolios
• Assess lines of credit averaging $200,000 offered to business and retail accounts
• Analyze sales data spreadsheets in Excel to assist in the creation of the Annual Financial Report

University of Cincinnati | Student Orientation Leader (SOLO), Cincinnati, OH | March 2015 to August 2015
• Worked in a team of 30 SOLOs to welcome and assist over 600 incoming first year students and families in the transition from high school to college
• Led up to 25 students through the orientation process including check-in, tours, and answering questions
• Served as an ambassador for the Lindner College of Business by exemplifying PACE model of professionalism, academics, character, and engagement
• Developed strong interpersonal skills through working with a diverse group of students, parents, and co-workers

GoGreen Lawns, LLC | Lawn Care Specialist, Cincinnati, OH | June to August 2013, 2014
• Managed the edging, mowing, and trimming of over 100 clients’ lawns
• Achieved a 95% client retention rate through pre and post care customer appointments to ensure satisfaction
• Developed and implemented referral program resulting in 32 new clients

LEADERSHIP AND AFFILIATIONS
Delta Sigma Pi Professional Business Fraternity | Member | December 2015 to Present
• Engage in professional development opportunities with like-minded College of Business students, gain guidance from industry professionals, and invest in the civic welfare of the community

Finance Club | Member | September 2014 to Present
• Develop an understanding of finance through meeting and interacting with classmates and industry professionals

Junior Achievement | Teaching Business Consultant | March 2014 to Present
• Educate 10 elementary school aged students on a weekly basis to explore the principle characteristics of the U.S. economic system
• Communicate students’ progress through individual meetings with parents

SKILLS
Fluent in Spanish

SAMPLE RESUME FOR sophomores
TAYLOR R. WOODSIDE  
123 Main Street, Cincinnati, OH 45221, (513) 123-4567, woodside@email.uc.edu

EDUCATION
University of Cincinnati, Cincinnati, OH
Carl H. Lindner College of Business
Bachelor of Business Administration, Marketing and Information Systems
Minor: German

Expected April 2017

European Study Abroad
March to April 2015
Developed understanding of various European business climates through company visits in England, Austria, Czech Republic, Latvia, Italy, and Switzerland

RELEVANT EXPERIENCE
GE Aviation, Cincinnati, OH
Information Technology Leadership Program Intern
• Developed a dashboard to drive and monitor AWS Cloud data (EC2, RDS, & VPC)
• Simplified AWS cost analysis by 40% via user access to the dashboard, rather than direct Amazon access
• Enabled implementation of IBM Cognos 10.2.1 via execution of 633 use cases, substantiating a 51% inherent performance improvement in Cognos 10.2.1, and leading documentation of an internally built ad-hoc query tool

April 2016 to Present

Ipsos, Berlin, Germany
Marketing Co-op
• Created and planned several large events for 37 international interns to promote company culture and satisfaction
• Designed 200+ informational packets in Adobe Photoshop for company use, providing incoming interns with information about their transition into German culture
• Created online database for all consumer insights reporting and data to provide efficient access for 200+ employees

January 2016 to April 2016

IT Solutions, Cincinnati, OH
IT Help Desk Associate
• Managed Help Desk, utilizing problem-solving skills to provide support to end-users
• Processed security trades, ensuring accuracy to eliminate settlement problems by working with brokers and custodians
• Overhauled corporate tax reporting process which resulted in improved quality and accuracy of tax documentation provided to clients, but also in a reduction of tax-related questions received by managers during tax season
• Improved numerous processes within proprietary systems, including the delivery of outside sources of information
• Appointed to a corporate-wide strategic planning committee in recognition of strategic thinking skills and engagement

May 2015 to August 2015

CAMPUS INVOLVEMENT
University of Cincinnati Student Government
Senator and Marketing Committee Chair
• Serve as a liaison between Lindner College of Business and the university, representing nearly 4,000 students
• Increased event attendance by over 30% through creation of student government activities registration webpage

January 2016 to Present

IT Leadership Institute
Director of Information Technology
• Spearheaded 220+ person conference with students and employees to discuss current IT trends
• Coordinate guest speakers, programs, and topics for the events to ensure relevant material is being presented
• Update website and social media to promote conference and increase previous conference registration by 16%

August 2016 to Present

University of Cincinnati Office of Admissions
ROAR Tour Guide: External Vice-President
• Led a committee of 20 members to recruit new students to apply for ROAR, receiving a record number of applications
• Managed and conducted over 180 interviews over two day period

August 2015 to April 2016

TECHNICAL SKILLS
• HTML, PHP, CSS, ASP, Visual Basic for Applications (VBA)
CALVIN DANIELS
3451 University Avenue, Apt #4, Cincinnati, OH 45220
513.556.6789 • danielsc6@mail.uc.edu

EDUCATION
University of Cincinnati, Carl H. Lindner College of Business
Bachelor of Business Administration, Accounting and International Business
• GPA: 3.94/4.00, Dean’s List Recipient
• CPA eligible with 150 credit hours upon graduation
Audencia, School of Management
• Study Abroad
• June-July 2013
Nantes, France

PROFESSIONAL EXPERIENCE
General Cable Corporation, Compliance and Controls Department
Internal Auditor
• Perform daily internal audit procedures including formulating, identifying, and testing key controls
• Update process narrative, rewrite procedures, and update templates for future audits
• Assist in audit corrections and help prepare several extension documents to clients detailing their current situation
May 2016-Present
Highland Heights, KY

Enquirer Media
Territory Advertising Co-op
• Called 10+ prospective clients per day suggesting digital and media business solutions to help their grow business
• Assisted in the planning stage of the sales process through research and analytical software management
• Managed Internal promotion of revenue Initiative project through biweekly updates and collaboration with 2 interns
January 2016-June 2016
Cincinnati, OH

Greater Cincinnati Waterworks
Part-Time Clerk
• Analyzed data to generate a high usage report to educate customers on their water usage and motivate them to seek assistance if they have a leak
• Leveraged database information to perform payment lookups to correct faulty transactions
March 2015-December 2015
Cincinnati, OH

WORK EXPERIENCE
Outback Steakhouse
Server/ Certified Trainer
• Trained over 30 new staff members on strategic tactics to encourage repeat customer visits
• Received Employee of the Month Award on three different occasions as voted on by managers and co-workers
May-August, 2012-2015
Cincinnati, OH

LEADERSHIP EXPERIENCE
Beta Alpha Psi
Vice President
• Coordinate Meet the Firms night for 20 accounting firms to meet potential hires from the UC accounting department
• Develop network of accounting students to engage in professional, community service, and academic oriented events
January 2016-Present
Cincinnati, OH

Rockdale Academy
After School Tutor
• Teach second grade students the importance of community and how a society works through interactive activities on a weekly basis that encourage thinking outside the box and understanding of mathematical concepts
September 2015-Present
Cincinnati, OH

Kolodzisk Business Scholars Student Association
At-Large Representative
• Engage in academic and career-oriented events that emphasize innovation, globalization, and collaboration
• Increase global awareness by participating in a Paris/Belgium study abroad in March 2013 and Nantes, France, in Summer 2013
September 2012-Present
Cincinnati, OH

HONORS & AWARDS
• Recipient, Kolodzisk Business Scholars Scholarship
• Finalist, Outstanding Junior Award
2013-Present
Jasmine Stratford
3333 Vine Street, Apt #2
Cincinnati, OH 45222

(614) 555-4565
stratfordj@mail.uc.edu

Education:
University of Cincinnati, Carl H. Lindner College of Business, Cincinnati, OH

Master of Business Administration - GPA 3.8


Expected April 2017
Bachelor of Arts, Economics - GPA 3.7

Financed over 40% of education through part-time employment and cooperative education

August 2015

Work Experience:
Learning Assistance Center
September 2015-Present
Graduate Assistant
Cincinnati, OH

- Write and produce all new marketing material used within the department to increase knowledge of services
- Implement social media marketing for department resulting in 132 new customers over a 3 month period
- Assist in generating 1,025 new patrons in 6 months, resulting in 100% increase from previous academic year

University of Cincinnati Libraries
September 2013-August 2015
Peer Mentor, Image and Information Consultant, and Undergraduate Assistant
Cincinnati, OH

- Initiated and implemented a new student orientation program that increased awareness and understanding of library resources and services
- Wrote tutorials that generated over 1,000 page visits monthly to increase library resource knowledge
- Led 1 workshop per week for faculty and students regarding specialized technology to enhance skill sets
- Performed in-depth research for faculty and students resulting in development of strong research skills

Loth Experts & OptiVia
May 2015-August 2015
Web Design, Marketing, and Business Development Intern
Sharonville, OH

- Expanded a social media site to increase brand awareness at no additional cost and gained 66 new customers
- Wrote a marketing strategy for the third fiscal quarter to promote commercial furniture sales

Cincinnati Children’s Hospital Medical Center
June 2014-August 2014
Creative Services Web Intern
Avondale, OH

- Edited, reviewed, and managed over 100 web pages for the research, clinical, and training areas of Cincinnati Children’s Hospital system
- Led and managed the “Find a Physician by Zip Code” project scheduled for release in January 2016
- Researched and analyzed numerous data sets to develop and recommend content changes for over 25 departmental websites

Technical Skills:
- Microsoft Office- Word, Publisher, Access, Excel, PowerPoint, and Outlook Express
- Multimedia- Adobe Products, Photoshop, iMovie, Final Cut Express, Dreamweaver, Jing, Camtasia

Honors & Activities:
- President, MBA Association
- Finalist, Association for Corporate Growth Case Competition
- Volunteer Tutor, Academy of World Languages

August 2016-April 2017
March 2016
October 2013-May 2015
Donovan Aronoff
656 Edwards Road, Cincinnati, OH 45209 • (513) 555-6543 • aronoffd@mail.uc.edu
http://linkedin.com/donovanaronofflmba

EDUCATION
University of Cincinnati, Carl H. Lindner College of Business, Cincinnati, OH
Master of Business Administration
• 4.0 Cumulative GPA
• Paxton Leadership Fellowship
Bachelor of Business Administration, Operations Management
• 3.95 Cumulative GPA
• Lean Six Sigma Yellow Belt Certification

EXPERIENCE
Eli Lilly and Company, Indianapolis, IN
Quality Consultant
April 2012- August 2015
• Managed employee utilization, integration, job rotation, debut management, and domestic transfer processes
• Implemented internal job postings and job rotations, increasing resource utilization by approximately 30%
• Increased profitability for department by 15% via upscaling and entry level employee integration into demands

AMEND Consulting, Cincinnati, OH
Business Analyst/Sales Coordinator
January 2012- April 2012
• Drove change in the mid-market manufacturing industry through developing clients’ people, process, and metrics
• Managed multiple projects for five different clients and their individual needs through meeting facilitation, business intelligence sales, data analysis, strategy formulation, Lean Six Sigma training, and process improvement

Delta Air Line, Atlanta, GA
On-Board Services Co-op
May 2011- August 2011
• Implemented a global process to allow organization to efficiently study flights and caterer overages
• Discovered $100,000 cost saving resolution to the special menu ordering process
• Conducted time study and observed five local caterer locations to ensure accuracy and safety protocol by OSHA
• Redesigned entire line of repack boxes and negotiated prices and volumes with supplier
• Created and implemented three year strategic growth plan focusing on new regions projecting 20% annual growth

ACADEMIC PROJECTS
Battle of Ohio Participant
January 2016- May 2016
• Led three member team thorough analysis of a major clothing retailer’s current business position
• Presentated strategy to panel of six Deloitte directors and leveraged their expert feedback

Project Fast Track
January 2016- May 2016
• Conducted research on domestic operations of a local LaRosas’ pizza franchise
• Developed plan to lower operating cost of the store by 5% in team of five

LEADERSHIP EXPERIENCE
American Production and Inventory Control Society (APICS), Cincinnati, OH
University of Cincinnati Student President
August 2011- April 2012
• Collaborated with industry professionals to coordinate over three student tours of manufacturing facilities per semester
• Restructured organization’s recruitment strategy to increase membership by 25% over the course of one year

Hamilton County Special Olympics, Cincinnati, OH
Volunteer/Coach
June 2014- May 2015
• Chaperoned teams of up to 20 adult Special Olympic athletes while at out of town competitions
• Coordinated athletes’ competition, eating, and sleeping schedules to help transform lives through the joy of sport
Yashwanth Scioto
34 Stanton Avenue, Cincinnati, OH 45220
(513) 555-4590  scioto@uc.edu  http://linkedin.com/yashwanthscioto

Education
University of Cincinnati, Carl H. Lindner College of Business, Cincinnati, OH
Master of Science-Information Systems
- Pursuing Analytics Certificate
- Won UC Centric Case Competition 2016 by identifying innovative solutions for insurance industry
- GPA: 3.8

Visvesvaraya Technological University, Bangalore, India
Bachelor of Engineering, Electronics and Telecommunications
- Graduated with First Class distinction
- Active Member: Institution of Electronics and Telecommunication Engineers (IETE)

Technical Skills
- Programming Languages and Tools: C, C++, C#, Linux, Shell Scripting, SQL, Java
- Web Technologies: HTML, CSS, PHP, JavaScript, ASP.NET
- Operating Systems: Windows, Linux, Solaris
- Content Management Systems: Drupal, WordPress

Professional Experience
Tata Consultancy Services, Delhi NCR, India
Engineer – Software Configuration Management
- November 2012 – March 2014
  - Upgraded software and link speed of over 100 servers throughout India
  - Collected system information for servers with older configurations and advised client on appropriate
    configuration changes
  - Liaised between front-office and back-office teams to provide configuration related support
  - Developed and executed training and technical presentations for graduate trainees handling related projects

Vings Cellular Enterprises, Mumbai, MH, India
Engineering Intern – Value Added Services
- August 2011 – December 2011
  - Managed a team of five in the operation and management of various value added services across all national
    circles and certain Mumbai-specific services
  - Conceptualized and designed mainstream prepaid products, increasing 33% of the existing customer base
  - Leveraged shell scripting techniques to reduce the downtime of systems by 33% to provide uninterrupted service
    thereby increasing revenue
  - Designed an in-house Inventory Management Web Application, using PHP and MySQL, to notify team about
    AMC deadlines and provide instant information on systems for use in network expansions

Awards and Leadership
- Awarded 1st place in a technical paper presentation on “Cloud Computing”  June 2011
- Received Award of Merit in a web designing contest conducted by Yahoo! India  May 2011
- Organized and led “Live Wire” event at College Festival, attracting over 5,000 students  May 2010

SAMPLE RESUME FOR Master's students
Meghan A. Corry
45 Bockett Ridge Drive • West Chester, OH 45069
(513) 123-4507 • corryml@osu.edu

EDUCATION:
University of Cincinnati, Carl H. Lindner College of Business, Cincinnati, OH
Master of Science, Accounting
Expected December 2017
• GPA: 4.0/4.0
• Relevant coursework: Advanced Auditing, Federal Tax Planning & Research, Managerial Accounting

Miami University, Farmer School of Business, Oxford, OH
Bachelor of Science, Accounting
June 2015
• GPA: 3.6/4.0
• CPA eligible with 150 hours

EXPERIENCE:
Deloitte, Cincinnati, OH
Tax Intern
January 2016 - April 2016
• Prepared tax returns for individuals and partnerships utilizing Global FX and Go Systems
• Processed 1099s, W-2s, and extension documents utilizing Superforms
• Evaluated financial documents including consolidated 1099s, balance sheets, and income statements

Great American Insurance Group, Cincinnati, OH
Operations Intern
August 2014 - December 2014
• Monitored and measured actual sales against budgeted sales target to align projections and results
• Processed and analyzed over 400 life insurance policies in an efficient manner
• Achieved top employee of the year award for initiating and implementing an operating plan that increased branch’s profitability by 10% and streamlined internal controls within the branch
• Developed and maintained effective customer relations resulting in higher customer retention

ACADEMIC PROJECTS:
Fraud Detection Project
January 2016 - May 2016
• Analyzed and resolved accounting fraud in a company that lacked effective internal controls
• Testified in an expert fraud examiner in a mock trial

Tax Research Project
January 2016 - March 2016
• Researched variety of tax problems, including tax treatment of education expenses, gains from home sale exclusions, tax treatment of gambling income and losses, liability on joint return, tax return on first time home buyers credit, and tax treatment of damage awards in wrongful death action
• Presented findings and suggested resolutions as a group of four to executive team sponsor

SKILLS:
• Proficient in CCH Database, RIA Check Point, Lotus Notes, QuickBooks, and Microsoft® Office Suite

AFFILIATIONS:
• Student-Member of Ohio Society of CPAs
August 2015 - Present

SAMPLE RESUME FOR master's students
COVER LETTERS

Your cover letter should complement, not duplicate, your resume. It reveals how your skills and experience relate directly to the opportunity you are applying for, in addition to adding a personal touch. Cover letters should be appealing, convincing, and brief. While you must be professional in your cover letter, as with all business communication, the best cover letters often convey a conversational tone. Well-written cover letters can be a good marketing tool to differentiate you and make you positively stand out amongst other candidates.

The combined purpose is to convince the reader you have the experience to do the job, so you can get invited to the interview. Your cover letter should be tailored to outline specifically how your skills and experience match the requirements of the job.

COVER LETTER QUICK TIPS

- You only need to include the date, your address, the prospective employer’s name, address, and title if your cover letter is a separate document. This information is not necessary if you are using the cover letter content in the body of an email application.

COVER LETTER FORMAT

For some applications, especially ones that are gleaned through networking, you may be sending an email with your resume attached. When submitting an application via email, your cover letter should be the body of the email and the resume should be the attachment. Here are some guidelines on sending that email to get noticed:

- Subject: Write a clear subject line. Follow directions in the job posting if there are any. If not, play it safe and use something like Application for Accounting Co-op (ID #47956) - Jenna Williams.

- Salutation: Address your message to the appropriate person. It should be fairly easy for you to research the company and find the right person. In rare cases that the job is anonymously posted, you can write Dear HR Professional or Dear Hiring Manager.
MORGAN WOLFSON
14 Straight Street, Apt#4
513.444.9999
Cincinnati, OH 45221
wolfsonm@mail.uc.edu
LinkedIn.com/mwolfson

October 20, 2016
Jenarcus Johnson
Johnson Industries
100 Successful Street, Suite 1000
Cincinnati, Ohio 45202

Dear Mr. Johnson,

I am a senior marketing and information systems student at the University of Cincinnati, Lindner College of Business. I am currently seeking a full-time sales opportunity and the Sales Management Trainee position posted on your website (ID: 42318) represents a good match for my skills. The ad specifies a few different requirements. As you can see, my experience meets or exceeds several of these requirements.

Position Requirements  My Qualifications
1 year of experience  I successfully completed three full-time co-op rotations (12 months) within the sales field, two of which were for the same company who asked me to continue as a co-op due to my performance and dedication.
Knowledge of Business Development  During my time as a co-op for The Sales Record, I grew new business in my territory by 13% in my first rotation, and 21% during my second rotation. I thoroughly enjoy the practice of new business development because I am able to utilize my interpersonal and relationship-building skills for ideas and products I support.
Innovative Thinker  To drive higher sales for our philanthropy organization last year, I led my fraternity in partnering with a local golf club to provide coupons to potential donors. This incentive helped grow our sales 34% from the prior year and built a sustainable relationship.

In addition to being qualified for the position, I am very interested in working for Johnson Industries. I attended numerous information sessions your company held at UC over the years and it only helped to grow my passion for a career combining sales and technology. My professional selling focus of my marketing degree, coupled with my training on information systems, will make me a quick learner and asset to your company. I understand both the sales cycle and how technology can provide companies with a competitive edge in their industries.

I would welcome the opportunity to meet with you to provide further details about my experiences and discuss how those experiences might benefit Johnson Industries. Please do not hesitate to contact me with any questions or to set up a time to meet in person. I appreciate your time and consideration.

Regards,
Morgan Wolfson
Morgan Wolfson

Introduction: In your first paragraph, you should be addressing 1) where/how you found the position 2) if there is someone who referred you to the position and 3) why you are interested in the position. Showing how you found the position can say a lot- and you may need to list multiple ways if someone referred you to the position and then you located it on the company website. Describing your interest gives the prospective employer a little bit of insight into who you are and what you like about the company or the role. It can also show that you did your research about the company and they will appreciate the personalized interest. You do not want a prospective employer to think this is just one of the 50 emails you are sending out for different jobs. You have to sell them on why you want this particular role at this particular company.

Body: Share what you can provide to the prospective employer. Mention how you are qualified and can add value to the organization. The more you focus on their specific needs and how your skill set makes you a good solution to those needs, the more likely your message will be read. If you are struggling to figure out how to articulate this, use the job description and for each qualification listed, write out how your experiences and strengths meet those qualifications. Then choose 2-3 that are really strong and mention them in your cover letter. That will show you have a good understanding of the position and of how your skills relate. Do not simply list out your experiences as they are on your resume. You should be highlighting a few examples from your experiences that go into more depth than your resume.

Closing: Close with something that makes the prospective employer eager to speak with you. Restate your key skills, be certain to mention that your resume is attached to the email, and that you look forward to the opportunity to discuss your skills. Although your contact information is on your resume, provide it here or refer to your email signature which should also have that information.

Attachment: When you send your resume, it should always be saved as a PDF. Attach your resume formatted last name_first name resume.pdf, for example; Zhang_Wei Resume.pdf.
EXAMPLE OF SUBMITTING A COVER LETTER AND RESUME TO APPLY FOR A JOB VIA EMAIL

To: mcmicken@job.com

Cc:

Subject: Application for Social Media Marketing Co-op (#45678): Lucy Bearcat

Dear Mr. McMicken,

I am seeking a spring co-op in the area of marketing and I came across your job posting for the Social Media Marketing Co-op on the HireUC database and your company website. I have seen some of Sleek Marketing’s work in the downtown QTR area and on billboards around Cincinnati. I am impressed with the simplicity of the strategies and eye catching designs. I also connect personally with your commitment to community service and am very active with BearCAT Community Action Team at UC. I would love the opportunity to work for a company that appeals to both my marketing philosophy and personal values.

Your job description listed three qualifications in which I excel:

- Collaborate with team to develop print, web based, and mobile communications: As a marketing committee member of Lindner Women in Business, I recently drove the redesign of our external website, providing content and design ideas to increase website traffic. In one month, website traffic increased by 28%.
- Create eBlast messages: During my e-Marketing class last spring, I created a 3-month eBlast campaign for a fictional software consulting firm, for which I received an A.
- Develop social calendar: I chair the Events Committee for the American Marketing Association and planned three skill development events for the upcoming year focused on students gaining important skills like Google Analytics and networking with professionals in the field.

Marketing is something I am passionate about in my everyday life and has translated easily into my leadership roles on campus. Working as a co-op is my next goal, and I would welcome the chance to interview for the co-op position at Sleek Marketing. My skills in creative marketing and content development will be an asset to your team. Attached is my resume for your review. I look forward to speaking with you regarding my qualifications soon.

Sincerely,

Lucy Bearcat
Lucy Bearcat
Class of ’18
bearcat@mail.uc.edu

EXAMPLE OF SUBMITTING A RESUME WITHOUT A JOB POSTING TO REFERENCE VIA EMAIL

You may be interested in working for a company that does not have a specific job posting anywhere. Consider reaching out to the company directly to inquire about a prospective internship, co-op, or full-time opportunity. This is a great way to stand out. If the employer likes you, they may be willing to share your resume with other professionals in the industry, provide you with unexpected opportunities, or keep your resume on file for a future opportunity.

To: morgens@job.com

Cc:

Subject: Summer Co-op Inquiry & Consideration: Internal Audit - Joshua Zimmer

Dear Ms. Morgens,

My name is Joshua Zimmer and I am a third-year accounting major at the University of Cincinnati. In order to gain professional experience, I participate in Lindner Professional Experiences and rotate semesters of full-time classes with semesters of full-time co-ops. I am currently seeking a summer co-op and the idea of working for Access Accounting, Inc. really appeals to me. Your company's commitment to professional development evidenced by leadership in local and national conferences is something I respect and value, especially since I have utilized those resources before for my own benefit.

Although I have not seen a job posting for a summer intern or co-op for your company, I think you will look favorably upon my experience in internal audit. As an Internal Audit Intern for The Sherwin-Williams Company, I conducted reviews of financial and non-financial information and testing of controls for every aspect of store operations. In addition, I analyzed existing processes and provided suggestions for improvement and formally presented those to upper management. Two of the five recommendations were implemented, and I played a role in how the new policies were delivered to store personnel because of my strength in relationship building.

Throughout my co-op I was driven to constantly expand my horizons and learn new skills, which led me to a variety of professional experiences that helped me confirm internal audit as my future career choice. If you could benefit from an intern in the summer or beyond, it would be a privilege to further discuss how my knowledge, skills, and professional experience can contribute to the success of Access Accounting, Inc. My resume is attached for your review. I can be reached at 513-963-4512 or via email at zimmer@mail.uc.edu.

Sincerely,

Joshua Zimmer
Accounting Major
Graduation: April 2018
UC Lindner College of Business
zimmer@mail.uc.edu
513-963-4512
REFERENCES

References are a list of people who you have worked with that can share positives about your personality and working style so prospective employers can learn more about you from others before they decide to invest time, money, and training into hiring you.

Contact your references in advance to ask for and obtain their permission to list them as a reference. When a prospective employer asks for your references, give them a copy of the list. Then, contact your references immediately and describe the job for which you have been interviewed, with special attention to those facets of your background and abilities that seem to have been the greatest interest to your interviewer. This will enable your references to be ready for the reference check call or email inquiry and answer questions in a manner calculated to be the most advantageous to you.

WHAT TO do!

- Prepare a neatly typed list with the same heading as your resume and cover letter and title it, "References".
- Select references who will give you a glowing recommendation. Always contact those who you would like to include on your reference list in advance to obtain their permission and to see if they are willing and able to be a reference for you.
- Choose three to six references including people like professors, managers, coaches, co-workers, and colleagues from professional organizations. Include first name, last name, title, organization, email, phone number, and relationship to you for each reference you list.
- Write a thank you to each individual after they agree to be your reference and be sure to attach your resume so they can easily recall some of your accomplishments and experiences.
- Bring your reference list with you to each interview and provide it only when requested.

WHAT NOT to do!

- Send your reference list with your resume when you are applying for a position unless it is specifically asked for. Employers contact references at different times throughout the process. Therefore, you only want to provide your reference list when the prospective employer requests the list, not beforehand.

ETHAN RHOADES
8191 UC Pride Street, Cincinnati, OH 45220
(513)555-5555, rhodes@email.uc.edu

REFERENCES
Rayshawn Crosley
Lacrosse Assistant Coach, University of Cincinnati
(513) 556-7809
Rayshawn.crosley@uc.edu
Coach, August 2014-Present

Ashlee Green
Assistant Director, University of Cincinnati
(513) 556-4563
Ashlee.green@uc.edu
Club Advisor, September 2015-Present

Bob Nippert
Director of Sales, Bearcat Branding Inc.
(513) 123-4567
bob@bearcatbranding.com
Co-op Supervisor, September 2015-December 2016

Bria Varsity
Associate Manager, Bearcat Gear and Merchandise
(513) 321-7654
Varsityb@bearcatgm.com
Supervisor, September 2011-December 2016
INTERVIEWING

The job interview provides both interested parties, the interviewer and the interviewee, with a chance to meet and get to know each other with the purpose of hiring and getting hired. The interviewer gets a chance to see if you match up to your resume and if your personality clicks with the culture of the company. Additionally, it gives you the chance to expand on the strong points of your resume and determine if the company would be a good fit for your wants and needs in a professional experience.

INTERVIEW OVERVIEW

WHAT IS AN INTERVIEW?

- A chance to sell why you are a fit for the position and company.
- An opportunity to prove that you are the best candidate.
- A time for you to interview the company, learn more about them, and ask questions.

GOAL OF AN INTERVIEW

- To move forward in the process, whether it be another interview or an offer.

HIRING DECISIONS ARE BASED ON

- Attitude and Poise
- Image/Presentation
- Communication Skills
- Experience/Skill Set
- Education
- Transferable Skills

TYPES OF INTERVIEWS

- Face-to-Face: When you interview with the prospective employer in person.
- Phone: You should find a quiet place to do the interview and be sure to demonstrate your enthusiasm since the prospective employer cannot observe your non-verbals.
- Video/Skype: When an interview is similar to face-to-face but you and the prospective employer are in two different locations. Be sure to check your internet connection beforehand.
- Panel/Committee: When you interview with several staff members at the same time.
- Group: When you and other candidates are being interviewed at the same time.
- Case Study: When you must solve a problem during the interview.
- Coffee/Lunch/Dinner: When you are being interviewed over a meal.
- Technical: When you are asked to demonstrate your technical skills and understanding during the interview.
BEFORE AN INTERVIEW: PREPARATION

Prior to each interview, find out as much as possible about the company, position you are interviewing for, and the person who is interviewing you.

- Research the company by going to their website and searching for them in relevant and current news.
- Ask your connections for any details they may know about the company.
- Read the job description and anticipate questions they will ask you based on keywords in the posting.
- Research who you will be meeting with using LinkedIn and the company’s website. This will help give you a better idea of what type of person you are meeting with, better remember names, and be prepared with personalized interview questions.

Know yourself.

- Have a clear understanding of what you have to offer an employer.
- Know what is on your resume.
- Be able to highlight specific experiences using the STAR (Situation/Task, Action, Results) method.

Practice.

- Research sample interview questions and practice out loud. You can meet with your career coach for a mock interview or use Interview Stream: https://uc.interviewstream.com/Account/Login?ReturnUrl=/.

Go to the interview location beforehand so you do not get lost on the day of the interview.

Have your business professional attire ready. Business professional attire enhances your first impression as someone who takes the interview process seriously and shows respect for the interview. Business professional attire is recommended for all interviews, even if the work environment is causal, unless specifically told otherwise by the prospective employer. It is typically better to be overdressed than underdressed.

Print and bring several copies of your resume and references on professional resume paper.

Bring a padfolio, notepad, pen, and questions you have for the prospective employer.
DURING AN INTERVIEW

- Be on time. "To be early is to be on time; to be on time is to be late; to be late is to be forgotten."

- Again, it is a smart idea to go to the site where you will be interviewing beforehand so you do not get lost. Clarify any directions beforehand. Allow extra time for parking, traffic, delays, etc.
  - Arrive around 10 minutes early for an interview. This will not only help you relax and compose yourself, but will give you a chance to observe the organization’s culture and review any company material that may be in the reception area.
  - Before you enter the office is the best time to turn off your cell phone or leave it in your car.
  - Be aware of your body language.

AFTER AN INTERVIEW

- Send an individual thank you letter via regular mail or a thank you email within 24 hours to everyone you met during the interview. Email correspondence is the preferred method especially if the prospective employer has a short timeline before they make decisions. However, if you are able to hand deliver a thank you letter within the 24 hour time frame, this personal touch could really help you stand out amongst the other candidates.

- This thank you letter gives you the opportunity to reiterate your interest in the position. Do not underestimate the power of sending a thank you letter! If you are one of two or three final candidates this follow up could tip the scales in your favor.

MISTAKES TO AVOID

- 47% have little or no knowledge of the company
- 21% play with hair or touch face
- 67% fail to make eye contact
- 38% lack a smile
- 21% cross arms over chest
- 9% use too many hand gestures
- 26% have a weak handshake
- 33% fidget too much
- 33% have bad posture

STATISTICS show!

Statistics show that when meeting new people, the impact is 7% from what we actually say, 38% from the quality of our voice, grammar, and overall confidence, and 55% from the way we dress, act, and walk through the door. Also, 70% of employers claim they do not want applicants to be fashionable or trendy and 65% of bosses said clothes could be the deciding factor between two candidates.
WHAT HAPPENS DURING THE INTERVIEW

The interviewing process can be scary if you do not know what to expect. All interviews fit a general pattern. While each interview will differ, all share three common characteristics: a beginning, middle, and conclusion. 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 - you ask questions.
- Five minutes - conclusion of interview.

As you can see, there is not a lot of time to state your case. When you respond to questions or ask your own, your statements should be concise and organized without being too brief. Remember to use the STAR (Situation/Task, Action, Results) method.

THE GREETING

The recruiter begins to evaluate you the minute you are identified. You are expected to shake the interviewer’s hand upon being introduced. Be assertive—extend your hand first and use a firm handshake to demonstrate confidence.

JOB INTERVIEW THANK YOU EMAIL EXAMPLE

To: seanma@account.org
Cc: 
Subject: Assistant Account Executive Interview Thank You - Deepa Mittal

Dear Sean,

It was very enjoyable to speak with you about the Assistant Account Executive position at the Smith Agency. The job, as you presented it, seems to be a good match for my skills and interests. The creative approach to account management that you described confirmed my desire to work with you.

In addition to my enthusiasm, I will bring to the position strong writing skills, assertiveness, and the ability to encourage others to work cooperatively with the department. My artistic background will help me to work with artists on staff and provide me with an understanding of the visual aspects of our work.

I also understand your need for administrative support. I neglected to mention during my interview that I had worked for two summers as a temporary office worker. This experience helped me to develop my organizational skills and detail orientation that will help to free you to deal with larger issues if I am offered the opportunity to take on this position.

I appreciate the time you took to interview me. I am very interested in working for you and look forward to hearing from you about this position.

Sincerely,

Deepa

Deepa Mittal
Marketing Major, Sales Minor
UC Lindner College of Business
mittald@mail.uc.edu
859-422-5643

WHAT'S YOUR small talk?

Many interviewers will begin 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.

Interviewers are trained to evaluate candidates on many different points. They may be judging you on how well you communicate on an informal basis. This means you must do more than smile and nod. Be prepared with small talk topic areas and what has been happening in the news.

Be prepared for small talk by reviewing:

- LinkedIn news feed.
- Magazines or websites focused on your industry area.
- University, local, and national news.
THE INTERVIEWER HAS THE FLOOR

The main part of the interview starts when the interviewer begins discussing the organization. Be sure you have a clear understanding of the job and the company before the interview by doing research ahead of time.

As the interviewer turns to ask you questions about your qualifications, be prepared to deal with aspects of your background that could be constructed as negative, i.e., low grade point average, no participation in outside activities, or little related work experience. It is up to you to convince the interviewer that positive attributes can be found in seemingly negative points. A low GPA could stem from having to fully support yourself through college, or you may not have any related work experiences, but plenty of experience that shows you to be a loyal and valued employee. Never lie about your qualifications or exaggerate to sound more qualified, but do try to always explain your background in the best light possible and demonstrate your enthusiasm for the role, willingness to learn, and ability to take on new challenges.

WHEN IT IS YOUR TURN TO ASK QUESTIONS

When the interviewer asks, "Do you have any questions?" it is important to have a few ready. Also, the questions should bring out your interest in and knowledge of the organization. By asking intelligent, well-thought-out questions, you show the prospective employer you are serious about the organization and you have done your homework.

A POWERFUL CLOSE TO THE INTERVIEW

Often it will be clear from the interviewer’s non-verbal behavior that the interview is just about to end. They may ask if you have any more questions, to which you might respond, "No, I think you have answered all the questions I have at this point. But I do want to say that based on our conversation today, I am very interested in this position, and I am confident I can make a significant contribution here. As we discussed, I have...briefly listing your top 3-5 reasons-for-hire here." Follow that with, "What are the next steps?" so you have an idea of their time frame for making a hiring decision.

Depart with a firm handshake, good eye contact and a smile, and request a business card from everyone with whom you interviewed. Send a thank you letter via regular mail or an email to everyone whom you met during the process within 24 hours of the interview.

The most successful interview responses focus on the hiring manager’s needs. “Framing replies that demonstrate you understand their problems, or ‘pain points,’ makes a big difference when competing with many other qualified candidates.”

Prepare by identifying the skills employers are looking for. “Use their in-depth job descriptions, view videos the employers post about their organization, and visit their Facebook page and Twitter feeds.”

Identify what is unique or special about you. How have you gone above and beyond the call of duty? What did you accomplish that no one else managed to do? Did you volunteer to tackle a problem and solve it? “Do not underestimate the value of looking at yourself, your skills, your accomplishments, and outlining the key points you will want to share with a prospective employer.”
SAMPLE INTERVIEW QUESTIONS YOU SHOULD BE PREPARED TO ANSWER

- Tell me about yourself?
- Why are you interested in the position?
- What do you know about our company and why would you be a good fit?
- Why did you choose your major or program?
- Why did you choose UC?
- What are your greatest weaknesses?
- What are your greatest strengths?
- What classes have you enjoyed the most and why?
- Give me an example where you have had to deal with a difficult client or co-worker. How did you handle the situation?
- Tell me about a time you took initiative on a project?
- Tell me about a time when you went above and beyond to get the job done?
- What do you anticipate will be your biggest challenge in this role?
- Tell me about a time you were selected as a leader of a group and what you accomplished there?
- Tell me about a situation where you resolved a problem?
- Tell me about a time where you have had to handle multiple responsibilities and projects?
- Tell me about a mistake you have made and how you learned from it?
- What kinds of experiences do you have working with others with a different background than your own?
- What is your biggest accomplishment to date?
- What are your short- and long-term goals?
- Why should we hire you over other candidates?

SAMPLE QUESTIONS TO ASK THE INTERVIEWER

- What have past employees done to be successful in this position?
- What do you enjoy most about working here?
- What are some challenges the person in this position might face?
- What is the top priority for the person in this position in the next three months?
- What kind of team will I be working with? Are there opportunities to collaborate with other departments?
- Are there opportunities to obtain additional training, professional development, or education?
- How will my performance be evaluated?
- Can you describe the culture of the company?
- What is a recent success the company or this department has had?
- Is there anything about my qualifications that concerns you?

Additional questions should be specific to the position or company. Also, do not ask about benefits or salary until the prospective employer brings it up. But be certain you have done research ahead of time on what a typical salary is for that type of position based on your skills so if they ask you for your expected salary you have data to provide them.
JOB INTERVIEW QUESTIONS

No matter the format, there are three common types of interview questions: behavioral questions, traditional questions, and case questions. Each type should be prepared for in a very different manner. It is important to be prepared for a mix of all three types of questions before you interview.

BEHAVIORAL INTERVIEWING

Performance-based interviewing is a common format used by many organizations today. It is based on the assumption that a reliable predictor of future behavior is past performance, so the interview questions request specific examples and probe for details of how you behaved in previous positions.

Many of these questions begin with “Tell me about a time when...” and focus on both work specific/technical abilities and transferable skills such as leadership, decisiveness, flexibility, creativity, communication skills, analytical abilities, and team orientation. Your challenge is to formulate a concise answer that describes the Situation and Task, the Action you took, and the Results (STAR).

SAMPLE BEHAVIORAL INTERVIEW QUESTION AND ANSWER

Question:
► Describe a difficult problem you had to sort out in your last job?

Answer:
► When I worked for Amazon, we were getting a lot of complaints about late deliveries. (Situation)
► My manager asked me to figure out why these complaints were occurring. (Task)
► I met with the staff involved in the customer delivery department and discovered that the problem seemed to be with the stock coming through on time. I investigated and found that requests for new inventory were not being processed fast enough. The backlog was in the orders department as they were not following up adequately with the suppliers. (Action)
► A system for regular follow-ups was implemented within two weeks. This sorted out the stock problems and the delivery staff were able to meet their deadlines. (Result)

Suggestions for effectively answering behavioral questions include:
► Before the interview, develop your best STAR (Situation/Task, Action, Results) examples that demonstrate the work-specific and transferable skills which qualify you for the open position.
► Answer the question that is asked and limit your answer to 2 minutes or less. Be careful not to ramble with irrelevant information - be clear and concise.
► Respond to negative questions with positive words and focus on what you learned from the situation. Be truthful, but it is not necessary to offer unsolicited information which could detract from the positive brand you are creating.
► When unsure of how to respond, try to buy some time to think through your answer. Take a few seconds of silence to think about the question, repeat the question, or say "I'll have to give it some thought." From there, answer the question utilizing the STAR method.
TRADITIONAL INTERVIEW QUESTIONS

Traditional interview techniques involve asking questions related to one’s background or resume. Traditional interview techniques normally use leading questions, meaning it is relatively straightforward for you to determine what the interviewer is asking. For example, "Do you think you will have a problem working in a goal-oriented environment?" is a traditional, leading interview question.

SAMPLE TRADITIONAL INTERVIEW QUESTION AND ANSWER

Question:
▷ How well do you work in groups?

Answer:
▷ I work very well in groups. The reason is because I have had several experiences working in groups through the Lindner Student Association, group projects, and in a four-person intern team at my last internship. During my time at Phillips Edison I had the opportunity to lead a four-person intern team in a two-week project. During this project we had to do research, speak with vendors, compile data, and make a recommendation to our project manager on a new marketing package idea for shopping centers in the Northern Kentucky region. I was able to effectively lead my group by scheduling meetings, providing agendas ahead of time, verbally checking in with my fellow interns when they were struggling, and sending any positive remarks we received to the project manager so she knew how well we were doing along the way. In the end, our project manager said our proposal for a new marketing package was accepted and should be implemented by the following July.

CASE QUESTIONS

Traditionally, there are two types of case questions: "Guess the Number" and "Business Problem".

It is important to remember that interviewers often do not know the answers to case questions. They are more interested in the way your mind works, learning about your thought process, and seeing how you logically approach a problem.

When an interviewer asks you a case question, you are encouraged to ask your own questions. This accomplishes several objectives. First, it allows you to obtain more information to make answering the question easier. Second, even if you do not receive additional information, you have shown the interviewer that you are not shy about asking clarifying questions under difficult circumstances. Third, it helps turn the question into a conversation. The best interviews are often conversations, rather than simply Q&A sessions.

SAMPLE GUESS THE NUMBER QUESTION AND ANSWER

Question:
▷ You and I are sitting in an empty room with no telephone, reference books, or Internet access. Can you tell me how many disposable diapers were sold in the U.S. last year?

Answer:
▷ In answering this question, all you have to work with are assumptions. If you are unsure about an assumption or unsure about what is being requested from you, do not hesitate to ask questions of the interviewer.

• You: Thank you for your question. May I ask two questions?
• Interviewer: Yes, please go ahead.
• You: First, in this example, am I able to leave the room? Second, may I use a piece of paper to do some calculations before I answer your question?

• Interviewer: No, you are not able to leave the room in the example. Yes, please feel free to utilize a piece of paper to do calculations before answering.
You: Thank you. I appreciate the clarification. I am going to assume that the population of the U.S. is 250 million people. I am further going to assume that the average life expectancy in the U.S. is 75 years. For simplicity’s sake, I am going to assume there are an equal number of people in each age group. So 250 million divided between 75 different age groups equals 3.3 million people in each group. Children wear diapers from age zero to age three, so that is 3 years. 3.3 million children times 3 years equals 9.9 million, so I will round that up to 10 million. Out of those 10 million, I am going to assume that 80 percent of those children wear disposable diapers, so that equals 8 million children. I am going to assume children use about 5 diapers a day. Newborns probably use more than 5 and three-year-olds probably use less but I think this is a good average. 8 million children times 5 diapers a day equals 40 million diapers in a day. Then, I would multiply by 365 days, equaling 14.6 billion diapers in a year. Therefore, my answer to your question is that there were approximately 14 billion 600 million disposable diapers sold in the U.S. last year.

BUSINESS PROBLEM INTERVIEW QUESTIONS

The business problem question often involves market analysis or new product development. There are several questions you can ask to ensure that you have covered most of the main points.

▸ Back translate or repeat what you have heard. You should do this for several reasons: First, you get to hear the case all over again. Second, you show the interviewer that you were listening. Third, you do not end up answering the wrong question, which happens more often than you may think, and could eliminate you from the candidate pool.

▸ Ask, identify, and confirm the following: What are the company’s short-term and long-term objectives? What is the organization trying to accomplish? Although the company’s objectives may seem obvious, do not assume you know what the objectives are. There are often hidden agendas in objectives. It is always a good policy to ask.

▸ Analyze the market. Determine market size, identify and benchmark the competition. Conduct an industry analysis. Again, ask questions if you do not know who the competitors are, what their products are, and what their market share is.

▸ Identify and prioritize strategic issues.

▸ Analyze issues, set goals and objectives, then reality test these goals.

▸ Identify and analyze all options to reach goals and solve issues.

▸ Make decisions.

Another way to solve a business problem interview question is with the "4C" method. The 4 "Cs" stand for company, cost, competition, and customer. Even if you do not know that much about the subject, this methodology focuses you to touch all on the key areas.
SAMPLE BUSINESS PROBLEM QUESTION AND ANSWER

Question:

- Your client, a cable TV provider headquartered in Philadelphia, PA, expanded to the west coast of the United States to increase its market share three years ago. Unfortunately, to the surprise of the company’s executive board and shareholders, the company has seen only 4% increase in profits, compared to a 10% increase seen by the industry overall. You have been asked to determine why profits are so low and to advise your client on future steps for success.

Answer:

- You: Thank you for your question. May I ask two questions?
  
  Interviewer: Yes, please go ahead.

  You: Did my client take on additional costs per customer in the new market area? What are the channels and additional services, if any, offered by my client currently?

  Interviewer: No, they did not take on additional costs per customer. The client currently offers 10 basic news and entertainment channels.

  You: Thank you. Based on the fact that costs have not increased, I would go on to consider competition as a factor of why profits are so low. Can you share the price of service per month?

  Interviewer: Yes, I can share that the price of service per month is $125.

  You: Thank you. From my knowledge of the industry, the west coast consumer relies heavily on cable TV for news and entertainment. In addition, from research conducted in my forecasting class, I have learned that consumers tend to find and use other options, such as local stations or other providers, if cable is more than $110 per month. I would determine if the competition is providing the same types of options my client is offering. If so, there may be competition from other providers. My client may not have anticipated this before planning to expand to this market, especially since they are charging above $110 per month.

  I would recommend that my client take the following steps. First, try to offer unique programming options so the consumer is willing to pay for a product they cannot get elsewhere. Second, since the cable TV provider is new to the area, offer trial periods to allow consumers to try the provider before they commit. Third, offer a smaller package at a lower price for consumers who may be interested in some of the client’s offerings, but not all, and are deterred by the price.

  Finally, I would recommend ignoring sunk costs and dedicating more funds toward educating the consumers on these options. While this may increase costs in the short-term, I am assuming the company’s goal is to stay within this market as they have enlisted my firm to help solve the problem.

In answering a business problem question, all you have to work with are assumptions. If you are unsure about an assumption or unsure about what is being requested from you, do not hesitate to ask questions of the interviewer.

SO YOU know!

They may be designed to catch job seekers off guard, but in fact the trick to fielding hardball interview questions is to prepare for them in advance. One of the typical mistakes made by smart people is to think they can just “wing it” because they are smart. The truth is that nothing beats preparation. If you rehearse answering tricky career-related questions, you will be more apt to respond to them confidently. Practice in front of the mirror, with friends and family, or use a webcam to record yourself to fine-tune your responses, facial expressions, and mannerisms.
7 JOB OFFER
Etiquette

The overall spirit of job offer etiquette is to treat an employer the way you would want to be treated. This includes general business practices such as honesty, integrity, and honoring your word.

- Interview in good faith. Only apply for a position and accept an interview if you are genuinely interested in the opportunity. Employers invest a tremendous amount of time and resources in the recruiting, interviewing, hiring, and on-boarding processes. Therefore, it is misleading, costly, and inappropriate for you simply accept an interview as "practice" or if you have already accepted another position and continue to interview elsewhere.

- Keep the lines of communication open. Once you have come to a decision whether to accept or decline an offer, communicate it promptly. Other candidates remain in the pipeline who can be offered the position or opportunity to interview.

- Be a person of your word and do not renege on an offer you have accepted. Once an offer is accepted, it should be your full intention to honor that commitment. Accepting an offer as a back-up plan or as a negotiation tool for something better elsewhere is not appropriate. This is misleading and could jeopardize your professional reputation and the company’s relationship with UC. Additionally, your profession is always smaller than you think, and this is not the time to be burning bridges.

- Formally withdraw from all other interviewing processes immediately once you have accepted an offer. Cancel any pending interviews, update pending electronic applications, and notify members of your network who were supporting you in your search that you have accepted an offer.

- If you have questions regarding the process of offer and acceptance, ask! It is in the best interest of each party that all details are fully understood.
CHOOSING BETWEEN JOB OFFERS

SCENARIO

You are great and get offered more than one job. What do you do? Remember, total compensation is much more than your salary alone. Think about other benefits including:

- Health insurance
- Vacation or personal time off
- Tuition remission
- Flexible working hours
- Phone or travel reimbursement
- Retirement savings

You may not get your dream job right away, so what is most important to you? Start considering that question now as you begin applying and interviewing, whether it is promotion prospective, impact you can make on the company, work life balance, or ability to move to a new location, just to name a few. The Lindner Career Services team can help you sort through all of the options, but ultimately the decision is yours.

NEGOTIATION

Before you accept an offer, there could be an opportunity to discuss the terms of your employment. Negotiating with your prospective employer can be intimidating, but the key is to do your research, practice your pitch, and above all, be respectful and professional. It is critical to have realistic expectations for the field you are entering.

RESEARCH

An important facet of doing research is evaluating what is negotiable with the potential employer.

Consider all the components in your benefits package: salary, bonuses, vacation, parking, work schedule, start date, professional development opportunities, and moving reimbursement, to name a few. It is to your advantage to consider all of these items because there may not be room to negotiate salary for your first position.

PRACTICE YOUR PITCH

Negotiating your salary or other parts of your compensation takes practice. Therefore, after completing your research, outline your key points including competitive advantages as to why the employer should consider your request. Meet with your career coach to rehearse your approach so they can provide constructive feedback and give you tips on areas you have not thought of yet. It is important to consider the mode in which you choose to make the request, the content of the request, and supporting arguments for the request.

BE PROFESSIONAL

Negotiating can be a high pressure situation, therefore, do not allow emotion or non-work related factors to be an influence on your tone or interaction with your prospective employer. Remain poised, confident, and patient as decision makers consider your request, as it may take some time for them to respond.

AGAIN

Congratulations on your offer! Whether you have accepted an internship, co-op, or full-time position, you are on the right track to have the career you have envisioned for yourself.
EXAMPLE JOB OFFER ACCEPTANCE EMAIL

To: stephanie@company.org
Cc:
Subject: Job Offer Acceptance - Amelia Van Wormer

Dear Stephanie,

As we discussed on the phone, I am very pleased to accept the position of Controller with Sunshine Digital. Thank you for the opportunity. I am eager to make a positive contribution to the company and to work with everyone on the team. As we discussed, my starting salary will be $45,500 and health and life insurance benefits will be provided after 90 days of employment. I look forward to starting employment on September 12, 2018. If there is any additional information or paperwork you need prior to then, please let me know.

Thank you,

Amelia Van Wormer
513.957.9050
Accounting and Finance
wormara@mail.uc.edu

EXAMPLE FOLLOW-UP AFTER REJECTION EMAIL

To: craigh@jobs.companyxyz.org
Cc:
Subject: Co-op Position Filled - Follow-up

Dear Craig,

Thank you for letting me know you had decided to hire another candidate for the position. I was disappointed that I did not get the position, but I very much appreciate the time and concern you and your staff took to talk with me and show me around your headquarters. I know yours is a growing company, so I hope you will keep my materials on file and consider me for future opportunities. If any other departments or regional offices have openings, I would appreciate hearing about them. Again, I thank you so much for all the time and thought you put into considering me for this position, and if you have any feedback on how I can improve my qualifications or interviewing skills for future opportunities, I would appreciate any assistance you can give.

Best regards,

Mika
Shamika Joslyn
Econometrics, Class of 2018
(314) 806-7777
joslyns@mail.uc.edu

MAKE THE MOST of email!

Here are some key tips to keep in mind when utilizing your professional email.

▶ Remember, once it has been sent, anyone can read it. This is a written document, so stay professional throughout.

▶ Make the most of your signature and match it with your mobile signature. Otherwise, it is a clear give away that you have responded from a mobile device, which may be unpreferred for some employers.

▶ Create templates for frequently used responses. This can save time and lower the percentage of error that may come with typing the same response over and over.

▶ Be clear and thorough with your subject line and message content. Use bullet points as you see fit, and keep the message simple and to the point.

▶ Do not forget to proofread.

▶ Make sure to respond in a timely manner. In most cases, bosses, supervisors, and more experienced/higher up colleagues should be responded to within the same day.

▶ Know when to avoid email altogether. Some subjects and situations are best handled face to face, or over the phone if face to face is not possible.
EXAMPLE JOB RESIGNATION LETTER

A resignation letter should be formatted as a professional business letter as shown. You could include the header from your application materials or the letterhead from your current company. It should be printed with a handwritten signature.

- Do write a professional resignation letter.
- Do make the transition as easy and smooth as possible by offering to help find/train your replacement.
- Do leave on good terms with your co-workers and supervisors.
- Do your best to wrap up all your major assignments.
- Do make sure you receive all your accumulated compensation and benefits.
- Do not feel guilty about leaving a position if you find something that is a better fit for you.
- Do not make promises you cannot keep.
- Do not brag about the great opportunity that you have found.
- Do not disappear during your last weeks on the job.
- Do not consider a counteroffer unless you are sure it is a better deal for you. Studies show a high percentage of workers still leave the employer within a year of a counteroffer.
“If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you.”

Steve Jobs