

Master of Management in Hospitality



THIS IS THE ONE



Cornell University



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2006-2007 MMH Career Guide

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Section 1.1

Contact Information

Office of Student Services (OSS)

- Admissions
- Advising
- Career Management
- Student Records

180 Statler Hall
607-257-9794
sha_cso@cornell.edu

Career Management:
www.hotelschool.cornell.edu/students/career/

MMH Program:
www.hotelschool.cornell.edu/prospective/graduate/mmh

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Office Hours

The Office of Student Services is open Monday through Thursday from 8:00 a.m. to 4:30 p. m. and Fridays from 8:00 a.m. to 3:30 p.m. We are closed on weekends and holidays.

Career Advising

You will be required to meet with an assigned advisor in the OSS at least twice during your program. During the meetings, you will discuss your career goal, and learn about the resources available to help you meet these goals.

Subsequent to that you are encouraged to call, e-mail, or stop by the OSS to make an appointment. Walk-in appointments are also an option. We encourage you to speak with us about career issues you may have including your resume, interview feedback and coaching, negotiating a job offer, etc. We also encourage you to get to know the Hotel School faculty. As you progress through the MMH program, faculty will be an invaluable resource in your career development and job search processes.

Communicating with You

E-mails will be sent regarding job correspondence, on-campus recruiting issues, and Career Management programs. The OSS will also be sending reminders about special seminars, workshops and networking opportunities. Frequently checking your e-mail for messages is recommended.

The OSS is committed to:

- Helping you determine a career path that is aligned with your interests, values, and abilities
- Offering a guiding framework to help you develop your career strategy
- Providing you with the tools and resources you need to execute an effective job search, at any stage of your career
- Offering a powerful, diverse network of peers, mentors, and prospective employers to provide you with support, advice, and opportunities

You (the student) must commit to:

- Fully examining your capabilities, interests, values, and personality traits to determine a career path you are passionate about
- Taking responsibility for your professional growth and career search
- Viewing the OSS as a partner in your career development

Notes

Section 1.2

Policies of the Office of Student Services

The Career Management staff has developed a set of policies that help us provide high-quality service to you and to our employers. Adherence to these policies will create a professional environment and positive image of individual students, your class, and the Hotel School.

I understand that participating in on-campus recruiting requires me to abide by the policies listed below.

General Policies Relating to Students and Services

All students in the MMH program have access to the full range of Career Management services (unless they have been revoked for just cause). Students are always encouraged to provide the staff with timely feedback on any issues or concerns.

Advising appointments: Students should schedule appointments with advisors through the front desk staff; appointments are generally ½ hour. Walk-in times are designated per semester and will be available on a first-come, first-served basis.

Policies Relating to Company Events

All students who attend company events sponsored by the Hotel School are representing and reflecting the image of the School. Our expectations for behavior and dress are outlined below.

Appropriate Attire

As a courtesy to our visitors and to your fellow students, all students who attend company events are expected to dress appropriately. For the annual career day, and company presentations, business attire is appropriate, unless a company specifies business casual. Atrium company showcases and question and answer sessions are designed to be informal; however, keep in mind that the first impression you make is extremely important.

Behavior

Students are expected to treat every visitor to the Hotel School with courtesy and professionalism at all times.

It is highly recommended - and for some companies, mandatory - that you attend all presentations conducted by the companies for whom you have scheduled an interview appointment. You are expected to arrive on time for company presentations. If you must leave early, please sit near an exit to minimize disruption.

Policies Relating to On-Campus Recruiting

Students

InterviewTrak, a feature of CornellTRAK, is a tool designed to manage the logistics of the on-campus recruiting process. It allows students 24-hour on-line access to job descriptions and recruiting information. Students will use InterviewTrak to:

- Complete a career interest profile
- Submit resumes for consideration
- Sign up for interviews
- View the schedule of company presentations

In keeping with the Career Management philosophy, we want to be partners in your success, and we rely on you adhere to the following policies:

- 1) The deadlines for resume submissions and sign-ups are noted in InterviewTrak. Students are responsible for keeping track of all on-campus recruiting deadlines and all appointments.
- 2) Signing up for an interview is considered a serious commitment. Any student who does not keep an interview appointment may lose the privilege of participating in on-campus interviewing (refer to the Interview Cancellation Policy for details). Be punctual, and remember the time and location of your interview. If an emergency prevents you from interviewing, please notify the OSS (607/255-6376) immediately so the recruiter can be notified promptly.
- 3) Accurately present your qualifications and career expectations. Interview only with companies in which you are truly interested. It is not fair to the company or your classmates to fill an interview slot if you are not seriously interested in the company. Never accept an offer unless you fully intend to take the position offered.
- 4) If you accept an offer for employment or choose to remove yourself from the on-campus recruiting process, please notify your advisor promptly. This allows us to remove you from all pending on-campus interviews and to give your time slots to other interested candidates.

Companies

- The Hotel School expects all companies that recruit on campus to commit to a policy of non-discrimination based on gender, age, race, color, religious creed, handicap, national origin, familial status, sexual orientation, or status as a disabled veteran.
- Companies should assume responsibility for all representations made by their recruiters and should use only qualified, informed interviewers.
- Recruiters are expected to conduct themselves in a professional and courteous manner, which includes asking only appropriate and legal questions.
- Companies are expected to hold offers of employment open for a reasonable period of time, allowing students to make an informed choice. We do not condone the use of “exploding offers.”

Preparation

Recruiters are asked for feedback regarding interviews. If a student is identified who is perceived by recruiters to be unprepared, the student must meet with an advisor and on-campus recruiting privileges may be suspended.

On-Campus Recruiting Policies for International Students

The Career Management staff provides companies with information regarding options for hiring international students in the U.S. The majority of companies have internal hiring policies in place that they follow for on-campus recruiting, and our office is obligated to adhere to those policies. If a company specifies that it is only interested in interviewing students with permanent U.S. work authorization, job opportunities listed in InterviewTrak will be identified as “Work Authorization: Permanent Resident (U.S.).” Job opportunities that do not require permanent U.S. work authorization will be identified as “Work Authorization: None required.”

Policies Relating to Canceling Interviews

Companies spend a significant amount of time and money to come to Cornell. When students cancel interviews, it has a negative effect on all involved. Adhering to the cancellation policy allows us time to contact students on the company waiting list who would like to interview. Before you commit to an interview, you should thoroughly research the company and the requirements of the position. Students who wish to cancel an interview must do so during the interview signup date range (in InterviewTrak). Once that date has passed, students should contact the Career Management staff directly. Cancellations for interviews will be accepted only if they are requested in person at least three

business days prior to the interview day (not counting the interview day). For example, if the interview is on a Tuesday, you must cancel by 4:30 p.m. on the Wednesday of the preceding week. Holidays and weekends do not count as business days.

A student who cancels after the deadline for an interview will be considered a no-show (see information on no-shows below).

If an extreme emergency arises and you are not able to attend a scheduled interview, notify the OSS at (607) 255-6376.

Policies Relating to No-Shows

First offense:

A student who misses an interview (or the cancellation deadline) must meet with an advisor to discuss the reason for canceling. The student must present a copy of an apology letter, or blind copy the advisor on an e-mail letter to the recruiter.

Second offense:

A student who is a no-show for two interviews will lose on-campus recruiting privileges for the remainder of the academic year. The student must also complete the letter of apology procedure as stated above.

Policies Relating to Accepting an Offer

When you accept an offer, you must notify your OSS advisor, and discontinue interviewing.

Be absolutely sure when you accept an offer that you intend to take the job. When possible, wait until you have received all job offers before you make this important decision. If you feel that a company is rushing you to make a decision, discuss the situation with your advisor.

If you are unhappy with an offer you have accepted, you are encouraged to discuss the situation with your OSS advisor before you take any action. Reneging on accepted offers is a violation of Hotel School policy. If you violate school policy by reneging, you will be required to meet with your OSS advisor. You must also write a letter of apology to the company and send a copy to the OSS. Each case will be evaluated individually pending the discussion of your situation and a determination will be made about the additional loss of on-campus recruiting and alumni network privileges.

Section 1.3

Calendar of Tasks

TASKS (MMH'07)	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
HILDI													
Resume uploaded in CornellTRAK													
Resume Drops for On-Campus Recruiting Begin													
Mock Interviews with Company Representatives													
Externship Search													
Get Involved in HEC													
Charette													
Attend Career Day													
On-Campus Interviews													
Attend Company Presentations/Atrium Company Showcases													
Professional Development Series													
Research Target Companies, Conduct Informational Interviews													
Networking													
Independent Job Search													
Attend Hotel Show													
Externship & Masters Class													

Section 2.1

Career Self-Assessment

In a perfect world, all of you would arrive at Statler Hall on day one and begin diligently positioning yourselves for the precise career goal you passionately pitched in your admission application. However, the reality is that most MMHers use the degree as a means to gain new skills and expertise in hope of making a shift from their previous career.

Each of you will come to the Hotel School in different phases of knowing where you wish to end up, post-MMH. The following four-phase job search outline offers detailed steps to guide you throughout these phases as well as provide you with information pertaining to what steps to follow.

Your Passion

First, ideally, you're basing your career decision on your passions and deep interests. Studies have demonstrated that you will be most happy and fulfilled in your career if you choose a vocation based on your interests (passions), values, and skills, *in that order*. The crux of the "great question" is "*What is your passion?*" If you don't know, try now (or ideally before arriving) to figure that out. The question is as unique as each of you and the process of finding the answer is every bit as unique.

There are plenty of books you can read and assessments that you can take to help you think about the answer, inventory your personal strengths and attributes, and begin narrowing or focusing your target. You will start this work with the surveys for the Hospitality Institute Leadership Development Institute (HILDI). Often there's not just one career for you, there are numerous careers that will allow you to express your passions and interests.

Finding the Needle in the Haystack

Step two in the process, and nearly as challenging, is finding that needle-in-the-haystack career that will allow you to express these passions and interests. Talk to as many people as you can about yourself, your passions, and your interests; and follow leads that open up from those discussions. You may need to go back and do further self-assessment, you may hit dead ends and need to head down a different path, or you may also realize that you will need to achieve an ultimate career goal through a series of steps. Our advice throughout the process is to be diligent (in every step), take it seriously (what could be more important than making this decision?), accept that it is going to be hard work, and begin right away.

Let's take a look at a broad-brush perspective of considering and developing your career strategy:

Consider your job search process as being very similar to the marketing process for any product or service. (Read: Tom Peters' article, "The Brand Called You.") First, you must thoroughly understand the product – you. Next, you must research your potential markets – industries, functions, and employers. Once you have identified your target markets, you must position "you," the product, to be appealing and attractive to that market. And, finally, you must develop and execute a strategic marketing plan for your product.

Section 2.2

Developing a Job Search Strategy

The Four-Phase Job Search Strategy

Phase I - Understand the Product: Self-Assessment

This first phase of the job search is critical. It sets the foundation upon which you will build your entire job search strategy. If you haven't already, spend some time understanding why self-assessment is so important and begin utilizing tips for identifying your key assets and liabilities, as well as deciding what is important to you in the workplace. Your self-assessment should include an introspective look at your priorities and values. Take inventory of your interests, values, and skills.

1. Narrowing Your Focus

You can't do everything and do it well

Realistically consider your past experiences, strengths and weaknesses

Identify your obstacles

Identify segments of interest in the hospitality industry

Consider your desired lifestyle and geography

Educate yourself about your options

2. Tools to Help You Focus

Attend company presentations & Atrium company showcases

Consult fellow students

Consult faculty and staff

Perform library and internet research

Participate in student organizations

Secure informational interviews

Read

Take interest inventories

3. Positioning Yourself

Your Career Track

Differentiate between what you study and what you sell to companies

Your work experience

Emphasize relevant aspects of your past experience

Changing careers

Big jumps vs. small jumps

4. Timing

Never too early to start BUT

Don't start until you're ready

5. Job Search Expectations

Multi-faceted strategy works best

Independent efforts

On-campus interviewing

Recruiting by Correspondence postings

Experience is the key (not money)

6. Plan A (Your Ideal Plan)

Targets ideal functional area and Career Track

Builds on past experience OR

Bridges gap to new area of interest

Considers geographic preference and other personal factors

7. Plan B (Your Safety Plan)

Kicks in when Plan A dwindles

Bridges a wide gap between experience and career target

8. Stay True to Yourself

Your job search is all about YOU

...who you are

...your life goals

...your values

...your priorities

...and finally, what YOU want to accomplish in your career/life

Phase II - Understand the Marketplace: Needs Assessment

Once you have taken the time to really understand yourself and your motivations, it is time to research your target markets. Start by *identifying your prospective markets* in terms of function and/or Career Tracks. Then, *investigate those fields* through networking, informational interviews, and plain-old market research in hospitality industry periodicals and publications. Become a relentless networker. Talk to everyone, including friends, neighbors, colleagues and members of professional associations about your desire to learn more about a particular field.

- Identify prospective markets/list
- Investigate those fields
 - Library research
 - Networking

In conducting your research, your goal is to identify the market's needs—the types of skills and experience they value, how they identify and evaluate candidates. You should also be assessing your fit—your specific assets that meet their needs—and identifying weak areas that might reduce your probabilities of success. This will help you assess a position in a reasonable amount of time.

- Draft needs/marketplace assessment

Phase III - Position the Product: Resume & Presentation

Once you have completed your market research, develop a “sales pitch” that highlights your positive attributes and draws relevance between you and the targeted position. Develop a “story” that briefly describes your career progression and how it has led you to the position you now seek. The story needs to be succinct and credible. If you are making a significant career transition from, for instance, finance to revenue management, be sure to put your story in words and concepts that people in your target field will understand. *Developing an effective positioning statement* is an exercise in identifying and highlighting transferable skills. For example, an information technology person might understand the importance of maximizing revenue, but how do you translate your technical abilities into skills that will be of value to a revenue management position?

Your “sales pitch” should be reflected in every facet of your presentation - your resume, your cover letters, or your presentation in an interview.

- Develop positioning statement
- Devise 30-second sales pitch
- Tailor resume to target market
- Draft cover letter

Phase IV - Develop and Execute the Strategy: Job Search & Networking

Put together a plan of action for yourself. You must be prepared to commit a reasonable number of hours per week, or better—per day, to your job search. Outline, in writing, your marketing strategy. Include specific target dates for contacting potential employers, following-up with and keeping networking contacts alive. Be sure to budget time for networking events such as industry seminars and investigative/informational interviews.

This is where the rubber meets the road in terms of your preparation through the first three phases of this four-phased job search. If you have done a thorough job in your self-assessment, needs assessment, and positioning, you will find that developing and executing your market strategy is relatively simple – and merely requires time and energy. You will be focused on your goals and will not be spinning your wheels interacting with people who cannot provide the information you seek or wasting time interviewing for jobs that are not a reasonable fit with where you are in your career at this point.

- Outline Marketing Strategy:
Plan A, Plan B, Plan C
- Prepare timeline:
 - Making contact
 - Trips (informational interviewing/hotel show etc.)
 - Follow up

Job Search Strategy Worksheet

1. Your Ideal Career Plan - Plan A

Plan A should go into effect immediately and remain in effect long enough to have a reasonable chance of success. Internships and winter externships provide a critical testing ground for *Plan A*. By working in a *Plan A* environment, you can test your preferences in a real world job setting and continue to clarify your goals.

Respond to each of the following areas with your ideal career choices; be as specific as possible.

Specific Career Goal:

Functional Area:

Ideal Companies:

Ideal Industry Segment:

Geographic Preference:

Other Factors:

Potential Barriers to Plan A Success:

2. Your Safety Career Plan - Plan B

Plan B Career Goal:

Functional Area:

Companies:

Industry:

Other Factors:

Notes

Section 2.3

Networking

Succeeding in a job interview requires that you successfully address four key issues:

- *Why* you want to work in the hospitality industry
- *Why* you want to work for this company
- *Why* you are interested in this position/function
- *Why* you should be hired

Networking will help you successfully address these issues and ultimately lead to obtaining the position you want.

Networking: The Definition

Networking is a systematic approach to building relationships for the purposes of:

- Learning about key issues, facts, and trends to help you define and articulate your career goals
- Obtaining referrals to resources and additional individuals that will help you learn of potential, or actual, job openings

In researching careers, the best sources of information you will find are professionals already working in the fields that interest you. They can offer inside views that cannot be obtained if you limit your research to reading. As a result, you will better understand the industry, the organization, and job functions while building valuable contacts now and for the future.

The Successful Conversation

A *networking conversation* is a meeting arranged with an individual who currently performs the job you think you might want, or who has specific knowledge of an occupation or career field that holds interest for you. The conversation is a low-stress situation where you have the opportunity to gather the data you need to make a realistic career choice and/or get advice for your job search strategy.

A “successful” networking conversation results in:

- Information on a particular function, industry, or geographic area, including the skill sets that are required for certain jobs
- An understanding of the organization’s culture which will help determine if this type of position is right for you
- A competitive edge in an interview – from talking with several people in a functional area or industry, you gain a strong understanding of current issues

and specifics about a position that will help you in an actual job interview

- Leads to referrals for positions within the organization or other organizations – by having spoken with actual employees and hiring managers in the organization, you are seen as a “known,” rather than as an unknown (with greater risk factors)
- Names of those who are doing similar work
- Heightened confidence in meeting new people and in the overall interview process

Importance of Referrals

You will find it easier when writing a letter, or making the first phone call to a network contact, to be able to start with, “Susan (last name) suggested I contact you....” It is more comfortable for you, and for the person on the receiving end, to know that you are calling because a mutual friend, colleague, alumnus, etc., referred you to them. However, use a person’s name only if you have asked *permission* first. If you drop a name without permission, it can come back to haunt you. You would be surprised at how often it circles back to your referral sources that you named them as a way of gaining entrée. Your contact could become annoyed or angry and refuse to help you in the future, as well as alert the new contact that you were unprofessional in your approach. Fortunately, most people will respond positively if you ask to use their name when building your network with additional contacts recommended by them.

How to Ensure Value from Networking (Win/Win)

Most people gain satisfaction from helping others and offering advice. And, most people also like to talk about themselves and their work. However, it is important to remember that a successful networking conversation requires that you also give something back.

Listen attentively and understand the interests of the individual you have contacted. You will build a more lasting relationship if, as a result of good listening skills, you send follow-up information of interest to this person; perhaps an article you have read or a handout from class, etc. By giving back, you are seen as a professional equal; someone who can also be of value in this new relationship.

When you write your thank you note, make sure you explain what you did with the information you received; what action you took as a result of this person’s advice or referrals. Also, people don’t like feeling that you have used them. Let them know you appreciate their time as well as the information provided.

How to Build an Effective Network

Three Degrees of Contacts:

First Degree: You can build a powerful network of contacts by starting with the familiar: your family and friends, former colleagues at work, your classmates.

Second Degree: The next range of contacts would be with acquaintances: students in the Hotel School, guest lecturers in class, referrals from friends and other acquaintances - people you have never met, but with whom you have a mutual connection.

Third Degree: You can also contact people you have no personal connection with, but with whom you are affiliated because of a common organization, i.e. Alumni of the Hotel School, alumni of your undergraduate institution, members of professional organizations to which you have belonged.

Examples of Contact Sources

- There is a wealth of experience, talent, and expertise in your classmates. One strength of the Hotel School is how willing students are to assist each other. Take advantage of it! Many of your classmates also have spouses who may have worked in organizations of interest to you.
- The Hotel School Alumni Directory is online at: www.hotelschool.cornell.edu/students/career/jobsearch/alumdir.html. Access is available at computers in Statler Hall.
- Career Contact and Alumni Network (CCAN) Gain access to Cornell Alumni around the world who've offered to provide advice (not jobs) to students. www.career.cornell.edu/cutrak.html
- Professors from the Hotel School and from your undergraduate institution.
- Contacts from companies that participate in the on-campus recruiting program.
- The "Career Search" database of public and private companies can be found in the Nestlé Library. You can search by geographical area and industry and obtain contact information.
- Your former professional colleagues.
- Fellow members of former athletic teams, fraternities, sororities or military organizations.
- Alumni databases from your undergraduate institution and from student organizations you were active in.
- Former clients and vendors of your prior jobs.
- Family friends and other personal contacts.
- Guest lecturers at the Hotel School.
- The Hotel School Alumni organization, The Cornell Hotel Society, has regional US and international chapters. These contacts can be found on the Hotel School's Alumni web site,

www.hotelschool.cornell.edu/alumni/leaderwebsites.html.

- You can generate contacts from professional organizations you belong to as well as from their web sites. If you need to identify professional groups, look in the *Encyclopedia of Associations* in the library.
- Annual reports of corporations.
- Professional journals that publish articles in your career area of interest.
- Cities' Chamber of Commerce.

Instructions on how to use CCAN are at the end of this section. Also, there will be a workshop in the summer on how to use the Hotel School's electronic data bases.

In developing your contact list, think broadly. If you want to move to Boston and you can't find alumni in your field, contact any alumni and ask for referrals to other alumni or colleagues. You will be amazed at how fast you can track down leads.

If you're feeling unsure about networking, ask some of your classmates to relate their best networking story.

How to Construct your Network

You can begin your network in several ways:

Write a Letter

Writing a letter allows you to compose your thoughts carefully, and its arrival will not interrupt the individual's work. Because most individuals prefer to talk by phone, a letter serves only as a means of introduction, and will rarely yield a written response. Therefore, you must take responsibility for the follow-up. In your letter state, "I will call you next week to set up an appointment." Then make the telephone call the next week. Be selective, and keep your list of contacts manageable by sending your letters out at timed intervals. The advantage of writing a letter is that the individual you contact can learn something about your experience and interests prior to his or her conversation with you.

Send an E-mail

An e-mail serves a similar purpose to a hard copy letter. However, since most working people receive hundreds of e-mails per week, you may need to remind the person, when you make the follow-up phone call, of your previous e-mail. Note the day you sent the e-mail so the person can readily retrieve it to re-read your introduction. As with the hard copy letter, make the phone call during the week you stated in your e-mail. Again, as with the hard copy letter, the advantage of sending an e-mail prior to the phone call is that the individual has an opportunity to read about your experience and interests beforehand.

Make a Telephone Call

Many students have discovered that direct calls are quicker and more productive than letters. When you telephone a contact, explain why you are calling, and ask to set up a phone or personal appointment. Have a 30-second introduction ready. For example:

“Hello, my name is (first name/last name). I’m an MMH student at the Hotel School and I was referred to you by (first name/last name) or, I located your name on the Career Contact and Alumni Network. I’m calling because I’m interested in real estate and consulting and I’d like to talk to you about your experience in the field. Could we set up a time to talk for about 15 minutes?”

Alternately, you can ask to meet in person: “I’ll be in San Diego during January break, and I’d like to meet with you then, if you are available.”

Do not ask the person to answer your questions about the field during your initial call, but be prepared to start the conversation immediately if they say, “I can talk right now. What would you like to know?”

The key advantage of the telephone contact is that it saves time for both you and the person you are calling. Most people conduct business via the phone and find it easier to schedule a call than to schedule a meeting. However, a face-to-face meeting is the *best* option because the individual can get a much better feel for who you are and will better remember you later.

Regardless of the method you choose, you will need to explain your purpose in requesting the interview. *Remember, your purpose is to gain information as you investigate a particular field, not necessarily to obtain a job.*

The Conversation

Overcoming the Networking Jitters

The prospect of asking for help can be daunting. Some students find it awkward to make telephone calls to those they don’t know. Keep in mind that people are usually very willing to give advice. Everyone likes being regarded as an expert!

- Remember that the purpose of your conversation is to provide you with facts and perspectives, not a job. If you focus on finding a job, you will put others on the defensive because they either aren’t in a position to help you, or feel uncomfortable because they don’t know you well enough.
- When you contact alumni you will find they want you to succeed. It is a reflection on the Hotel School and on its alumni when you succeed.
- You are relationship building. You are developing advocates for your professional life. Understand that it may take 70 conversations to turn up the

three or four who will truly connect with you and want to ensure your success.

- Practice with a friend before making your first phone call. Play both parts and discover how easy it is for you to be helpful. Extrapolate that to those who are helping you.
- Prepare a 30-second pitch to explain your purpose for calling, and make a list of your questions. The more focused and specific you are, the easier it is for the other person to help you. If you ask a question such as, “Can you tell me about the consulting field?” the person will not know where to begin and will believe you haven’t done your homework. Make it easy for the person to help you in just 15 minutes of their time.
- It really makes a difference if you smile into the phone. Your voice, tone, attitude, and self-confidence will improve markedly.
- Start with the contacts you know best. Sharpen your focus and practice your conversation with those who are the least threatening to you, or with those whom you believe are the furthest from your career target.

You will be pleasantly surprised at how easy it is to connect with people. Most of us like to talk about ourselves!

Preparation

If you want to be taken seriously when you call a contact to whom you have been referred, it is essential that you have done sufficient research to have a basic knowledge of the field and job function.

- Do your homework by using the library resources and talking to students who have worked in the field. You will begin to identify gaps in your knowledge from which you can make a specific list of questions.
- Do not ask broad questions such as, “Could you tell me about revenue management?” or “What’s the best way for me to look for a job in San Francisco?” For examples, see the Sample Questions section of this chapter.
- Be prepared to give a 90-second pitch about your experiences and desires.
- Be current in the field by doing a Lexis/Nexis search for recent articles about the company.

How to Start the Conversation

When you schedule a phone appointment, be sure to call at the appointed time. Have your questions in front of you and keep the conversation to 15 minutes unless the individual chooses to extend the conversation.

- Treat the in-person or phone interview similar to a job interview; be punctual, professional in conduct,

dress for business. You are representing the entire Hotel School when you conduct informational interviews.

- It is best to start the conversation by introducing yourself and asking the person if this is still a convenient time to talk. You are seeking advice, information and contacts. *You are not asking for a job.*
- *Be very clear about what you are expecting from this person.* The more specific you are, the more they can assist you. For example, you might say, “I have experience in marketing, but I want to move into consulting. I know I have the analytical and project management skills, but I’m having trouble communicating this in a compelling way to prospective employers. Would you be willing to help me think through my interview strategy and how I might more effectively translate my background?”
- Always end the conversation by asking if the person can suggest someone else for you to contact. It could be someone at the same company or at another company. The next person will be more receptive if a colleague has referred you.

Sample Questions and Topics

Career Paths:

- Could you describe your career path? What jobs did you hold before your current position?
- Why did you develop your interest in this career?
- What related jobs/career paths might I explore? What other fields could you see yourself moving into if you made a change?
- What types of jobs are MMH students hired into? What would the career trajectory look like after a couple of years in that first position? In ten years?
- How did you get hired into your first position after graduate school?
- How have you managed your work/life balance?

Job Content and Responsibilities:

- Could you describe your day-to-day responsibilities? How do you spend a typical workday or week? How much time are you with people versus working with data?
- What do you like most/least about your job?
- Could you describe your work environment/corporate culture?
- Could you describe the organizational structure (formal and informal) of your workplace?
- How many people report to you? To whom do you report?

Career Preparation:

- What is the skill set employers would seek in a new MMH hire? What personal abilities are important for success?
- What courses or training have been most helpful to you?
- How do students find summer internships in your field? How else might I gain direct or indirect experience before graduation?
- If you could do anything differently in your career preparation, what would it be?
- What is the starting salary one can expect in this field?
- Can you recommend sources for more information (books, publications, journals)?
- Are there professional associations that are particularly helpful?
- Is there anyone else you could refer me to who is doing similar work in another company that I might contact for additional insight?

Voice Mail Etiquette

Before you leave a voice mail message think about what you want to say. Have your bullet points prepared for questions to ask if you reach the contact and have different bullet points prepared for leaving a message. Speak directly into the phone, loud enough to be heard. Speak clearly and concisely. You should practice leaving a voice mail message before the real thing!

Every effective voice mail message should contain:

- Greeting: Include your name and affiliation with the Hotel School.
- Reason for calling: Make it specific. For example, “My name is Joe Student and I was referred to you by (first name/last name) or, I found your information listed in the Hotel Alumni Directory. I am an MMH student and I would like to speak to you for a few minutes about your work at ABC Company. I have been exploring opportunities in companies similar to yours and would like to learn your perspective on the job function, the company, etc.” When you are reachable: Tell the person when you can be reached (blocks of time on particular days) or ask the contact to leave you a message with convenient times when you can return the call. Avoid playing phone tag by offering specific times you know you will be reachable or ask the person to send you an e-mail with a convenient time to call back.
- Closing: Thank them in advance for their time, repeat your full name and leave your phone number and e-mail.
- If the person doesn’t return your call or send you an e-mail, call them back. You can call a person three times before being considered an annoyance.

Important Follow-Up

Keeping Good Records

You will be amazed how quickly you can forget whom you called when and at what company unless you keep excellent records. Many students develop a spreadsheet with column headings that include: name, company, phone, e-mail, address, date of action and action taken, thank you note, follow-up needed, and by when. These records become crucial to you when, six months down the road, you decide to check back with a contact that was particularly helpful to you at the time. It is also critical that you follow-up with whatever you say you will do during the conversation.

Thank You Notes and Giving Back

- By now you know how important it is to send thank you notes to anyone who assists you with your career or job search.
- A thank you can be e-mailed, but sometimes it is more effective to send a hard copy hand-written note to their workplace.
- A thank you note is important for two distinct reasons:
 - It reminds the contact of your conversation and of your need for their assistance. Comment on something that was of particular interest to you in the conversation.
 - It gives you an opportunity to give back. If, during the conversation, the contact talked about an issue that you have knowledge of, or if you can find information of interest to the contact, include it with your note. It could be an article you read or results of a class project, or the name, phone, and e-mail address of someone you think would be helpful or of interest to your contact. When you give back, it puts you on an equal footing. In a sense, you become a professional colleague.

Periodic Communications

In the process of building up your network and having conversations with many individuals, you will probably “connect” particularly well with a few of your contacts. One of the ways to build a long lasting network of colleagues is to keep in touch with them periodically. When you are on your summer internship, drop them a note or send an e-mail and bring them up-to-date on what you are learning and experiencing. If you have graduated, let them know where you accepted employment and what you are doing in your position. By maintaining a dialog, you build stronger relationships for the future when you may need assistance again whether it is for another job search, to source employees for vacant positions in your organization, or to exchange and share professional information.

The Career Contact & Alumni Network (CCAN)

A service of CornellTRAK, CCAN is a network of Cornell Alumni and employers from around the world who have volunteered to give career advice to students. CCAN gives you an opportunity to explore various industries and job functions in-depth and from a “real” world perspective.

How to Use CCAN

- To use CCAN login to CornellTRAK www.career.cornell.edu/cuttrak.html
- Click on “Cornell’s Career Contact Network”
- Click on “Search the Database for mentors”
 - You can search for mentors by industry, major, state, degree or career field, or key word.
 - Hint: Do not limit your search too much at first. Refine it as you go along.
- Click on the title of a column to sort by company, job title, career field, city, state and date.

Notes

Section 2.4

Library Resources for Career Research

Whether you are pursuing a career in finance, management or marketing, the Cornell University Library (CUL) has resources to help you secure your job or internship of choice. CUL resources will help you with both your on-campus recruiting efforts and self-directed job search.

The entire Cornell library consists of more than seven million resources, and the staff at the Nestlé and Management libraries are experts at navigating this wealth of information. They will help you find the particular materials you need.

Library Websites

The Management Library website, www.library.cornell.edu/johnson, is your first stop on the career research path. It contains quick links to “Top Business Databases” which provide information to give you an edge during interviews. The “Reference FAQ” leads to answers for a range of popular questions like, “How do I find current trends in an industry?” or “How do I find P/E or other financial ratios for a specific company or industry?”

The Nestlé Library website, www.nestlelib.cornell.edu, offers a wealth of hospitality-related materials, including industry subject guides that will give you an edge during an interview.

Access these web sites either directly, or via “Individual Libraries” links on the CUL Gateway: www.library.cornell.edu.

Library Workshops

The Nestlé and Management libraries offer a range of instruction sessions targeting particular topics and databases. Students will learn how to identify potential employers and how to effectively and efficiently research companies and industries. Sessions are also offered for maximizing the powerful features of popular business and financial databases such as Bloomberg and Factiva. Look for the Management Library sessions on their website at the beginning of the fall and spring academic terms. Instruction sessions offered by Nestlé Library are announced through e-mail and fliers.

One-on-One Consultations

In addition to group classes, the Nestlé Library reference team offers one-on-one consultations with individuals at any stage of career research. They can also hold larger, targeted sessions with clubs or groups. To request a consultation or

content-specific group session, fill out a form at www.nestlelib.cornell.edu/instructional/pcrform.html or send an e-mail to hotelref@sha.cornell.edu.

Career Planning Collection

Located on the first floor of the Management Library, this popular collection contains books that profile companies and industries, offer career management guidance, and provide information about writing cover letters and resumes. The collection even has materials to help ace interviews. The books have a one-week loan period.

Career Materials on Library Reserve

The most frequently used and most popular career materials are available on reserve at the Management Library’s Circulation Desk. They may be borrowed for two-hour periods. There is a “reserves” binder at the Circulation Desk that includes a “general reserves” section at the back; check here for the career titles available. There is also a “Wet Feet Press” section that lists all WFP titles available on reserve. *(Note: Some of these reserve items are available in the Career Planning collection as well.)*

You might also search for Vault career guides in the Library Catalog. These popular e-books cover industries, companies, and general job search information.

Databases to Support Career Research

Many library databases can be used to gather information to support your career research. Key starting points in the following areas are:

- Articles/recent news – *Factiva*, *ABI/Inform*, *Business & Company Resource Center*
- Company overviews – *Hoovers Online*, *Bloomberg*, *Factiva’s* “company quick search” option, *Investext*
- Industry information – *Market Insight*, *Investext*
- Financials – *MergentOnline*, *Thomson Research*
- International information– *Global Market Information Database*
- Marketing information – *Mintel*
- Finding companies to target – *CareerSearch*, *Factiva’s* “company screening” option, *Hoovers Online*
- Researching investment deals – *Bloomberg*

Accessing Library Resources Off-Campus

The majority of library databases can be accessed from off-campus. If you are in your Ithaca apartment at 2 a.m. and want to find and read analyst reports, you can. If you are interviewing in New York City and want to check the latest news on a firm via Factiva, you can. If you leave the country for holidays, you can still use most of your favorite databases from a distance (you may need to register with

CIT). Resources such as Bloomberg are restricted to the Cornell campus.

A current NetID and password are required for off-campus access. For more information, see http://campusgw.library.cornell.edu/t/help/res_tools/find_articles_dbs/Offcampus.html

Job and Internship Listing Sites

The Management Library maintains a “Career/Employment” page that contains a selected listing of Internet-based job and internship listings. To access these sites, go to the Career FAQ page on the Management Library’s web site.

Notes

Section 2.5

Understanding What Recruiters Want

Hire and Retain the Best People

Companies tend to take the long-term perspective in their hiring. They look for people who will make an impact on and difference in their organization. Therefore, companies look for people who are committed to their industry and company. In the recruiting process, company “fit” is important; possibly even more important than previous experience or qualifications. If they can’t find a perfect qualifications fit, they may take people that appear to have excellent ability, but do not have as much knowledge or experience in their particular industry or function. They are confident that, after training, these people can make a major impact on the organization and be future leaders.

This is similar to professional sports teams doing “drafts,” for talent. These “drafts” usually have multiple rounds. The most talented are drafted in the first round. It is important for you to understand where your background, achievements, talents, and skills allow you to compete. You need to find the opportunities that will let you excel and become that organizations MVP; “Most Valuable Person.”

The Hiring Process

What is the hiring process? “It depends,” is a term that you will hear often at the Hotel School. And this also pertains to the recruiting process. The different segments that recruit have slightly different recruiting rituals that they follow.

There are, however, some common elements for all industry segments. For the companies that recruit on-campus, there is a general schedule they follow. Companies that recruit during the fall semester typically come to campus from early October through November. Most interviewing takes place the third week of October, the week of the annual Hotel School Career Day. A small number of companies attend career day just to market to students and then return in the spring for interviews. Interviews during the spring semester generally take place from February through March. Many companies hold presentations the evening before interviews, or an atrium company showcase the day before, or day of interviews. Recruiters expect students to attend these events to introduce themselves and learn more about the company before the interview.

Companies continue to solicit resumes, through “resume drops” throughout the fall and spring semesters, outside of the typical recruiting cycle. If the needs and number of suitable candidates match-up, companies will sometimes come to campus to interview, but generally it is done by phone or by students visiting the company. Often, the jobs

posted later in the process, are as high quality as the jobs available earlier in the semester. Smaller companies, and some industries, do not have staff devoted to college recruiting, and may practice “just-in-time” hiring.

Interviewing can sometimes be fairly stressful. The primary reason students experience stress during this time is that the same students seem to obtain most of the interviews, therefore, these fortunate individuals are trying to manage too much activity while others are frustrated by the lack of interest they have received from interviewing companies.

Attributes Recruiters Look For

Attributes recruiters are seeking vary depending on where you are in the recruiting process. There are three different parts of the selection process; resume, networking, and interviewing. The word *selection* is used because, with very few exceptions, the companies are not here recruiting you into their companies, but rather, they are selecting you from a group of highly qualified candidates.

Resume

Since this is a selection process, where you have been in the past is important; this includes your education and experience. Name recognition and respect for the selection process in these institutions is important.

Next, they look for past and present leadership positions. Quality is more important than quantity. Do not necessarily list everything. If you do, it becomes a meaningless list.

In the experience section, the companies look for candidates who have made a difference in their work life. *They expect to see achievements and accomplishments, not a listing of duties and responsibilities.* Since many Hotel School students are changing careers, to one extent or another, the actual duties or responsibilities may be of marginal value to a company in another industry or another function in the same industry.

Companies are very interested in the behaviors and talents that contributed to your accomplishments:

- What qualities do you have that make you an above average performer?
- Did you take initiative to get things done?
- Do you work well with people?
- Can you influence people to get them to accomplish tasks?
- Can you analyze data?
- Can you analyze problems?
- Can you come up with creative, implementable solutions?
- Are you a confident, sharp person who presents himself or herself professionally?

In the latter sections of the resume (activities, skills, interests, etc.), you complete the picture of you, the person.

Some recruiters will go straight to these sections to find out what makes you unique. This is where you can mention your accomplishments and achievements in your personal life.

Networking on Campus

Employers will begin coming to Ithaca in early October to talk about their companies and meet you. During career day, company presentations, and atrium company showcases, you will have the opportunity to meet company representatives and make an impression. In some cases you meet and start creating relationships with companies before they see your resume. This is an opportunity for you to demonstrate your communication skills, confidence, presence, and passion for their industry.

Excellent communication skills are probably the most important factor. While you may start performing analytical work in many post MMH jobs, you may have significant interaction with others at high levels in organizations. It is critical that you have confident presence and good communication skills to make successful presentations and convince people of your ideas and/or products.

The other key quality companies look for is passion for their industry, their company, and function. Some students who go into revenue management do not have any prior experience. But, they are able to develop genuine passion for the revenue management function and for the companies who recruit at the Hotel School. Students interested in gaming will demonstrate their passion by making trips to Atlantic City and Las Vegas to network and do informational interviews. Genuine passion can often compensate for other weaknesses.

Your enthusiasm can often be demonstrated by asking questions based on thorough research and investigation of issues and trends affecting the company or industry. Speaking with alumni who work for the company is probably the most effective way to prepare for interviews with the company. If you make a favorable impression, during these on-campus interactions, alumni will help you navigate the process.

Interviewing

Most on-campus interviews are the basic behavioral interviews. This style of interviewing is based on the concept that past behaviors predict future behaviors. Companies have determined that there are four or five behaviors that they think are the keys to success in their companies. Their interview questions are designed to determine the extent to which you have demonstrated these behaviors in the past.

We start talking about transferable skills and behaviors in orientation. They will be touched on again in much of HILDI.

In the interview you have to differentiate yourself from the rest of the interviewees. The first step in this process is to understand what it is that you have to sell that differentiates you from the rest. Therefore, start thinking about your accomplishments and achievements and the behaviors that allowed you to be successful.

Notes

Section 3.1

Preparing Your Resume

Your resume is a vital part of your job search. It is used by employers who are seeking candidates for position openings; it is used as a “calling card” when you meet people who might be valuable contacts in your field. Your goal, in writing an effective resume, is to describe your key experiences and accomplishments in a way that resonates with employers and other readers. If your resume is good, make it great. When it is great, make it stellar.

Before diving into the precise content of your resume, have someone take a quick look and describe to you how they perceive you based on this presentation. It’s important in determining what to keep and what to discard on your resume to think what the implication is of each line or sentence. Ask yourself, “What does this say about me, my abilities, my character, my experience?”

Here are some specific tips

Your resume should include the following sections:

Identification

Your name, address, phone number, and e-mail need to be included. You may choose to include one or two addresses on your resume. You may wish to include a home address for strategic purposes to signal ease of relocating to that geographic region. Or you may wish to list only your Ithaca address if you’ve lived and worked in the same city and now want to signal your willingness to relocate-again, think strategic! Bottom line, this is less an issue since the proliferation of e-mail and cell phones.

Education

Your institutions and degrees are listed in reverse chronological order, and include the month and year you expect to or did receive your degree. Write institutions and degrees in full, rather than abbreviate them. Include your major(s). Some students want to show that they have undertaken study in a subject, even though it was not a major. In this case you can list such study as a “concentration” or as “extensive coursework in. . .” or your Career Track. Do not list courses unless you mention the skill sets gained, that would be relevant to an employer. Include special programs of study, such as semesters abroad.

Include clubs and activities at the Hotel School. This can demonstrate a shift in your career direction. At the undergraduate level, be selective about the activities you list. Those that show a desirable interest or a leadership position are best. Quality is preferable to quantity.

Include honors and awards. You might put a tag phrase after an award that is not self-explanatory. For example, “The Statler Foundation Scholarship of Excellence, awarded for outstanding academic achievement and leadership.”

Graduate and undergraduate GPAs should be included only if they are exemplary. Remember, at an Ivy League institution, employers expect your GPA to be good.

Include your work experience in reverse chronological order. In some cases, non-paid experiences can be included here. Again, think strategic! Did you have, for example, a significant leadership role in an organization in which you volunteered? Based on the audience you are targeting, should you include this to signal leadership responsibility?

If you have not worked full-time before coming to graduate school, you might include selected extracurricular positions or summer jobs.

Both paid and non-paid experiences should be written in the same way, as described in the “Composition and Editing” section. Do not reference your volunteer work as non-paid.

Some resume books suggest using a “functional resume.” We discourage this format in the MMH hiring environment. Put simply, employers in hospitality favor a straightforward, reverse chronological document. Following the guidelines in the “Composition and Editing” section, you should be able to present your experience, however diverse it may be, by highlighting the relevant skills and accomplishments in a chronological format.

Other information

This section may be headed “Activities,” “Skills,” “Interests,” or may be given a specific functional heading such as “Languages” or “Community Service.” You can break this into two sections if it portrays your background better.

Examples of what might be included here:

Languages

Include your level of proficiency, and please do not claim proficiency that you do not have! Some employers will test your professed language skills in an interview.

Examples:

- “native Turkish”
- “fluent in spoken Cantonese”
- “conversational German”
- “basic Czech”
- “Japanese: intermediate spoken, beginning Kanji”
- “trilingual: French, English, German”

Volunteer service

Examples:

- “Competitive Youth Soccer Association Coach”
- “Volunteer teacher in the Junior Achievement 'Business Basics' Program to educate inner city students about business”
- “Toastmasters International - President, Vice-President, San Diego Chapter”

Interests

Listing your personal interests can help spark conversation with an interviewer and allow him/her to get to know you better. List interests that distinguish you and catch the eye of the recruiter. Generic interests such as “reading” or “running” are best left off. For example, “marathon runner” is more likely to attract attention than “running.”

Professional certifications or affiliations

These are best listed if they will have significance to the reader. If you are transitioning out of a field, listing your former association could cause the prospective employer to question your commitment to the new field.

Citizenship

Unless you have a specific reason for doing so, we recommend you leave citizenship information off your resume. A specific reason for leaving it on may be that you have dual citizenship in the U.K. and U.S. for example, and desire to have both employment opportunities an option.

Do not include the following information in your resume:

Personal information

Personal information such as marital status, height, or health. It is illegal for employers to use this information in employment decisions. We also discourage you from using photographs on your resume.

Objectives

Objectives are no longer standard on business resumes.

References

References are no longer standard on business resumes. You may prepare a separate list of those who are willing to serve as references for you, and carry it with you to interviews. Include full name, title, address, and phone number of each individual. Be sure to ask permission from your references before distributing this information.

Composition and Editing

The key to a resume that gets results is great composition. Here are some guidelines for telling your story so employers sit up and take notice.

A reporter, coming upon a big story, telegraphed his editor. The editor replied, “Send six hundred words.” The reporter wired back, “Can't be told in less than twelve hundred words.” The editor replied, “Story of creation told in six hundred. Try it.”

Convey action

In your descriptive statements, use past-tense verbs, to give a statement punch.

Poor: “Was responsible for redesigning compensation plan for national sales force.”

Better: “Redesigned compensation plan for national sales force.”

Demonstrate results

Highlight accomplishments, not tasks.

Poor: “Wrote marketing plan.”

Better: “Identified new target market for established product.”

Apply the “so what?” test: Is your statement a compelling description of the difference you made?

Poor: “Helped company expand sales in the Canadian market.”

Better: “Consistently achieved 100%+ of monthly sales goals, and played key role in establishing company's dominance in the Canadian market.”

Note the effective choice of powerful words in the rewrite. The original statement is flat, the rewrite is vigorous.

Quantify results as much as possible.

Poor: “Analyzed cost accounting procedures.”

Better: “Reduced inventory expenditures 20% by improving cost accounting system.”

Write for the reader.

View your work experience from the recruiter's perspective. What transferable skills are key in the job you want? Identify those skills, such as analytical, project management or leadership skills, and then cite examples that demonstrate you possess them. Each "bullet" in your description should relate to a known skill requirement for the job you want. Here are several examples:

Analytical skills:

"Synthesized statistical information on a competitive benchmark study for Adventure Theme Parks. Analyzed how national radio and television campaign affected awareness and visit intention."

Supervisory skills:

"Recruited, trained and managed a team of 12 software developers and business analysts."

Project leadership skills:

"Led a cross-functional team in the design of an activity-based cost accounting model of the corporation's most complex factory with 13 assembly lines and over 1,000 employees. Cost savings estimated between \$8 - \$12 million."

Budget experience:

"Redesigned and planned annual corporate conference, with budget of \$1 million."

Communication skills:

"Trained international staff in standard Western business practices."

Choose titles thoughtfully. Hierarchical titles, such as "Assistant Manager," do not convey as much information as functional titles.

Poor: "Summer Intern"

Better: "Marketing Intern"

Poor: "Summer Associate"

Better: "Summer Associate, Revenue Management"

Use key words

Employers who have in-house electronic resume databases with tracking systems use key word searches to find candidates who fit their criteria. Most systems will find derivations of key words. For example, a search for "manage" will yield "managed," "manager," and "management." Note that "key words" are nothing

more than the buzz phrases applicable to a particular function or industry.

Make sure your resume clearly spells out your strengths, skills, and experience. Specificity is the rule of thumb.

Avoid jargon

This is particularly important if you are changing job function or industry. Make sure your resume is understandable to someone in the field you are pursuing, and not written in the language of that which you are leaving. This is particularly important for those with military backgrounds.

Break up long sentences

Read your statements aloud. Your voice will tell you where a natural break should occur.

Poor: "Direct management responsibilities over numerous multifaceted banking relationships with companies of up to \$600 million in revenues and covering health care, manufacturing, distributing, retailing, and importing businesses."

Better: "Direct management responsibilities for multifaceted banking relationships with companies of up to \$600 million in revenues. Experience covered broad client base including health care, manufacturing, distributing, retailing, and importing businesses."

Edit Ruthlessly

Someone once said that words are a lot like inflated money – the more of them that you use, the less each one of them is worth. Go through your entire resume just as many times as it takes. Search out and annihilate all unnecessary words and sentences – even entire paragraphs.

Resumes for International Students

There are some key differences between the resume (C.V.) to which you are accustomed, and the American resume. In many countries, describing your experience by stating accomplishments is considered aggressive. In an American resume for a job in the United States, it is expected.

American resumes are also written in short phrases, as you can see in the sample later in this chapter. These phrases are concise and somewhat terse, written without reference to the first person ("I," "me," or "my").

If you are directing your resume to American employers for jobs in the United States, it is helpful to translate your education and experience into American English. For example, in many countries, "faculty" means the school or department in which you studied. In the U.S., "faculty" are teachers. You might list "Engineering Faculty" as

“Engineering College” or “Engineering Department” on an American resume.

Your language skills are an asset. Be sure to indicate your languages and proficiency.

The OSS can help you learn these new ways of writing about your background.

Resume Specifications

To increase the readability for employers, and ensure a consistent quality in student resumes, we suggest that you follow the format described below. Samples of this style are at the end of this section.

Size: 8 1/2” x 11” paper, limited to one page.

For on-campus recruiting, you will upload your resume into CornellTRAK. For your resume, use a high-quality resume paper, typically bond paper. We recommend white or off-white. For scanning we recommend a smooth-finish paper, not a linen type.

We recommend a clear, simple font, such as Palatino or Times Roman.

Type size: No larger than 12 point and no smaller than 10 point. The size you choose depends on how much information is in your resume. Your text should fill the page and leave an equal amount of space for the margins. Do not use oversized type for your name or change type sizes throughout your resume. Consistency adds to the readability.

Margins: The minimum is 1/2 inch on all four sides. Better is 3/4 inch or 1 inch.

Clutter: Many students like to make their resumes stand out visually by using unusual type, oversized type, or lines to separate sections. This clutters the resume. Stick to one font style and size for a clean, crisp appearance. Be advised that

lines will “throw off” a resume being scanned by a company and we recommend against using them.

A comment on the interplay between type size, margins, and white space: It is preferable to use a smaller font (size 10), thereby opening up margins and white space, than to use a larger font (size 12) with dense text.

Format and Layout – Best Practices and Suggestions

- Section headings go in the left margin, and all text is set to the right of it.
- Use bold or italics to highlight schools, titles, or company names. Both should be used in a consistent way throughout your resume. Used selectively, they can add to the readability of your text; overused, they decrease impact. Do not use underlining, it clutters the text.
- Use a list format with bullets for your descriptive statements. Lists are easier to read than paragraphs.
- The city and state should be flush right on the first line of each entry.
- Put dates in the left margin. You can use years only, or months and years, depending upon your situation. Summer internships can be dated “Summer 200_”

Identification (Name, Address, Phone Number, and E-Mail)

- If you are using only your Ithaca address, this should be centered.
- If you are using two addresses, your Ithaca address should be flush left, and your home address should be flush right. Your name should still be centered.
- Education; begin with the Hotel School first.
- Follow with your undergraduate degree next, in the same format. If you have another graduate degree, list that before the undergraduate degree.

Action Verbs

A	audited	collated	delegated	engineered	G
abated	augmented	collected	delineated	enhanced	gained
abbreviated	authored	combined	delivered	enlisted	garnered
abolished	authorized	commanded	demonstrated	enriched	gathered
abridged	automated	commended	deployed	enrolled	gauged
absolved	averted	commenced	derived	ensured	gave
absorbed	avoided	commissioned	described	entered	generated
accelerated	awarded	communicated	designated	entertained	governed
accentuated		compared	designed	enticed	graduated
accommodated	B	compiled	detailed	equipped	grasped
accomplished	balanced	complemented	detected	established	greeted
accounted for	began	completed	determined	estimated	grew
accrued	benchmarked	complied	developed	evaluated	grouped
accumulated	benefited	composed	devised	examined	guaranteed
achieved	bid	compounded	diagnosed	exceeded	guided
acquired	billed	computed	differentiated	executed	
acted	blended	conceived	diffused	exercised	H
adapted	blocked	concentrated	directed	exhibited	halted
adopted	bolstered	conceptualized	disbursed	expanded	halved
added	boosted	condensed	discovered	expedited	handled
addressed	bought	conducted	discussed	experienced	headed
adjusted	branded	conferred	dispatched	experimented	heightened
administered	bridged	configured	dispensed	explained	held
advanced	broadened	confronted	displayed	explored	helped
advertised	brought	connected	disposed	expressed	hired
advised	budgeted	conserved	disproved	extended	honed
advocated	built	considered	dissected	extracted	hosted
accompanied		consolidated	disseminated		hypnotized
aided	C	constructed	dissolved	F	hypothesized
alerted	calculated	consulted	distinguished	fabricated	
aligned	calibrated	consulted	distributed	facilitated	I
allayed	capitalized	consummated	diversified	factored	identified
alleviated	captured	contacted	diverted	familiarized	ignited
allocated	cared for	continued	divested	fashioned	illustrated
allotted	carried	contracted	divided	fielded	implemented
altered	carved	contributed	documented	filed	imported
amassed	categorized	controlled	doubled	filed	improved
amended	catalogued	converted	drafted	finalized	improvised
analyzed	caught	conveyed	dramatized	financed	incited
answered	cautioned	convinced	drew up	fine tuned	included
anticipated	cautioned	cooperated	drove	finished	incorporated
appeased	cemented	coordinated		fixed	increased
applied	certified	copied	E	focused	indicated
appointed	chaired	corrected	earned	followed	individualized
appraised	challenged	corresponded	eased	forecasted	indoctrinated
approached	championed	counseled	economized	forged	induced
appropriated	changed	created	edited	formalized	influenced
approved	charged	critiqued	educated	formed	informed
arbitrated	charted	cultivated	effected	formulated	infused
aroused	checked	customized	elaborated	fortified	initiated
arranged	chose	cut	ellected	forwarded	innovated
articulated	chronicled		elevated	fostered	inspected
ascertained	circulated	D	elicited	fought	inspired
aspired	circumvented	dealt	eliminated	found	installed
assembled	cited	debated	embraced	founded	instilled
assessed	clarified	debugged	emphasized	framed	instituted
assigned	classified	participated	empowered	fulfilled	instructed
assimilated	cleaned	decided	enabled	functioned as	insured
assisted	cleared	decoded	encouraged	funded	integrated
assured	closed	decreased	ended	furnished	intensified
attained	coached	dedicated	enforced	furthered	interacted
attended	coded	defined	engaged		interceded
	collaborated				

interpreted	mobilized	photographed	reorganized	slashed	traced
intervened	modeled	piloted	repaired	smoothed	tracked
interviewed	moderated	pinpointed	replaced	solicited	trained
invented	modified	pioneered	replied	sold	transcribed
inventoried	molded	placed	replicated	solidified	transformed
invested	monitored	planned	reported	solved	transitioned
investigated	monopolized	praised	represented	sorted	translated
invigorated	motivated	predicted	reproduced	sourced	transmitted
invited	mounted	prepared	requested	sparkled	traveled
involved	moved	presented	researched	spearheaded	treated
isolated	multiplied	preserved	reserved	specialized	trimmed
issued		presided	resolved	specified	tripled
itemized	N	prevailed	responded	speculated	troubleshoot
	named	prevented	restored	spent	turned
I	narrated	prioritized	restructured	spoke	tutored
joined	navigated	processed	retained	sponsored	typed
judged	negotiated	procured	retooled	spurred	
justified	netted	produced	retrieved	staffed	U
	neutralized	profiled	returned	standardized	uncovered
L	nominated	programmed	revamped	started	underlined
launched	normalized	progressed	reversed	steered	underscored
learned	notified	projected	reviewed	stimulated	undertook
lectured	nurtured	promoted	revised	streamlined	underwrote
led		proofread	revitalized	strengthened	unearthed
lessened	O	proposed	revolutionized	stretched	unified
leveraged	observed	protected	rewarded	structured	updated
licensed	obtained	proved	risked	studied	upgraded
lifted	offered	provided	rotated	submitted	upheld
limited	officiated	publicized	routed	succeeded	urged
linked	offset	purchased		suggested	used
liquidated	opened	pursued	S	summarized	utilized
listened	operated		safeguarded	supervised	
litigated	optimized	Q	salvaged	supplied	V
loaded	orchestrated	quadrupled	saved	supported	validated
located	ordered	qualified	scanned	surpassed	valued
logged	organized	quantified	scheduled	surveyed	vaulted
	oriented	queried	screened	swayed	verbalized
M	originated	questioned	sculptured	swept	verified
made	outdistanced	quoted	searched	symbolized	viewed
maintained	outlined		secured	synthesized	visualized
managed	outperformed	R	seized	systemized	voiced
mandated	overcame	raised	selected		volunteered
maneuvered	overhauled	rallied	sent	T	
manipulated	oversaw	ranked	separated	tabulated	W
manufactured	owned	rated	sequenced	tackled	weathered
mapped		reached	served	talked	weighed
marked	P	read	serviced	tallied	widened
marketed	paced	rehabilitated	set up	targeted	withstood
mastered	packaged	reinforced	settled	tasted	won
maximized	packed	reiterated	shaped	taught	worked
measured	pared	related	shared	teamed	wrote
mediated	participated	released	sharpened	tended	
memorized	partnered	relied	shipped	terminated	Y
mentored	passed	relieved	shortened	tested	yielded
merged	penetrated	remained	showed	testified	
merited	perceived	remodeled	signed	tied	
met	perfected	rendered	simplified	took	
minimized	performed	renegotiated	simulated	topped	
	persuaded	renewed	sketched	totaled	

SILVIA BALACI

422 Stewart Ave.

Ithaca, NY 14850

Cell: (xxx) xxx-xxxx Home: (xxx) xxx-xxxx

E-mail: xxx@cornell.edu

Education

CORNELL UNIVERSITY, School of Hotel Administration

Ithaca, NY

Master of Management in Hospitality, May 2004

BILKENT UNIVERSITY

Ankara, TURKEY

Bachelor of Science in Business Administration, June 1998

Experience

MUSTAFA HALICI CORPORATION

Cappadocia, TURKEY

6/03-8/03

Assistant Manager, Intern

- Managed 200 employees and a budget of \$500.000
- Prepared strategic assessment reports for future hotel development projects at a historical tourism destination
- Designed models for maximizing corporate assets through mediation between the various units
- Collaborated with lawyers and consultants to resolve conflicts with the partners and subsidiaries

RITZ CARLTON

Istanbul, TURKEY

1/03

Intern

- Completed employee training program. Assisted accounting manager in finance department

INDUSTRIAL DEVELOPMENT BANK OF TURKEY

Istanbul, TURKEY

1998-1999

Senior Financial Analyst

- Evaluated investment projects and identified possible financing alternatives for leading industries
- Prepared financial appraisal reports and participated in long-term investment projects for IBRD (The International Bank for Reconstruction and Development) and EIB (European Investment Bank)
- Monitored credit worthiness and risk in the Bank's long-term loans
- Developed financial models to assess the credit risk of potential and existing borrowers in high inflationary environment
- Worked on merger, acquisitions and IPO projects, and calculated company values by applying discounted cash flow and comparable firms' valuation methods

Other Experience

COMPETITIVE ADVANTAGE OF TURKEY PROGRAM (CAT)

Istanbul, TURKEY

2000-2002

Research Analyst

- Participated in CAT Program in conjunction with Harvard Business School and top consultants of The Center for Middle East Competitive Strategy
- Examined the international competitiveness of Turkey's tourism sector

HOTEL MUSTAFA, four star, 236-room Hotel

Cappadocia, TURKEY

6/97-8/97

Front Office Supervisor

- Administered scheduling, training, and supervision of 10 people
- Calculated monthly budget, planned inventory and assumed responsibility for procuring supplies
- Took reservations and resolved guest-related problems through communication with other departments
- Monitored status reports to set up daily operations, and credit reports to settle accounts

Activities, Skills and Interests

- Board Member, ARDACC (Cornell Chapter of American Resorts Development Association), Member, AREC (The Associated Real Estate Council) and HGSO (Hotel Graduate Student Organization)
- Extensive experience in Word, Excel, Power Point, Lindo, Pascal, Minitab
- Fluent in Turkish and English
- Skiing, cooking, wines, politics and writing poetry

Jane Jones

6342 Palmolive Ave. Los Angeles, CA 90048
343-866-1226, xxx@cornell.edu

Education

Cornell University School of Hotel Administration

Candidate for Master of Management in Hospitality, May 2004

California State University, Northridge

Bachelor of Science, Business Administration/Marketing, December 2000

University of California, Los Angeles

Study Abroad Program, Granada, Spain, Summer 1998

Experience

Hilton Hotel and Towers, San Francisco, CA,

Winter 2003

Revenue Management Intern

- Trained to operate the property management system, group booking and sales program, and proprietary forecasting and revenue management programs
- Monitored local market conditions, tracked group booking pace, and created eleven-day forecasts of room revenues
- Maintained booking pace in 1,900 room convention property and reviewed weekly pickup reports to insure groups flowed correctly

Grill Concepts, Inc., Los Angeles, CA,

Summer 2003

Corporate Marketing Intern

- Created marketing plans focused on driving guest counts and conducted store promotions designed to increase take-out and delivery revenues
- Supported the VP of Marketing in developing initiatives to strengthen brand recognition and increase profitability by maximizing throughput
- Designed marketing flowcharts of company-wide and local store promotions and organized and executed mass mailer to promote new customer loyalty program

Chinois on Main, Los Angeles, CA,

2000-2002

Assistant General Manager

- Redesigned cash-out procedures to improve efficiency and reduce errors for the 90 seat, upscale restaurant roughly \$4.0 million annually
- Hired, trained and supervised front-of-the-house staff of approximately 50 members
- Planned and organized off-premises catering and participation in charitable events

Spago Hollywood, Los Angeles, CA,

1996-2000

Assistant Controller

- Prepared daily accounting reports from operations on revenues of roughly \$6.0 million
- Assisted management of cash flow through handling of Accounts Payable and Receivable and executed payroll for a staff of 100 via ADP systems
- Managed internal control of approximately \$250,000 wine inventory

Languages, Organizations and Activities

- Conversationally fluent in Russian and Spanish
- Member of Cornell Hotel Graduate Student Organization & Cornell Hotel Society
- Graduate Teaching Assistant, Organizational Behavior Department, Cornell University

Section 3.2

Business Correspondence

The letters you write to employers will be effective if they contain appropriate information and are produced in a manner that is compelling to your reader. The cover letter and the thank you letter are the two main types of correspondence you will use most often.

This section gives you an overview of these styles; however, we suggest that you gather additional information by reading publications on the subject and by meeting with an advisor in the OSS. In particular, we recommend *Cover Letters that Knock 'Em Dead*, by Martin Yate. Yate's book addresses style, tone, sentence structure and offers many good letter samples including cover, thank you, acceptance, and networking letters.

You are encouraged to get coaching on your cover letters and have others review your letters.

Cover Letters

The cover letter functions as an extension of your resume and reflects your knowledge of a specific employer's needs. The cover letter should demonstrate that you are able to communicate clearly and concisely, that you are sincerely interested in this particular job, and that you are well suited for the job.

Because employers' needs are different, you will need to write a unique cover letter carefully tailored to each individual employer. Always include a cover letter with any resume that you mail. For on-campus recruiting, many employers request a cover letter with your resume submission.

A cover letter typically consists of three parts:

1. Introduction: Capture the employer's interest! Identify the position for which you are applying, tell how you found information about the job, and describe your interest in that particular opening.

2. Specifics: Show that you understand the nature of the position and explain how your qualifications relate to it. Include examples of skills or qualities that make you a particularly strong candidate.

3. Closing: Since your objective in sending a cover letter and resume is to secure an interview, ask the employer to agree to a date for the two of you to meet. You can suggest some dates that are convenient for you. In either case, it is your responsibility to follow-up on your

request when you are confident that the employer has had adequate time to read and consider it. For cover letters included in resume submissions for on-campus interviews, say that you look forward to seeing him/her when X company comes to campus.

Writing a clear, direct, and persuasive letter is not easy. Avoid these basic pitfalls, and you'll be ahead of the pack:

Blatant errors:

- Misspellings – do not rely on spellcheckers, since they will not correct words spelled correctly but misused or homonyms
- Copy-and-paste problems – do not tell Fairmont how well you are suited for Starwood
- Misinformation – do not express interest in a division that does not exist
- Insincerity – avoid clichés, “cookie cutter” language, extreme expressions
- Long-windedness – keep your letter short and to the point

Thank You Letters

Should Accomplish the Following:

- Convey your appreciation for the time the employer spent in the interview
- Restate your interest and qualifications
- Strengthen your candidacy with additional, relevant information
- Indicate eagerness for a positive response

General Guidelines for All Letters of Correspondence

- Use simple, direct language and correct grammar. Keep your sentences short, punchy, and active. A good letter will communicate your potential contributions rather than your current needs.
- Send all correspondence to an individual. Do not address the letter to “Dear Sir/Madam,” “To Whom it May Concern,” or to a title. If you need to, call the company to get the correct name and spelling (and gender) of the relevant person.
- Send an original word-processed letter. Duplicated letters are not appropriate.
- Send a hand-written note on tasteful stationery in some special cases, and always for letters of apology.
- Make your letter flawless.
- Keep your letter to a single page.

- Use standard business letter format. The letter should be centered on the page with equal margins on the sides.
- For letters submitted electronically, keep the formatting simple.
- For letters sent by postal mail or hand-delivered, use quality bond paper, 8 1/2" x 11", either white or a color matched to your resume.
- Sign each letter above your typed name. Don't forget to sign your letter.
- Keep a copy of all correspondence for future reference.
- Check file/names before attaching to an e-mail (Students often use a company name in the filename, edit the letter and never update the filename to reflect the newly targeted company).

Notes

Sample Cover Letter

[Your Street Address]

[City, State, zip] use the proper postal abbreviation for the state

[Date] month day, year

[Mr./Ms./Mrs.] Joseph/Jane Sewall
Director of Corporate Hotel Operations
Starwood Hotels & Resorts
1500 XXXX Road
White Plains, NY 10705

Dear **[Ms.]** Sewall:

It was a pleasure to attend the Starwood Hotels & Resorts presentation at the Hotel School last **[month]**, where I enjoyed meeting several company representatives. Recently I spoke with **[name]**, a Hotel School alumnus at Starwood, and **[he/she]** told me about your company's plans to open several more "W" Hotels world-wide. **[He/she]** indicated that you will be launching **[this project]** during the coming summer months. I am very interested in joining Starwood in a position supporting this expansion.

I will receive my MMH from the Hotel School at Cornell in May. At the Hotel School I have pursued the lodging Career Track and gained some related experience through my winter externship. As an Assistant Manager at **[company]**, I was an integral part of the team that participated in the opening of a new luxury hotel. This successful project allowed me to demonstrate and sharpen my analytical, quantitative, and team skills. This experience also confirmed my interest in lodging and specifically luxury brand hotels.

Enclosed is my resume that further details my qualifications and experience. I would like to talk with you personally about my interest in working for Starwood Hotels & Resorts. I will call you in the next week to ask if it might be possible to arrange a meeting.

Sincerely,

(sign your name)

[Type your name]

Sample Thank You Letter

[Your Street Address]

[City, State, zip] use the proper postal abbreviation for the state

[Date] month day, year

[Mr./Ms./Mrs.] Joseph/Jane Sewall
Director of Corporate Hotel Operations
Starwood Hotels
1500 XXXX Road
White Plains, NY 10705

Dear **[Ms.]** Sewall:

I enjoyed meeting you last week. Thank you for taking the time to speak with me about management positions at Starwood Hotels & Resorts.

After talking with your staff and learning more about Starwood's expansion of the "W" brand hotels, I am eager to re-confirm my interest in the position. I am confident that the combination of my academic focus and work experience has prepared me well to make immediate contributions to the team.

I look forward to hearing from you soon regarding your decision.

Sincerely,

(sign your name)

[Type your name]

Sample Networking E-Mail Letter

Dear [Ms.] Sewall:

I am a Master of Management in Hospitality student at the Cornell Hotel School, specializing in marketing. I discovered you are part of the Career Contact and Alumni Network and, as I am currently planning on relocating to Southern California, was hoping you would be willing to offer some assistance and advice.

The majority of my experience has been in hotel operations. However, as Front Office Manager for The Plaza in New York, I was very involved with the design and implementation of the hotel's marketing strategy. One of my achievements was the development of a marketing plan aimed at Japanese guests, which I identified as an untapped market. Through my innovative marketing plan we were able to increase the number of Japanese guests by 100% in the first quarter. This experience, combined with a Career Track in marketing at the Hotel School, has positioned me well to pursue a position in marketing.

I certainly understand if you are busy, but if you are interested, I would enjoy hearing any insights you may have about the marketing field as well as any advice on networking strategies. Enclosed is a copy of my resume for your review. I will contact you next week to see if there is a convenient time we could meet. I look forward to speaking with you soon.

Thank you very much for your time and have a great week.

Best regards,
[your name]

Section 3.3

The Recruiting Process

The Office of Student Services (OSS) manages the on-campus recruiting efforts between employers and students through InterviewTRAK, a feature of CornellTRAK. CornellTRAK is a web-based program used for posting jobs, student resumes, career interest profiles and alumni mentor information specifically for Cornellians. OSS also facilitates company visits, events, presentations and posts permanent jobs. Most importantly, our goal is to continually prospect companies for diverse externship and job opportunities. There are a variety of ways MMH students can take advantage of the OSS's recruiting efforts, all of which are published in this career guide.

On-Campus Interviewing

The on-campus interviewing process runs from early October through November and from early February through March. On-campus interviewing has become more fluid in a tight economy. Companies are more likely to hire "just in time" or as need demands. The Career Management staff members are flexible and will plan interviews whenever companies are interested in coming to campus. In some cases, the staff will arrange for a "Resume Drop" – depending on student interest and qualifications, the company may decide to come to campus to interview. Typically, much of the planning and student participation in the process happens weeks prior to the actual interview date.

Companies have complete discretion regarding details of their visit (i.e., length and number of interviews, degree level, requiring U.S. work authorization, etc.). Logistical changes occur frequently and are posted in InterviewTRAK. It is the students' responsibility to check for changes.

Typically, interviews are closed (prescreened). Closed interviews occur when companies select the candidates they would like to interview. The selections are most often made from resume submissions, and in some instances, from personal interactions that the company has previously had with a student.

Companies may conduct back-to-back interviews where students will have two or more interviews with different, and sometimes multiple, company representatives. These interviews are usually, but not always, conducted one after another and normally take up a block of time longer than the traditional single interview (upwards of 1-1 ½ hours).

Most interviews with companies participating in InterviewTRAK are face to face, in person interviews. Occasionally they are telephone interviews.

There will be a required workshop during the summer on using the Career Management Resources. Logistics of participating in on-campus recruiting will be covered. After the on-campus interviews, students interact directly with companies (i.e., thank you notes, second rounds, company visits, etc.). Once a student has a job offer, he/she should notify their OSS advisor.

InterviewTrak

InterviewTRAK is available to MMH students who want to participate in on-campus interviews. It allows students 24-hour on-line access to job descriptions and recruiting information. InterviewTRAK provides on-line resume submission, interview selection notification, and on-line interview sign-ups.

Students may acquire access to InterviewTRAK via CornellTRAK www.career.cornell.edu/cuttrak.html. A student's initial login requires them to read and agree to abide by policies. There will be a required training session for new students, related to the system and the recruiting process within which it operates. Additional resources will be reviewed at that time.

Company Events

Many companies interested in hiring Hotel School students will come to campus to participate in various events or programs. The formats vary, and include career day, atrium company showcases, company presentations, mock interviews and question and answer sessions. Most company events are in conjunction with the on-campus recruiting visit. Company presentations are held the evening before interviews, and candidates are usually required to attend. These serve two main purposes, as an opportunity for the company representatives to see the candidates in another, more social venue, and for students to have a chance to ask questions about the company that will benefit all interviewees and enable the next-day interview to be more focused on a candidate's skills. All of the events mentioned are an opportunity for students to learn about companies, ask questions, and network with company contacts. To maximize the opportunity to meet and network with recruiters, students should research companies prior to attending company events, and have thoughtful questions prepared.

Students are expected to act professionally at all company events, including arriving on time, dressing appropriately, being respectful, etc. For further clarification on these issues, please reference the OSS policies. Keep in mind that many companies are 'pre-screening' candidates at

company events and students' interactions will contribute to their overall opinion of applicants as well as of Hotel School students in aggregate.

Off-Campus Networking Events

The OSS staff encourages students to participate in industry events. In the past, these have included, but are not limited to, The Hotel Show and The National Restaurant Association Show.

Recruiting by Correspondence Opportunities

Each year, we post hundreds of jobs where companies are seeking Hotel School students, but don't come on campus to interview. Students contact the companies directly to apply. These opportunities are specifically targeted towards our students and alumni and are often referred by alumni, established company contacts, or the result of corporate relations outreach.

Instructions for Registering with InterviewTRAK

- Access the Cornell Career Service's web site: www.career.cornell.edu
- Click on the CornellTRAK link at the bottom of the CCS homepage
- Scroll down and click on the On-Campus Recruiting Policy link
- After reading the policy, return to the InterviewTRAK login page
- Enter your Cornell ID to validate that you are a student at Cornell University.

You will now be prompted to complete a Career Interest Profile by filling in information to pre-set questions. It is important to complete all the information accurately (Note: This profile can not be viewed by employers).

Using the InterviewTRAK System

- Once you have registered you can upload up to 10 different versions of your resume by using the Resume link on the CornellTRAK main menu.
- You can view the listed job descriptions of organizations that will be visiting campus and submit your resume (and in some cases, cover letter) to those you are interested in and for which you meet the qualifications.
- You can also view a listing of Presentations/Info sessions that are being held by employers by doing a search utilizing the Presentation box on the InterviewTRAK menu.
- You can access and keep track of your status by reviewing the personal data box located on the InterviewTRAK menu. This segment will provide you with a listing of the organizations you have applied to, and your status for each position.

Section 4.1

Preparing for the Interview

The most important part of the interview process takes place before you ever shake hands with your interviewer. Preparation and research are what make your interview a success. Two specific elements that need to be addressed while preparing and conducting your research are first, knowing yourself, and second, knowing the company you will be interviewing with. The *art* of the interview lies in successfully demonstrating how and why these two specific elements provide convincing proof that you are indeed a good fit for the company.

Knowing Yourself

You'd be surprised how many people freeze up when they are asked to talk about themselves. Do you know what the five most valuable attributes you bring to a company are? Do you know what makes you an effective team player? Can you give an example where you have demonstrated both leadership and creativity in a team setting? Do you know what your peers or boss would say are the weak areas of your people skills? In 30 seconds or less, can you explain your short, medium, and long-term career goals? If you can't, then you don't know yourself well enough to interview – yet. But, don't worry, here are several things you can do to get yourself ready.

It Starts With Passion

Although it has been mentioned in this guide that the key to the job search process is discovering what you are passionate about and then finding a job that allows you to act on that passion, it is appropriate to bring it up here as well. Passion is not reserved for those students who want to save the world. You can be passionate about anything – revenue management, seeing those around you succeed, winning, or building things. It doesn't matter what it is, but you need to take the time to figure it out. Why? Because passion is your single greatest ally in an interview. When you talk about things you are passionate about, it shows. Your eyes light up. Your body language is more pronounced and poignant. The timbre in your voice changes. You may not notice this, but everyone around you does – including your interviewer. In a situation where two people being interviewed for the same position possess roughly the same qualifications, the one who appears more passionate gets the job. In some cases passion can even trump qualifications. Employers can develop your skills. They can't develop your passion. They know this and take it into account in their selection process.

In preparing for interviews you should be looking for every opportunity to talk about things you are genuinely

excited about. If you interview for a job you are not truly excited about, it doesn't mean you can't discuss things relevant to the job that you are passionate about. The trick is knowing what these are ahead of time and having them in mind so that you don't wind up spending 30 – 40 minutes boring your interviewer to tears.

Interviews, essentially composed of questions and answers, provide you with an unequalled opportunity to convey your passion in the form of stories about past experiences. An interviewer can readily detect a person's sincere passion, which often leads them to have confidence in the interviewee's ability to perform a specific job. Passion, as well, often helps the interviewer determine whether a candidate may or may not be a suitable fit for the company.

Elevator Pitch

Your elevator pitch is a 30-second spiel telling who you are and what you're about. The idea is that, if you got on an elevator with the head of an organization you want to work for and had only the time it took to get to the top floor to talk with him/her, what would you say to be noticed and remembered? In a sense, this is your mission statement, your caricature, how and for what you want to be remembered. Although your elevator pitch is often difficult to develop, once you finally have one, everything flows from it. Spend a great deal of time communicating your elevator pitch to others. Practice with friends, other students, alumni, faculty, the mirror, or anyone that will listen. In short, the pitch should concisely communicate where you want your career to go, why, and how you plan to get there.

The Questions and Your Compelling Answers

Inevitably you will receive clever questions that you simply can't prepare for; however, there are several standard questions you will eventually be asked and will need to know the answers to cold. Developing and refining your responses to these questions, in advance, will pay huge dividends in your interviews. This type of pre-preparation is also an excellent way to get a handle on your strengths and weaknesses and enable you to readily, and successfully, convey them (review the longer list of questions at the end of this chapter). Although the core content of your answers to these questions, or requests, should be much the same from one interview to the next, you will want to revisit each before every interview to make sure that the response you have prepared is appropriate.

Take me through your resume:

This request provides you with a tremendous opportunity to frame your resume in a way that shows the interviewer why you are a perfect fit for

the position available in their organization. *Don't* simply explain what you *did* in each position you held; rather, share how these experiences impacted you. Your response to take me through your resume should sound like an elongated version of your elevator spiel: What did you learn in certain roles? How did these affect your career direction? Why, based upon these past experiences, is this potential position right for you? Although your response will change from interview to interview, the essence of the response should remain the same and should communicate who you are, where you hope to go, and why.

What are your short-term, medium-term, and long-term career goals?

The main dilemma to this question is figuring out the answer – no small feat. Spend time developing a brief answer (no more than 30 seconds).

What are your three greatest strengths?

First of all, have five greatest strengths ready to offer. Second, give some thought to the connection between your elevator spiel and your strengths. If your elevator spiel has you out forging relationships and you don't have good communication skills, there is probably a problem. Everything should fit together.

What are your three greatest weaknesses?

This, obviously, is a difficult question to answer. You want to be genuine without actually revealing any serious weakness you may have. An effective approach is to highlight three areas where you have successfully improved over time. The idea is, rather than focusing on weak areas, you develop an answer where you focus on areas of improvement. This lends a positive connotation and shows that you are both self-aware and pro-active. An example might be that you were having trouble with time management; therefore, you took a class, got some coaching, and are now managing your time much more effectively.

Give an example of when you were an effective leader:

You should have at least three of these stories developed and, ideally, offered in different contexts. For instance, in one example you may have demonstrated leadership by identifying an opportunity and convincing a group of people of its value. In another you may have exercised leadership through a more formal managerial role. It is helpful to have several diverse effective leader stories so that you are prepared for any situation.

Give an example of when you came up with a creative solution to a problem:

This is similar to providing examples of leadership; you should have at least three and they should be different. It's okay if they overlap with your leadership stories; however, be sure to prepare multiple stories because, if the interviewer hears an amazing story that encompasses both leadership and creativity, they will invariably ask for a second example. This request also provides an excellent opportunity for you to tell a memorable story that will allow your interviewer to easily recall you. Push the envelope and have some fun. The interview is, among other things, a competition for attention, and a particularly creative experience is apt to have staying power in an interviewer's mind.

Give an example of when you failed:

There is nothing wrong with failure. In fact, failure is widely thought to be the most effective form of learning. However, there *is* something wrong with *not learning* from your failures and that is the point of this request. Have a few examples of failures, but be sure to concentrate on the analysis of what went wrong and what you learned from the experience.

What makes you unique?

Contrary to popular belief, this is not the same as "what are your strengths?" Good communication and analytical skills, as well as being a fast learner, don't make you unique – they make you a MMH graduate. Everyone interviewing for a job out of graduate school either has, or will claim to have, these skills. You need to find those two or three things that give you a different perspective, or skill set, from the other thirty people you are being compared with; maybe this is time spent in an industry; maybe it is a perspective from another industry (good for career switchers); maybe it is an unusual skill or life experience. Whatever it is, figure it out and make sure it is consistent with your elevator spiel.

Your Resume and PARs

Every item on your resume is fair game during an Interview and you should be prepared with at least one compelling story for every bullet point. Essentially, your resume should serve as cliff notes for the stories you have prepared in order to address the essential questions or requests mentioned earlier. A helpful way for you to hone your stories for each bullet point is to use the PAR method. PAR stands for Problem, Action, and Results. You should be able to approach every bullet point on your resume as if it were a story that contains a problem, an action you undertook to address the problem, and the results of that action. Using PAR helps you to remember the important aspects of your various stories and also serves to keep you focused.

One way to be certain you are covered on this front is to interview yourself. It's easy and goes something like this; go through every point on your resume and, pretending to be the interviewer, ask yourself, "I see you accomplished 'X' while at 'Y'; tell me about this." For each point you should be able to provide a PAR in less than 90 seconds and also have enough background detail prepared to answer five minutes of questions on the topic. The important part here, though, is to make sure that you can convey the problem (how you identified it), the action, and the results in 90 seconds. Interviewers rank students, among other things, on the basis of good, clear examples. This takes practice.

Another way to become very familiar with your resume is to develop and use a matrix to help pick apart each job you held. A matrix provides an inventory of your previous experiences while helping you view these past positions in a new light. It works like this: list every job you have had on the left side of the matrix; then list the relevant traits you deem important to the job you are interviewing for across the top. It should look something like this:

	Leadership	Creativity	Failure	Other Trait	Other Trait
Job 1	Story	Story	Story	Story	Story
Job 2	Story	Story	Story	Story	Story
Job 3	Story	Story	Story	Story	Story

Rather than asking yourself to come up with three overall examples of leadership, force yourself to come up with a couple for *each job* you have had. You may be surprised at what you discover. You will also be prepared when the interviewer asks you for a certain type of example from a certain job. It happens. Be prepared for it.

Practice

Once you have your stories honed you will need to practice delivering them. Practice at every opportunity. The best time and place to practice is during a practice interview session with a fellow student or a member of the OSS staff, but if no one else is available, practice in front of the mirror. Practice is the single most important thing you can do!

Knowing the Company

Knowing the company you are interviewing with entails knowing the division or group within the company you are interviewing with, knowing the company as a whole, and knowing the industry in which it competes. A visit to the company's web site is *not* sufficient. Begin with the industry and work your way back to the specific division or group. Your research should be thorough enough so that you feel comfortable making a strategic recommendation to your interviewer concerning his/her group. You may be asked to do this in an interview. Here are some suggestions for beginning your research:

Industry

- Most industries have trade associations that offer a wealth of information. Find them out and obtain as much information as possible.
- Publicly traded companies will be covered by analysts who often provide summaries of trends in relevant industries.
- Read the company's competitors annual reports. You should be able to list all of the company's competitors and their respective strengths and weaknesses.
- Consult Nestlé Librarians – they are your best resource!

Company

- Review the most recent annual report.
- Do a Lexis/Nexus search back one year for company/industry related articles.
- Read and understand recent analysts' reports on the company. Do *not* stop at one analyst's report. Read enough to know not only the analysts' consensus about the company, but also the key drivers of any contention between analysts' recommendations.

- Visit the company web site regularly and follow all press releases. *NOTE:* companies constantly release information, some of which does not receive press coverage. You need to know this, too. You can find this uncovered information in the company web site's media section.
- Consult Nestlé Librarians – they are your best resource!

Division/Group

- Contact alumni who work at the company you are interviewing with and ask for updated information (management wise, etc.). The important thing is to get a sense of how this division fits into the rest of the company. Recruiters expect that you have networked with alumni who work in the company.
- Try to find bios on senior managers within the group. The managers' backgrounds can be insightful into both the culture and direction of the group.
- Find out if any of your classmates have worked at this company and can lend any insight or put you in contact with folks who can.

The Interview

The day of the interview is challenging, but, if you have prepared well, you are 95 percent on your way to success. Here are some things to keep in mind:

The morning of:

- Read *The Wall Street Journal* and, ideally, another newspaper before your interview. Don't just skim for stories about the company you are interviewing with; know what is going on in the markets and in the world.
- Check the company's web site to see if any news was released. Again, you will find this in the media section of the web site.

Attire

Read "Dressing for Interview Success" in Martin Yate's *Knock 'Em Dead: The Ultimate Job Seeker's Handbook* for an overview of the Hotel School's definition of proper attire. Generally, the darker the suit, the more authority it carries. For men, solid colors and pinstripes are both

acceptable, so long as the stripes themselves are muted and very narrow. Women have more creativity in this area than men do, but also more room for mistakes. While men are usually limited to solids or pinstripes, a woman can add plaids to this list. The more understated the plaid, the safer the choice. The colors most suitable for women's interview suits include charcoal, medium gray, steel gray, black, and navy blue. "Separates" are not recommended for interviews. Both men and women should wear dark, polished leather shoes. Men's shoes should be black leather whereas women's most accepted choices are black and navy. High heels are not recommended. The pump, with its closed toe and heel, is perhaps the safest and most conservative look.

Remember, when you interact with interviewers, you may be talking with a future employer. Also, you are representing the Hotel School and your classmates. Take pride in your appearance, your body language, and your conversation.

Introductions

When you first meet your interviewer shake hands and make eye contact. It is acceptable to make small talk, but be sensitive to the fact that the interviewer is in charge and has limited time. Don't drag out introductions. Also, some people tend to get sweaty hands when they get nervous. A tip for helping with this is to wash your hands with hot water right before your interview.

During the Interview

Have a Mission

Even if you are never asked, have your elevator spiel in the back of your mind at all times. Your goal is to have the interviewer remember the two or three things that make you, you. Don't be passive. You need to be proactive and use every opportunity to drive home not only your strengths, but also how they fit into the organization for which you would like to work. Let the passion shine through!

Every Question is an Opportunity

With your mission in mind answer every question with two goals: 1) show the interviewer that you understood and are capable of answering the question and 2) use the answer to showcase something unique about yourself that fits closely with your mission. This is where preparation is key. By having many stories on hand, covering different types of situations and skill sets, you will be prepared to not only give the interviewer a solid answer to his/her questions, but you will also be moving your agenda forward at the same time.

Staying Relaxed

Staying relaxed is sometimes easier said than done, but there are a number of things you can do to help accomplish this:

- Preparation is the most effective means of controlling nerves and practice interviews, are great for alleviating nervous stress. If you know what you are talking about and are conveying your passion for the subject you will be more relaxed. Have confidence in your preparation and abilities.
- Although it seems fairly obvious that you should breathe during an interview, be aware that nerves affect everything, including your breathing. Before you answer a difficult question take a deep breath. It helps clear the mind and buys you time to think about your answer.
- Slow down. Most people naturally speed up their speech when they are in a stressful situation and can come across as either nervous or rushed. It helps to consciously slow down the pace of your speech.
- If you are asked a question that stumps you it is okay to ask for some time to think about it or to come back to it so long as you actually do. Ideally, you would answer every question, but passing (if allowed) is better than a bad answer. Don't make this a habit, however.

Communicating With the Interviewer

Occasionally, the interviewer will ask a question and, after answering at length, you begin wondering whether you are indeed answering the question posed. Don't be afraid to ask him/her if you are on track. In general, it is better to provide concise rather than lengthy answers. In short, avoid rambling. If the interviewer wants more information he/she will ask for it. With that said, it is perfectly acceptable to ask, "Did I answer your question adequately?" or "Am I addressing the issue you raised?" Both inquiries show that you are paying attention to the dynamics of the interview.

Ask Questions!

The interview does not end when the interviewer stops asking questions; it ends when the interviewer stops you from asking questions. One of the best ways to impress an interviewer is through the questions you ask. Prepare enough intelligent questions about the company to generate at least an hour's worth of conversation; however, you should not ask questions that could have been answered from reading their web site. Also, questions don't have to be reserved for the end of the

interview. If one of your responses to a question raises an issue in your mind, don't be afraid to inquire about it at that time. If the interviewer does not want to address your question at this point in the interview, he/she will inform you and you can attempt to ask it later.

After the Interview

Immediately Following

Find a quiet place to sit and reflect on your meeting. Jot down notes. Answer some pertinent questions such as: What did you discuss? What were the high points? What were the low points? What questions took you by surprise? How could you improve your response if asked again during another interview? What impressed you about the organization and its representatives? How does this company compare to others with which you have spoken? Make sure you record what happens next, when you should follow up, and with whom.

Within Twenty-Four Hours

Send a thank you letter to each person with whom you met within twenty-four hours of the interview. Read the section on "Employment Correspondence". Refer to your notes and use your letter to highlight points of discussion or to tie up loose ends. Reinforce your interest. Remember that, at this stage, your goal is to get an offer. Even if the job is not currently your ideal, it might well be an excellent choice in the long run. Keep an open mind. Your priorities will probably shift as you progress in your job search.

Follow-Up

Most companies will tell you when and how you can expect to hear from them. If they do not offer this information in your interview, be sure to ask. Do not contact the representative prior to the time indicated. Once the time has passed, it is appropriate to follow-up with a telephone call to the person who committed to get back to you. Reinforce your interest, ask about your status, and find out when the employer expects to make a decision about second interviews. Be courteous; they could be making a decision that day and every interaction you have with an employer reinforces their impression of you.

Second Interviews

Second interviews vary from a follow-up interview the same day in the Hotel School to a site visit several weeks or months later. Second interviews can be additional screening meetings, or they can be the decision interview. Decisions are rarely made before you have had a second interview. However, be prepared to discuss your salary requirements if the employer asks. See "Evaluating Your Offers" for more information.

When you receive a second interview you need to follow directions provided by the company. Generally, companies will explain when and where the meeting will occur, and how you are to arrange your visit. If they are not explicit in the details, however, be sure to ask. When companies invite you to their offices, often they pay travel expenses. Often they work closely with travel agents and arrangements may be made through this vendor. Second interviews vary by industry and company - talk with your classmates to learn about the process.

On-Campus Interviews

Most on-campus interviews are basic behavioral interviews. This style of interviewing is based on the concept that past behaviors predict future behaviors. Companies have determined that there are four or five behaviors they think are keys to success in their companies. Their interview questions are designed to determine the extent to which you have demonstrated these behaviors in the past.

Interview Performance Feedback

It is highly recommended that you continually assess what you are doing well and where you can improve. The OSS asks all interviewers for feedback regarding their interviews. If a student is perceived by recruiters to be unprepared, the student will be asked to meet with an advisor in the OSS.

Additional Questions for Preparation

Use these questions to develop a logical story that leads the interviewer through your resume to the position he/she is seeking to fill:

General Questions:

- What three words would your best friend/colleague use to describe you?
- What three words would you choose to best describe yourself?
- What are the Hotel School's greatest strengths?
- What is one of the Hotel School's weaknesses and how would you address it?
- What did you learn from your last job?
- What have you read lately?
- Who are your heroes/heroines?
- What do you do outside of school/work?
- How did you get your summer internship? Last job?

Knowledge About The Function/Company/Industry; Ability To Link Experience/Personal Traits To The Job:

- Tell me about yourself.

- Why should we select you?
- What are your strengths?
- Why do you want this job?
- Why do you want to work for this company?
- Why do you want to work in Revenue Management? Consulting? Operations?
- Who is our competition and what do you see as our competitive advantage? Disadvantage?
- What do you like about our product(s)? What suggestions would you make to improve it/them?
- Where do you see the greatest opportunities in our industry?
- What do you expect from this job? This company?

Leadership Skills:

- To what activity outside of school/work have you made the greatest contribution? Please describe.
- How do you motivate people?
- Give me an example of your leadership skills. Give me another example.
- Tell me about when you have championed an idea/a cause/a project, and describe what you accomplished and how.

Accomplishments:

- What is your greatest accomplishment? Tell me about another accomplishment.
- How long will it take you to make a contribution to our company?
- What is the most significant problem you've faced in your life so far and how did you address it?
- Give me an example of a tough decision you faced. How did you tackle it?

Team Skills/Interpersonal Skills:

- Give me an example of how you work in a team. Give me another example.
- With what kinds of people do you work best?
- Give me an example of when you didn't get along with a co-worker and how you resolved it.
- Did you ever have to fire someone? How did you feel about it?

Work Environment/Corporate Culture:

- What did you like/dislike about your last job?
- What do you like about work?
- Describe your ideal boss.

- In what type of work environment do you flourish?

- Based on your resume, why are you here in this interview?

Analytical/Problem-Solving Skills:

- Give me an example of your problem-solving abilities/analytical skills. Give me another example.
- Why are manhole covers round?
- How would you determine the number of basketball courts in the U.S.?
- Describe as many uses for Ping-Pong balls as you can.
- What's your favorite commercial? Why?

Wrap Up:

- What questions do you have?
- Is there anything that you'd like to add that we didn't cover in the interview?

Career Goals:

- Why did you choose the Hotel School?
- Why did you pursue an MMH?
- If you had to make this decision again (i.e., get your MMH, accept your last job), would you make the same choice? Why or why not?
- Where do you want to be in five years?
- What other companies are you pursuing?
- If you had a choice between companies "X" and "Z," how would you choose?
- What's the difference between a job and a career?
- Explain the transitions between the items on your resume.

Notes

Challenges:

- For someone with little work experience: How does your previous experience prepare you for a managerial position?
- What do you know about our company?
- We only recruit MBAs. Why should I hire you?
- I've interviewed over 10,000 people in 20+ years. What's so special about you?
- I'm going to start talking and you interrupt me when you have something to say. By the time you leave I want you to convince me you're special.
- I'm interested in brainpower/horsepower. Convince me you have it.
- Analyze the five interviewers you have had prior to me. Pick two, and compare and contrast them.
- Which would you rather have, more creativity or more intelligence, and why?
- If you could ask one question of the CEO of this company, what would it be?
- What is your life purpose?

Section 4.2

Accepting an Offer

All your hard work has paid off and you have received a job offer! Now you need to decide whether or not to accept it, and if so, on what terms. Whether you are evaluating one offer or comparing several, it is important to think carefully and clearly; this is a decision that will affect the course of your life.

The steps toward making your decision are:

- 1) Clarifying the details of the offer
- 2) Evaluating the offer, or weighing various offers
- 3) Negotiating the offer
- 4) Accepting or declining

The Offer

Offers are usually made verbally. In most cases, the recruiter or manager will call you to extend an offer. Remember the following:

Express Your Interest

Always be enthusiastic and professional. This will lay the groundwork for a positive discussion if you pursue the position and decide to negotiate. It will also help maintain the company's relationship with the school if you decline.

Don't Make a Decision on the Spot

Even if you know you will accept the position, ask for time to consider the offer to make an informed decision. It gives you bargaining room, it allows you time to think clearly, and it is customary. Employers generally will not expect you to accept the job immediately.

Get the Details

Ask about the following facets of the offer:

- *Job Responsibilities*
Job responsibilities and first assignment. We often forget to ask about this, and it is one of the most important aspects of the offer. You might find the prospect of working on a particular project or new venture, or with certain individuals at the company, very compelling. Up to this point, the company might have been considering you for one of several assignments. What you do for your first assignment can be part of your bargaining package.
- *Base Salary*
Be matter-of-fact and direct when you ask what salary is being offered. Repeat the figure without

revealing your reaction to it, so that you can write it down accurately.

- *The Signing Bonus*
Some companies offer signing bonuses as a one-time monetary award. They originated as a means of offering cash for start-up expenses, such as a new wardrobe. Signing bonuses have evolved as incentives for students to accept one offer over another. Because future raises are computed as a percentage of your base, it behooves a company to entice you with a signing bonus rather than a higher base salary.
- *Some companies use "exploding offers."* If you accept the offer immediately, the signing bonus is significantly higher than if you accept the position at a later date. The Hotel School does not endorse this practice by employers because it puts undue pressure on students. If a company makes such an offer, bring it the attention of the OSS.
- *Relocation Package*
Within relocation allowances, make sure you understand what is paid for: moving household goods, house hunting trips, and brokers' fees are examples (this is especially important in New York City). Some companies will offer you temporary housing when you begin your job if a lease or home purchase cannot be finalized on short notice.
- *Benefits Package*
These are not always negotiable within a company because there may be elements which are standard for all employees. However, there may be quite a difference from one company to another.
- *Starting Date*
Many companies recognize that you want a break after finishing your MMH. They might want you to start July 1st, but may be flexible about later start dates.

Deadline

When a company representative extends an offer of employment they should state a deadline by which you need to respond. This is often negotiable, so don't be afraid to ask for more time if you need it.

Ask for the Offer in Writing

Tell the employer that you will consider this offer and would like to have the written offer and a benefits package mailed to you before you make a decision. There are a number of reasons why a verbal offer can fail to materialize. NEVER accept an offer for full-time employment, or decline another, until you have the offer in writing.

Remember that you want to keep all of your options open. Continue to interview with the companies of interest to you until you have all the information needed to make a final decision.

Evaluating Your Offers

Salary is not the only component you should use in determining which offer to accept. There are a lot of other factors that you should take into account when choosing between offers. Ask yourself these questions as you think about your offers:

The company:

- Is the company strong and stable?
- Where does this company fall in size range? Do I have a strong preference for a particular point in that range? Am I seeking excitement or security?
- How is the company situated in its industry?

The job itself:

- Will I find this job appropriately challenging? Keep in mind the level of professional challenge that you want to accept at this stage in your life.
- Is the mission of the company and the job function in keeping with my values?
- Is this job a logical stepping-stone to my overall goal? If this is not your first-choice job, will you be able to network and position yourself to find your “Plan A” job in a few years? Or, if this job is a detour from your overall career path – say you have the opportunity to manage your brother’s heavy metal band – will you be able to get back on track if the band splits up?

The people at the job:

- Based on what I know, do I like my hiring manager? If so, how dissatisfied would I be if they left? If not, will I still be able to accomplish my work in an otherwise supportive climate?
- Do my prospective colleagues seem interesting and knowledgeable? If teamwork is required, do they seem to demonstrate a strong team-spirit?
- What is the turnover rate in my prospective department? What might be the causes of high turnover? Is low turnover an indication of stagnation? If this is a concern, request time to speak with future colleagues before deciding.

Location:

- Is it likely that my partner/spouse can find employment in this community? Is this the kind of community in which I would be able to develop a satisfying social life as a single person?
- Are there significant opportunities for recreation, cultural enrichment, and education in this area?
- Would I be too close to or too far away from my extended family?

If you have multiple offers, careful comparison of all components is important before you can make a decision. This is a highly personal matter, and you must allow yourself to accept the job with the lower salary if that is where your reasoning leads. Perhaps the lower paying job is in a better location, or is more challenging, or actually has more growth potential. Even in a difficult job market, think carefully about accepting the first or only offer you get if you would hate the job or your significant other would be miserable in the city in which it’s located.

Keep in mind that the cost of living varies tremendously between cities. The Nestlé Library has information on the cost of living index that allows you to compare salaries in different locations.

It is important to conduct this kind of analysis before negotiating, especially if you are using other offers as your basis for negotiation. If you find it helpful, develop and use a comparison grid.

This can be a very difficult time for many students and we encourage you to discuss your opportunities with family members, faculty, staff, and colleagues to get as much feedback as possible. But remember, in the end, the decision is yours to make. If you feel that one job is for you and the other is not, despite its prestige, follow your instinct.

Negotiating Your Offer

Should you negotiate? There is no one right answer for everyone. If the employment offer comes up short of your expectations, and your research shows that you probably have room to negotiate, then yes. If you are ecstatic about the offer, do not negotiate simply for the sake of negotiating, particularly in a difficult job market; there may be willing people lined up behind you happy to accept less than you have been offered. Even in a “seller’s market,” however, undertake negotiations with integrity and diplomacy. Keep a long-term perspective.

If you intend to negotiate, there is only one time to do it, after you have the offer and before the company has you.

Five Rules of Effective Employment Negotiation

Nancy Bell Greiff, formerly an Assistant Professor of Organizational Behavior at the Johnson School continues to lead seminars in Effective Negotiation. Here are Nancy's top five suggestions:

Don't Miss the Forest for the Trees

You can become so caught up in the details of a job, such as salary and bonus, that you lose sight of the big picture. Accept the position that you are really excited about, where the work itself is compelling and where the long-term opportunity is greatest. Time and experience have proven that this type of job will reap the financial benefits down the road; the job that pays a few thousand more to start, but is less exciting to you, will not pay off to the same extent in the long run.

Be Prepared

Do your homework. Research salaries at similar companies, in the same job function. Talk with classmates and alumni who have experience at the same and similar companies. Use data available from the OSS, including the annual Post Graduate Report. Consult the web site salary.com, and ask for published salary data available through the Nestlé Library. You cannot negotiate well if you do not have facts at hand.

Develop Alternatives

You will learn, in negotiation class, about BATNA (Best Alternative to a Negotiated Agreement). The more attractive your alternatives to the proposed agreement, the more power you have.

Effective negotiation is not an “either/or” discussion. Weigh several areas on which you are willing to negotiate. Decide what is important to you. For example, a location that affords the life-style you love might have a much greater impact on your job satisfaction than an extra \$5,000.

Determine What the Employer Wants

You will have difficulty negotiating effectively if you approach the discussion from the basis of what you want and think you deserve. A much better avenue is to show the employer how meeting your requests is in his or her interest. What do you bring to the table that is worth something to them? Reinforce your interest in their goals, the skills and experience you offer, and your desire to be part of their team.

Ensure That Everyone Saves Face

Remember that you may be working with these professionals in several months. Employers are usually reasonable and willing to negotiate with you. Not all, however, have the leeway to negotiate as much as you might want. Some employers, in fact, will negotiate less

willingly with students who handle the process unprofessionally. If you have unreasonable expectations in your requests, or if you are demanding and unyielding in your interactions, you can pay for it later. Do not garner for yourself the reputation of “the MMH Upstart” before you begin the job. And above all, do not present alternatives, such as the promise that you will go elsewhere, unless you are ready to follow through with them.

Approach negotiation with an open mind, and a team spirit: “Let's discuss what might work well for both of us.” Aim for a win-win solution.

Accepting an Offer

Before accepting an offer, make sure that you have done two things:

- 1) obtained the offer in writing, and
- 2) contacted all companies from whom you have not received a response.

Accepting an offer is a professional commitment. Make sure you have responses from all companies before you make a decision. Otherwise, you may end up accepting an offer and then finding that a company you had not heard from wants you to interview further. To avoid the temptation of a potentially unethical situation, make sure you have as many answers as possible.

When you make a final decision, notify the employer by phone and follow up with an acceptance letter outlining the parameters of the job. Make sure to confirm any changes to the terms of the offer in writing in your letter of acceptance. Then, within 24 hours, notify the OSS and all other employers of your decision; remove yourself from any on-campus interviews and do not accept any further invitations for interviews.

Protocol for Accepting Offers

When you accept an offer, you have a professional obligation to work for the employer. Reneging on an offer (i.e., accepting an offer and then changing your mind and rejecting it) is unacceptable and unprofessional. It reflects poorly on you, the Hotel School, and the University, and it jeopardizes the School's relationship with the company. It is a small world out there - recruiters frequently talk to each other. If you renege, you hurt your reputation, and you run the risk of having your second offer withdrawn because of your unethical behavior. The negotiation and acceptance process is a delicate and fragile one that needs to be handled with care. For some, it can be more frustrating and painful than the job search itself. We encourage you to make an appointment with an advisor in the OSS to discuss your particular situation.

Reporting an Offer

When you accept an offer (either an internship or a full-time position), you cannot continue to interview. Be absolutely sure, when you accept an offer that you intend to take the job.

If you are unhappy with an offer you have accepted, you are encouraged to discuss the situation with the OSS before you take any action. Reneging on accepted offers is a violation of Hotel School policy. If you violate school policy, by reneging, you will be required to meet with an OSS advisor. You must also write a letter of apology to the company and send a copy to the advisor. Each case will be evaluated individually pending the discussion of your situation and a determination will be made about the

additional loss of recruiting and alumni network privileges.

Further Resources:

Knock 'Em Dead, Martin Yate, Adams Media Corporation, Avon, MS. 2003
Chapter 23, "Negotiating the Offer"

www.salary.com

www.vault.com

www.wetfeet.com

Specific features vary, but there is almost always an article or survey with comparative salary information on these web sites.

Section 4.3

Job Comparison Form

(Substitute factors that are most important to you)

Organization	Salary	Benefits	Location	Growth	Travel	Culture	Duties	Other	Total

Directions:

- 1) Assign a weight to each factor, using a scale of 1 (low) to 5 (high). These weights should indicate how important a factor is to you. For example, if salary is very important to you, assign it a 5.
- 2) Rate each company based on these factors using a rating scale of 1 (low) to 5 (high). For example, if a company does not quite meet your salary expectation, assign it a rating of 3.
- 3) Multiply each weighted factor by the company's rating on that factor. In this example, a mediocre salary (3) times high importance (5) equals 15.
- 4) Total each company and compare totals to assess job offers.

Notes

Final Notes

Final Notes
