

MBA Résumé Guidelines for GradLeaders (OCR- On-Campus Recruitment résumés) and off-campus résumés

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Purpose of Résumé Guidelines

This set of guidelines provides the information to: 1) create a résumé to be used for On-Campus Recruitment (OCR) and 2) provide basic guidelines to be used for other purposes. Students who choose to submit a résumé on the Jenkins Graduate School of Management GradLeaders career management tool, must submit a primary résumé that conforms to the appearance and guidelines set by the school. This resume is called the OCR resume and will be used to assemble resume books for employers. The goal is to ensure a consistent format so that reviewing résumés is simplified for recruiters and hiring managers. The guidelines are based on feedback from employers as well as the experience of the CMC coaches.

This document also provides basic guidelines for the off- campus résumé, a more comprehensive resume which you may use to apply for jobs online and in other non-OCR venues.

Résumé Layout and Example

The primary or generic GradLeaders résumé should following this order:

1. Header – Contact Information
2. Summary of Qualifications
3. Education
4. Professional Experience (including Military Experience, if applicable)

Additional Information (Optional)- (Licenses and Certifications/Professional Development/Professional Organizations/Community Activities/Technology Qualifications/Honors and Awards/Publications/Work Authorization)

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Team-oriented marketing professional with proven product marketing background across multiple high tech industries supported by a blend of analytical and communication skills. Recognized for building strong cross-functional and external stakeholder relations and driving revenue.

- Product Management
- Demand Generation
- Big Data Analytics
- Marketing Research
- Voice of Customer Analysis
- Project Management
- Business Development
- Technology Marketing
- Sales enablement

EDUCATION**North Carolina State University Jenkins Graduate School of Management, Raleigh, NC**

Master of Business Administration (MBA), May 2017

MBA Consulting Projects

- Cotton Incorporated- Led quantitative market research project to target customers within Asia and North America based on changing trends data acquired through survey of 500+ customers.
- Bayer- Researched opportunities to compete in bio-fertilizers market and identified geographical markets for innovative product application.

University of Illinois, Champaign- Urbana, IL

Bachelor of Science, Business Administration (BS), Emphasis in Marketing, May 2012

PROFESSIONAL EXPERIENCE**ABC Products, Charlotte, NC**

Summer 2016

Marketing Intern

- Performed competitive analysis for 15 competitors that helped define value propositions for new products.
- Analyzed Marketing funds for 10 years and created an analytical model for future expenditure that promised possible 20% growth in future sales.
- Created customer specific messaging using Salesforce that increased webinar registration by 30%.

Lighting Innovation Inc., Denver, CO

2012-2016

Industry leading manufacturing company focused on creating LED based lighting solutions.

Product Marketing Manager

- Managed XY product line to achieve revenue of 500 M, 15% YOY growth.
- Delivered 100+ product presentations to C- Suite customers to drive sales.
- Led team of five managers to penetrate six new markets in North America.
- Developed strategies for customer relation management that improved customer satisfaction by 20%.

Marketing Communications Specialist

- Developed 50+ industry-specific email campaigns that improved customer reach by 20%.
- Improved click- through rate by 25% through automation tool driven analyses of customer activity.
- Designed social media campaigns and helped improve web presence to 50M views in two years.
- Attained Social Media analytics certification.

ADDITIONAL INFORMATION*

- MBA Marketing Club leader 2016
- Volunteer for Student Conservation Association, City Wild, and Volunteers of America 2011-2015
- Passionate about doing missionary work in developing countries

*(Choose any one of these categories: Additional Information / Licenses and Certifications / Professional Development / Professional Organizations / Community Activities / Technology Qualifications / Honors and Awards / Publications/ Work Authorization)

Header - Contact information

Your basic contact information – full first and last name you use professionally, mailing address, phone number (where you can be contacted 24/7), e-mail address, and LinkedIn url. Your name should be in 16 pt. font. The email address should be on the same line as your name and right-justified. Your mailing address, phone number, and LinkedIn url should be in three columns on the line below your name.

Key tips:

- Use the same header as letterhead for all your marketing communication pieces in order to keep a consistent and professional look.
 - Make sure to use only your NC State email address on the OCR résumé.

Off- campus résumé:

You may choose to elaborate on your OCR résumé in the off- campus résumé. If your résumé is two pages, be sure to include your name, email address and page number at the top of the second page. Break your page at a “natural” break rather than mid-sentence.

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Summary of Qualifications

The Summary of Qualifications provides a snapshot for targeting your résumé. It characterizes the general scope and direction of your career. It should draw the reader into the details of your experience. It should address your strongest points relevant to the opportunity. Preferably, use a paragraph and bullet combination. The paragraph should summarize your experience, while the bullets should summarize relevant skills.

Note: Do not use the title “Summary of Qualifications.” Start directly with the content as shown below.

Team-oriented marketing professional with proven product marketing background across multiple high tech industries supported by a blend of analytical and communication skills. Recognized for building strong cross- functional and external stakeholder relations and driving revenue.

- | | | |
|----------------------|------------------------------|------------------------|
| • Product Management | • Marketing Research | • Business Development |
| • Demand Generation | • Voice of Customer Analysis | • Technology Marketing |
| • Big Data Analytics | • Project Management | • Sales enablement |

A Summary of Qualifications should contain:

- Functional specialty or title
- Expertise, strengths, or specialization
- Personal characteristics/differentiators/achievements specific to the particular job setting

Key tips:

- The summary is an excellent opportunity to introduce key words that are closely associated with a particular job, industry, career, or job description into your résumé.
- Bullets quickly draw the reader's eyes to your important skills and expertise. (Tip – try to match your qualifications with the employer's needs, especially if you have a job description. Do not attempt if your qualifications do not match the employer's needs).
- Since this is a summary, the page “real estate” should not be longer than “real estate” used for experience details in the résumé body.
- Use good differentiators- adjectives that can be independently verified, e.g., “Proven team motivation skills.”

Examples from other candidates:

Motivated and team-oriented project manager with over five years work experience in project design, standard implementation, budgeting and database management. Known for improving logistic efficiencies, collaborating across multiple business units, and building consensus. Areas of accomplishment: ...

Highly-motivated, creative and versatile real estate professional with ten years of experience in property acquisition, development and construction, as well as the management of large apartment complexes. Especially skilled at budgeting, profitability analysis, and negotiation. Seeking real estate financing position for commercial and industrial markets [note how a position objective was inserted in the summary].

Strategically-oriented financial professional pursuing MBA with five years of experience in cash flow analysis, finance operations, and trend analysis. Demonstrated ability to establish priorities, work independently and execute complex projects. Highly-developed organizational and time management skills. Demonstrated experience in working efficiently and collaboratively with all levels of staff to ensure successful implementation of projects.

Off- campus résumé:

As shown in the example below, a much more elaborate (4 key credentials) summary of qualifications can be used for an off- campus resume. It may be advisable to use this format when you have more years of work experience.

Summary of Qualifications [Note that candidate has summarized 4 key credentials]

- **Experience:** Progressive track record of 12 years of record-breaking performances in Environmental Engineering and Consulting industries. Uniquely qualified to develop and implement wise business solutions for profitability while being sensitive to environmental impact. Well positioned to:
 - Lead organization's sustainable evolution
 - Improved internal business opportunities by 45%
 - Demonstrated firm's sustainable mission to clients and stakeholders
- These are target company's success drivers
- **Education:** Earned Master of Business Administration (Entrepreneurship and Technology Commercialization) and Bachelor of Civil / Environmental Engineering from premier institutions.
 - **Leadership:** Decisive team leader with extensive experience recruiting, leading, developing and motivating teams of professionals. Experience working with cross-functional teams.
 - **Management:** Hands-on manager with strong business acumen and strategic management skills. Successfully developed business operations and established highly respected reputation.

Education

Information should include schools attended, degrees conferred and other information regarding academic achievements that showcase your qualifications (scholarships, awards, class rankings). List your schools and degrees in reverse chronological order, starting with your Jenkins MBA. Do not list high school or prep school. List consulting project work (practicum projects). Write these in (Challenge-Action-Results) CAR accomplishment format.

EDUCATION

North Carolina State University Jenkins Graduate School of Management, Raleigh, NC

Master of Business Administration (MBA), May 2017

MBA Consulting Projects

- Cotton Incorporated- Led quantitative market research project to target customers within Asia and North America based on changing trends data acquired through survey of 500+ customers.
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University of Illinois, Champaign- Urbana, IL

Bachelor of Science, Business Administration (BS), Emphasis in Marketing, May 2012

Techniques to bolster qualifications if changing careers, or have limited work experience:

MBA students who have no or limited work experience in the targeted role should consider emphasizing the Education section to highlight qualifications gained while in business school.

- Capture the reader's attention and interest quicker by inserting Education section before Professional Experience section (readers' eyes gravitate to top 1/3 of first page).

- List project and course achievements in same C-A-R format as professional achievements. Highlight key functional and transferable skills. Address expected results if actual results are not known.
- Call out demonstrated functional skills while in business school and transferable skills from prior experience in Summary of Qualifications.
- Limit résumé to one page.

This approach is recommended for students with:

- Limited or no work experience
- Highly technical pre-MBA work experience
- Heavily academic/research pre-MBA work experience

Example - If candidate were a Systems Engineer before coming to business school, the focus of Paola's résumé would be on the Summary of Qualifications and Education. The non-supply chain professional experience would be minimized to limit the résumé to one page.

NC State Jenkins MBA with demonstrated supply chain management achievements in changing processes, mapping risks, and eliminating sourcing bottlenecks.
Collaborative problem-solver with proven track record of meeting challenging project objectives on time and within budget.

- Data tracking
- Project planning
- Budgeting
- Spreadsheet analysis
- Training
- Project proposal development

EDUCATION

North Carolina State University Jenkins Graduate School of Management, Raleigh, NC
Master of Business Administration (MBA), May 2017

MBA Consulting Projects:

- Identified shipping bottlenecks and recommended process changes in order to save \$12,000,000 annually for Eaton Corporation.
- Implemented risk-mapping and key performance indicators to identify risks for new product launches for Biogen Idec. Tools enhanced product roll-out success rate 12%.
- Formulated Kan-Ban supply replenishment system for Novartis to better manage 'C' inventory items, resulting in reduction of .5 FTE as well as eliminating over 22,000 wasted steps.
- Placed 1st of 42 teams in North American Women MBA National Case Competition. Recommended supply chain sustainability initiatives while maintaining targeted cost containment goals.

University of Illinois, Champaign-Urbana, IL
Bachelor of Science, Business Administration (BS), Emphasis in Marketing, May 2012

PROFESSIONAL EXPERIENCE

Volvo Trucks North America, Greensboro, NC **2007 - Present**
Systems Engineer

Key tips:

- The proper way to state your in-progress MBA degree is “Master of Business Administration”. There is no “s” after “Master”.
- List only coursework which is different than the standard MBA core coursework.
- Which would be more impressive to your target – your professional experience or your education? If it is education, list Education before Professional Experience. Education should be listed before Professional Experience in almost every case for a student seeking an internship.

Professional Experience

Listing order

List professional experience in reverse chronological order with most recent experience first. The company name should be flush left and bolded. Mention City, state, and country (if in USA), City followed by country (if international). Job title should be on next line and flush left. Dates of employment (years only) at each company should be flush right on the same line as the company name.

What to include as Professional Experience

The reader wants to account for all your time since your undergraduate experience. You may list full-time work, appropriate part-time work, military, internship, and volunteer experience. For military experience, translate your experience into business terminology such as budgeting, training, leadership, development and supervision, and management of complex projects. Internship experience should be listed as Internship, and should only state year of internship, not months

PAY SPECIAL ATTENTION TO THIS!!! Describing your accomplishments in Challenge-Action-Result (CAR) bullet points

Effective résumés are outcome-based. They stress achievements, not duties and responsibilities. The easiest way for an employer to predict your potential value is to study your record of accomplishments. Your accomplishments should be put in a Challenge-Action-Result format. For example:

- **Challenge** - The circumstances that surrounded the accomplishment.
- **Action** - What you actually did which showcases your strengths.
- **Result** What was the business impact of your actions: deliverables, measurable, standards, contributions.

Results should be quantified, at best, or at least qualified. Results show that you can get things done. They show that you know your business and your value to it. Quantifiable results also make you stand out...they catch the reader’s eye... makes it easier for them to remember you. They convey that you get things done that improve your organization – and you will do the same for them. For the MBA student, quantifiable results show the reader that you affect change, exhibit leadership and understand how your actions contributed to the bigger picture of the organization (a key skill for a manager).

- Begin bullet statements with action verbs in order to compel the reader to understand your accomplishments. No more than 5-6 per position.
- Use past tense. If currently working, you may use present tense for all continuing activities. Completed projects should be described in past tense.
- Avoid using the weak action words of “Responsible”, “Assisted”, and “Coordinated”. Ideal action verbs are those that convey both action and results e.g.: reduced, gained, advanced, expanded, saved, improved, and increased.
- Emphasize accomplishments that are RELEVANT to the opportunity at hand.
- Bullets should be concise, business-like, crisp fragments, rather than complete sentences.
- When possible, quantify your accomplishments using numbers, dollar values or percentages. Some examples are: “Increased sales by \$100,000 in one-year period”, “Increased widget production 300% within six months”, and “Reduced costs by 25%.”
 - If not possible to use absolute numbers or percentages, provide a sense for the scope of your accomplishment - “Established first marketing plan to be used by company.”
- Make sure every word and statement can be understood by your audience. Avoid jargon and buzzwords.

Examples from other candidates:

<i>Ineffective:</i>	Conducted several audits for many departments, reducing problems.
<i>Effective:</i>	Conducted over 30 department audits, increasing compliance rate by over 25% during a one-year period.
<i>Effective:</i>	Increased compliance rate by over 25% during a one-year period by conducting over 30 department audits. (Result was listed first)
<i>Ineffective:</i>	Reviewed dealer financial statements in order to assess credit-worthiness.
<i>Effective:</i>	Analyzed dealer financial statements, assessed prospect credit-worthiness, monitored payment practices and provided dispute resolution for \$100 million credit territory. Exceeded departmental receivables shortage goal by 25%.
<i>Ineffective:</i>	Kept customers informed from time-to-time on order progress.
<i>Effective:</i>	Created and followed self-developed customer contact strategy in order to maintain promised order delivery dates above 96%.
<i>Ineffective:</i>	Conducted financial analyses.
<i>Effective:</i>	Conducted and presented key financial analyses to CEO and senior management to determine strategic options and growth plans for \$7MM business unit. (Scope was quantified)
<i>Ineffective:</i>	Wrote laboratory safety training manual.
<i>Effective:</i>	Implemented laboratory safety training and provided direct personnel support for 20 full-time and 11 part-time employees. (Scope was quantified)

How to demonstrate multiple positions in single organization:

List years of entire tenure flush right on same line as organization name. List years for each position after position title. Do not repeat organization name.

How to present a previous employer that may be unfamiliar to your reader:

Many times the reader will not be familiar with past employers. You may provide a brief description of the employer (no more than one line) on the line directly below the company name.

PROFESSIONAL EXPERIENCE

ABC Products, Charlotte, NC

Summer 2016

Marketing Intern

- Performed competitive analysis for 15 competitors which helped define new value proposition for new products.
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2012-2016

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- Designed social media campaigns and helped improve web presence to 50M views in two years.
- Attained Social Media analytics certification.

How to provide context for your roles at previous employers

In addition to describing accomplishments, some candidates may choose to brief the reader on the scope of his/her duties. Highlighting duties is not a replacement for describing accomplishments. (Hint – if your accomplishments sound like a list of duties that you would find in a job description, then they are NOT accomplishments, they are responsibilities. Use present verb tense for your current position. Use past tense for former positions.

Professional Experience

Volvo Trucks North America, Greensboro, NC

2007 – Present

Manager, Dealer Location Support Manager, Dealer Location Support Services

Devise marketing and sales strategies for over 110 dealers nationwide. Supervise four direct reports, and \$400,000 budget.

- ◆ Developed and implemented Web-based tools to assess trade areas and optimize retail distribution network utilizing geospatial analytics to enable 75% coverage goal.
- ◆ Saved \$250,000 annually by transforming struggling project using new methodology, alternative data sources, and existing internal resources.

Military Experience (If applicable)

This can be added into the chronological flow of your Professional Experience or you can create a separate category. Include the branch, dates (in the right margin), rank, and present status. Explain in lay terms the functions you performed and skills used including management and leadership functions. List commendations you have received and avoid titles and descriptions with little significance in the civilian/business world. A separate category will draw more attention and can be useful if you spent more than four years in the military or the experience is directly related to the potential opportunity.

Example:

United States Marines, Camp Lejeune, NC	2006 - 2007
Director of Ground Intelligence	
<ul style="list-style-type: none"> • Created curriculum and taught counter-insurgency course to 240 Marine Corps military intelligence officers. • Supervised three instructors, developed instruction guide, created multi-function practical applications, and devised \$240,000 annual budget. • Taught over 3000 classroom hours. 	

Additional Information (Optional)

This section allows for supplemental information that describes your accomplishments and contributions in a variety of areas. The information should further enhance your candidacy. If it doesn't, it should not be included. Only one section with this information should be included in your résumé. This information should be grouped into one "Additional Information" section.

Sample common areas for NC State's MBA students are:

Licenses and Certifications	Only include licenses and certifications that are relevant for the opportunity
Professional Organizations and Community Activities	Shows particular skills and contacts within the community. Especially helpful if you had leadership role. Be careful of listing organizations that reveal EEOC-protected employment discriminators such as age, religion, political affiliation, and ethnicity.
Technology Qualifications	Includes computer skills; however, Microsoft Office is expected and not worthy of inclusion.
Honors & Awards	Only include honors and awards that are relevant for the opportunity.
Publications	If you have a large number of publications, list a few recent ones on your résumé and use a separate addendum to list all of them. Include title of

	publication, name of publisher and year of publication.
Public Speaking	Include title of the presentation, audience, location and date if this experience is pertinent to the type of work you seek.
Languages	Basic, conversant, proficient, native, fluent. If you are looking for position outside of your home country, employers expect at least proficient.
Work Authorization	Use if you are not a U.S. citizen and you have permanent U.S. work authorization, or to note work authorization in other countries, if appropriate (Authorized to work in the U.S. on a permanent basis).

ADDITIONAL INFORMATION*

- | | |
|---|-----------|
| • MBA Marketing Club leader | 2016 |
| • Volunteer for Student Conservation Association, <u>CityWild</u> , and Volunteers of America | 2011-2015 |
| • Passionate about doing missionary work in developing countries | |

Off- campus resume:

You may elaborate more and include more of the categories mentioned under the additional information in your off- campus resume.

Formatting Guidelines

The CMC provides a Resume Template in which all elements of the resume are defined using styles. Using this template will assure that the guidelines listed below are followed.

Page Length:

- Limit to no more than two pages limit (for off campus resume). For OCR limit your resume to one page. If your résumé is two pages, be sure to include your name, email address, and page number at the top of the second page. Break your page at a “natural” break rather than mid-sentence.
- For two-page résumé use two separate pages, not two-sided single page.
- Have a one- and two- page version of your résumé. On some occasions, e.g., career fairs, employers prefer a one-page version.
- If you have to shorten your résumé, delete information to the least relevant to the opportunity at hand.

Font:

- Use Times New Roman font.
- Font size should be 12 point maximum, 10 point minimum and consistent across your résumé, except for your name at the top of the résumé. For OCR use 10.5 font.
- Your name in the header should be no larger than 16 point font. For OCR use 16 point font.

Margins:

- Margins should be no less than 0.5 inches, ideally between 0.75 inches and 1 inch.
- Whenever possible, make margins consistent on all sides.

Format:

- Dates right justified across from company name. List year only, not months, e.g., 2005 – 2008. For your internship experience just mention the year and state “Intern” in the job title.
- List location (city, state) immediately after employer or school name. For international locations list (city, country).
- Bold your name, category headings (Professional Experience, Education, and Additional Information), employers and academic institutions.
- Whenever possible, leave space between the header and content in each section. Also leave space after the content in each section.

Grammar and Punctuation:

- Capitalize a word if it is a proper name: i.e., the name of a major, a title, or a department. Examples: Bachelor of Science in Accounting, Finance Director, Financial Analysis Department. DO NOT USE INITIAL CAPS FOR COMMON NOUNS.
- Avoid using personal pronouns (“my”, “I”, “our”, etc.).
- Limit use of articles such as “the/an/a.”
- Spell out the word “and” and don’t use the ampersand (&) symbol.
- Be consistent with usage of periods after bullet points. Either use periods or do not.
- Be consistent with usage of commas in a comma series. Either consistently use a comma before the and, or do not.
- Make sure you have no spelling errors. Double check manually for possible errors due to auto complete and spell check.

Acronyms and Abbreviations:

- Avoid abbreviations. One exception: states should be abbreviated, e.g. Raleigh, NC.
- Spell out degrees, e.g. “Master of Business Administration” followed by “MBA”
- Spell out acronyms the first time they are used, e.g. Department of Defense (DoD), Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, research and development (R&D). GPA is an exception.

Numbers:

- Spell out numbers one through ten, e.g. Led team of three.
- Use figures for numbers above ten, e.g. Led team of 12.
- Exception to spelling out numbers: money and percentages, e.g. \$2B in revenue, 5% growth; or \$5M in revenue, but must be consistent throughout résumé with either format.

General:

- Customize your résumé as much as possible for each individual job.

- Whenever you convert your résumé to another platform or PDF, always view the converted document. Be sure your formatting has been maintained. Check that your résumé on GradLeaders looks the way you intended it to, and is only one page after conversion.
- Name your file in a way that will help both your reader and you file it. For example, JobPosition_LastnameFirstname_Organization_Résumé.
- **Proofread diligently to ensure no spelling or grammar mistakes. (Tip – read your résumé out loud – backwards)**

Sources:

Killer Cover Letters and Résumés, Wetfeet Publishing, 2010

Job Search Magic by Susan Britton Whitcomb, 2006