

MBA Résumé Guidelines

These guidelines are used by graduate students including Master of Science in Finance, MSF, and Master of Science in Supply Chain students.

TABLE OF CONTENTS:

- The Olin Résumé: Introduction and Format
- Résumé Sample
- Sections
- Style
 - Accomplishments
 - Verbs
 - One-page Format Tips
- Addenda
 - Concentrations and Areas of Emphasis
 - Correct Use of CFA Designation

The Olin Résumé: Introduction and Format

The Weston Career Center requires a specific résumé format to ensure consistent quality, Olin branding, and ease of reading for the recruiter. In this guide, we describe the specific requirements of the format to assist you in developing relevant content for your résumé.

Your résumé is a critical marketing tool designed to sell your strengths and accomplishments to a targeted reader. The easy-to-read format and content standards position the reader to focus on your credentials without distraction. Remember, all information within your résumé (and in all communications with employers) should be truthful and accurate.

If you are writing a résumé for a market outside the United States, consult with the International Career Advisor for guidance.

Format Guidelines:

- **Reverse Chronological Order**

List educational and business experience in reverse chronological order—most recent first.

- **Length**

Your résumé should fit on one 8½ x11 page.

- **Margins**

Left and right margins are the same size and between .75" and 1.25" (inch). Top margin range is between .5" to 1.0". Bottom margin range is between .5" to 1.0".

- **Bullets**

List bullets vertically with each bullet indented as shown in the resume template. Do not use sub-bullets.

- **Font**

Use 10 point in size throughout the résumé in Times New Roman text.

- **Typography**

Use plain type unless specified. Use italics only for newspapers, magazines and words in foreign languages, e.g. *magna cum laude*.

- **Capitalization**

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.

- **Abbreviations**

Do not abbreviate state names except for state names shown in the right margin where you should use the 2-letter postal abbreviation. Spell out the state name in your address at the top of the page or if a state name exists in the body of the document. Spell out months and address words such as Street or Road. Spell out degrees such as Master of Business Administration; Bachelor of Science in Business Administration. Abbreviate or use acronyms only if they are more appropriate than using the full name, i.e.: IBM not International Business Machines, 3M not Minnesota Mining and Manufacturing.

- **Subject Headings**

Use bold, underlined, capital letters. Place subject headings along the left margin. Use only the following headings: **EDUCATION**, **EXPERIENCE**, and **OTHER DATA**.

- **Dates**

Place dates along right margin in plain text using years (no months) in reverse chronological order. Present all years fully: 2001-2002, rather than 2001-02. On the line directly below name of employer and at the right margin, put the full length of service years. For internships or other seasonal work, the following are acceptable: Summer 20XX, Fall 20XX, or Spring 20XX. If appropriate, explanation of employment periods may exist in parentheses in italics after the job title: e.g.: (*part-time during academic year*).

- **Locations**

Place locations of universities and companies flush to the right margin in bold, lower and upper case letters. Use the correct 2-letter postal abbreviation for the states without periods. For international locations, spell out both city and country. To enter multiple locations with the same employer, enter all on the same line as employer name, flush right margin.

- **Optional: Brief Description of Employer**

To provide the reader with a brief description of the employer, put on the line(s) directly below employer name. Be brief to perhaps no more than three lines. This is particularly helpful if the company name is not recognized.

- **Position Titles**

Italicize titles in lower and upper case. Place in **EXPERIENCE** section directly under the company name. If you worked in various capacities for the same company, add to each title line, and flush to the right margin, the dates you worked in that capacity. Use the format: (20XX-20XX). You may include a blank line in between your various positions; however, if you are tight on space, you may eliminate the line.

- **Punctuation**

You do not need periods at the end of bullets unless they are multiple-sentence bullets. However, whether or not you use periods, be consistent with punctuation throughout the entire résumé.

- **Numbers**

Spell out numbers ten and under; use figures for 11 and over.

- **Using the Template**

First, make sure you have “show gridlines” highlighted when you are working in Microsoft Word (Table/Show Gridlines). These gridlines will allow you to easily navigate through the template. Also, make sure you are not in the “Read” format so that you are allowed to add/edit text in the template. When you have finished with the document, select “hide gridlines” so the table outline will not show when you email or upload to a PDF file (Table/Hide Gridlines). If you need more room in particular cell (i.e. your city/state is longer than what will fit in the cell), put your cursor on the vertical border of the cell and drag left or right to expand it. Also, note that in the template, the “City, State” are right justified and the rest of the text is left justified.

- **Converting Formats**

Whenever you upload your résumé to a system that converts your document to a PDF file, always view the converted document. Be sure your formatting has been maintained.

Sections

1. PERSONAL CONTACT INFORMATION

Center your heading at the top of your résumé and include your complete formal name, street address, city, state, zip code, (only one) phone number, and email address (no hyperlink). Your name should be in capitals, bold letters. Use your current address and a phone number where you are most reachable. Spell out the state.

JANE STUDENT
XXX Circle Drive
Any City, MO 631XX
314-XXX-XXXX
xxxxx@wustl.edu

Do not include personal information such as salary, age, marital status, health, etc. in a U.S. résumé. In some countries, this information is desirable. If you are writing a résumé for a market outside the U.S., consult with the International Career Advisor for guidance.

2. EDUCATION

Present education in reverse chronological order. Begin with the school name in all capitals and in bold. Next, list the degree, date of graduation (in Month 20XX format) in plain font. Next, bullet your area(s) of concentration, undergraduate major(s), honors, activities, experiential programs, and awards. Use three to five lines for each educational experience, more if the information is notable. You may use bullets, brief paragraphs, or a combination of both.

Start with **WASHINGTON UNIVERSITY**, in bold, then on the next line **OLIN BUSINESS SCHOOL**. Use italics for words in other languages, (e.g. *magna cum laude*), newspapers, and magazines. Leave a blank line between educational institutions.

If you are pursuing a joint degree, list the second one after all the information pertaining to your MBA. Add a blank line, then on the next line list the name of the other Washington University school following the same format as for Olin. List dates and locations next to the right margin if the degrees are concurrent. See the sample résumé in this handout.

To list your concentration and/or an emphasis, follow the suggested format in the résumé template. We recommend two approaches for adding your concentration area, either flush to the left or as a bullet. Include educational programs only if you obtained a degree. Otherwise, mention them under Other Data. If space permits in this section, include significant honors, scholarships, awards, selections, and positions of leadership. Experiential programs (such as practicums) may be listed under Education or Experience. Use achievement-oriented phrases beginning with action words.

EDUCATION

WASHINGTON UNIVERSITY OLIN BUSINESS SCHOOL

St. Louis, MO
20xx-Present

Candidate for Master of Business Administration, May 20xx

- Concentrations in Marketing and Strategy
- Recipient of Consortium for Graduate Study in Management Fellowship (CGSM)
- Member of Olin Marketing Association

3. EXPERIENCE

List professional experience in reverse chronological order with most recent experience first. The company name should be in all capitals, bold and flush to the left margin. On the same line and flush to the right margin, list the location(s). For international locations, spell out both city and country. The complete dates of employment at each company should be at the right margin directly below the location data.

Under the company name, you have the option to list a brief description of the employer. This description is particularly helpful if the name of the company is not widely recognized or further clarification is needed (e.g. company name change due to a merger/acquisition). Leave a blank line after the company description. List the title of your most recent (or only) position at that company in italics in plain text but not bold. If you held multiple positions at the same company, put the actual dates for each specific position flush to the right margin using years. You may include a blank line to separate multiple positions with the same company; however, you may omit this line if space is limited. Accurately represent your role, title or level. Use indented bullet points to describe your accomplishments and responsibilities in each position.

List all full- and part-time, civilian and/or military work experience. You may add volunteer work if it is substantial. A bullet in the Other Data section showing volunteer work is also appropriate. For military experience, translate your experience into business terminology such as budgeting, training, leadership, development and supervision, and management of complex projects.

EXPERIENCE**THE COCA-COLA COMPANY****Atlanta, GA**

Company is the world's leading manufacturer, marketer, and distributor of nonalcoholic beverage concentrates and syrups, used to produce nearly 400 beverage brands.

1996-2000

Brand Analyst, Coca-Cola Global Strategic Marketing

1997-2000

- Developed Excel-based reporting tool to quickly identify global brand health trends.
- Initiated annual survey of global Christmas marketing programs. Presented results and an enhanced seasonal strategy to field-based marketing managers.
- Consulted with international markets on local creative development and incorporation of corporate strategy to encourage consistent usage of brand icons.
- Monitored and reconciled a \$2.5 million consumer communications and department overhead budget. Made quarterly overhead reductions of over 5% through continuous project review.
- Led cross-functional team of information technology and marketing managers to overhaul the Coca-Cola Strategic Marketing intranet web site, the key vehicle for sharing brand strategy and best practices with local marketing managers.
- Co-created database of over 400 advertising persuasion and brand equity tests with advertising research team to determine the most persuasive television executions of the “Always” campaign.

Senior Administrative Specialist, Global Advertising

1996-1997

- Supported Director, Advertising Management; Advertising Manager, Asia; and Interactive Communications Manager simultaneously.
- Developed reporting template for advertising production status report resulting in reduced compilation time.
- Reviewed Cherry Coke web site user feedback with agency of record and recommended site revisions.

4. OTHER DATA

This section allows for supplemental information that describes your accomplishments and contributions in a variety of areas. Include information that clearly contributes to your work ability for your current career goals. Pick and choose among the categories. Limit the number of sub-categories to a maximum of five.

Sample sub-headers:

- Affiliations: only list affiliations with professional organizations.
(American Marketing Association, Public Relations Society of America)
- Accreditations/Certifications (Certified Public Accountant)
- Community Service (Member of the Junior League of St. Louis and Habitat for Humanity)
- Computer Skills: it is not recommended to include Word, Excel, Power Point, etc., only higher level computer skills
(Sun Certified Programmer for the Java 2 Platform)
- Languages - use these levels:
 - basic
 - conversant
 - proficient
 - native
 Example: Spanish: proficient; Mandarin: native; French: basic
- Work Authorization: use if you are not a U.S. citizen and you have permanent US work authorization or to note your work authorization in other countries, if appropriate. (Authorized to work in the U.S. on a permanent basis)
- Awards/Honors (Omicron Delta Kappa, Military Awards, Outstanding Community Service Award)
- Publications (“Candy Wars: A Qualitative Study of Chocolate Consumption in the U.S.,” *Academy of Marketing Science Review*)
- Interests: include outside interests if they demonstrate leadership, commitment, tenacity, excellence, etc.
- Often listing your interests creates an opportunity for relating to the recruiter or for small talk at the beginning of the interview.
- Test Scores: include high test scores (GMAT scores ≥ 700 are generally perceived as being “high”)

OTHER DATA

Languages	Spanish: proficient
Accreditations	Passed Level I of CFA Exam in 2001
Interests	Pilates, public speaking, and language study

Style

1. ACCOMPLISHMENTS

Begin bullet statements with action verbs in order to compel the reader to understand your accomplishments (see Addendum 1 for a list of examples). Use the past tense unless you are presenting a current job. Omit “I,” “me,” and “my.” Limit the use of articles like “the,” “a,” “an.” Resume bullets should be concise, business-like, crisp fragments, rather than complete sentences, e.g.: “Calculated competitive market salaries for client companies.” Describe accomplishments in brief, results-oriented statements. Follow the STAR pattern: Situation, Task/Action, and Result. In noting accomplishments, consider the question “So what?” for transferable skills and use buzzwords for the industry and target position, if appropriate.

Avoid using words and phrases such as “Responsible for, or “Assisted.” Ideal verbs are those that convey both action and results e.g.: reduced, gained, advanced, expanded, saved, improved, and increased.

When possible, quantify your accomplishments using numbers, dollar values or percentages. Some examples are: “Increased revenues by \$50,000 in one-year period,” “Sold 300 widgets in five months,” and “Reduced costs by 25%.” If it is not possible to use absolute numbers or percentages, provide a sense for the scope of your accomplishment, as in: “Established first marketing plan to be used by company,” “Revolutionized quality monitoring process by...” and “Maintained successful customer relationships with bank’s top clients.” Limit the use of modifiers such as: “successfully”, “effectively”.

Examples of Accomplishment Areas:

- Improved: quality, productivity
- Reduced: costs, time
- Planned: designed program or training process to improve, reduce, change
- Decreased: turnover, failure, breakdown, shrinkage, overtime

Examples of Accomplishment Statements:

- Spreadsheet cost reduction initiative which reduced labor costs by 18% and material waste by 42%
- Designed and implemented new promotional point of sale displays which stopped share loss and increased market share by 25% in one year

Examples of Areas to Quantify:

- sales
- profits
- costs
- market share
- savings
- efficiency
- customer satisfaction
- sales quota
- rankings
- number of people managed
- number of clients served
- potential for saving

2. VERBS

These action verbs will help you develop a compelling description of your experience.

Verbs for Planning Skills

Conceived	Formulated	Projected
Created	Initiated	Reorganized
Designed	Innovated	Revised
Developed	Instituted	Scheduled
Devised	Invented	Solved
Engineered	Justified	Systemized
Established	Laid out	Tailored
Estimated	Organized	Transformed
Experimented	Originated	
Formed	Planned	

Verbs for Skills in Directing Employees

Administered	Determined	Ordered
Approved	Directed	Prescribed
Authorized	Guided	Regulated
Conducted	Headed	Specified
Controlled	Instructed	Supervised
Decided	Led	Trained
Delegated	Managed	

Verbs for Skills in Assuming Responsibility

Accepted	Described	Maintained
Achieved	Developed	Made
Adopted	Doubled	Overcome
Arranged	Established	Performed
Assembled	Evaluated	Prepared
Assumed	Experienced	Received
Attended	Gathered	Reduced
Audited	Halted	Reviewed
Built	Handled	Simplified
Checked	Improved	Sold
Classified	Implemented	Transacted
Collected	Initiated	Tripled
Compiled	Installed	Used
Constructed	Integrated	Utilized

Verbs for Ability to Provide Effective Service

Carried out	Explained	Provided
Committed	Facilitated	Purchased
Delivered	Furnished	Rewrote
Demonstrated	Generated	Sent Serviced
Earned	Inspected	Submitted
Exchanged	Installed	Transmitted
Expanded	Issued	Wrote
Expedited	Procured	

Verbs for Interpersonal Service

Advised	Coordinated	Negotiated
Aided	Counseled	Participated
Apprised	Helped	Promoted
Clarified	Informed	Recommended
Conferred	Inspired	Represented
Consulted	Interpreted	Resolved
Contributed	Interviewed	Suggested
Cooperated	Mediated	Unified

Verbs for Investigative and Analytical Skills

Analyzed	Evaluated	Reviewed
Assessed	Familiarized	Searched
Calculated	Investigated	Studied
Computed	Observed	Verified
Correlated	Proved	
Discovered	Researched	

3. ONE-PAGE FORMAT TIPS

Suggestions for condensing information to one page

- Minimize top and bottom margins to 0.5" and use a single blank line between sections.
- Use the "paragraph" rather than "bullet" format in EDUCATION and OTHER DATA sections.
- Remove experiences or phrases within experiences that do not relate to the types of jobs you will be seeking.
- Remove activities or honors that are not recent or do not represent applicable skills or interests.

Suggestions for filling out a shorter resume

- Maximize top and bottom margins to 1.0."
- Use the "bullet" rather than "paragraph" format in EDUCATION and OTHER DATA sections.
- Include positions or experiences that demonstrate leadership, teamwork, and skills useful in future positions.
- Include outside activities, interests, hobbies, or other honors.

Tips for 2nd year MBA's – Updating Your Résumé to Include Your Internship

Organizing the one-page résumé to give space for the internship requires you to think about your experience strategically to determine what to include and what to eliminate. Choose bullets from your past experience, education, and extracurricular activities that continue to support your post-MBA job search goal. If you are already at one full page, remove older, historical content to make room for the most-current work, the internship. Include your internship with several results-oriented bullets that represent your contributions.

Addenda

ADDENDUM 1

These guidelines provide ideas for describing the Concentration in the Education section.

Job Function Category	Areas of Emphasis within Job Function <i>(source: Wetfeet.com & Weston Career Center Team)</i>
Marketing	Market Research Brand Management Advertising Promotions Public Relations
General Management	Project Management
Human Resources	HR Management Compensation & Benefits Training & Development Organization Development HR Consulting
Operations	Supply Chain Management Operations Management Logistics
Finance	Industry Finance Investment Banking Sales & Trading Private Wealth Management Research Asset Management
Consulting	Strategy Consulting Technology Consulting Supply Chain/Operations/Logistics Consulting
International Business	International Finance International Marketing International Strategy International Operations/Supply Chain
Entrepreneurship	N/A

ADDENDUM 2

Guidelines by AIMR – Association for Investment Management & Research
 Correct and Incorrect Use of Chartered Financial Analyst and CFA Marks

Principle	Correct	Incorrect
The CFA & Chartered Financial Analyst designations must always be used as adjectives, never as nouns or common names.	He is one of two CFA charter holders in the company. He earned the right to use the Chartered Financial Analyst designation.	He is one of two CFAs in the company. He is a Chartered Financial Analyst.
Always capitalize the letters "CFA."	Jane Smith, CFA	Jane Smith, C.F.A. John Doe, cfa
Do not alter the designation to create new words or phrases	John Jones, CFA	John, a CFA-type portfolio manager. The focus is on Chartered Financial Analysis. Swiss-CFA
The designation must not be used as part of the name of a firm.	John Jones, CFA	Jones Chartered Financial Analysts, Inc.
The CFA designation should not appear larger than the charterholder's name.	Jane Smith, CFA	Jane Smith, CFA
Candidates in the CFA program must not cite the expected date of the exam completion and award of the charter.	Level I candidate in the CFA Program.	CFA, September 2005
No designation exists for someone who has passed Level I, II, or III of the exam. The CFA designation should not be referred to as a degree.	Passed Level I of the CFA exam in 1998.	CFA Level I. CFA degree expected in 2004.
A candidate who has passed Level III but has not yet received his/her charter cannot use the CFA designation.	I have passed all three levels of the CFA Program and may be eligible for the CFA charter upon completion of the required work experience.	CFA (Passed Finalist)