

**The Pre-Business Group
Annual Business Leadership Seminar
January 21 – 23, 2009**

Course Materials

Who We Are

OUR MISSION

Helping talented students build successful careers.

GROUP OVERVIEW

THE PRE-BUSINESS GROUP (PBG) is a student-run organization committed to introducing talented students to business and advancing the relationship between our affiliate schools and the business world. We continue to reach out to new students, companies and schools to strengthen our bonds and develop our networks.

The Business Leadership Seminar is a unique opportunity for students to interact with leading professionals from the business community. Since its inception, the Seminars have enjoyed the participation of over 600 students and 90 professionals.

The Seminar is designed to guide students through the modern job market and provide a forum for students and companies to explore trends in the business world. It offers an introduction to a wide range of fields in business and assists students in finding direction in a vast business world.

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Director's Foreword

Welcome to THE PRE-BUSINESS GROUP's 2009 Business Leadership Seminar. We appreciate your support and look forward to providing you with a valuable learning experience.

During the course of the next three days, you will have the opportunity to learn from and interact with several leading business professionals. Our speakers, who will share the stories behind their success, come from a variety of fields and backgrounds. We hope to show that business provides opportunities for all interests.

No matter what stage you may find yourself, it is never too early or too late to begin thinking about your career options post-graduation. Whether you are set on a particular career or perplexed about the future, the Seminar will broaden your thinking and perhaps refine your career goals. In this way, we see the Seminar as the ideal component to a liberal arts education.

Take advantage of every opportunity that the Seminar provides: attend each session, engage our presenters during Q&A sessions and receptions, and learn from the varied backgrounds and ambitions of your fellow participants. To maximize this opportunity, approach the next few days with an eagerness to learn from speakers and participants. I believe it will be a greatly rewarding experience.

In this tough economy, I'd like to remind everyone of a quote from arguably Amherst's most famous alum, Calvin Coolidge (Class of 1895):

Nothing in the world can take the place of Persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan 'Press On' has solved and always will solve the problems of the human race.

On behalf of the entire Board of PBG, it is my pleasure to extend to you this welcome and our best wishes for what is sure to be an exciting and informative Seminar.

Best regards,

Rhamey A. Elhosseiny
Executive Director, THE PRE-BUSINESS GROUP

2009 BUSINESS LEADERSHIP SEMINAR SCHEDULE

WEDNESDAY, JANUARY 21ST

9:30	-	10:00am	Registration & Coffee
10:15	-	10:30am	Introduction
10:30	-	11:30am	Demystifying the Investment Bank
11:30	-	12:30pm	An Inside Look at the Summer Analyst Position
12:30	-	2:00pm	Power Lunch: Creating a Brand - Gotham Inc.
2:00	-	3:00pm	Financial Independence: Morningstar and the Individual Investor
3:00	-	3:30pm	Business Acquisitions & Integration Advisory
3:40	-	4:40pm	Spotlight on Management Consulting - Part I: Monitor Group
4:45	-	5:00pm	Reception

THURSDAY, JANUARY 22ND

9:30	-	10:00am	Registration & Coffee
10:15	-	11:00am	Taking Advantage of Global Growth in Energy
11:00	-	12:00pm	Operating a Fashion Business: The Natori Company
12:15	-	1:15pm	Power Lunch: Mobile Advertising - Quattro Wireless
1:30	-	2:15pm	China and Private Equity
2:15	-	3:00pm	Social Graces and Professional Presence
3:00	-	3:45pm	Networking and Your Online Presence
3:45	-	4:45pm	Spotlight on Management Consulting - Part II: Bain & Company
4:45	-	5:00pm	Reception

2009 BUSINESS LEADERSHIP SEMINAR SCHEDULE

FRIDAY, JANUARY 23TH

9:00	-	9:30am	Registration & Coffee
9:30	-	10:30am	Mentoring and Careers in Higher Education
10:30	-	11:30am	Insight on Private Equity
11:30	-	12:30pm	MBA Panel: Columbia and Tuck
12:30	-	2:30pm	Power Lunch: The Young Entrepreneur - DormAid LLC & GradeFund

Presenter Biographies

In Order of Appearance

Demystifying the Investment Bank

Mr. Philip Gorth '04

Associate
JLL Partners



Since graduating from Amherst in 2004 with a degree in Law, Jurisprudence & Social Thought, Phil has held positions as a corporate paralegal at Simpson, Thacher & Bartlett and an analyst at JPMorgan in Syndicated and Leveraged Finance.

Today, Phil works as an associate at JLL Partners, a middle-market private equity firm based in New York, focusing on investments in healthcare and consumer financial services. He also contributes to the firm's current investments in distressed debt.

Outside of the office, Phil enjoys playing squash, basketball and studying Japanese.

An Inside Look at the Summer Analyst Position

Mr. Andrew Lundstrom '09

Summer Analyst



Andrew Lundstrom interned at Fidelity Investments for two summers and worked for a long/short equities fund in January 2008. He looks forward to joining Fidelity full-time in August 2009.

Andrew is majoring in philosophy, and he's writing a thesis on John Stuart Mill.

Mr. Michael Guttilla '09

Summer Analyst



Michael is a current senior at Amherst College where he is pursuing a Bachelor of Arts degree. While at Amherst Michael has spread his academic focus over three departments: Political Science, Economics and Asian Languages. Michael has also served as the Executive Director of the Pre-Business Group, Judiciary Council Chair, class senator and a member of the Amherst College Rugby Football Club.

For the past two summers, Michael worked for The Alathon Group, LLC - a private equity firm that invests in South America. Michael is a native of Bronxville, NY where he graduated from Bronxville High School in 2005.

An Inside Look at the Summer Analyst Position (continued)

Mr. Dino Beslic '09
Summer Analyst



Dino Beslic came to the United States as a refugee of the war in Bosnia. He grew up in New York City and attended Stuyvesant High School. At Amherst, Dino is majoring in Economics and was awarded the Sharp Scholarship for Economics. He also studies Italian language and literature and has spent a semester in Siena, Italy.

During the summer of 2008, Dino was an investment banking intern at Goldman Sachs. In 2007 he interned in the Corporate Banking Division of Citigroup.

Wednesday Power Lunch

Mr. Mike Jordan '83
Creative Director
Gotham Inc.



Mike has worked in advertising since graduating from Amherst in 1983.

He started out as a copywriter at a top ten agency called Lintas. His responsibilities included writing TV, print and radio ads for MasterCard, Heineken and New York State. Mike won dozens of industry awards for his work on diet Coke, Lego and Citizen watches.

For the last 13 years, Mike has been a Managing Partner at Gotham Inc., a mid-sized agency. As a Creative Director, he oversees creative teams working in traditional, digital and viral media. He was responsible for launching AOL and E*TRADE. He's also worked on Bank of America, Fidelity, Mercedes and AT&T Wireless. In recent years, he has won industry acclaim for work on Priceline, Yellowbook, FreshDirect and the United Church of Christ.

Financial Independence: Morningstar & the Individual Investor

Mr. Geng Cong '08
MDP Data Analyst
Morningstar Inc.



Geng Cong joined Morningstar as a MDP Data Analyst on the Global ID team in July 2008. Geng performs financial research and database construction as part of the Global ID product development process. Geng also leads an English-Chinese language group which connects colleagues from Morningstar's China office with Chicago-based co-workers to facilitate linguistic and cultural exchange. In his work with MDP special projects, Geng has performed financial analysis of Morningstar's European sales and has also worked on FundInvestor newsletter production.

Prior to joining Morningstar, Geng taught high school English with Breakthrough Collaborative and also worked as a volunteer teacher at Yantai Bilingual Pilot School in Shandong, China. He also founded a consultancy specializing in connecting Chinese companies interested in marketing their products/services abroad with American distributors and started a mentoring program for immigrant restaurant workers in New York.

Geng received his Bachelor of Arts degree in American Studies from Amherst College.

Business Acquisitions & Integration Advisory

Mr. Ashish Bhatt '07
Chief Executive Officer
Alignment Acquisitions



Ashish Bhatt is the founder of Alignment Acquisitions, a new company through which he manages the acquisition, sale, and post-deal transition of small businesses. The company focuses most on small firms seeking to expand rapidly through acquisitions in a variety of industries, including secretarial services, wealth management, and business software.

Prior to starting the company, Ashish was a Business Analyst in the Corporate Development Group at E*Trade Financial, where he was involved in the company's internal M&A activity and the evaluation of new and existing strategic initiatives.

At Amherst, Ashish majored in math and economics.

Spotlight on Management Consulting – Part I

The Monitor Group

The Monitor Group is a family of professional service firms linked by shared ownership, management philosophy and assets. Each group company is dedicated to providing products and services which fundamentally enhance the competitiveness of our clients. In the service to our clients, the Monitor Group can bring to bear not only customized knowledge, analytic ability and craft in structuring interventions, but also expertise in designing and executing many different types of strategic transactions, along with the capital to make them possible. For our clients, we use the varied assets of the Monitor Group to create customized solutions. For our employees, the varied assets of the Monitor Group offer a wide variety of learning experiences and career options.

Mr. Ian Shin '06
Consultant
Monitor Group



Ian Shin is a third-year consultant in the Cambridge office of the Monitor Group, where he works primarily in Market2Customer, the firm's marketing strategy group. His project experience includes marketing, corporate strategy, executive development, organizational strategy, and scenario planning engagements in a variety of industries, including professional services, consumer products, retail, higher education, government and pharmaceuticals/healthcare. In addition to his client service, Ian is actively involved in Monitor's GLBT Network and in undergraduate recruiting, most recently serving as the co-coordinator of Monitor's North American summer internship program.

Outside of the office, Ian volunteers as a Big Brother to a fifth grader and has sung with the Boston Gay Men's Chorus. Ian graduated from Amherst College in 2006 with an A.B. in history and American studies. While at Amherst, Ian was involved with the *Olio*, the Association of Amherst Students, ASA, Pride Alliance, and Route 9 a cappella; he was also Resident Counselor for three years.

Taking Advantage of Global Growth in Energy

Mr. Peter B. Evensen '80
Executive Vice President and
Chief Strategy Officer
Teekay Corporation (NYSE: TK)

Chief Executive Officer
Teekay LNG Partners LP (NYSE: TGP)

Chief Executive Officer
Teekay Offshore GP LLC (NYSE: TOO)

Executive Vice President
Teekay Tankers, LTD (NYSE: TNK)



Peter Evensen is Executive Vice President and Chief Strategy Officer of Teekay Corporation, a position he was appointed to in November 2006. Mr. Evensen previously held the position of Executive Vice President and Chief Financial Officer from May 2003. Teekay is the largest transporter of seaborne oil in the world and an essential marine link in the global energy supply chain, serving the world's leading oil and gas companies. We connect our customers' upstream oil and gas production with their downstream refining and distribution, positioning us as The Marine Midstream Company.

Mr. Evensen has been instrumental in the establishment of Teekay Corporation's three publicly-listed subsidiaries: Teekay LNG Partners, which concentrates on transport of liquefied natural gas (LNG) under long term contracts and had its initial public offering (IPO) in 2005; Teekay Offshore Partners, which concentrates on offshore oil production under medium term contracts and transport and had its IPO in 2006; and Teekay Tankers Ltd., which concentrates on crude oil transportation under voyage and short term contracts and had its IPO in 2007.

Mr. Evensen has been involved in shipping investment banking and commercial banking for over 25 years, previously as Managing Director and Head of Global Shipping at J.P. Morgan Securities, Inc., the investment banking arm of JP Morgan Chase Bank based in New York. He held the same position at Chase Securities, Inc. prior to the merger of Chase Manhattan Corporation and J.P. Morgan on December 31, 2000.

Mr. Evensen also worked with the predecessor firms of Chase Manhattan Bank, Chemical Bank and Manufacturers Hanover Trust. From 1983 until 1985, Mr. Evensen worked in New York in the Scandinavian & Shipping Division of Manufacturers Hanover Trust. From 1985 until 1989, he worked at Manufacturers Hanover Norge AS, the Bank's wholly-owned banking subsidiary located in Oslo, Norway. He relocated to London in 1989 where he established the European Shipping Group. He returned to New York in 1997 as Head of Global Shipping.

Mr. Evensen obtained a BA in 1980 from Amherst College in Economics & Political Science. In 1994 he completed the Advanced Management Program at the Amos Tuck Business School of Dartmouth University, USA.

Operating a Fashion Business: The Natori Company

Mr. Ken Natori '98
Vice President of Finance
Director of E-Commerce
The Natori Company



Ken Natori ('98, Sociology) is a Vice President of Finance and Director of E-Commerce (www.natori.com) at The Natori Company, which designs high-end women's lingerie, sleepwear, loungewear, and ready-to-wear under the Natori, Josie Natori, Josie, Cruz, and Natorious brands.

Prior to joining Natori in April of 2007, Ken worked as a Radio and Television reporter for Bloomberg LP from '98-'03, earned his MBA from the Stanford Graduate School of Business ('05), and worked in International Equities at Lehman Brothers from '05 - April '07.

Thursday Power Lunch

Mr. Andrew Miller
Chief Executive Officer
Quattro Wireless



Prior to co-founding Quattro, Andy was a member of the senior management team at m-Qube, where he served as SVP of Business Development & Strategy. While at m-Qube Andy was instrumental in setting strategy and driving revenue for what became North America's dominant mobile aggregator. m-Qube was acquired by VeriSign for \$250 million in April of 2006.

Andy has also held the position of CEO of WatchPoint Media, an MIT Media Lab interactive TV spin-off, which was sold to Goldpocket/Tandberg Television in 2003.

Andy holds a J.D. from Boston College Law School and a Bachelor's degree from Union College.

China and Private Equity

Mr. Paul S. Wolansky '78
Chairman and Chief Executive Officer
New China Management Corp.
New China Capital Management LLC



Paul S. Wolansky is the Chairman and CEO of New China Management Corp., and New China Capital Management LLC, the Investment Managers of The Cathay Group of Funds. The Cathay Group has been investing in private equity in China since 1992, operating out of offices in Stamford, Connecticut, Beijing and Hong Kong. Total capital exceeds US\$850 million.

Cathay has invested in a wide range of consumer, industrial and media projects including Vinda International, China's largest producer and distributor of high-quality tissue paper products; Longtop Systems International, a provider of financial software services to China's banking industry; the Ray Li fashion magazines, China's largest consumer magazine group; Nantong Xinda Harbor, Ltd., a deep-water seaport located on the Yangtse River; China United Financial Services, Ltd., a provider of consumer finance, insurance and other financial services; Towona Mobile TV Media, the operator of a LCD screen-based advertising network on city buses; Fujian Centron Mobile Communications, Ltd., a leading producer of wireless repeater equipment; Aoyuan Group, one of the largest residential property developers in Guangdong Province; China Print Distribution, Ltd., China's largest wholesale book distributor; and China Infrastructure Holdings, Ltd., the owner of a toll bridge in Zhejiang Province. Cathay was the largest shareholder in Advanced Internet Services, Ltd., the operator of 163.net, China's largest E-mail service, and was a founding shareholder of Hong Kong Stock Exchange-listed China Resources Land, Ltd., one of China's largest property developers.

Mr. Wolansky received a BA degree from Amherst College, and a JD degree from The Harvard Law School.

Social Graces and Professional Presence

Mr. Michael P. Whittingham '77
Co-Founder and Member
PAMAC, LLC

Michael P. Whittingham is a Co-Founder/Member of PAMAC, LLC. Michael previously served as Vice President of the Sponsors for Educational Opportunity (SEO) Career Program.

Prior to joining SEO, Whittingham served as Associate Dean of Admission at Amherst College, MA, where he was previously served as Assistant Dean of Admission.

Michael is a member of the Amherst College Class of 1977 where he earned a B.A. in Biology. He lives in Stamford, Connecticut with his wife, Terran, and son, Paul.

Networking and Your Online Presence

Dean Carolyn S. Bassett
Health Professions Advisor
Associate Dean of Students
Associate Director, Career Center
Amherst College



Carolyn Bassett serves as the Associate Director of Amherst College's Career Center, as well as the Health Professions Advisor and an Associate Dean of Students. Over the past ten years, she has provided hundreds of Amherst students and young alumni with guidance on job and internship searches, as well as graduate school advising. She regularly counsels students on essay writing, interviewing, academic decision making, and networking with alumni, and works specifically with those pursuing careers in health care, science, and the environment.

Prior to her positions at Amherst, Dean Bassett worked in graduate admissions offices at Boston College and Antioch University, and in student affairs at Boston University and Brandeis University. She also spent four years teaching public speaking, writing, and study skills to college students with attention deficits and learning disabilities. In her various capacities she has presented numerous workshops on career development skills, as well as team building, diversity and class issues, and learning styles.

Dean Bassett earned her master's degree in Higher Education Administration and Student Development from Boston College and her bachelor's degree in Political Science from Bates College.

Spotlight on Management Consulting – Part II: Bain & Company

Bain & Company

Bain & Company is a global business consulting firm with offices in all major cities. We help management make the big decisions: on strategy, operations, mergers & acquisitions, technology and organization.

Bain was founded in 1973 on the principle that consultants must measure their success in terms of their clients' financial results. Companies that outperform the market like to work with us; we are as passionate about their results as they are.

Mr. David Korngold '06
Senior Associate Consultant
Bain & Company



David Korngold is a Senior Associate Consultant in Bain & Company's Boston headquarters. In his time at Bain, David has worked on cases in several industries including healthcare, financial services, media technology, consumer goods, and private equity. Within those industries, David's projects involved overall business strategy, organizational design and customer centricity.

A member of the Amherst College class of 2006, David graduated with a degree in history. At Amherst, he edited *The Indicator*, served as a Resident Counselor, and was Captain of the sailing team. During summers in college, David worked in the Business Intelligence and Investigations department of a risk management consulting firm and interned for a New York State Supreme Court Judge.

Mentoring and Careers in Higher Education

Mr. Leslie G. Cohen '76
Assistant Vice President
Human Resources
Empire State College



Leslie G. Cohen, assistant vice president for human resources at Empire State College, is responsible for leading all functions in the office of human resources including payroll.

His experience spans 30 years of leading organizational and cultural change in Fortune 500, Big Five Accounting and academic institutions, which includes leadership responsibilities in sales, marketing, operations and finance. He has held leadership positions in every phase of human resource including executive coaching, change management, succession planning, training and development as well as performance management.

Leslie, a master's prepared executive, has an MBA in Finance and Marketing from Columbia University and an AB from Amherst College. At Amherst, he was an Interdisciplinary major combining the areas of mathematics, economics and black studies. As a student at Amherst, he was an E-Board member of the college's radio station WAMH-FM and Co-Founder of the on-campus discotheque ROSCOE'S.

Insight on Private Equity

Mr. Rich Dosik '07

Associate
Tinicum Capital Partners

Mr. Dosik joined Tinicum Capital Partners in 2007. Tinicum is a \$1.2 billion private equity fund located in New York. Prior to joining Tinicum, Mr. Dosik worked at Credit Suisse from 2005 to 2007 in the leveraged finance origination group.

He is a graduate of Amherst College (cum laude), where he majored in Fine Arts and Economics.

MBA Panel: Columbia & Tuck

Mr. Jonathan Edwards '04

Tuck School of Business at Dartmouth



Jon graduated magna cum laude from Amherst in 2004 with a degree in economics. After Amherst, Jon spent three years living in New York and working for Mars & Co, a small strategy consulting firm. During his time at Mars, Jon worked on a variety of projects, ranging from analyzing economic models of franchises to optimizing supply chains to evaluating trends in the health insurance industry.

Currently, Jon is a second year student at the Tuck School of Business at Dartmouth. Outside of classes, he is involved in numerous clubs and activities: he is a co-chair of Tuck GIVEs (an auction to raise money for students taking nonprofit internships), co-chair of the Wine Society, a Tuck Board Fellow, a member of the Consulting Club, a Tuck Admissions Associate, and a Tripod Hockey player.

Jon spent this past summer working as a summer principal at The Parthenon Group, a boutique consulting firm in Boston. Jon will be returning there full time upon graduation from Tuck.

Mr. Ezra Gordon '04

Tuck School of Business at Dartmouth



Ezra graduated from Amherst in 2004 with a degree in economics.

After Amherst, Ezra spent 3 years in marketing consulting in the consumer packaged goods industry at Cannondale Associates. At Cannondale, Ezra evaluated assortment, trade spending and shelving for companies such as P&G, Clorox, Unilever & Safeway.

Ezra is currently in his second year at Tuck, and is actively involved in Tuck Student Consulting Services, the Visiting Executive Program, Toastmasters (Tuck's public speaking club), and the Hockey club.

Ezra worked in economic and strategic consulting in the energy industry as an associate for the NorthBridge Group this summer, and will return full-time in the fall.

MBA Panel: Columbia & Tuck (continued)

Mr. Paul Doscher
Marketing Director
Tuck Business Bridge Program



Paul Doscher received his AB with honors in International Relations from Dartmouth College, his MBA in International Marketing from New York University, and his MS degree in Design Management from Pratt Institute. He worked as a product manager in the disposable packaging industry, and served as a department head and assistant marketing professor for Pratt Institute's graduate packaging program.

Paul joined the Tuck School in 1974 and held successive positions as director of development, director of external affairs, and director of executive education and corporate relations, through 1991. He then served as a marketing consultant for executive education at Yale School of Management, Harvard Business School and Smith College. Paul returned to Tuck in 1996 as business development manager, executive education, and marketing director, Tuck Business Bridge Program. Bridge is a one month intensive pre-MBA summer course for liberal arts and sciences students.

Ms. Amanda B. Carlson
Senior Associate Director
Columbia Business School
MBA Admissions



Amanda Carlson is the Senior Associate Director of Admissions at Columbia Business School, managing the MBA Admissions Office.

Prior to joining the Columbia team, she worked in campus recruitment for McKinsey & Company.

Amanda holds an A.B. in Religion from Princeton University and a M.A. in Organizational Psychology from Teacher's College at Columbia University.

In her spare time, Amanda has worked with the Harlem Little League for six years, is an active member of the Princeton Club of New York, and serves as a Class Agent for the Hotchkiss School.

Friday Power Lunch

Mr. Michael Kopko
Chief Executive Officer
DormAid, LLC and GradeFund



Michael graduated from Harvard with an honor's degree in economics in 2007 and is pursuing an MBA at Columbia University's Graduate School of Business. He is the recipient of Columbia's Feldberg Fellowship, a full tuition merit scholarship in honor of former Dean Feldberg and sponsored by Henry Kravis.

Michael founded DormAid LLC in his college dorm room during his first semester on campus in the fall of 2003. DormAid is the nation's leading market maker for college services. The company currently provides laundry, cleaning, water delivery, computer back-up, appliances, career and bedding services to college students. He is also the co-founder of the GradeFund- a web application that helps students pay for school and get jobs with their grades.

He has made numerous appearances in major media outlets including Fox News, The New York Times, Comedy Central's The Daily Show, and MSNBC's Scarborough County. He has been named one of New York City's "Wunderkinds" and one of the 15 Most Interesting Harvard Students by Scene Magazine. The GSEA organization awarded DormAid the Global Student Entrepreneur Awards in the 2007 New England Regional Finals competition and placed them in the top 6 finalists in their Global Competition. He is a supporter of the Morgan Library & Museum. He enjoys reading, exercising, and flying planes.

Appendices

Appendix A: Suggested Reading List

Books:

- *Barbarians at the Gate*, Bryan Burrough
- *Confessions of a Street Addict*, Jim Cramer
- *Den of Thieves*, James Stewart
- *Dictionary of Finance and Investment Terms*, Barron's Financial Guides
- *Extraordinary Popular Delusions & the Madness of Crowds*, Charles MacKay
- *Liar's Poker*, Michael Lewis
- *Monkey Business: Swinging through the Wall Street Jungle*, John Rolfe and Peter Troob
- *One Up on Wall Street*, Malkiel Burton
- *Random Walk Down Wall Street*, Burton G. Malkiel
- *The Money Culture*, Michael Lewis
- *The 10 Day MBA*, Steven Siblinger
- *The Art of War*, Sun Tzu
- *The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits*, C.K. Prahalad
- *The Little Book that Beats the Market*, Joel Greenblatt
- *The Warren Buffett Way: Investment Strategies of the World's Greatest Investor*, Robert G. Hagstrom, Jr.
- *What Color is Your Parachute?*, Richard Bowles
- *When Genius Failed: The Rise and Fall of Long-Term Capital Management*, Roger Lowenstein
- *WSJ Guide to Understanding Money and Investing*, Kenneth M. Morris & Allan M. Siegal

Periodical, Journals and Websites:

- Barron's (www.barrons.com)
- Business Week (www.businessweek.com)
- Bloomberg (www.bloomberg.com)
- Financial Times (www.ft.com)
- Forbes (www.forbes.com)
- Fortune (www.fortune.com)
- Hedgeworld News (www.lipperhedgeworld.com)
- New York Times (www.nytimes.com)
- Red Herring (www.redherring.com)
- TechCrunch (www.techcrunch.com)
- The Economist (www.economist.com)
- The DealBook (dealbook.blogs.nytimes.com)
- Wall Street Journal (www.wsj.com)

Appendix B: Asking Questions

Throughout The Business Leadership Seminar, participants will have the opportunity to pose questions to panelists and speakers. Our presenters have donated their time towards your development as Business Professionals and it is expected that you show your respect and interest through your active participation in Q & A sessions.

Every student participant is expected to have at least two well researched and thoughtfully articulated questions for each of the individual sessions. All moderators have been informed of this requirement and may choose to call upon students at random.

The following are some guidelines for questions:

- 1. Introductions:** Before posing your question, stand up and state your name (first and last), school, and class year in a clear, loud voice.
- 2. Know Your Subject:** Questions must demonstrate thought and research. Questions should not be answerable by a review of the speaker bio or their company's website. Your questions should demonstrate your willingness to delve into matters of importance to you and relevance to the speaker.
- 3. Keep Questions Positive and Respectful:** Presenters tend to be candid with their answers but this should not lead you to ask questions that are unprofessional or negative in nature.
- 4. Only Ask Questions of General Benefit:** As a general rule, ask questions that will benefit everyone in the room. If you have questions specific to your circumstances, save it for when you can speak with the presenters individually.

Q & A is your opportunity to stand out. Taking the time to research a few good questions will demonstrate both your professionalism and your commitment to success.

Appendix C: Business Attire

The Business Leadership Seminar will have a business casual dress code. The following is advice concerning the types of clothing you should be wearing.

- **Appropriate Business casual attire** includes:

Men	Women
Collared shirts	Collared shirts / blouses
Sweater vests	Cardigan sweater twin sets
Knits	Knits
Polo shirts	Polo shirts
Slacks	Slacks
Khakis	Khakis
Closed-toe dress shoes	Long or Knee-length skirts

There are books on the subject of how to dress for success and many web resources available. Also, consult your school's career center staff if you have any questions.

As a general rule of thumb, remember the old saying:
"You only get one chance to make a (good) first impression."

Appendix D: Guide to Networking

Whether or not you receive an employment offer depends equally upon your ability to leverage your exposure as it does upon the caliber of your work. The more you speak with people from various firms, the better positioned you are to make an informed decision as to where you want to work following graduation.

Networking Tips:

1. Staying in touch with contacts:

Keeping in touch via email or occasional phone calls lets your contacts know what you're up to. If this is undertaken consistently and successfully, you'll have a range of people whom you can contact for future inquiries and favors that won't be taken aback or confused to hear from you.

2. Going to Lunch:

Make a point to out to lunch at once or twice a week with a friend or colleague. Not only does this prevent you from getting burnt out from staying in your cubicle all day, it's a great opportunity to catch up with others and find out what's happening in the world outside your office.

3. Helping Out Others:

Give others something they need. This is best done unsolicited, but it is just as important when someone asks you for help. Whether it is putting people in contact with a potential employer, client, partner, etc. or giving them information that could be useful for them, they will remember your generosity and return the favor. For example, by sending people information for an upcoming conference in their field that they may not already be aware of, with a note attached ("*I thought you might be interested in this...*"), you remind them of your presence and demonstrate your willingness to help them. Once again, most people will be flattered that you thought of them.

4. Thank You's:

The importance of saying thank you cannot be overemphasized. Have on hand a box of plain, simple thank you cards and use them frequently, whenever anyone performs a favor for you, or goes out of their way to help you.

In general, just remember (and polish) your basic social skills – be friendly, helpful and respect the dignity of everyone you come in contact with.

These tips were compiled from a variety of sources, including wetfeet.com and monster.com. Check them out for additional information on these topics.

Appendix E: The Cover Letter[‡]

A cover letter, also referred to as a letter of introduction, is usually sent with a résumé. It is often the first thing an employer sees. The cover letter is a way to make connections between your education, experience, and skills and the qualifications sought by a prospective employer. It also serves as a sample of your writing skills, so its presentation should be impeccable. This guide will help you get started in the construction of a cover letter.

Cover letters can be sent as attachments when corresponding electronically with potential employers. Although an email that introduces attachments is important, because it is best kept short, it doesn't replace a cover letter if one is requested.

- **Write to a specific person when possible.** “Dear Sir/Madam” or “To whom it may concern” is very impersonal. It is worth a phone call to learn the name of an actual person.
- **Be brief.** Three or four paragraphs are sufficient – don't ramble.
- **Research the employer.** It will impress the reader if you mention some specifics in your letter.
- **Target the letter to the job.** Call attention to the specific attributes that qualify you for the particular job. Draw connections between your skills and what the employer is looking for. Don't assume the employer can make connections between your résumé and your career goals.
- **Follow-up.** Call to confirm your materials have been received.
- **PROOFREAD!**

Sample Cover Letter:

Your address

Date

Contact person

Title

Address

Dear Mr. /Ms. _____:

OPENING PARAGRAPH - Introducing Yourself

State why you are writing. Be specific about the position for which you are applying, particularly if you are initiating the application. State how you learned about the position. Give information to show your appropriateness and fit for the position.

MIDDLE PARAGRAPH(S) - Making Connections

Make substantive connections between your skills and the qualifications sought in the advertisement. Demonstrate your fit by backing up your statements with specific examples. Expand on your background by choosing a specific accomplishment to highlight rather than restating what can easily be read on your résumé.

CLOSING PARAGRAPH - Restating Your Interest

Restate your interest in the position and ask for the opportunity to learn more about the position. Refer the reader to any documents you have enclosed (résumé, references, writing sample, etc.). Give a phone number and email address at which you can be reached if the employer needs to speak with you. Indicate that you plan to follow up...and then do it!

Sincerely,

Your signature (if it's hard copy)

Your name

Appendix F: The Résumé ‡

A résumé is a concise snapshot of your story, tailored to the reading audience. Writing a résumé is like developing an advertisement to market an interesting and exciting "product"—YOU! Your résumé is often one of the first things a prospective employer sees. Its purpose is to present your skills, achievements, and qualifications as effectively and briefly as possible, often to motivate prospective employer to interview you. Typical employers look at a résumé for *less than 60 seconds* so it's important that yours is extremely easy to read and highlights your best qualifications. This guide will help you get started in the construction of your résumé.

The FOCUS of a résumé:

A résumé is NOT a running list of everything you have done since the 3rd grade. A résumé IS a *targeted compilation* of any relevant, recent experiences that will support your candidacy for a given position. Ask yourself how each of your experiences would contribute to your overall presentation.

The FORMAT of a resume:

There are three common formats for a college student's or recent graduate's résumé:

Chronological. This format presents your experience in *reverse chronological* order, highlighting your titles, employers, and dates of employment.

Functional. This format presents your experience by skills and related experiences. Titles, employers, and dates are all de-emphasized.

Combination. This is the most typical format for college students. Grouping experiences can focus your résumé for a specific job. Titles, companies, and dates are emphasized. However, brief descriptions of your responsibilities and the skills acquired during that particular experience are also highlighted.

For more formatting ideas, check out the samples at your school's Career Center or ask a PCA!

The LENGTH of a resume:

As an undergraduate it is best to keep your résumé on ONE page. This is especially true for those interested in any type of corporate career.

Appendix F: The Résumé[‡] (continued)

The CONTENT of a résumé:

Résumés are generally arranged by topics or headings. The following are examples of typical headings you might find on a résumé:

Contact Info	The first thing on a résumé should be your name, address, phone number and e-mail address. Your name should be the boldest part of this heading.
Education	<p>Since your education is most likely the most significant part of your experience so far, it is appropriate to list education toward the top of your résumé.</p> <p>List your college education first. State the degree you are a candidate for (BA), your major(s), concentration(s), expected graduation month/year, and GPA (if desired). List any study abroad experience in this section. If relevant, you can also include your thesis topic or relevant coursework.</p> <p>It is not always appropriate to include high school information, unless you feel it will add to your profile.</p>
Experience	<p>The experience section of your résumé should not be limited to paid experience. Some of your best experiences may have been at an internship or in a volunteer position.</p> <p>Give your title, the name of the company/organization for which you worked, and a brief description of your responsibilities. Use bulleted statements for maximum effectiveness, and begin each statement with an action verb (see list of action verbs on the following page). Avoid passive language.</p> <p>You may want to separate your experience into multiple sections; for example, “Relevant Experience” and “Additional Experience,” or “Leadership Experience” and “Work Experience.” Use the combination of headings that reflect your most important experiences and accomplishments.</p>
Honors/Awards/ Achievements Skills	<p>Those who have received relevant awards may want to include a separate section on their résumé to highlight these honors.</p> <p>If you have significant computer skills, language skills, or technical skills, you may want to create a section to emphasize them. You might also include any certifications or licenses you have (CPR, life-guarding, etc.), if relevant.</p>
Interests	Some people like to include a section which highlights personal interests like travel, hiking or painting. This is not a necessary section, but adds a well-rounded flair to your résumé.

Appendix F: The Résumé[‡] (continued)

List of ACTION VERBS:

accomplished	decentralized	helped	performed	shaped
achieved	decreased	hired	pinpointed	showed
acquired	defined	identified	pioneered	simplified
activated	delegated	implemented	planned	sold
adapted	delivered	improved	prepared	solved
addressed	demonstrated	improvised	presented	sorted
administered	designated	increased	prevented	specified
advanced	designed	influenced	processed	sponsored
advised	determined	initiated	procured	staffed
allocated	developed	inspected	produced	standardized
analyzed	devised	inspired	programmed	started
anticipated	directed	installed	projected	stimulated
applied	discharged	instigated	promoted	streamlined
appointed	discovered	instituted	proposed	strengthened
appraised	distributed	instructed	proved	stretched
approved	documented	integrated	provided	structured
arranged	doubled	interpreted	published	studied
assessed	earned	interviewed	purchased	suggested
assigned	effected	introduced	realized	summarized
attained	eliminated	invented	recommended	supervised
audited	enforced	investigated	recruited	surveyed
centralized	engineered	lectured	reduced	sustained
clarified	established	led	re-established	tailored
collaborated	estimated	liquidated	renegotiated	taught
combined	evaluated	located	reorganized	tested
completed	exceeded	made	reported	tightened
composed	executed	maintained	represented	traded
conducted	exercised	managed	researched	trained
constructed	expanded	marketed	resolved	transacted
consulted	expedited	mediated	restored	transferred
contributed	extended	minimized	reviewed	uncovered
controlled	facilitated	modernized	revised	undertook
coordinated	formed	modified	scheduled	used
created	founded	monitored	selected	utilized
handled	fulfilled	motivated	organized	verified

Appendix F: The Résumé[‡] (continued)

Final Thoughts:

- Keep your résumé neat and easy to read.
- Be sure there are NO spelling mistakes or grammatical errors. A spell-checker on a word processor is a good way to check most errors, but don't rely on it entirely! It cannot detect words that have been used improperly (i.e.: "if" instead of "in").
- Always be clear and concise.
- Be professional – packaging counts! If you are submitting hard copies (it's always good to have a few on hand), be sure to print your résumé on neutral colored bond paper (whites and beiges are good choices). Use a good quality laser printer; don't ever submit a photocopy of your résumé.
- Always include accurate information; do not misrepresent yourself.
- Know your résumé. Anything on it is fair game for an interview.

For assistance writing a résumé, Peer Career Advisors are available several afternoons each week in the Amherst College Career Center, with additional hours in the evenings during some semesters. Call us for details: x2265. Additional resources on résumé writing and résumé samples are available in the Amherst College Career Center library.

Appendix G: Interview Guide ‡

The interview is a dialogue centered on a subject you know better than anyone else—YOU! It is your opportunity to discuss your skills, accomplishments, and experiences and relate them to the needs of the company/organization for which you are interviewing. There are several types of interviews that you may encounter.

Types of Interviews

- The Screening Interview
- The Critical Behavioral Interview
- The Second Interview or Site Visit
- Case Interviews

The Screening Interview

Usually there are a series of interviews before a job offer is extended. The first, called a screening interview, is short in duration (typically 30 minutes - 1 hour). If selected for a screening interview, you have made the “first cut” of the interview process. This is an important step!

Many screening interviews are held over the phone, or on your college campus through the recruiting program. These interviews are conducted either by a personnel officer or department manager. The questions you will be asked are generally to query about your past performances and skills. Interviewers are looking for those candidates, who are good communicators, demonstrate leadership, initiative and maturity, and who have a genuine interest in the company or organization. Examples of questions asked of Amherst students at screening interviews are:

- Tell me about yourself.
- Why did you choose Amherst College?
- What kinds of jobs have you held?
- Where would you like to be in 5 years?
- Why do you think you’d like this particular job?
- Do you prefer working alone or with others? Why?
- What do you feel are your major strengths/weaknesses?
- How do you spend your free time?
- Why do you want to work at this company?
- What is your greatest accomplishment?
- How do you feel about relocating to New York City (or _____)?
- Why should I hire you?

Appendix G: Interview Guide ‡ (continued)

The Second Interview or Site Visit

If you have been successful in the screening interview then you will be invited for a second interview. This interview will be held at the site of the company or organization. Here are some things to keep in mind as you are preparing for the second interview:

Prior to the Interview:

- Clarify travel arrangements prior to your visit. Some organizations will reimburse you for travel expenses and some will not. Confirm your flight, rental car and/or hotel reservations.
- Ask your contact at the organization for an agenda for the day.
- Obtain a map of the area and specific directions to the site.
- Travel light if you are flying; take carry-on luggage only.
- Do your homework on the organization.
- If possible, contact an Amherst alumnus who works at the organization who may be able to help you prepare for the interview.
- Know the salary range for this type of profession. (Information is available at the Career Center.)
- Bring extra copies of your resume and either a briefcase or professional-looking portfolio in which to carry materials. Bring paper and pens too!
- Practice a good, firm (but not bone-crushing) handshake. Be sure to make good eye contact while shaking hands!
- Get a good night's sleep before the interview and eat breakfast in the morning. Don't eat anything in the morning that you are not used to!

During the Interview:

- Remember that the interview begins as soon as you arrive
- Site interviews are typically several hours long. You will meet with several people, either individually or in groups.
- Keep receipts for all expenses incurred (including taxis, tolls, parking, meals, etc.), if applicable.
- If lunch is part of the agenda, decline any alcoholic beverages and order something easy to eat.
- Remember, almost everyone you meet, including the secretaries, will have some part in the evaluation process.
- Be alert and enthusiastic at all times!
- Make note of your interviewer's name and title. Collect business cards if possible.
- Before leaving, clarify the next step in the process. Restate your interest in the position.
- If you have the opportunity, explore the area during your visit. Pick up local newspapers and/or publications to get a feel for the community.

After the Interview:

- Promptly write thank you notes to your host and, if appropriate, to others who interviewed you.
- If you do not hear from the organization within the previously specified amount of time, call and ask about the status of your candidacy. Talk with your host if possible.
- Complete your expense forms and submit them as soon as possible, if applicable.
- If you receive an offer, it's often best not to accept immediately. Express your interest in the position and negotiate a date when you will be expected to inform them of your decision. Some organizations will have some flexibility in waiting, but don't expect more than a week or so.

Appendix G: Interview Guide ‡ (continued)

Critical Behavioral Interviewing

Critical Behavioral Interviewing (CBI) is based on the concept that *the most accurate predictor of future performance is past performance in a similar situation*. CBI probes much deeper into your experience than the traditional form of interviewing, so preparation is key.

Tips for CBIs:

Your preparation should include thinking through examples of situations where you have demonstrated behaviors for which the company is searching (e.g. teamwork, analysis, creativity, etc). As the interviewee, you will tell your “story” for a few minutes. The interviewer may probe for more depth or detail such as “What were you thinking at that point?” or “Lead me through your decision process.”

Use the **STAR** technique:

S	Situationdescribe the situation
T	Taskwhat was your task?
A	Actionwhat action did you take?
R	Resultwhat was the outcome of this situation?

Use your resume as a guide when answering questions. Use examples from past internships, summer jobs, class projects, campus activities, community involvements, and work experience.

Here are some typical CBI-based questions:

- Give me an example of a situation in which you succeeded/failed.
- Describe how you deal with criticism.
- Tell me about a recent challenge and how you dealt with it.
- Tell me about a time you had to use your writing skills to make an important point.
- Describe a leadership role you’ve held and tell why you committed your time to it.
- Give me an example of a recent good idea you had and what you did with it.
- Describe a situation where you had to use your creative abilities.
- Tell me how you would work as part of a team.
- What would you do in your first day on the job?
- Tell me about how you work under stress.

Appendix G: Interview Guide ‡ (continued)

Tips for Success at ALL Interviews:

KNOW YOURSELF

- **Know what you are marketing!** The focus of the interview is you, so be able to clearly articulate your skills, interests, abilities, and goals. Be ready to expand on any item listed on your resume.
- **Review the job description** and think about how your skills and experience match the qualifications sought by the employer.
- **Prepare to give concrete examples** that demonstrate transferable skills.
- **Prepare a portfolio** of your best work, if possible. This may include writing samples, projects, or research you have done. Remember, only include this if it is relevant and appropriate.

KNOW THE ORGANIZATION

- **Be sure to research the organization!** Be familiar with the company history, products, geographic locations, clientele and plans for growth. Much of this information can be gleaned by reviewing the company's literature (like annual reports), talking with an alum who works at the company, or by checking the homepage.
- **Ask for material to be sent to you.** Companies will often provide information for you to review prior to your interview. If they do not, be sure to call and request it!
- **Prepare a list of questions.** Be sure not to ask questions that are easily answered in the company literature. Ask questions about the position, company culture, or about the support and mentoring of employees.

PRACTICE!

- Practice reciting answers to questions outlined in this guide with a friend, or into a tape recorder.
- Use the STAR technique to keep your answers short and to the point.
- Practicing in front of a mirror is helpful to some people.
- Make sure you are prepared to talk about yourself!

Dress for Success:

First impressions say a lot about a person, so choose your interview attire carefully. Some fields tend to be more conservative than others (like business), but to be on the safe side, better to dress up than dress down. Here are some tips for success.

For Men:

- Dark colored suits, a conservative tie, and a white or light colored shirt.
- Dark socks and dark shoes.
- Remove excess jewelry.
- If possible, try to wear a top coat or raincoat rather than a parka in colder weather.

For Women:

- Dark colored suits with a white blouse, or a conservative, dark colored dress.
- Keep make-up conservative and professional.
- If you have long hair, it is appropriate to put it up or back neatly.

For Both:

- Make sure your outfit is neatly pressed.
- Avoid cologne or perfume.

Appendix G: Interview Guide ‡ (continued)

Inappropriate Questions at the Interview:

During an interview, you expect and are prepared to answer questions related to your skills, qualifications, and interests in a position. It is inappropriate to be asked about your personal life, family background, marital status, or plans for family. Questions about personal matters sometimes can be asked in such a way that are not illegal, per se, but the employer risks breaking Equal Opportunity Laws by broaching certain topics. Law does prohibit employers from discriminating in hiring on the basis of race, color, religion, sex, national origin, ancestry, age or handicap. Questions relating to any of these topics are highly inappropriate. If you are not sure if you are being asked a question that is inappropriate or illegal, ask yourself, "How does this relate to the position?" Here are some tips to help you deal with this type of situation should it arise.

How should you respond if asked an inappropriate question?

James M. Jenks of the National Business Employment Weekly suggests three alternatives on how to respond when you feel the interviewer has asked you an improper question.

- You can refuse to answer. Tell the employer that the question is inappropriate. Using this response may make you feel better, but chances are you will not get the job.
- You can answer the question. Swallow your pride and stay in the running for the job. However, you need to evaluate whether this is the type of employer for whom you want to work!
- You can answer the legitimate concern of the employer. Ignore the improper question itself and respond instead to the concern underlying the question.

Some examples of improper questions:

- Where were your parents born?
- Are they citizens of the US?
- Are you married?
- Do you observe [religious holiday]?
- Do you have any disabilities?

Case Interviews:

Case interviews are often used by consulting firms and other businesses to assess your problem solving abilities. At a case interview you will be asked to address a business case, and you will be assessed on the structure and logic of your thinking as well as your creative problem solving, all under time constraints. The Career Center has texts in the Business section of its library on case interviewing, there are some useful tip sheets online, and alumni regularly provide guidance on preparing for case interviews.

Appendix H: Informational Interview Guide ‡

An informational interview is a conversation with a professional designed to educate you about their career field and job. It is usually conducted at the professional's place of business so you can get a feel for the work environment. However, it is also possible to conduct these interviews by phone. Alumni are a great resource to use for informational interviewing. The purpose of this type of interview is NOT to ask for a job. It is strictly for career exploration, and to make a networking contact in the field.

The key to informational interviewing is that *you* will be asking most of the questions. Below are examples of questions that would be useful to ask at an informational interview.

- How did you begin in this field?
- How much education is required for entry into this type of position?
- What personal characteristics do you believe are helpful for success in this career?
- What types of extracurricular experiences would be good background for this job?
- Are there any professional organizations in the field that would be useful for me to join?
- To whom do you report? Who reports to reports to you?
- How does your work fit into the organization?
- What are the opportunities for advancement?
- How do you spend a typical day/week?
- What is the range of your responsibilities?
- Do you primarily work alone as or as part of a team?
- Are you required to travel? How often?
- What is the employment outlook for this field?
- How do you see jobs in this field changing over the next five to ten years?
- What is most rewarding about your job? What is the most difficult?
- What advice would you give someone trying to break into the field?
- How can I market myself effectively for a position in this field?
- Do you know of anyone else with whom it may be helpful for me to speak?

Guidelines to a successful informational interview

- Make an initial contact with the person through email or personal contact, then schedule time for an interview.
- Make sure you specify that you will only need 20-30 minutes of the person's time. If you ask for more, the person may be less likely to accommodate you.
- Dress professionally and be on time.
- Always send a thank you note promptly after the informational interview.

Notes:

Notes:

Notes:
