



Boston University School of Management
Feld Career Center

School of Management Guide to Writing MBA-Level Resumes

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Introduction

Purpose of this Guide

The purpose of this guide is to help you develop the best possible resume for marketing yourself with confidence. The Feld Career Center requires 1st year MBA students to prepare a resume in the BU Graduate School of Management resume format for inclusion in the MBA Resume Book for participation in OCR (on-campus recruiting), and to register for a Career Community.

This guide provides information in the following key areas:

- ❑ What to do before you begin writing your resume
- ❑ How to develop an effective, differentiated resume in the BU resume format
- ❑ How to address common resume concerns
- ❑ How to submit resumes electronically

Purpose of a Resume

Your resume is an introduction to a potential employer. More often than not, employers will scan your resume and make an assessment about your candidacy quickly. The purpose of your resume is to stimulate an employer's interest in talking with you. You achieve this by developing a resume that:

- ❑ Is visually powerful and entices the reviewer to READ it
- ❑ Presents you in the best light: confidently, honestly and persuasively
- ❑ Highlights results you delivered
- ❑ Convinces the potential employer that you have the skills to be successful at a specific position
- ❑ Moves you to the next step in the process - an interview

A resume IS a marketing tool that highlights your major accomplishments, related experience and value. A well written resume allows you to distinguish yourself from the competition. It is a presentation targeting the potential employer's needs and emphasizing YOUR CONTRIBUTION to previous organizations.

Before You Begin Writing Your Resume

Before you begin writing your resume, take two important steps:

1. Perform a comprehensive self-assessment
2. Develop and organize accomplishment statements to include on your resume. Annual performance reviews from previous employers are excellent resources for this step

Self-assessment

Before you begin writing your resume, it is helpful to take time to reflect on your skills, interests and values. This self-assessment helps you write a more effective resume because you will:

- Identify your strengths and weaknesses
- Highlight your skills and competencies
- Brainstorm what you would like to do in your next job/career and why
- Target the right opportunity for you
- Communicate your accomplishments and transferable skills

To help with your self-assessment, refer to the exercises and materials in *Appendix A*.

Note: If you are eligible, completing the CareerLeader assessment provides additional information you may find useful in shaping content for your resume.


Develop and Write Accomplishment Statements

Accomplishment statements allow you to document your work performance in a way that highlights your *impact* on an organization. Effective accomplishment statements help you market yourself through your resume and in interviews because they reveal your key skills, talents and capabilities. Moreover, accomplishment statements provide *measurable concrete* examples of your contributions.

Duties and Responsibilities versus Accomplishments

Many resume writers simply list the tasks of the job description or the general scope of their job. These “duties and responsibilities” are ineffective in distinguishing you from the competition. Accomplishment statements give specific examples of tasks you finished and demonstrate the **impact or benefit of your efforts** on an organization.

Here is an example illustrating the difference between “duties and responsibilities” and accomplishments:

Duties and Responsibilities (Features) From Job Description	 Accomplishments (Benefits) On Your Resume
Was responsible for sales in the Eastern region.	Led a team of three account executives and two support analysts. Produced \$20 million in new revenue, exceeding goal by 75%.
As HR Director, duties included saving money on corporate benefits.	Researched life insurance providers. Signed contract with a local supplier, reducing costs by 10%..

P-A-R Formula

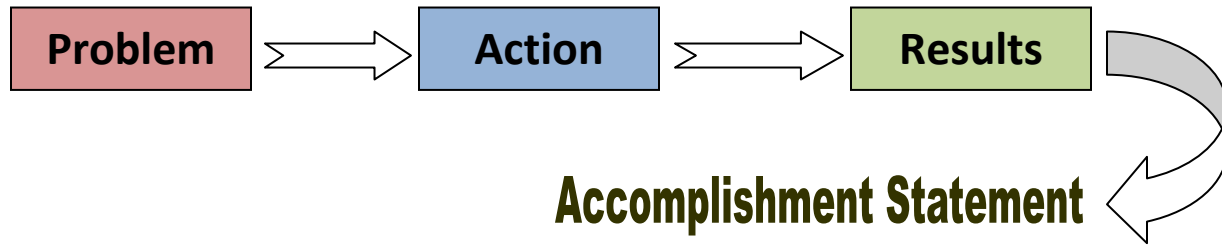
Writing out the story of your contribution generally leads to stronger accomplishment statements. The two-step process outlined here will help you develop and write accomplishment statements using the PAR Formula.

Step One: Ask yourself “When have I?”

- Invented or improved something?
- Achieved more with fewer resources?
- Generated revenue?
- Reduced costs?
- Improved productivity or operations?
- Saved time?
- Increased sales?
- Took initiative and solved a problem?
- Did something newsworthy or noteworthy?
- Authored an original report, paper or document?
- Designed a new department, process, program, procedure or product?
- Created and implemented a new procedure?
- Developed and maintained strong customer relationships? Or Internal relationships?

Step Two: Develop the accomplishment statement by using the following **PAR** formula:

- **P**= Problem, Project, Challenge, Opportunity or Subject of your work
- **A**=Action Taken: What you did to solve the problem
- **R**=Results: What was the outcome or impact of your efforts



Examples of the PAR Formula

Problem	<ul style="list-style-type: none"> ❑ Company experienced high volume of customer complaints from valued customers. <ul style="list-style-type: none"> ○ 20+ complaints per month
Action	<ul style="list-style-type: none"> ❑ Established “hot line” to handle customer inquiries. ❑ Purchased and implemented customer complaints handling software to track and resolve complaints.
Result	<ul style="list-style-type: none"> ❑ Decreased customer complaints by 33% and product returns by 45%.

Accomplishment Statements:

- ❑ Established “hot line” to handle customer inquiries, decreasing complaints by 33%.
- ❑ Installed software to track and resolve customer complaints resulting in a 45% decrease in product returns.

Problem	<ul style="list-style-type: none"> ❑ High turnover of clerical support staff.
Action	<ul style="list-style-type: none"> ❑ Analyzed data and turnover. ❑ Convinced manager to hire additional resources. ❑ Negotiated new benefits package to enhance job flexibility and content.
Result	<ul style="list-style-type: none"> ❑ Reduced turnover by 50%. ❑ Saved \$15,000 in employment agency fees. ❑ Increased satisfaction of staff and quality of work.

Accomplishment Statements:

- ❑ Negotiated new benefits package to enhance job flexibility and content resulting in increased staff satisfaction and reducing turnover by 50%.
- ❑ Analyzed turnover of clerical support staff and made recommendations resulting in annual savings of \$15,000.
- ❑ Leveraged strong internal relationships to identify key staff issues resulting in enhanced benefits package.

Tips for Writing Powerful Accomplishment Statements

1. Don't rush to complete your accomplishment statements. This is the *heart of your marketing campaign*. Spend the time to document your performance.

If your resume is full of powerful accomplishment statements, you will enhance your job search effort. Powerful accomplishment statements will likely result in more interest in your candidacy. And since you'll use accomplishment stories in your interviews, your interview performance will improve.

2. Use before and after comparisons. They can easily be turned into accomplishment statements.

Before	After
Before I organized the inventory, orders took three hours to process.	After I organized the inventory, orders were processed in 20 minutes.

Resulting Accomplishment: Organized inventory and reduced order time by two and one-half hours per order.

3. Add numbers, data, facts, percentages and figures that give impact to your accomplishment statements.

Before	After
A long report	250 page status report
Managed staff	Managed 15 person staff
Saved money	Reduced department costs by \$75,000 annually
Short time	In less than three hours

4. Keep your sentences short and focused on the result.
 - A good example would be:
 - Initiated new process to reduce average turnaround time from five to three days.
5. Start your accomplishment Statement with an "action verb."
 - Examples include: Implemented, Initiated, Designed, Planned, Led and Created etc. (*Refer to the list of Resume Action Verbs for suggestions*).

6. Rework accomplishment statements several times ensuring impact. Make sure your statements are clear and verifiable. The test: Can you explain the results in detail to an interviewer?

First Draft Accomplishment Statement	Reworked Accomplishment Statement
Completed project ahead of schedule.	Completed IT project ahead of schedule and \$250,000 under budget.
Proven record for system sales.	Sold enterprise software solutions generating \$50,000 in revenue per month.
Was good manager	Received performance ratings in top 25% for last two years.

7. Determine anticipated needs and select accomplishment statements to meet those needs.
- Research the skills and competencies a potential employer values for the position you are interested in
 - Select your accomplishment statements to be consistent with the needs of the potential employer
 - Be aware that resume readers and recruiters will most likely only read the first few bullets under each job. Order the bullets to reflect the skills that the potential employer finds most pertinent.
8. Save all of your accomplishment statements in a master document so you will have material ready when you need to tune a resume for a specific position.

The BU Resume Format

General

An electronic template (1st Year MBA Resume Template) is available for you to use when creating your resume in the required resume format.

The BU format is limited to a **one-page resume** for campus recruiting and for the resume books. Many employers tell us the one page format is preferred.

Fonts

Use the same font type and font size throughout your resume, preferably 11 or 12 point, but never smaller than 10.

We recommend that you use a traditional, easy-to-read font such as Times New Roman or Arial.

Margins

“White space” makes it easier to read your resume. Be sure that ALL margins are a minimum of 0.5 inches and a maximum of one inch.

Resume Sections

The following sections are approved for the BU Resume Format:

- Contact Information
- Education
- Experience
- Multicultural Competency
- Two additional sections (such as Technical Skills or Community Leadership) can be used to highlight additional relevant information.

Resume section headings appear in **UPPER-CASE BOLD TYPE**.

Note: First year MBA student resumes introduce Education first to maintain the chronological integrity of the student’s history. Second year MBA student resumes introduce a professional profile first to immediately position the student’s goals etc.

Resume Paper

While you will most likely submit your resume electronically, you may need hard copies. Select professional business resume paper with 32 lb. weight, cotton content, and a watermark. Acceptable paper colors include white, ivory or ecru.

Content Guidelines

Contact Information

The contact information section is at the top of your resume with the following information:

- Name – Your legal name as it appears on your passport or driver’s license and in MBA CareerLink.
- Local address
- Telephone number
 - NOTE: Only include your cell telephone if it is your primary telephone. Be sure the message on your voicemail sounds professional and includes your full name.
- Your BU E-mail address
- Linked In personalized URL
- Citizenship – List only for clarification or to highlight Dual Citizenship

BIN LONG 1234 Beacon Street, Apt.12 • Boston, MA 02246 • 617-123-4567 • blong@bu.edu	www.linkedin.com/in/name
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Education

This section contains your educational history, listed in reverse chronological order. Include only degree programs from institutions of higher learning. Be sure to include the full names of schools, along with locations, year of graduation and anticipated or obtained degree. Certificates and other educational experiences are not included in this section; you may use the additional resume sections to detail these experiences.

Use this section to highlight both undergraduate and graduate experience:

- Your concentration
- Academic scholarships – state as a % of tuition, not the dollar value
- Leadership roles
- Club memberships
- Community work on campus
- GMAT and GPA (optional)

Note: Update your BU resume as your leadership, club and community work evolves

If your degrees are not from an American university and are not in English, translate them to an equivalent American degree.

List your BU Education as follows:

General MBA

BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT MBA Candidate - Finance Concentration May 2012 <ul style="list-style-type: none">• President, BU Biotechnology Association• Recipient, Dean’s Achievement Scholarship 50% of tuition• GPA 3.75 GMAT: 700	Boston, MA
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MS-MBA

BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT

Boston, MA

Candidate for MS-MBA dual degree – Finance Concentration May 2012

Master of Business Administration (MBA)

Master of Science in Information Systems (MSIS)

- Vice President, BU Marketing Club
- Recipient, Dean’s Achievement Scholarship 50% of tuition
- GPA 3.75 GMAT: 720

Including GMAT and GPA on your resume

While some industries, e.g., Consulting, Finance, require applicants to include the GMAT and/or GPA on a resume, it is your decision.

Consider including your GMAT score when it is 700 or above and when you are applying for jobs in industries such as consulting and investment banking.

Some employers place a great deal of emphasis on academic achievement. Because your grade point average is the only quantifiable way to measure this, some employers may require that you include your GPA and will use it to select students for interviews.

For additional FAQs on GMAT and GPA see Appendix D

Experience

The Experience section highlights your transferable skills. List employers in reverse chronological order. Each employer entry includes:

- ❑ Company description
 - If the company or industry is not widely known, consider using a one-line description of the company. This is especially important for international students, as most potential US employers may not recognize the firms in your home country. Examples of a short description are:
 - Medical device company with over \$3 billion in sales.
 - Start-up technology company focusing on e-learning solutions.
 - Privately held real estate company.
- ❑ Job title - veterans include military rank at time of discharge
- ❑ Locations where you worked
- ❑ Dates of employment (years only)

Many recruiters have indicated that they quickly scan a potential candidate’s resume and only read the first few bullets under each job. Be sure to review the section of this guide on accomplishment statements when you compose your bullets. Consider why you are including each bullet on your resume. Is it reinforcing the message you want to convey to this particular employer?

Additional Resume Sections

You may include additional relevant sections on your resume. In these sections, you may add other relevant data to your resume that may be of interest to recruiters and do not fit elsewhere on the resume. For example, the section headings may include:

- Leadership Roles
- Technical Skills
- Military Experience
- Roles in Professional Affiliations/Organizations
- Certifications

For Examples see Appendix E

Information to Exclude from Your Resume

In the US, it is inappropriate to include a picture or personal information such as age, sex, marital status, children, religious affiliation on your resume,. This standard varies from culture to culture, so if you are applying for a job outside the U.S., verify the norm for resumes in the country/region in which you are applying for jobs.

Editing Your Resume

Edit Line Endings

Once you have drafted your resume using the template, you may find you need to make edits to adjust line endings or close up extra spacing between sections. Open the document, position the cursor within the body of the resume and highlight a section. Click on Layout at the far right, click on View Gridlines. Adjust line endings etc. by moving the vertical gridlines. Close up spacing by placing the cursor in the space to be deleted, right click, select Delete, click on Delete Entire Row, click on OK.

Deleting an Extra Page

Make sure that you're in Draft View; on the **View** menu status bar, click "**Draft**"). If nonprinting characters, such as paragraph markers (¶), are not visible, on **Home** menu, in the **Paragraph** group, click on "¶" symbol to set **Show/Hide ¶**.

To delete a blank page at the end of the document, select the page break or any paragraph markers (¶) at the end of the document, and then press DELETE.

Other Resume Formats

Multiple-Page Resume Format

Multiple-page resumes are appropriate when a job candidate has more than ten years of professional experience. You are welcome to develop a multiple-page resume if your professional experience warrants it. For campus recruiting and the BU School of Management resume books, only one page resumes are included.

Functional Resumes

Although functional resumes offer you flexibility in presenting your experiences and transferable skills, companies and recruiters dislike functional resumes as they are more difficult to quickly scan and it is difficult to align activities and accomplishments with an employer.

If your professional experience does not show up effectively in a chronological format, seek advice on how to develop a resume that minimizes your concerns and showcases your strengths.

Common Resume Concerns and How to Address Them

Dual Degree

If you are receiving another degree from BU, School of Management, your degrees may be listed as follows:

BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT MS-MBA dual degree candidate, May 2010 Master of Business Administration (MBA) Master of Science in Information Systems (MSIS)	Boston, MA
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Joint Degrees

If you are receiving another degree from BU, but outside the School of Management, your degrees may be listed as follows:

BOSTON UNIVERSITY Candidate for Master of Business Administration degree (MBA), May 2010 Candidate for Master in International Relations (MA), May 2010	Boston, MA
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Multiple Undergraduate Institutions

If you transferred schools as an undergraduate, they may be listed as follows:

HAMILTON COLLEGE Bachelor of Arts, Government, <i>summa cum laude</i> , June 2010	Clinton, NY
UNIVERSITY OF RHODE ISLAND Coursework toward Bachelor of Science in Engineering, May 2004	Kingston, RI

Study Abroad

SMITH COLLEGE Bachelor of Arts, History, June 2003	Northampton, MA
UNIVERSITY OF EDINBURGH Junior Year Abroad, 2001-2002	Edinburgh, Scotland

Company Name Change

If a company you have worked for has changed names, you may indicate the previous name on your resume.

EXPERIENCE	DIVINE (PREVIOUSLY OPEN MARKET) <i>Business Development Associate</i>	Chicago, IL 2005-2007
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Gaps in Employment

If you have gaps in employment on your resume for personal reasons (maternity, illness, relocated with spouse, etc.) or for a short period of time (three to six months for example), do not feel the need to explain this on your resume.

Finally, if you did something of interest during that period of time, you may wish to include this information in the Activities section of your resume.

ACTIVITIES	Completed ten month, 31 country tour of the world, 2000-2001 Served as pro bono marketing consultant to local nonprofit organizations, 2001-2003.
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Small Company Experience

If the company you worked for is unknown to recruiters, use a one-line company descriptor to describe what the company did.

EXPERIENCE	ABC SOFTWARE, INC. E-learning and collaboration market start-up. <i>Product Manager</i>	Cambridge, MA 2007 - 2009
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Entrepreneurial Experience

If you founded or started a company, describe your business and detail the major activities and skills required to launch the business.

EXPERIENCE	ABC SOFTWARE, INC. Internet-based business to support sales professionals with team collaboration tools. <i>Co-Founder and President</i> <ul style="list-style-type: none">• Developed business and financial plan to raise capital securing \$1.5M in funding in less than one year• Analyzed competitive landscape in U.S. and abroad resulting in strategic changes to sales model.• Collaborated with research and development to produce a demonstration website for potential clients and business development partners. Secured two new clients within the first six months, valued at \$1.2 million.	Boston, MA 2005-Present
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Multiple Temporary Jobs

If you worked for a temporary agency for a few months (for example two to four months) in between jobs, we recommend that you do NOT include this experience. However, if you worked for a temporary agency for a significant amount of time (for example 12-24 months) and you feel the need to account for this on your resume, you have several options. If you performed several short temporary assignments, we recommend you include your experience as follows:

EXPERIENCE	ACCOUNT TEMPS <i>Accountant</i> <ul style="list-style-type: none">• Performed accounting functions for a variety of companies including IBM, State Street Bank and Fidelity Investments.	Boston, MA 2001-2002
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If you only worked for a few companies for extended periods of time, you may want to include your experience as follows:

EXPERIENCE	HOLLISTER TEMP STAFFING <i>Project Manager</i> <ul style="list-style-type: none">• Hired by AMB company to implement and train sales and customer service employees on Siebel CRM solutions. <i>Business Analyst</i> <ul style="list-style-type: none">• Hired by XYZ firm as primary interface between IT and Business Development to design a new solution for tracking interactions and results with business development partners.	Boston, MA 2000-2001
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Short Term Work Experiences

Short-term work experiences, such as a six-month assignment, should be included on your resume as any other professional experience, except when the short-term experience is self-employment as a consultant.

Self-Employment

We suggest you list your self-employment as an independent consultant. If you performed the same kind of work for each firm, we suggest you provide a description of the service you offered and an overview of some of your client projects.

EXPERIENCE	INDEPENDENT CONSULTANT	Boston, MA 2005-2007
	Provided start-up companies with assistance in developing marketing plans. <ul style="list-style-type: none">• Developed marketing plan to target new customers in multiple geographical regions for non-profit organization in international development.• Developed marketing communications strategy/plan to increase visibility among a variety of constituencies for customer care companies	

A note about resume naming conventions:

Make it easy for the recipient to find your resume once it is detached from your email. When saving the resume, save it as a '.doc' file with a meaningful name such as your first initial, last name and then identify the document as a resume. Adding the company name can also help you manage multiple versions of your resume.

An example of how this may look: ***BLongFidelityResume.doc***

Appendix A: Self-Assessment

If you are eligible to complete Career Leader you may find it useful to review your results as part of the self-assessment exercise.

Key components of self-assessment

- Identifying your skills and competencies: What you do well?
- Identifying your interests: What you like to do?
- Identifying your values: What motivates you?
- Identifying your ideal job preferences

We recommend that you spend at least an hour of your time on these exercises before you begin writing your resume. List your results on the worksheet at the end of this Appendix.

Self Assessment Exercises

Identifying your skills and competencies

Think about a past job/experience (paid or unpaid) and answer the following questions:

- Why did you take the job?
- What interested you about the particular company or organization?
- What did you like and dislike about this job?
 - Be specific. For example, if you did not like sitting behind a computer all day, explain why. What about sitting behind a computer is unappealing?
- What skills did you like using in this job?
 - Were you good at performing this skill?
 - Do you think this skill is transferable and marketable to others?
- What skills did you not like using in this job?
 - Why did you not like using this skill?
 - Would you want to use this skill in your next job/career?
- What skills did you develop or improve upon as a result of this job?
- If the experience was successful, what skills did you use that made it successful?
- If the experience was unsuccessful, what skills did you lack? Can you develop them?

Identifying your interests

- What types of work or volunteer experiences do you get excited about?
- What types of books and/or magazines do you like to read?
- If you could have any job in the world, what would it be? Why?
- If you have a free day, how would you spend your time?

Identifying your values

- What motivates you? There is no right answer and be honest with yourself. Some values are:
 - Status
 - Money
 - Service to society
 - Creative expression
 - Security
 - Personal growth
 - Helping others
- Consider how these values drive your decisions.

Identifying your Ideal Job Preferences

- ❑ What is the ideal environment for your next job?
 - Consider tangibles such as salary, bonus, and benefits.
 - Consider intangibles such as culture, freedom, and autonomy.
- ❑ What are the five essential elements that you must have in your next job?
- ❑ What are the five elements you do NOT want in your next job?

SKILLS, INTERESTS, VALUES AND PREFERENCES
WORKSHEET

Use this worksheet to list the results from your self-assessment exercises

SKILLS/COMPETENCIES	INTERESTS	VALUES	PREFERENCES
<i>What you are good at</i>	<i>What you like to do</i>	<i>What motivates you</i>	<i>What you gravitate towards</i>

Appendix B: BU Resume Template and Sample Resume

[First and Last Name]

[Linkedin URL]

[Local Street Address] • [City, State Zip] • [Phone] • [Email]

EDUCATION	BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT Boston, MA <ul style="list-style-type: none">• Candidate for [MS or MBA] Concentration in [Insert] [Month Year]• GMAT [xxx]
	[PREVIOUS COLLEGE] [Location] [Degree & Major], [Month Year] <ul style="list-style-type: none">• [Insert Academic Awards/Achievements]• [Insert Academic Awards/Achievements]
EXPERIENCE	[COMPANY NAME] [Location] <i>[Title of position]</i> [Year - Year] <ul style="list-style-type: none">• [Insert accomplishment statement, awards, achievement, etc]• [Insert accomplishment statement, awards, achievement, etc]
	[COMPANY NAME] [Location] <i>[Title of position]</i> [Year - Year] <ul style="list-style-type: none">• [Insert accomplishment statement, awards, achievement, etc]• [Insert accomplishment statement, awards, achievement, etc]
	[COMPANY NAME] [Location] <i>[Title of position]</i> [Year - Year] <ul style="list-style-type: none">• [Insert accomplishment statement, awards, achievement, etc]• [Insert accomplishment statement, awards, achievement, etc]
COMMUNITY LEADERSHIP	[Include additional information such as leadership roles, organizations worked with, community groups and roles]
MULTICULTURAL COMPETENCY	[Include business and personal travel experience and countries visited; and/or languages/dialects spoken and fluency – conversational, intermediate, fluent]
[ADDITIONAL HEADING]	[Include additional information such as computer skills, leadership roles, volunteer work, publications, professional affiliations, community activities, interests, certifications, honors/awards, or military experience]

- EDUCATION**
- BOSTON UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT** Boston, MA
Candidate for MBA, May 2013
- Concentration in Marketing
 - GMAT 750
- UNITY COLLEGE** Montpelier, VT
BS, June 2003
- Dean's List 2003
 - Founders Scholarship 50% of tuition
- EXPERIENCE**
- BIRCHES WINERY DISTRIBUTION** Longmeadow, NY
Marketing Director 2008-2011
- Developed marketing strategy targeted at expanding promotional events for two new regions. Increased market share by 13% in first year.
 - Spearheaded testing and rollout of a private label wine resulting in incremental sales of over \$200,000 in the first three months
- KUKO JUICE COMPANY** Erie, PA
Marketing Manager 2006 - 2008
- Renegotiated vendor contracts reducing budgeted expenses by \$300,000
 - Developed and implemented gift card promotion resulting in 23% increase in same store sales in first year
 - Created kids' premium promotion for all natural line with resulting revenue increase of 11% in first quarter
- KENDALL FOOD CORP.** Butler, PA
Advertising Specialist 2003 - 2006
- Designed in-store promotional signage
 - Planned and managed production and distribution of promotional media
- COMMUNITY LEADERSHIP** Marketing Committee, Food Pantry of Greater Lakes, Longmeadow, NY
Public Relations and Media Rep, BCC, Butler, PA
- MULTICULTURAL COMPETENCY** Fluent in Spanish; Business travel to Italy, Portugal and France

Appendix C: Grammar Rules and Resume Action Verbs

Rules for Capitalization, Abbreviations, Dates, and Numbers

Capitalization

- ❑ Capitalize the names of foreign countries, nationalities and specific languages.
- ❑ Do NOT capitalize industries or disciplines such as marketing, finance, strategy, biotechnology or high technology.
 - Example: Performed market research on high technology and biotechnology firms.

Abbreviations

- ❑ Abbreviate states for employer locations.
 - Use postal abbreviations (e.g. MA for Massachusetts).
 - Do not abbreviate states in the body of a job description (e.g. responsible for sales in Massachusetts).
- ❑ Do not abbreviate your degrees.
 - Bachelor of Arts, not BA
- ❑ For percentages use the percentage sign.
 - Example: Increased sales by 25% over a six-month period.
- ❑ Do NOT abbreviate co. or corp. Spell them out: Company and Corporation.
- ❑ Spell out address information.
 - 15 Tenth Street, not 15 Tenth St.

Dates

- ❑ Write out years completely: 2001-2004, not 2001-04.
- ❑ Spell out months: February not Feb.

Writing Numbers

- ❑ Numbers less than ten should be spelled.
 - Two, not 2
- ❑ Spell numbers when beginning sentences.
 - Six percent increase in sales, not 6% increase.
- ❑ Use figures for large monetary amounts.
 - \$250,000 in sales
 - \$14.5 million (spell million and use lower case “m”)
- ❑ When referring to monetary amounts from overseas, translate the amount into US dollars and write it as follows:
 - US\$14.5 million

Resume Verbs

Achievement

accelerated
accomplished
achieved
activated
attained
competed
earned
effected
elicited
executed
exercised
expanded
expedited
generated
improved
increased
insured
marketed
mastered
obtained
produced
reduced
reorganized
reproduced
restructured
simplified
sold
solicited
streamlined
succeeded
upgraded

Help/Teach

advised
clarified
coached
collaborated
consulted
counseled
educated
explained
facilitated
guided
helped
instructed
modeled
participated
taught
trained
tutored

Administrative

arranged
channeled
charted
collated
collected
coordinated
dispensed
distributed
established
executed
implemented
installed
maintained
offered
ordered
outlined
performed
prepared
processed
provided
purchased
recorded
rendered
served
serviced
sourced
supported

Lead/Manage

acquired
administered
approved
assigned
chaired
contracted
controlled
decided
delegated
directed
enlisted
governed
handled
initiated
instilled
instituted
managed
motivated
presided
recruited
retained
reviewed

Communication

addressed
arbitrated
articulated
briefed
communicated
conducted
contacted
conveyed
corresponded
delivered
demonstrated
edited
entertained
interviewed
informed
lectured
mediated
negotiated
persuaded
presented
promoted
proposed
publicized
reported
represented
responded
suggested
translated
wrote

Plan/Organize

allocated
anticipated
arranged
catalogued
categorized
classified
collected
consolidated
convened
edited
eliminated
employed
gathered
grouped
monitored
organized
planned
regulated
scheduled

Creative

authored
changed
conceived
constructed
created
developed
devised
drafted
established
formulated
founded
illustrated
influenced
introduced
invented
launched
originated
revamped
revised
staged
updated
visualized

Research/ Analytical

assessed
compared
critiqued
defined
derived
detected
determined
discovered
evaluated
examined
explored
found
inspected
interpreted
investigated
located
measured
observed
predicted
rated
recommended
researched
reviewed
searched
studied

Financial

allocated
analyzed
appraised
audited
balanced
budgeted
calculated
compiled
computed
controlled
disbursed
estimated
figured
financed
forecasted
projected
reconciled
tabulated

Technical

adapted
adjusted
applied
built
computed
constructed
designed
diagnosed
engineered
experimented
maintained
modified
operated
prescribed
programmed
proved
reinforced
repaired
resolved
restored
solved
specified
systematized
tested

Appendix D: GMAT and GPA FAQs

FAQ: When should I include my GMAT and GPA on my resume?

Include your **cumulative GPA** if it is 3.5 or higher. Your **cumulative GPA** is the average of your grades in *all* courses taken at Boston University towards your MBA, MSIS, or MSIM degree.

If you are also completing a degree program outside the School of Management (MS in Engineering, MA in International Relations, JD, etc.) you should list a separate GPA for that degree. Whenever you reference your “GPA” the assumption is that you are referring to your cumulative GPA. If you choose to include your GPA on your resume, you should update it after the completion of each semester to ensure that your resume accurately reflects your current academic achievement. GPA should always be carried to two decimal points and should never be rounded up (i.e., 3.47 is not the same as 3.5). Employers can and often will request a copy of your transcript(s) to verify this information.

Your GPA reflects the official record of your academic accomplishment at Boston University. Therefore it is critical that you represent your GPA accurately, both in writing (such as on your resume) and verbally (as in an interview). **Any misrepresentation of your academic accomplishment, whether verbally or in written form, is subject to action by the School of Management’s Academic Conduct Committee.**

FAQ: If I don’t include my GPA on my resume, will employers still consider me?

Many employers like to consider the ‘whole’ student. They may put more emphasis on work experience, leadership, and/or evidence of certain skills (i.e., ability to work in teams). Your resume should emphasize your unique strengths, so if you do not believe that your GPA is strong, you should not include it on your resume. At the same time, you will want to be prepared in case you are asked about your GPA during an interview. If asked, be honest in stating your GPA, and if you have extenuating circumstances, such as working while in school, then briefly offer an explanation. In any case, emphasize your accomplishments and strengths.

FAQ: Should I include my undergraduate GPA or those from other graduate programs?

You may include GPAs from other programs, such as your undergraduate institution, as long as they are sufficiently high to help you stand out. If the GPA is not on a 4.0 scale, indicate it as follows:

- GPA: 7.75/8.0

APPENDIX E: ADDITIONAL SECTIONS

Leadership

LEADERSHIP	President, Rotary Club of New England, 2005-Present. Vice President, Smith College Alumni Association, 2003-Present.
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Licenses and Certifications

In some fields, receiving a license or certificate is a prerequisite for employment. This information should always appear on your resume. CFA certifications follow a strict convention. Refer to CFA Institute's Code of Ethics and Professional Conduct for complete information. Please note that you should not indicate that you are a candidate for any level of the CFA exam until you have passed the prior level and registered for the level in question.

CFA charter holders can visit this site for more information: <http://aimr.org/memberservices/cfaguide.html>

LICENSES	State of Florida Real Estate Broker, 1982. #BK 12345. Massachusetts Engineer in Training (Certificate # 12345).
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CERTIFICATIONS	NASD Series 7 and 63. Completed computer training in Microsoft NT Networking and Cisco Networking, 1999. CFA Level 1 [date earned or exam registration date]
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Technical Skills

If you are seeking a position that requires technical insight or experience with certain software, include in a separate section only those skills that may help differentiate your candidacy or meet a job requirement. Omit MS Office applications.

TECHNICAL SKILLS	Advanced Excel Modeling, Adobe Illustrator, Raiser's Edge, Bloomberg Adobe Photoshop, Dreamweaver, HTML,
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Multicultural Competency

Describe your international experience and language capabilities. Describe language skill levels of skill as Fluent, Intermediate or Conversational

MULTICULTURAL Business and personal travel in England, Japan, Germany and China; COMPETENCY extensive experience with cross-cultural teams; fluent in Mandarin

Community Activities

Community leadership roles offer you the ability to demonstrate that you are a well-rounded and interesting candidate. It may also offer you the opportunity to highlight your leadership skills.

COMMUNITY LEADERSHIP Public Relations, United South End Settlements, Boston, MA, 2006-Present. Math Tutor for Graduate Equivalency Diploma (GED). President, School Advisory Committee, Belmont, MA, 2005-2006.
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Awards

If you have received honors and/or awards for your outstanding work, you may want to include this information on your resume in the relevant section e.g, if received for work performance, include in the experience section. Include only those that are easily understood by an external audience.

Publications

If you have authored publications and think it would be of interest to potential employers, please discuss this with your career advisor.