

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Industry:	General Management
Sub-Sector	Overview
Area Description:	<p>General management entails complete responsibility, including profit and loss accountability, for an entire business or business unit. General Managers chart a company’s strategic direction, decide on what processes the company will use to pursue that strategy, and lead the rest of the company’s employees through the day-to-day tasks necessary to move the company in that direction. Depending on the size of the company, top-level general managers can include the CEO (chief executive officer), CFO (chief financial officer), CIO or CTO (chief information officer or chief technology officer), and the COO (chief operating officer).</p> <p>General managers often have cross-functional responsibility requiring the coordination and integration of areas such as sales, marketing, human resources, finance, and production. They oversee the individuals in charge of these various areas and coordinate their activities for the good of the company. General managers control how an organization operates. They develop corporate structures and policies, direct and coordinate employee activities, find and develop alliances with suitable business partners, raise money to grow their organizations, and make systematic changes as needed to keep their businesses profitable. Scope and depth of responsibility will depend on the size of the company or business unit being managed. The general manager coordinates each functional area’s activities with the organizations overall strategy and plans the business strategy for going forward.</p> <p>A general manager must constantly shift her attention among:</p> <ul style="list-style-type: none"> • Immediately Pressing Issues: financing, budgets, new hires, union negotiations, relations with the parent company or important customers, an disputes between individuals or departments • Issues that are visible but not immediately pressing: staffing needs, space requirements, sales forecasts and their implications for sourcing, production, and distribution • Issues still unseen but crucial for company’s future: industry & demographic trends, impact of new technologies, advisability of entering new markets, acquisition and disposal decisions, partnership and merger decisions <p>General managers keep their finger on the pulse of the business, understand opportunities and threats, craft a vision and strategy, and drive them through the business. They serve as their companies’ biggest advocates, communicating the value of their organizations to the outside world, telling the press why people should care about their products, marketing, strategy, and goals. The also motivate subordinates and seek to instill a sense of pride in shareholders.</p> <p>Many GM’s spend a significant amount of time traveling, visiting national and international offices, attending meetings and conferences sponsored by associations, monitoring operations, meeting with</p>

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	<p>customers, and attending trade shows.</p> <p>The buck stops with the general manager, who holds ultimate accountability for the success or failure of the business.</p>
Typical Employers	General managers (GM's) are found in every industry and organization, from publicly held companies to non-profits and government agencies.
Common Job Titles	<p>Possible long-term career evolution for MBA's:</p> <ul style="list-style-type: none"> • Chief Executive Officer (CEO) – develops and communicates company vision; plays key role in raising capital. Often more oriented to promoting company in large corporations and more operationally focused in small ones. • President – Works directly under CEO, works behind the scenes to make sure nothing gets bogged down in operations. Works with other executive staff to make sure goals achieved. • Chief Operations Officer (COO) – Works directly under president and CEO – oversees department heads and other key executives, making sure everything runs smoothly. • General Manager (GM) – role similar to that of president and COO, typically in manufacturing companies. Oversee day-to-date operations; understand how businesses operate and how to achieve or maintain long-term economic viability. Directly oversee product development, operations, finance, sales marketing, and procurement. • Chief Financial Officer (CFO) – responsible for managing and analyzing all of the financial resources of an organization. Determine how much capital companies need to have on hand to operate properly. Reinvest corporate profits, raise capital, potentially acquire or merge with other businesses, take company public, and/or analyze changing tax laws. • Chief Technology Officer (CTO) – develops an organization's short and long-term information technology goals and ensures that they are met. • Division Manager – General manager (GM) of a division, as opposed to an entire company • Vice-President – General manager of a functional area within a company, such as an area of finance, marketing for one or more products or product lines, operations, etc.
Typical Job Descriptions	See above
Qualifications:	<ul style="list-style-type: none"> • Flexible – open to change and willing to take risks • Able to quickly make decisions and handle a fast pace • Able to make others feel at ease • A strong, focused sense of purpose

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	<ul style="list-style-type: none"> • Big picture thinker – able to rise above the details; critical thinking skills • Solid multi-tasking skills • Leadership skills; political savvy • Strong confidence in vision, ability, and mental toughness; ego strength and a thick skin • Technologically literate – know how to use technology to enhance your communication abilities, disseminate information, and take action • Willing to challenge the status quo • Well-read and knowledgeable of what is going on in the world • Action-oriented, highly ambitious, and driven • Insatiable thirst for knowledge • Keen eye for other people’s strengths; talent for identifying good people • Entrepreneurial, ambitious, and innovative self-starter; takes initiative • A change agent • Strong time management skills • Strong verbal and written communication skills • Able to deal with resistance • Strong interpersonal skills
<p>What do career changers need to do?</p>	<ul style="list-style-type: none"> • Gain management experience in a functional role • Gain consulting experience at a top-tier strategy firm • Establish a reputation for being able to handle broad, cross-functional responsibilities • Either: <ul style="list-style-type: none"> ○ Specialize and develop skills to a high enough level to be considered experienced enough to run a business (possibilities include sales and sales management; marketing and marketing management; finance in corporate settings; production and operations management; project management in engineering and science; strategic planning and business development; internet business development – different companies emphasize different functions; every company has a function that dominates the organization). –OR- ○ Join a company with a formal general management, marketing, or finance training program in which you can rotate amongst various functional areas until you have exposure to all aspects of the business. Such programs are typically found in larger mature companies; however, it may be possible to put together an informal development plan of this sort upon joining an organization that does not have a formal program. ○ Go to companies with broad gen. management training (ex: Clorox, Del Monte, Nestle) or companies big on cross functional assignments with an emphasis on promoting from within.

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Following is a sample list of rotational programs divided into 4 classifications: General Leadership Development Programs, Finance Rotational Programs, Sales & Marketing Rotational Programs, and Other Kinds of Rotational Programs. It should be noted that in many companies, Finance or Sales & Marketing Rotations constitute preparation for roles in general management. Candidates should particularly look at which function drives the organization in a given company by checking out the backgrounds of senior management, through other research, and via informational interviews.

For rotational programs in the U.S., international candidates should inquire as to whether or not the company will sponsor candidates for visas.

Sample List of Companies with General Leadership Development Programs

Company	Name of Program	Intern	Full-Time	URL / Description
Bank of America	Service & Fulfillment MBA - Leadership Rotational Program		X	<p>Service and Fulfillment Operations (SFO), led by Lance Drummond, is a division of Global Technology, Service and Fulfillment Operations, that performs processing services for Bank of America customer households and businesses. These processing services include check processing, statement rendering, cash vault, fraud detection and prevention, banking center operations and lockbox services.</p> <p>Program is designed to provide external candidates and selected internal associates with an opportunity to prepare for future leadership positions in the bank’s operational lines of business via one year rotational assignments in both Service and Fulfillment Operations (SFO) and Customer Service and Support (CS&S). Once associates have completed both rotations, they will be eligible for placement in a leadership position in either Service & Fulfillment Operations or Customer Service & Support, based on their skill set and the business’s current needs. Potential opportunities for final placement include Senior Change Manager, Group Operations Manager and Process Design Consultant.</p> <p>Associates will attend a formal Education and Orientation program to learn more about B of A business, culture and values, as well as to network with Executives and other college hires. Also, associates participate in various networking and learning opportunities throughout their program.</p> <p>Locations: Opportunities exist in US cities across the Bank of America franchise.</p>

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Company	Name of Program	Intern	Full-Time	URL / Description
BT	BT One IT MBA Leadership Development Programme		X	An opportunity to drive a major and radical transformation effort, to participate in the creation of a major new player in the IT market, and to bring business and customer focus to a technology-focused former monopoly. 5 Stages: A) Candidate Intake; B) Induction followed by 2-4 week engagements for core functions (E2E, Code Red, HH); C) 3 to 4 weeks Internal Consulting/Vendor Management engagements; D) Medium-term 90-day assignments; E) Managerial Placement. Looking for candidates who are technology savvy professionals with broad-based business knowledge, as evidenced by MBA from top school, cross-functional experience, and an undergraduate degree of a quantitative/technical nature. Key Skills & Qualities include: Leadership, Commercial, Analytics, Financials, Strategic, Change, Comfortable in a Fast-paced, Innovative Environment, Thorough, Articulate, and Results Oriented.
Chevron-Texaco	Global Gas Commercial Skills Development Program	X	X	<p>http://careers.chevron.com/disciplines/index_of_disciplines/business_development/global_gas_mba.aspx - The purpose of the program is to develop critical commercial skills for Chevron's Global Gas organization. The program will increase the commercial skill knowledge and perspective of the participants as they progress in their development towards significant roles within the Global Gas SBU's. Critical commercial skills include:</p> <ul style="list-style-type: none"> • Strategy development and Planning • Economic Modeling and Evaluation • Decision and Risk Analysis • Political/Competitor/Industry/Market Assessment • Negotiations/Marketing/Business Development <p>Most of the rotational assignments will be in one of the following Global Gas business units: LNG Marketing & Trading, Business Development & Commercial, LNG Regasification Ventures, Natural Gas, Pipe Line, Global Power Generation, Shipping, Headquarters Office and Gas-To-Liquids. Rotations outside Global Gas may also include Chevron International Exploration & Production and Downstream.</p>
Dell	Global Management Development Program – International Students Only		X	Complete a six month developmental program beginning at the Corporate operations located in Austin Texas and subsequently returning to a Dell operation located within student's home country. Operations located in China, India, Mexico, Brazil, El Salvador and Panama. Selected candidates receive offers from the assigned Dell Operation and begin their development assignment in Austin, Texas .

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General Electric Wind Energy	Renewable Energy Leadership Program (RELP)	X	X	Work in a variety of functions, including business development, commercial structuring, project finance, and internal strategy roles. Spend first 6-12 months at one of the Wind facilities in North America. After first year, complete two six-month rotations within the company's global network.
IBM	Extreme Blue Summer Internship	X		http://www-913.ibm.com/employment/us/extremeblue/ - IBM's incubator for talent, technology, and business innovation—challenges project teams of technical and MBA interns (along with their technical and business mentors) to start something BIG by developing new high-growth businesses.
Invitrogen	Life Science Leadership Program		X	A rotational program providing MBA graduates an opportunity to experience Invitrogen's business units and locations in cross-functional disciplines before beginning their careers as leaders of Invitrogen. 4 six-month rotations across Invitrogen's departments and locations. Examples of possible departments sponsoring rotations include Sales, Marketing, Global Operations, Manufacturing, Finance, Corporate Dev., IT, R&D, and HR.
Shea Homes	MBA Leadership Development Program		X	Structured 24-month development program at the project-level. This program entails defined periods of time spent learning the Field Manager, Customer Service Representative, and Sales Associate roles. After completion of the 24-month program, the candidates will roll "off program" and into any of a variety of key leadership roles at a project or the Central Services (corporate) office. After successfully mastering this first "off program" role, the candidate will be considered for General Manager opportunities in the division.
Abbott Laboratories	Management Development Programs (MDP)		X	http://www.abbott.com/global/url/content/en_US/50.60.20:20/general_content/General_Content_00163.htm#5 - Abbott offers two management development programs: the Pharmaceutical Products Group MDP and the Medical Products Group MDP. These are full-time development programs that incorporate on-the-job learning through three rotational assignments, which vary by program and track. MDP members work with mentors and receive formal training tailored for their development throughout the duration of the program. The programs prepare members for careers in product management and commercial and/or general management.

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Aegon	Leadership Dev. Program		X	http://www.aegonins.com/ldp/default.asp - LDP is a dynamic, experience-based program combining foundational coursework, divisional assignments, and leadership training. Two to four cross-functional rotations over two years will provide high potential leaders the broad-based learning experiences representative of leadership at AEGON.
Air Products	MBA Career Development Program		X	http://www.airproducts.com/Careers/NorthAmerica/UniversityRecruiting/MBACareerDevelopmentProgram.htm - This self-directed program consists of three assignments lasting approximately 8 months in length in both commercial and financial roles. Initial assignment is determined by Air Products considering candidate's career interests as a new MBA and the needs of the organization. Employee selects subsequent assignments. Assignments are normally located at company headquarters in Lehigh Valley, PA.
Amgen	European MBA Rotational Program		X	http://www.amgen.com/careers/mba_international_mba_recruiting.html -The Program is comprised of three to four rotations of varying lengths, including a sales representative rotation core, followed by rotations chosen on the basis of individual interest and company needs. Recruit at 5 European schools, but also possible to submit resume directly.
Avaya	Leadership Rotation Program		X	http://www.avaya.com/gcm/master-usa/en-us/corporate/careers/universitymbahiring/mbarecruiting/mbaleadership/mbaleadershipprg.htm - Avaya has MBA Leadership Rotation Programs in the following business groups: <ul style="list-style-type: none"> • Avaya Global Services • Finance • Global Sales & Marketing • Information Technology • Operations

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Bank of America	Global Consumer and Small Business Banking Development Program		X	<p>See description on CareerNet Job Board - The Global Consumer & Small Business Banking Development Program develops future senior leaders while engaging them in challenging projects critical to the future of Bank of America. Recent MBA graduates experience 3 rotational assignments (6-8 months each) over 18-24 months within the Global Consumer & Small Business Banking group.</p> <p>Key Facts about Consumer and Small Business Bank MBA LDP:</p> <ul style="list-style-type: none"> ▪ Each MBA LDP rotation/assignment is carefully selected according to the developmental needs of each individual participant. ▪ Participants learn strategy and develop the skills necessary to move into leadership positions upon completion of the development program. ▪ Each position offers a wide range of responsibilities and business opportunities for the new associate. ▪ MBA LDP Forum – MBA LDP participants attend an exclusive session designed to build critical leadership skills using assessments, experiential learning and senior leader exposure.
Bank of America	Global Commercial Banking/Treasury Services – MBA Leadership Program		X	<p>More details available in job board posting on CareerNet. The Global Commercial Banking/Treasury Services MBA Leadership Program is designed to accelerate the development of future client-facing leaders. This program includes two 15-month assignments within a line of business and one six month cross-functional line of business rotation for greater exposure across the Global Commercial Banking and Global Treasury Services organizations. As an associate of this program, you will learn and contribute significantly over the course of about three years - and develop the skills and experience you need to accelerate your Bank of America career.</p> <p>Throughout the program associates will gain exposure and experience in a variety of areas: client relationship management, including client management process; client industry knowledge; Bank of America capabilities, including our vision, values, strategy, products/services and competitors; Solution design; new business development; sales research, and sales tools; financial analysis; competitor analysis and profitability analysis; credit, including factors contributing to credit risk; review and interpretation of a clients financials, loan agreements and legal documents; interaction with line of business executives, product partners, support partners, and fellow associates.</p>

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BASF	MBA Professional Development Program		X	http://www.basf.com/careers/careersprog_finance.html - Web site states students from from University of Pennsylvania Wharton School, NYU Stern or University of Chicago are targeted, but on-line application process open to any candidate.
Bayer	Healthcare Int'l Management Trainee Program		X	http://www.mybayerjob.de/en# - (program based in Germany) The trainee program, which is limited to 3 years, focuses on sales, which means you will be working primarily as a sales representative. You will spend periods in marketing, finance and controlling, and general management (e.g. as assistant to a manager), where you will become well acquainted with the business of an international health care company. You will complete the trainee program at one of our international subsidiaries, assuming responsible tasks in the above fields and gaining the practical experience you need to embark on an international sales career.
Bell South	Management Leadership Program		X	http://www.bellsouth.com/employment/car_mgt_lead.htm - The program consists of three 8-month challenging rotations in three different BellSouth entities. Rotational assignments will be in different functional areas including Marketing, Operations, and Business/Strategic Planning.
Belo	MBA Leadership Rotational Program		X	http://belo.com/careers/MBAProgram.x2 - Opportunity to work in six-month rotations in strategic business areas. Assignments include corporate finance, finance and operations within a business unit, accounting systems and issues, financial planning, forecasting, investor relations, and formulating business decisions based on understanding of business strategy.
Bertelsmann	Entrepreneurs Program		X	http://www.myfuture.bertelsmann.com/wms/bmhr/index.php?ci=3603 - Individually tailored in consultation with employee. During a period of up to 18 months, implement at least 2-3 entrepreneurial projects at various Bertelsmann divisions in different countries.
BOC	Senior Business Analysts in Business Planning Group	X	X	http://204.149.80.119/graduate/mba.stm - Analysts participate in many challenging operational, strategic, marketing and business development projects, including plant feasibility studies, acquisitions and divestitures, market analyses for new products or applications, business plan and strategy development and strategic operational analyses. Preferred business disciplines include strategy, finance, operations and marketing.

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British – American Tobacco	The Challenge Initiative		X	http://www.bat.com/OneWeb/sites/uk_3mnfen.nsf/vwPagesWebLive/9CEF4C45D2572E8E80256BF40003314E?opendocument&SID=&DTC= - Under the Challenge Initiative, you choose the function that best suits your strengths and the programme structures your development around a clearly defined set of deliverables. You will gain support and encouragement from three sources: <ul style="list-style-type: none"> • Your coach will be your line manager, helping you get the most from the programme; • Your mentor will be an experienced manager from another function; • Other management trainees will provide you with a network of contacts around the world.
Cargill	Strategy & Business Development Program		X	http://www.cargill.com/careers/opportunities/sbd_program.htm - 4-Stage Program over 3-5 years: stage one is a field assignment (approx. 12 months); stage 2 consists of a business analyst role at corporate (12-24 months); stage 3 is Project/Team Leadership (12-18 months); and Stage 4 involves joining the leadership team in one of Cargill’s business units – or starting a new one.
Cigna	Health Care Leadership Program	X	X	http://careers.cigna.com/CIGNAPage.aspx?page=43 - As an HLP associate, you can take ownership of challenging projects while completing four 12-month rotations in the major functional areas of CIGNA's business: Finance, Underwriting, Service Operations, Sales and Marketing and Medical Management.
Danaher	General Management Development Program		X	http://www.danaher.com/careers/programs_mba.htm - Candidate is placed on a personal development track designed to bridge the gaps between current experience and the experience needed for success as a General Manager. To get high potentials ready to run businesses, Danaher focuses development assignments on commercial, operational, strategic and tactical leadership competencies.
Daimler-Chrysler	International Management Associate Program		X	http://career.daimlerchrysler.com/dc/wms/inwg/wms/inwg/index.php?language=2 - DaimlerChrysler's International Management Associate Program (IMAP) offers internationally oriented top talents a Group-wide Entry Program lasting 12-15 months that will prepare you for challenging assignments around the world with DaimlerChrysler. Interdisciplinary project assignments and a production assignment and a dealership

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				assignment as well as a modular off-the-job training provide you with the optimum grounding for a subsequent career in management and the opportunity to network across international borders. This demanding program is rounded off by personal coaching support from a mentor from line management and an advisor from Human Resources.”
Emerson	Corporate Sponsorship Program for MBA’s	X	X	http://www.gotoemerson.com/careers/ca_epp_csp.html - Both full-time and internship opportunities are available throughout their operating companies (divisions) and at corporate headquarters in St. Louis. At the corporate division, they employ approximately 20 Corporate Sponsorship participants at any one time. Rotations are typically 24-36 months, with next career move to a division
GE	Experienced Commercial Leadership Program (ECLP)		X	http://www.gecareers.com/GECAREERS/html/global/studentOpportunities/leadershipPrograms/eclp_global.html - A two-year program consisting of four six-month, rotational assignments within the commercial function of a GE business. Two rotations are Marketing focused and two are Sales focused. Program participants strengthen their commercial, business, and leadership skills by completing an intensive curriculum consisting of eight weeks of classroom training and in-residence global symposiums. ECLP graduates will be considered for key commercial leadership positions across GE.
Genentech	Operations Rotational Development Program (ORDP)		X	http://www.gene.com/gene/careers/mba/mba-hiring.jsp - The ORDP gives recent graduates the opportunity to gain a broad perspective on the core Product Operations functions that are critical to the manufacture of Genentech products. ORDP takes place over a two-year period and involves four six-month rotational assignments within the Product Operations (PROP) organization, including Engineering, Facilities (Integrated Maintenance & Site Services Operations), Supply Chain Management, Manufacturing, Process Development and Quality. The rotations are tailored to provide challenging and meaningful assignments, training in technical and managerial skills, and coaching with assignment managers and mentors.
Goodyear	Future Global Leaders		X	http://www.goodyear.com/careers/careers_leadership.html - This leadership program commences with positions that impact and contribute to the success of the enterprise. The opportunities are in the areas of Sales/Marketing, Finance or Manufacturing/Logistics. Within a 3-5 year period the successful leader will have the opportunity to advance to a significant top business leadership position.

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Grainger	Leadership Development Program	X	X	http://www.grainger.com/Grainger/static.jsp?page=ci_college_ops.html - The mission of this program is to offer qualified, high-potential candidates the opportunity to accelerate their development by experiencing broad, cross-functional, rich and diverse opportunities. These opportunities will prepare program members for leadership roles within the company.
Harrah's	Presidents Associate Program		X	http://www.harrahs.com/harrahs-corporate/careers-gradopportunities-types-presidents-assoc-program.html - includes functional tracks in Marketing (General, Analytic and Casino Marketing), Planning & Analysis, Slots and Operations. All tracks of the President's Associate program are rotational in nature – participants will complete specially designed assignments to gain a deep understanding of all aspects of their chosen field. President's Associates will report to senior-level property executives and receive on-going mentoring, coaching and feedback from both members of their functional teams and the corporate Talent Management department. Once all rotations are completed, Associates will be placed in positions ranging from Manager to Director, depending on individual performance and availability.
HCA – Hospital Corp. of America	COO Development Program		X	http://www.hcaexecutivedevelopment.com/ – program for aspiring hospital administrators. Assigned to a hospital as an Associate Administrator, a mentor-usually the CEO- guides your development as a superior healthcare leader. Your development is also supported by periodic projects and seminars offered at our corporate offices.
Hess Corp.	MBA Career Development Program		X	http://www.hess.com/aboutus/career_opportunities.htm - Hess Corporation offers a challenging and rewarding career development program for a small, select number of MBA graduates each year. MBAs have opportunities to work on projects with strategic implications with high-level exposure to senior leadership. There are two principal career tracks: Operations Management and Financial Management. MBAs may begin with an identified track or develop one over the course of the program. Most graduates of the program start as financial analysts and progress into supervisory & managerial positions with varied assignments along the way.

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Home Depot	Business Leadership Program		X	http://careers.homedepot.com/blp - The program includes four 6-month rotational assignments in a variety of disciplines such as finance, strategic business development, marketing, and human resources, with the opportunity to focus program experience in a desired field. The rotations are complimented by hands-on leadership experience in the field working on real-world business issues.
Honeywell	Pathways		X	http://www.honeywell.com/careers/advanced_pathway.html - a rotational program that typically includes two or three high-impact assignments across Honeywell's businesses. Flexible requirements govern assignment length, location and function.
HPH	Port Executive Program (PEP)		X	<p>http://www.hph.com/careers/pep.htm - HPH is the world's leading port developer and operator managing 43 ports in 21 countries. two-year programme covering:</p> <ul style="list-style-type: none"> • Two to three cross-functions / countries postings to develop functional and general management skills as well as cross-cultural capability • Mentoring by senior HPH executives who provide career development advice and guidance • Team projects to strengthen participants' team work ability • Formal training including induction and management skills programmes to enhance industry and organisational knowledge as well as leadership competencies <p>To ensure success, each participant's development plan will be individually tailored, implemented and monitored. Off-programme appointment will be determined by individual participant's experience, performance, mobility, and business opportunities.</p>
Johnson & Johnson				http://www.jnj.com/careers/global/graduate/leadership_development_programs/irdp/grad_irdp.htm - Johnson & Johnson International Recruitment & Development recruits high-potential MBA students for specific positions offered by Johnson & Johnson companies throughout Asia-Pacific, Europe/Middle East/Africa and Latin America. Opportunities are generally within the functional disciplines of sales, marketing, finance, operations/logistics, human resources and information management.

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				<p>Development assignments run for 12 months and, based on the needs of the hiring companies, may take place at either the regional or international level.</p> <p>Beyond the 12-month development period, IR&D “alumni” and staff keep in touch for several years to monitor individual and program performance and to provide career management support as needed.</p>
Liberty Mutual	Corporate Development Program (CDP)		X	<p>http://www.libertymutual.com/omapps/ContentServer?cid=1138332613880&pagename=CareersInternet%2FPage%2FStandardDarkBlue&c=Page - 2 year rotational program designed to develop and strengthen business and management capabilities. Final candidates are recommended by a senior executive and are selected for the program by the CEO. During the course of the program, executive sponsors work directly with CDP participants ensuring challenging assignments and developmental opportunities.</p> <p>During four, 6 month developmental assignments, participants obtain project based experience in field operations, strategic business units (SBUs) or corporate departments. Assignments are either operational or project oriented and designed to provide the employee with hands-on technical and management experience.</p> <p>Upon completion of the program, participants will work closely with their executive sponsor to identify appropriate markets, departments and career paths. Typical starting positions will be management or senior individual contributor.</p>
Mass Mutual Financial Group	Executive Development Program		X	<p>http://www.massmutual.com/mmfg/careers/exec_develop.html - Company-wide program designed to launch recent MBA graduates on an accelerated career path in general management. Participants are given exposure to a combination of the following aspects of general management: strategy, operations, finance, sales and marketing, project management, and staff management. 6-12 month rotations.</p>
McGraw Hill	Management Development Program		X	<p>http://www.mcgraw-hill.com/careers/advanced_associates.shtml - 18-month rotational program consisting of three, six-month rotational assignments. At the end of these assignments, the associate will assume significant leadership responsibility within one of The McGraw-Hill Companies' business units.</p>

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Medtronic	Leadership Development Program		X	http://www.medtronic.com/employment/rotation.html - During the program, a small group of participants take on two 12-18 month assignments in a functional area (Marketing, Finance, Human Resources, Supply Chain, or IT) while receiving maximum exposure to the company's core businesses, technologies and leaders.
NovoNordisk	Graduate Programmes		X	<p>http://novonordisk.com/jobs/graduate/graduate_programme_uk.asp - The graduate programme will offer you:</p> <ul style="list-style-type: none"> • International experience • Challenging assignments on a daily basis • An extensive focus on both competency development and personal development • The opportunity of becoming a key person of our company • A strong, multicultural network • A challenging, engaging and fun start to your career <p>Programs are based in Denmark, elsewhere in Europe, and the United States and may cover IT & Corporate Development, Global Finance, Business Processes, International Marketing or Supply Chain.</p>
Owens Corning	Leadership Development Program		X	http://www.owenscorning.com/career/leadership_development.asp - Developmental assignments are designed to provide exposure to a wide range of businesses, process units and functional areas. Assignments can be at any of our locations, and at least one rotation will be at the World Headquarters in Toledo, OH. Prior work experiences are considered in planning the content and timing of each assignment, and an assignment is typically 12 to 18 months in duration.
Paccar	Leadership Development Program		X	http://www.paccar.com/jobs/Leader.asp - This 12- to 18-month management training program rotates through short-term assignments in key areas. Upon successful completion, candidates are placed in mid-management positions in one of the following fields: accounting, engineering, finance, human resources, information technology, leasing, operations, production or sales/marketing.

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Raytheon	Leadership Development Program		X	http://www.rayjobs.com/campus/index.cfm?tool=Leader - The Raytheon Company Leadership Development Programs (LDP) are built around rotational development assignments. Each assignment is carefully designed to provide challenging developmental opportunities within the context of a short-term work assignment. Each participant has an “area of emphasis.”
Roche Diagnostics	Perspectives		X	http://www.roche-diagnostics.com/careers/jobs/trainee_programs/perspectives.html - two year program especially designed to develop future leaders. It contains three to four project assignments within a minimum of two different Business Areas, functions and countries. Hands-on experience in production as well as in sales and marketing.
Rohm & Haas	MBA/Leadership Program		X	http://www.rohmhaas.com/careers/recruitsub2.html - Both U.S. and International opportunities in Marketing, Finance, Strategic Planning, Corporate Development, Operations/Supply Chain and Information Technology.
Ryerson Tull	General Management Development Program		X	http://www.ryerson.com/employment/campus-recruiting.asp - GMDP program offers an accelerated path to full P&L responsibility, is personally sponsored by the CEO, and combines a series of carefully selected job assignments, tailored to the participant’s developmental needs and career interests, with individual mentoring by an assigned executive. If you have an MBA, it is expected that within five years you will be prepared to run your own service center or staff function.
AT&T	Leadership Development Program		X	http://www.sbc.com/gen/careers?pid=12 - The Leadership Development Program (LDP) is a rotational program for recent bachelor and MBA graduates with outstanding leadership potential. Participants are placed in three diverse work assignments over 24 - 28 months. Rewards include career development, exposure to key areas within AT&T, frequent developmental feedback and accelerated career growth for successful participants.
Siemens	Siemens Mgt. Consulting		X	www.smc.siemens.de – internal consulting arm of Siemens – often serves as a platform to a general management role in the company later on.

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
Springs	General Management Program		X	<p>http://www2.springs.com/inet/hrPilot.nsf/vwInetbyDisc?SearchView&Query=Corporate - provides an overview of the company and prepares associates for careers in marketing, finance or operations management.</p> <p>Upon completion of the eighteen-month program, you will be given an operating assignment in line with your experience and interests and the needs of the business.</p>
Sprint	Executive Development Staff Associate Program	X		<p>http://www.sprint.com/hr/college_intern.html - direct accountability to senior management for completing one or more complex projects and presenting findings to management.</p>
The Hartford	Internship Program for MBA Candidates	X		<p>http://www.thehartford.com/mba/internship_program/index.htm - Provides the opportunity to learn about our business from the inside, to network with business colleagues, and to gain valuable experience in a variety of business areas.</p>
Thomson	MBA Associates Program		X	<p>http://www.thomsoncareers.com/student_center/advdegree_students.aspx - Offered in either finance, technology or strategy, MAP is a two-year rotational program broken down into three or four assignments, each lasting six to nine months. MAP provides the opportunity to work closely with Thomson executives, while experiencing life at our corporate office and within our individual operating units.</p>
Tishman-Speyer Properties	MBA Leadership Development Program	X	X	<p>http://www.tishmanspeyer.com/work/mba.aspx - Through intense, interdisciplinary training, associates are given the experience and skills to understand the fundamental issues across the different aspects of the business.</p> <p>Full-time associates gain this experience through a series of assignments within our various functions and regions, increasing in responsibility and scope as the rotations progress. After approximately 12-18 months based in New York or London, we expect that associates will be ready to focus on a specific aspect of our business.</p> <p>Our summer program for first-year MBAs, which may be out of London and multiple U.S. locations, affords associates approximately 10 weeks to learn the fundamental issues within one aspect of the real estate business.</p>

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
Toys R Us	Special Development Program		X	http://www5.toysrus.com/careers/mba.cfm - Rotational assignments in Strategic Planning, Finance and Merchandising areas. In light of acquisition of Toys "R" Us by two private equity firms and a real estate company in mid-2005, future of this program is unclear.
United Technologies	MBA Leadership Programs	X	X	http://careers.utc.com/leadership.asp - Several two-year MBA rotational programs, allowing employee to work in different departments or in some cases in different business units and gain a corporate-wide understanding of the company. The MBA rotational programs include programs at Pratt & Whitney, Carrier and Hamilton Sundstrand in diverse business disciplines as well as the Human Resource Leadership Program at UTC Corporate.
WalMart	MBA Rotation Program		X	<p>http://walmartstores.com/GlobalWMStoresWeb/navigate.do?catg=268 – “Our six-month MBA rotation is designed specifically for the second-year MBA student. The program consists of one-month rotations through the following divisions: logistics, merchandising, SAM'S, and operations. The other two months are open for participants to choose from among our many divisions, such as real estate, global procurement, finance, and international. A key leader within the company sponsors each participant during the rotation.</p> <p>Upon completing the rotations, participants should be prepared to assume a key management position within Wal-Mart Stores Inc., working with the sponsor and program staff to determine the first assignment. Associates who have completed the MBA rotation have become strategic planners in our logistics and international divisions, buyers in merchandising, and co-managers in our stores.”</p>
Walt Disney	Disney Sports Graduate Intern Program	X		http://disneyworldsports.disney.go.com/dwws/en_US/careers/detail?name=CareersProgramInfoCareersDetailPage - Provides an inclusive environment for graduate students, which centers on a variety of business practices in operating a sports complex. Supplementing classroom studies, 12 month Internship provides practical learning and a variety of experience.
Western & Southern Financial Group	Leadership Development Program	X	X	http://www.westernsouthern.com/ldp/ - three-year program that places high-caliber individuals on the fast track to senior management. During the first two years, LDP Associates participate in three to six rotations that provide a strategic perspective of each of the major business units that comprise Western & Southern Financial Group.

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
WW Grainger	Leadership Development Program	X	X	http://www.grainger.com/Grainger/static.jsp?page=ci_college_ops.html - Program members rotate through a minimum of three challenging assignments over a three-year period.
Wyeth	MBA Rotational Program	X	X	<p> http://www.wyeth.com/careers/pharmaresearch/university/mba - “The MBA Rotational Program is one of the ways in which Wyeth develops the leaders of the future. This program recruits talented MBA graduates from top universities and business schools and exposes them to the many facets of our business. The program typically is 36 months in length and is geared toward building on the professional and academic experience that candidates already possess. </p> <p> Successful candidates must be flexible and readily adaptable to different work environments. Qualified candidates must have an MBA and the ability to demonstrate the leadership qualities necessary to reach senior management positions.” </p>

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Sample List of Companies with Finance Rotational Programs

Company	Name of Program	Intern	Full-Time	URL / Description
Chevron Texaco	Finance MBA Development Program	X	X	<p>http://careers.chevron.com/disciplines/index_of_disciplines/finance/mba_development.aspx - Four six-month assignments over two years. Past assignments have included rotations in different Corporate Finance Departments (Treasury, Comptroller's, Corporate Audit), Corporate Strategic Planning, Upstream Exploration & Production Businesses (both international & domestic) & Downstream Refining & Mktg. Units, among others.</p> <p>After four rotations, Program members are placed in key positions where their broad experience and extensive company contacts position them well for pursuing careers leading to the ranks of senior management.</p>
Cigna	Financial Development Program (FDP)	X	X	<p>http://careers.cigna.com/cignapage.aspx?page=42 - The FDP is a unique career development program for financial professionals with a minimum of three to five years of experience. Its aim is to produce high-caliber executives who will excel at handling financial functions in all of our lines of business. Through the FDP, qualified candidates can grow into senior business leaders who help to drive CIGNA's success.</p> <p>Model includes rotational assignments, training and mentoring opportunities across all business units and throughout company. Also an MBA Summer Internship Program.</p>
GE Commercial Finance	Risk Management Leadership Program (RMLP)		X	<p>http://www.gecareers.com/GECAREERS/jsp/us/studentOpportunities/leadershipPrograms/rmlp_program_guide.jsp - Combination of tiered training and two 12-month rotational assignments in GE Commercial Financial Services businesses. Exposure includes underwriting, portfolio analysis and management, deal structuring, statistical modeling and mastery of various risk processes and tools. Opportunities to participate in various aspects of commercial transactions; to design, implement and improve GE Risk processes; and to participate in six-sigma projects. In-depth exposure to GE Risk organization within Commercial segments. Rotational assignments are based upon business need and will occur in the GE Commercial Financial Services businesses</p> <p>Associates will be required to relocate while on program. RMLP will entertain candidates who hold unrestricted work authorization in the US and EU and Japan poles respectively. Program starts in July of each year.</p>

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
Genentech	CFO Rotation Program		X	http://www.gene.com/gene/careers/mba/mba-hiring.jsp - The CFO Rotation Program provides the opportunity for high potential leaders to gain exposure to functions that are critical to the CFO Organization. This is accomplished over a two-year period through four six month rotational assignments with tracks in Finance/Treasury/General Audit, IT, and Corporate Relations/Investor Relations. Rotations are tailored to provide new hires with challenging and meaningful assignments, training in technical, managerial skills and coaching from the CFO Leadership team.
Hearthstone	Associate Investment Specialist		X	2-year rotation between Chicago, San Diego, San Francisco, and Los Angeles at Real Estate investment firm. Shadow IM's, IA's, and legal on various projects and assigned specific projects and responsibilities with deliverables, including: Assisting financial analysis group with preparation of cash flow models and pro formas; Assisting investment administration group with review and analysis of active project budgets; Assisting Investment Managers with the underwriting of proposed investment opportunities and with other due diligence tasks given; and Special projects as assigned by the supervisor. Possibility to build skills and knowledge in financial analysis, investment administration, and due diligence & underwriting.
Johnson & Johnson	Finance MBA Leadership Development Program (MBA LDP)		X	<p>http://www.jnj.com/careers/global/graduate/leadership_development_programs/mba_ldp/grad_fldp.htm - The MBA LDP program successfully develops future leaders for Johnson & Johnson through a combination of diverse rotational assignments, targeted training, and continual coaching and development. Participants are also given the opportunity to interact with and listen to senior Finance leaders and J&J executives.</p> <p>Participants gain invaluable on-the-job experiences during two to four rotations within one of Johnson & Johnson business units, working in different functional areas (sales and marketing finance, operations finance, licensing and acquisition analysis, etc).</p>
PG&E	Leadership Program		X	http://www.pgecorp.com/aboutus/careers/leadership_program/ - Challenging, 18 to 24-month assignments will provide program associates with the opportunity to accomplish important results for the Corporation while demonstrating and advancing their leadership skills. Assignments will include both 1) accountability for specific products (such as a completed transaction or an adopted business plan) that are important to the Corporation's success and 2) joint responsibility as part of a team for the success of a broader set of initiatives.

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
Safeway	Financial Management Associate Program		X	http://shop.safeway.com/superstore/default.asp?brandid=1&page=corphome (click on Careers Link at Bottom of Screen) - The Safeway Financial Management Associate Program is a development program designed to place high-potential MBA graduates into leadership positions in the Financial Planning and Analysis (FP&A) organization. Through participation in cross-functional, strategic projects and top-level exposure, Finance Managers contribute immediately to the Safeway team in significant ways. Recent MBA graduates who are interested in hitting the ground running are an ideal fit for management roles on the Safeway team.
SBC	Finance Leadership Program – Financial Analyst		X	See Job Description from Last Year at Career Center - 2-3 geographic assignments over first 3 years (San Ramon, Chicago, San Antonio, Dallas, St. Louis)
American Express	GLOBAL JOB ROTATION PROGRAM		X	http://www10.americanexpress.com/sif/cda/page/0,1641,22214,00.asp ? - This high-profile development program is designed to create future Senior Finance leaders and is open to the most talented of MBA graduates. It provides a three-year opportunity to explore different Finance roles and functions, in various locations globally. Assignments are available in any of the business units including business analysis, corporate planning, controllership, and other key finance roles.
Amgen	MBA Leadership Program – Finance	X	X	http://www.amgen.com/careers/mba.html - this position, MBA graduates perform financial planning and analysis services for various functional areas throughout Amgen.
AT&T	Financial Leadership Program for Managers		X	http://www.att.com/flp/ - As a member of FLP, you'll gain access to a broad selection of positions throughout AT&T's Finance Organization, primarily located in New Jersey. Through a job rotation process you have the opportunity to contribute in areas such as Auditing , Business Case Development, Competitive & Industry Analysis, Corporate Controllers/Accounting, Financial Analysis, Forecasting, Investor Relations, Mergers & Acquisitions, Tax, and Treasury.
Bear Stearns	Financial Management Associate (FMA) Program	X	X	http://www.bearstearns.com/sitewide/careers/usa/graduate/financial_management/index.htm - Rotational, interdepartmental program that provides participants with assignments within the various functions of the firm responsible for monitoring and controlling the market, credit, liquidity and business risks encountered in the conduct of the firm's business activities.

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
				<p>Associates in the program work on projects and assignments across a range of disciplines, including strategy, performance improvement, financial and management reporting, risk management, treasury and liquidity/capital management. In these roles, associates will gain access to senior managers and have the opportunity to assume significant responsibility and to make meaningful contributions to the firm's success. Associates can generally expect three four-month assignments before moving into a full-time position.</p> <p>The Summer Associate Program is a 10-week program designed to give you an experience comparable to what you would have in a rotation within the full-time program. With the knowledge and experience that you gain over the summer, you will be a strong candidate for our full-time program the following year.</p> <p>ALSO – Summer rotational programs in asset management, financial management, and Institutional Equities</p>
Bertelsmann	CFO Program		X	<p>http://www.myfuture.bertelsmann.com/wms/bmhr/index.php?ci=3604 - During the approximately 18 months of the CFO Program, you will become acquainted with at least 2 divisions of Bertelsmann in different countries. Working jointly with the Management Development Team, you will individually design your project assignment with an emphasis in Corp. Center finance & in the decentralized Bertelsmann companies.</p>
Campbell's Soup	Finance Development Program		X	<p>http://careers.campbellsoupcompany.com/career_development.asp - Develop strategic leadership and team management skills by participating in rotational assignments through various business units. Exposure to such vital areas as financial planning and analysis, competitive issues, strategic planning, mergers and acquisitions, trade spending, treasury, international finance, audit, plant operations and the corporate controller's department.</p>
Chase	Finance Associate Program	X	X	<p>http://newhire.jpmorganchase.com/mba-programs/finance/index.html - Finance Associate Program (FAP) is sponsored by our CFO, Michael Cavanagh. The program provides associates with exposure to a broad range of finance disciplines through three to four challenging four-month rotations. Top performing Associates may complete their 3rd or 4th rotation in one of the international offices (including Mumbai, London, Tokyo or Hong Kong depending on business need). Your mentor, a senior officer, is available to discuss your career strategies and provide advice. Your peer mentor, an experienced Finance Associate, is available to guide and support you. The Finance Program can set you on a career path toward becoming a senior financial professional.</p>

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
Cigna	Financial Development Program	X	X	<p>http://careers.cigna.com/cignapage.aspx?page=42 - The FDP is a unique career development program for financial professionals with a minimum of three to five years of experience. Its aim is to produce high-caliber executives who will excel at handling financial functions in all of our lines of business. Through the FDP, qualified candidates can grow into senior business leaders who help to drive CIGNA's success.</p> <p>The FDP's model includes rotational assignments, training and mentoring opportunities across all business units and throughout the company. There is also an MBA Summer Internship Program.</p>
Daimler-Chrysler	Finance Advanced Degree Development Program	X	X	<p>http://www.careers.chrysler-group.com/ - Entry into this program is typically predicated upon a successful completion of a summer internship. It is a highly structured, yet flexible, four-year rotational program. Through the Finance ADDP program, participants can tailor their career by selecting rotation preferences from a comprehensive list of finance assignments within the following organizations: Manufacturing; Corporate Financial; Analysis; Procurement & Supply; Treasury; Product Development; DaimlerChrysler Financial Services; Global Sales & Marketing; E-Connect; Corporate Audit</p>
Dow Chemical	Finance MBA Rotation		X	<p>http://www.dow.com/careers/what/opportun.htm - Our MBA and undergraduate rotational programs expose recent graduates to different job assignments, giving them broad experience and an opportunity to develop diverse financial knowledge and skills.</p> <p>Accounting graduates experience three unique assignments in different accounting disciplines during the first five to eight years. Examples include Cost Accounting, Financial & Statutory Accounting, Auditing, Accounts Payable, Accounts Receivable & Invoicing or Fixed Assets.</p> <p>Finance MBAs experience three unique assignments in three different Finance disciplines during the first three years. Examples include Strategic Planning & Business Analysis, Auditing, Treasury or Portfolio Investments.</p>

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
Fidelity	Financial Leadership Program	X		http://jobs.fidelity.com/findajob/student/grad/accounting.shtml - Interns in the 10-week program will have an opportunity to work with our finance and business leaders, participate in development activities, and learn about Fidelity and Fidelity Finance. You'll be assigned to finance projects within any of Fidelity's business units and support organizations. You'll also be mentored by members of our senior finance team and benefit from an extensive program of conferences, breakfast meetings, and other training-related sessions.
Ford Motor Company	Finance Career Foundation Program	X	X	http://www.mycareer.ford.com/CAREERPROGRAMS.ASP?CID=4 - As a member of this program, you may receive assignments in the following Finance organizations: Product Development, Manufacturing, Marketing, Sales & Service, Purchasing, Corporate Finance, General Auditor's Office, Accounting, Ford Financial Services, Asia Pacific Operations and Associations. Most assignments last approx. 18 - 24 months; typically, you complete 2 assignments in one organization before rotating to another.
HCA – Hospital Corp. of America	Controller / CFO Development Program		X	http://www.hcaexecutivedevelopment.com/CustomPage.asp?guidCustomContentID={26DE84D6-9951-49E8-B02F-7C8BEC57AE7B} - program offers training and work experience in both the corporate and hospital setting. Learning modules include accounting, business office, materials management, health information management, management information systems, administration and financial reporting, ethics and compliance, support services, clinical services, and net revenue analysis.
JP Morgan Chase	TSS Product Development Program		X	http://newhire.jpmorganchase.com/mba-programs/product-mgmt/index.html - The Product Management Development Program is 12 month program during which participants rotate through three four-month placements; there will be an option for a fourth rotation. Participants will rotate in placements with TSS product management teams and will be staffed on projects in which they will receive experience relevant to the product management function. The TSS Product Management Development Program is a fast track for learning the skills required to be a high performing product manager in financial services businesses. The typical career path for a Product Manager is to begin by supporting a Senior Product Manager who has P&L responsibility for their product; as Product Managers learn the breadth of skills required to run their own business they are promoted into positions where they have responsibility for their own business.

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
Manulife	Financial Management Rotational Program		X	http://www.manulife.com/corporate/corporate2.nsf/Public/OnCampus_MBA.html - a two-year program consisting of four six-month rotations, that take place in many of Manulife's business units and Corporate areas, including Finance, Treasury, Risk Management, Investor Relations, Corporate Actuarial, Internal Audit, Business Development, and Investments. Company located in Canada.
National City	MBA Associate Program		X	http://www.nationalcity.com/about/careers/UnivRelations/GradPrograms/default.asp - our executives' successful careers, the MBA Associate Program provides unparalleled opportunities for MBA graduates to establish a foundation for future leadership in financial services. The program gives you the opportunity to choose from three paths of rotations: Commercial and Retail Financial Services, Capital Markets, and Finance.
PNC Financial Services Gp.	Capital Markets MBA Associate Program		X	http://www.pnc.com/webapp/unsec/ProductsAndService.do?siteArea=/PNC/Home/About+PNC/Careers/PNC+University+Relations/Graduate+Opportunities/PNC+Capital+Markets - As an MBA Associate of Capital Markets, you will be immersed in comprehensive training that gives you hands-on experience with Capital Markets customers and exposure to a variety of financial product solutions. This training program consists of four, six-month rotations within either the product or origination unit.
PNC Financial Services Group	Real Estate Associate		X	http://www.pnc.com/webapp/unsec/ProductsAndService.do?siteArea=/PNC/Home/About+PNC/Careers/PNC+University+Relations/Graduate+Opportunities/PNC+Real+Estate+Finance - As a Real Estate Associate, you will participate in an 18-month rotational development program that will provide exposure to a variety of financial product solutions. Your rotational assignments will include Market Research, Appraisal, Loan Administration, Underwriting, Real Estate Advisory and Loan Syndications.
Pfizer	Finance Rotational Program	X	X	http://www.pfizer.com/pfizer/are/careers/mn_campus_rotational.jsp - The program consists of four rotations over a two-year period. Each rotation lasts six months. The rotations are designed to provide the candidate experience and exposure in core business units, as well as Finance functions with the Corporate staff (Treasurers, Tax, Controllers and Strategic Planning). Individuals will receive both domestic and international assignments with a true focus on Pfizer's global health care business. Additionally, rotational associates will participate in a personal development and training curriculum designed to enhance leadership, management and technical and functional capabilities across our finance function.

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
Quaker Oats Company	Finance Rotational Program		X	http://www.quakeroats.com/qfb_Careers/CollegeRecruiting/CareerOpportunities/Finance.cfm - Participants progress through the organization at their own pace based upon their job performance and position availability. After the rotation assignments, each participant will progress through various managerial positions, leveraging the broad skill set developed through the program.
Sprint	Finance Management Development Program	X	X	http://www.sprint.com/hr/finance/fmdp.html - The program is a three-year commitment, with participants rotating positions about once a year. Each job is designed to provide a better understanding of Finance functions: Process, Decision Support and Corporate.
Texas Instruments	MBA Finance Development Program		X	http://focus.ti.com/careers/docs/middlecontent.tsp?sectionId=153&tabId=1602 - Two-year opportunity to take on assignments that test your skills on the industry front lines. Four carefully planned six-month rotations provide opportunities for international experience and the chance to make real-life, businesscritical decisions that truly impact TI's leading position in the global marketplace.
Toyota	Graduate Management Associate – Finance Emphasis	X	X	http://www.toyota.com/html/talentlink/hr/graduate/gmapfe.html - Develop your financial expertise through four six-month rotations. Assignments at both Toyota Motor Sales and Toyota Financial Services and could include the following departments: Pension and Savings Plan Management, Business Planning, Financial Systems and Strategy, Revenue Management, Toyota Financial Services Treasury - Market Risk Management, Toyota Financial Services Treasury - Asset Liability Management, Toyota Financial Services Treasury – Funding, Toyota Financial Services Treasury - Capital Markets, Toyota Financial Services Treasury - Short-term Liquidity.
20 th Century Fox	MBA Rotation Program		X	http://variety.careercast.com/careers/jobsearch/detail?categories=varietycategoryaccountingfinance&jobId=1379705&viewType=main&networkView=main&offset=20 - Duties: Conduct analysis related to operations for a particular area (i.e. variance analysis, forecast analysis, development of financial models, overhead analysis, cash flow analysis, financial statement analysis, profit & liability analysis, inventory analysis etc.) Research or gather information for reports. May generate related to operations for a particular area or function. Research and compile budget related data and may prepare budget forecasts. Develop and maintain spreadsheets related to the area of work. Communicate plans, status, and issues to management on a regular basis.

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
				Requirements: an MBA with a minimum of 3 years Finance experience. Strong analytical skills. Excellent verbal and written communication skills. Proficient with analytical tools such as Excel.
World Bank	Young Professionals Program		X	http://web.worldbank.org/WBSITE/EXTERNAL/EXTHRJOBS/0,,contentMDK:20519630~menuPK:1477630~pagePK:64262408~piPK:64262191~theSitePK:1058433.00.html - Most Young Professionals take up two rotational assignments in different units in the World Bank, where they gain valuable on-the-job experience.

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Sample List of Companies with Sales & Marketing Rotational Programs

Company	Name of Program	Intern	Full-Time	URL / Description
Belo	Marketing & Sales MBA Rotation Program		X	Assignments will include rotations with key television business groups, advertising, sales and other departments with the major newspaper properties as well as with Belo Interactive. In addition, participants will spend one six-month rotation on-site at a television station in one of our larger markets to learn what it takes to run a successful station.
Chevron Texaco	Marketing MBA Development Program	X	X	http://careers.chevron.com/disciplines/index_of_disciplines/sales_and_marketing/global_marketing_grad_dev.aspx - Four rotational assignments of six months each, in various marketing areas.
General Electric	Experienced Commercial Leadership Program (ECLP)		X	<p>http://www.gecareers.com/GECAREERS/html/us/studentOpportunities/leadershipPrograms/eclp_program_guide.html - ECLP is GE's premier development program for high potential individuals seeking a career in sales and marketing. ECLP is the cornerstone for the development of future business and commercial leaders at GE.</p> <p>Two Years, Four Rotations in one of GE's six businesses. Two rotations are Marketing focused and two are Sales focused. ECLP graduates considered for key commercial leadership positions. Must have 2 years sales & marketing experience to apply.</p> <p>Cross-segment rotational assignments within the commercial function of a GE business. International rotations based on performance and availability</p> <p>Strengthen commercial, business and leadership skills by completing an intensive curriculum consisting of eight weeks of classroom training, online training and in-residence global symposiums</p> <p>Qualifications: Measured leadership values = Building Trust & Rapport; Business Sense; Competitive Drive & Determination; Confident Communicator; Customer Focus; Interpersonal Skills; Leading & Motivating; Selling & Influencing; Solving Business Problems</p>

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
				<p>Requirements: MBA With 2-4 Years Marketing or Sales Experience Demonstrated Leadership, Communication and Analytical Skills Geographic Mobility Second Language Preferred (English Required) * Unrestricted Work Authorization in the United States, EMEA (Europe, Middle East, Africa), China, or Japan</p>
Merck	Marketing Management Associate (MMA) Program	X	X	<p>http://www.merck.com/careers/university/mba/marketing.html - accelerates career progression by providing broad experience and skill development in areas that are critical for future marketing and general management leaders.</p>
Safeway	Marketing Management Associate Program		X	<p>http://shop.safeway.com/superstore/default.asp?brandid=1&page=corphome – (Click on Careers link at bottom of screen) - MBA graduates in Marketing Strategies will work on project-based initiatives designed to enhance and extend the Safeway customer strategy. Initiatives will include everything from developing strategies to tailor Safeway stores to better meet the needs of customers (assortment, space allocation, pricing and promotion), to supporting the development of innovative private label products to take advantage of unique opportunities in the marketplace, to designing and executing targeted marketing campaigns to improve the Safeway engagement with our most important customers.</p>
Amgen	MBA Leadership Program – Sales & Marketing	X	X	<p>http://www.amgen.com/careers/mba.html - Three-year Sales and Marketing Rotation Program. For the program’s first 18 months, individuals begin their rotations in a field sales position. The second 18 months of the rotation involves an assignment at the Thousand Oaks headquarters. Potential assignment areas include promotions, marketing research, strategy and planning, reimbursement, market development, global licensing, global marketing, and corporate accounts.</p>

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
Alltel Wireless	Operations Support and Marketing Leadership Development Program		X	http://alltel.com/corporate/careers/college_recruitment_ope.html - The College Leadership Development Program is structured to see and learn the functions of internal operations at Alltel, and provides: Opportunities in Operations Support, IT, Marketing and Customer Service. Experiences and exercises designed to teach the communications industry language (jargon). Opportunities to demonstrate interpersonal, presentation (verbal and written) and decision-making skills, as well as organizational and planning aptitude.
Baxter	Marketing Development Program		X	http://www.baxter.com/about_baxter/careers/development_programs/sub/mdp.html - Hands-on marketing experience, both strategic and tactical, with each of Baxter's four businesses: BioScience, Transfusion Therapies, Medication Delivery and Renal.. Includes exposure to a variety of customer, market segments, and marketing functions such as new product development, product management, sales and e-business initiatives. In addition, at least one rotation will include exposure to a global business.
Bertelsmann	Marketing@Media		X	http://www.myfuture.bertelsmann.com/wms/bmhr/index.php?ci=3605 - Contributing your far-reaching marketing experience in the design, organization and implementation of marketing strategies in the Bertelsmann direct-to-customer businesses and e-commerce activities. In various projects, which will extend over a total period of about 18 months, you will become acquainted with the various aspects of marketing domestically and abroad and meet with top managers.
Campbell's Soup	Marketing Development Program		X	http://careers.campbellsoupcompany.com/career_development.asp - Associate Brand Manager (ABM) position - opportunity to work in a number of areas, such as New Business Development and Brand Management. Senior management career track.

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

Company	Name of Program	Intern	Full-Time	URL / Description
Colgate – Palmolive	Global Marketing Development Program	X	X	<p>http://www.colgate.com/app/Colgate/US/Corp/StudentOpportunities/DevelopmentPrograms.cvsp#BtlbTextLinks_Marketing - This program, designed especially for those interested in US brand management, consists of rotations in US Sales, Global Business Development and US Marketing. Trainees learn key account and regional marketing strategies and their impact on Colgate businesses around the world.</p> <p>Associates who complete the program will join a product management team in US Marketing and help manage a well-known Colgate US brand. We aggressively promote from within and encourage rotation among brand assignments.</p>
DuPont	Marketing Leadership Development Program		X	<p>http://www1.dupont.com/dupontglobal/corp/careers/univ_fieldprograms_marketing.html - Participants rotate through three-one year assignments in various business units throughout the company.</p>
Intel	Sales and Marketing Rotation Program		X	<p>http://www.intel.com/jobs/usa/students/programs/smrp.htm - Providing the foundation for the Sales and Marketing Rotation Program are three tracks designed to appeal to a variety of technical sales and marketing interests:</p> <ul style="list-style-type: none"> • Technical Sales Engineer • Marketing Technical Engineer • Technical Applications Engineer <p>Each program follows a similar path with the first year spent in technical marketing positions, followed by a year focused on account responsibilities, and culminating in a placement with a field sales office or a technical marketing group. The SMRP rotations help you build a comprehensive knowledge base of Intel's products and services, key initiatives, business models and organizational structure, while developing your technical expertise and mastering excellent business communication skills.</p> <p>Looking for Master of Business Administration (MBA) with a technical undergraduate degree.</p>

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Toyota	Graduate Management Associate – Marketing & Strategy Emphasis	X	X	http://www.toyota.com/html/talentlink/hr/graduate/gmapmse.html - four six-month rotations. Your assignments will immerse you in the Toyota, Scion, and Lexus organizations and could include the following departments: Product Planning; Advanced Product Strategy; Strategic Planning and Research (Brand and Loyalty; Affluence, eCommerce, and Retailing Strategy; Competitive Intelligence); Motorsports Merchandising; Pricing and Sales Planning; Business Planning; Vehicle Operations Group (Truck Group, Car Group); Scion Vehicle Operations Group; Advertising Strategy; Alternative Fuel Vehicles; Lexus Marketing and Brand Strategy; Lexus Product/Financial Planning; Lexus Customer Satisfaction; Dealer Development; Toyota Financial Services Brand; Toyota Financial Services Strategic Planning; Toyota Financial Services Product Development
WPP	Marketing Program for MBA's		X	http://www.wpp.com/WPP/Careers/Marketing/MBAs/ - The Fellowship comprises three one-year rotations through WPP companies, with each rotation chosen on the basis of the individual's interests and the Group's needs.

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Sample List of Companies with Other Kinds of Rotational Programs

Company	Name of Program	Intern	Full-Time	URL / Description
Chevron Texaco	Global Supply & Trading MBA Dev. Program	X	X	http://careers.chevron.com/disciplines/index_of_disciplines/supply_and_trading/supply_and_trading_mba.aspx - The MBA Development Program is designed to hire and develop individuals with a desire for management opportunities in a variety of supply chain activities. It is two years in length and offers four six-month assignments.
Genentech	Operations Rotational Development Program		X	http://www.gene.com/gene/careers/mba/mba-hiring.jsp - gives recent graduates the opportunity to gain a broad perspective of the core product operations and quality/regulatory functions that are critical to the manufacture of Genentech products. This is accomplished over a two-year period through four six-month rotational assignments within the Product Operations (PROP) Organization, which includes Global Supply Chain Management, Manufacturing, Engineering and Process Development.
Wells Fargo	MBA Development Programs	X	X	http://www.wellsfargo.com/employment/mbas/know - Programs offered with focus on Corporate/Wholesale Banking, HR, and Internet Services.
Chevron Texaco	Human Resources Development Program		X	<p>http://careers.chevron.com/disciplines/index_of_disciplines/human_resources/hr_development.aspx - During the HRDP you'll go through four six-month rotational assignments within various corporate and operating company units. Three of the four assignments are generally:</p> <ul style="list-style-type: none"> • Business Partner • Total Remuneration Analyst • Employee Relations Counselor <p>Other assignments will be determined based upon business needs and your developmental needs and interests.</p>

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Cooper Industries	Supply Chain Development Program		X	http://www.cooperindustries.com/employment/developmentPrograms.cfm?topic=Supply Chain - As of Fall 2006: a new development program with the immediate goal of improving procurement resources and creating a strong focus on the supply chain as a core competency and competitive advantage. The program is designed to build on the existing technical skills of participants by exposing them to experienced Cooper professionals through two year long assignments in two locations. The two assignments are in the following areas: Materials Management and Commodity Sourcing. Program simultaneously creates future pool of candidates for significant management positions within Cooper's Strategic Sourcing organization.
Cooper Industries	Human Resources Development Program		X	http://www.cooperindustries.com/employment/developmentPrograms.cfm?topic=Human Resources - designed to build on the technical skills of its participants by exposing them to experienced Cooper professionals through three assignments - two at manufacturing locations and one at the Corporate Office. The two field assignments occur within two separate business segments. A six-month plant supervisory assignment is also required. Possible assignments include Labor Relations, Safety & Health, Communications, Salary/Benefits Administration, Recruiting, and Training.
Ford Motor Company	Various Rotational Opportunities for MBA's	X	X	http://www.mycareer.ford.com/CareerPrograms.asp - Opportunities for MBA's in Parts, Supply & Logistics
General Electric	Risk Management Leadership Program (RMLP)		X	http://www.gecareers.com/GECAREERS/jsp/us/studentOpportunities/leadershipPrograms/rmlp_program_guide.jsp - Combination of tiered training and rotational assignments in one of the GE financial services businesses - Commercial Finance, Consumer Finance, Insurance, Equipment Management
General Electric	Human Resources Leadership Program (HRLP)		X	http://www.gecareers.com/GECAREERS/jsp/us/studentOpportunities/leadershipPrograms/hr_program_guide.jsp - Develop broad business skills via hands-on experience in two HR assignments, plus a third assignment in an area such as finance, quality or business development over 2 years.

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Company	Name of Program	Intern	Full-Time	URL / Description
Glaxo Smith Kline	Prospects in Procurement		X	http://www.gsk-us.com/careers/us-university/university_us_progprocurement.htm - The programme is structured into 3, 12-month assignments within separate procurement areas. Those areas are Production, Technology Work Cell, and one specialist department ranging from International to Global Systems and Operations. On a day to day basis you'll be responsible for managing GSK spend on particular categories, building and running e-bid events/auctions, project management, supplier conditioning and negotiation, data analysis, market research, and stakeholder engagement. When nearing the end of each assignment you'll work with the management team to identify the next business area that will be appropriate for your skill development and meet business needs. At the end of the programme, if you have delivered to the standards that we expect of you, you will be supported into a role within the business.
Goodyear	Senior Human Res. Professionals & Managers		X	http://www.goodyear.com/careers/careers_leadership.html - Areas of development include Labor Relations, Staffing and Recruiting, Compensation and Benefits and other key human resource processes.
Johnson & Johnson	Human Resources Leadership Development Program		X	http://www.jnj.com/careers/global/graduate/leadership_development_programs/hrl dp/grad_hrl dp.htm - Over the course of the two-year program, HRLDP participants rotate through three eight-month assignments across business segments focusing on compensation; recruiting; and employee relations, organizational development, and training.
Merck	Human Resources Leadership Program (HRLP)	X	X	http://www.merck.com/careers/university/mba/hr.html - offers internship and fulltime rotational positions to students pursuing advanced degrees in areas related to HR. Fulltime associates gain exposure to the fundamental areas within HR, including compensation, benefits, recruiting, labor relations, organizational development, talent management, diversity, HR systems and generalist roles.

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PNC	The Management Associate Program In Technology and Processing Services		X	http://www.pnc.com/webapp/unsec/ProductsAndService.do?siteArea=/PNC/Home/About+PNC/Careers/PNC+University+Relations/Graduate+Opportunities/Technology+%26+Processing+Services - As a Management Associate, you will spend 18-24 months in different areas of the corporation performing challenging developmental assignments designed to enhance your managerial, leadership, business, and technology skills. You'll be paired with a senior executive as a mentor with whom you will work to ensure your personal and professional growth.
United Technologies	Human Resources Leadership Program	X	X	http://www.utcjobs.com/job_detail.asp?JobID=777034&user_id= - program at UTC corporate
Visteon	Career Development Program	X	X	http://www.visteon.com/careers/usstudents.shtml - Participants in this program receive three job assignments, each lasting 12 to 18 months, as well as training and participation in other development programs. Assignments possible in either human resources or materials management.

GENERAL MANAGEMENT – CAREER PROFILES AND RESOURCES

RESOURCES

Guides

CareerLeader® General Management – available through CareerNet

Wetfeet – Career Profiles: General Management – available at http://www.wetfeet.com/asp/careerprofiles_overview.asp?careerpk=15 or through CareerNet.

Haas Coursework

Useful courses for general management:

MBA 299 - Strategy in the Global Context

MBA 222 - Financial Information Analysis

MBA 224A - Managerial Accounting

MBA 231 - Corporate Finance

MBA242 - Strategic Planning of Production and Operations

MBA 243 - Decisions, Games, and Strategies

MBA 252 - Negotiations & Conflict Resolution

MBA 251 - Human Resources Management

MBA 254 - Power and Politics in Organizations

MBA 255 - Creativity in Business

MBA 257 - Special Topics in Org. Behavior and Industrial Relations

MBA 262 - Brand Management and Strategy

MBA 290 I - Managing Innovation and Change

MBA291A - Speaking As a Leader

MBA291T - Topics in Managerial Communications

MBA292T - Topics in Socially Responsible Business

Haas Programs & Activities

Clausen Center for International Business & Policy - <http://haas.berkeley.edu/HaasGlobal/index.html>

International Business Development Program - <http://haas.berkeley.edu/HaasGlobal/IBDindex.htm> - IBD sends dozens of students around the world to consult for a variety of organizations each year under the direction of Sebastian Teunissen, Executive Director of the Clausen Center for International Business and Policy. IBD clients range from large multinationals to non-profit organizations in the Third World.

Certificate in Global Management - <http://haas.berkeley.edu/HaasGlobal/certificate.html> - One of four certificate programs offered by the Haas School, to MBA students, the Certificate in Global Management demonstrates proficiency and experience in the theory and application of global business and management principles. Requirements for the certificate fall into three areas: overseas experience, courses with international content and a language requirement.

Leaders@Haas – see <http://groups.haas.berkeley.edu/mbaa/clubs/officialclubs.asp#leaders> or contact gomes@haas.berkeley.edu

RESOURCES:

Haas Entrepreneurs' Association – see <http://groups.haas.berkeley.edu/ea/> - an innovative training program run by Haas MBA students that places its members with high-growth companies for summer internships, many of which develop into ongoing projects during the students' second year in the MBA program.