

Resume Style Guide & FAQs – Class of 2016
UNC Kenan-Flagler Business School – Full-Time MBA Program
April 2014

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Formatting Guidance

- Use Times New Roman font
- Font sizes: Name, 16; Major Section Headings, 12; Text: 10.5
- Use even 1” margins for bottom, left and right; .75” for top
- Text should be left justified
- Do not adjust margins or spacing between lines
- Resumes should only be one page (and you may not change the font size or spacing)
- Only include GMAT score if 680 or higher (Do not include GRE or other test scores)
- Only include GPA if 3.5 or higher
- List various positions under 1 employer w/ dates to show career progression if applicable
- Open resume bullets with direct action verbs and AVOID “Responsible” or “Assisted”
- Begin bullets with a variety of verbs to avoid repetition (e.g. Led, Directed, Supervised)
- Avoid resume bullets with “widows”, single words on the 2nd line
- Use @kenan-flagler.unc.edu email address
- Remove any hyperlinks to your email or LinkedIn profile
- Remove grammar or spelling underlines in MS Word and create .doc(x) and .pdf versions
- All numbers should be digits, not words [e.g. 8, not eight]
- Numbers: K=thousands, M=millions, B=billions, +=more than [e.g. \$50M+], <less than [e.g. <2%]
- Currencies: Convert all foreign currencies to US Dollars as of 1 Aug 2014; use \$, not USD [e.g. \$120K]
- Include undergraduate internship only if you have <3 years work experience or it DIRECTLY relates to target position
- Avoid multiple sentences in a single bullet point; the semi-colon is your friend
- US permanent resident [Only for international students with the right to work in the US]
- Professional certifications [CPA, CFA]; professional association memberships
- Native Spanish speaker; Conversational Portuguese [Native, Fluent, or Conversational]
- List non-student leadership activities, volunteer leadership, awards or unique elements
- List technical skills only if relevant to role; never list Microsoft Office suite skills
- List hobbies and interests [Be specific, e.g., “Volleyball” rather than “Sports”]
- Don’t include controversial material such as religion, politics, unless University-sanctioned organization

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Frequently Asked Questions (FAQs)

General

Is my resume format different than the format for the Class of 2015?

No major changes were made to the resume template this year.

Can I have multiple sentences within one bullet point?

Ideally each bullet point should contain one thought/item, and there should *not* be a period at the end. If you need to include two thoughts/items in one bullet point, the semi-colon (;) should be your friend.

Examples:

- Managed the month-end close and monthly P&L reporting activities for a portfolio of strategic projects with \$55M+ in funding; investigated variances to budget and presented analysis to key decision makers
- Managed the team's quarterly process to validate and report cost savings achieved by strategic projects; quarterly process has provided independent validation of \$33M+ in cost savings

The first word following the semi-colon should not be capitalized unless it is part of a list.

Should my Experience and Additional sections have periods at the end of the bullet points?

No.

Should I have multiple versions of my resume?

This is usually unnecessary unless you are exploring two distinctly different career paths (e.g., investment banking and marketing). However, even if you are exploring two distinctly different career paths, you should still have a default, general resume.

What's the difference between a short hyphen and a long hyphen?

Without going into too much literary detail around en-dashes, em-dashes and hyphens, make sure that you are using the correct punctuation on your resume.

An *elongated hyphen* should be used in the Education section and the Experience section when listing your school and work locations, i.e.:

- James Madison University – Harrisonburg, VA
- Deloitte Consulting – Atlanta, GA

You get an elongated hyphen by typing a space before and after the hyphen, and adding a space after the final word.

A *regular hyphen* is used for joining two words and is shorter in length, or when listing the years on your resume, i.e.:

- Co-created
- Video-on-demand
- 2008-2012

There should not be a space before or after the words/numbers.

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Contact Information

Can I put my certifications and degrees after my name at the top of my resume (e.g., MD, CPA)?

You should only put credentials after your name if you have a medical doctorate. All other graduate degrees should be listed in the Education section, and professional certifications should be listed in the Additional section.

How do I list a first or middle initial?

If you want to include an initial in your name, be sure to add the period.

Example:

- SHANNON G. SIMMONS
- S. GRACE SIMMONS

What phone number should I include?

Use your mobile phone number.

Example:

- (919) 962-0960

My name is long and doesn't fit within the space at the top of the resume – what should I do?

If you have a long name, we recommend decreasing the 16 pt. font size used for your name so it still fits in to the template, but ideally to no less than 14 pt.

What email should I use?

Use *only* your “@kenan-flagler.unc.edu” email address for your UNC on-campus resumes.

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Education

How do I list a fellowship?

Fellowships should include the name and either Full tuition or Partial tuition. Selective awards can also carry a descriptor. Please ensure that you are correctly representing your funding sources.

Examples:

- Dean’s Fellows Program – Honor reserved for select fellowship recipients
- Thomas W. Hudson Jr. Fellowship – Full tuition and stipend
- Forte Foundation Fellowship [if travel stipend only]
- Forte Foundation Fellowship – Full tuition [or Partial tuition] and stipend
- Consortium for Graduate Study in Management Fellowship – Full tuition
- Kenan-Flagler Fellowship – Full tuition [or Partial tuition]

How do I list external MBA group affiliations?

Membership with diversity and other external MBA organizations can be included in the Education section.

Example:

- Consortium for Graduate Study in Management, Fellow
- National Black MBA, Member

How do I list my dual degrees?

If you are in a dual degree program with Duke, list the degrees separately just as you do with your undergrad. If you are in a UNC dual degree program, list the degrees in the following format:

UNIVERSITY OF NORTH CAROLINA – Chapel Hill, NC May 2016
Kenan-Flagler Business School, Master of Business Administration (MBA), Full-Time Program

- Concentration in Management Consulting; GMAT 720
- Forte Foundation Fellowship – Full tuition

Gillings School of Global Public Health, Master of Healthcare Administration (MHA), Full-Time Program

- Concentration in Global Health and Population

How do I list my semester abroad during undergrad?

If you feel that your semester abroad during undergrad is relevant to your qualifications, it can be a bullet point in the Education section of your resume, including the country.

Example:

- Semester Abroad, Manchester Business School (UK)

Can I include my GPA?

We recommend that you include your undergrad or post-graduate GPAs only if 3.5 or higher.

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My undergrad institution was not on a traditional 4.0 scale – how should I represent my GPA on my resume?

If your undergrad institution did not use a traditional 4.0 scale, you can phrase your success as a percentage. Only include, however, if you are in the top 20% of your class.

Example:

- **Bachelor of Business Administration**, Finance, Top 10% of class

Do I include my GMAT or GRE score?

We recommend including your GMAT score if it is 680 or higher. Do not include a GRE score, nor a GRE percentile or conversion.

How do I list my MBA club memberships and leadership roles?

List your club memberships on one line, including any leadership roles. If the content doesn't fit on one line, prioritize which ones to include.

Example:

- MBA Consulting Club, 1st Year Education Liaison; Healthcare Club, Marketing Club

Can I include my STAR or GBP project beginning in January 2015?

Yes, you can include your STAR or GBP project in the Kenan-Flagler Education section.

Examples:

- STAR Consulting Project Leader, 4-month product introduction strategy project for a \$21M US apparel brand
- STAR Consulting Project, UNC Health Care
- Global Business Project, PPG Industries – Shanghai, China

If I win a case-off or casing competition, how should it be listed?

If you place in the *top three* of an internal or external case competition or case-off, you can include it in the Education section of your resume. Multiple achievements can be listed on one line. Years do not need to be listed.

Examples:

- MBA Consulting Club 2nd Year Case Off, 1st Place
- Deloitte Duke-UNC Case Competition, 1st Place; GE Internal Case Competition, 1st Place
- Humana Case Competition, National Runner-Up

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Experience

Can I list my undergraduate or post-graduate internship(s)?

If you have less than 3 years of full-time work experience and/or if the internship directly relates to the role you are applying for, you may include it in your resume.

I am a former consultant/investment banker – can I list my experience by client/deal?

Yes – depending on the depth and breadth of your client engagements, experience can be listed as below. (Note the great use of %/# to quantify the results for impact.)

Be sure only to list the client name if you have permission from your previous employer!

DELOITTE CONSULTING – McLean, VA

2009-2013

Strategy and Operations division of global management consulting firm

Business Analyst (2009-2011)

- **Health care system of 15 hospitals nationwide**
 - Created “fact book” for each hospital including profitability projections and market share shift analyses to support financial planning in the face of health reform
 - Developed 17 strategies to close a \$30M annual budget gap at one of the system’s hospitals within 2 years
- **Health care system of 8 hospitals and 150+ practice sites in Appalachia**
 - Identified \$10M annualized cost savings opportunity through span of control and service line profitability analyses
- **Nationally-known electronic medical records software developer**
 - Conducted focus groups to define hospital needs for new software products
- **Business development: Health reform and Accountable Care Organizations (ACOs)**
 - Built marketing materials and tools for new service offerings to health care clients
 - Managed client pipeline that led to sales of new offerings to over 50 health systems
- **Centers for Medicare and Medicaid Services – Baltimore, MD**
 - Managed 2 client employees on requirements documentation team
 - Revised system requirements for statistical analyses to identify reimbursement rates
 - Enabled timely roll-out of updated quality reports for all US hospitals
- **The World Bank – Washington, DC**
 - Interviewed donors and borrowers in 11 countries to determine user needs for web portal that services \$40B+ in loans
 - Prioritized options for web portal features to optimize benefit to bank and clients

What if I don’t have quantifiable results?

Review your old work performance plans. Quantifiable results can include increased revenues, decreased cost, decreased production time, student pass rates, reduced employee sick time, increased employee retention, and many factors. Also remember that 100% completion and 0% error rate are “quantified”.

What if I have time gaps on my resume?

Try and minimize gaps that were longer than 1 year. Consider self-employed consulting initiatives or volunteer leadership positions to reduce long periods of non-labor market activities. Explain significant gaps during your resume walk.

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Additional

How do I list my language skills?

If you have language skills other than English, include this in the Additional section.

Examples:

- Native Spanish speaker; Conversational Portuguese
- Fluent Mandarin

English should *never* be listed on your resume. It is assumed that you are fluent in English based on your MBA experience.

How do I list my volunteer work?

Volunteer work should be listed in the Additional section of your resume.

Examples:

- Big Brothers, Big Sisters (Durham County); Junior League of Durham and Orange Counties
- Boston College Young Alumni Council
- Relay for Life, Team Leader

It is not necessary to include years with your volunteer work.

How do I list my professional certifications?

Professional certifications should be listed in the Additional section of your resume as:

- Level I (*or Level II or Level III*) candidate in the CFA Program
- Chartered Financial Analyst (CFA)
- Certified Public Accountant (CPA)
- Six Sigma Black Belt, American Society of Quality (ASQ)
- Senior Professional in Human Resources (SPHR)

FINRA Series licenses should not be included on your resume; rather it should be included in a cover letter or verbal communication.

How do I list my hobbies?

Activities should help you build a common connection with the resume reader, so be specific and diverse with what you include so that the reader has a direction in which to take the conversation.

Example:

- Outdoor kayaking class 5 rivers; Cooking eastern European cuisine

I am an international student, but have my permanent US work authorization. How can I let employers know that I have the right to work in the US and don't require sponsorship?

Under the Additional section, proactively list your work authorization.

Example:

- US permanent work authorization

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I am an international student, and hope to get my permanent US work authorization soon. How can I let employers know that I will hopefully have the permanent right to work in the US by the time of my internship/full-time position?

Feel free to mention this while networking with the employer or during the recruiting process. However, this should NOT be included formally in your resume or reflected in your CMC Connect profile.

I have permanent US work authorization, but recruiters may think I am an international student based on my name and/or my international work experience. Can I let employers know that I have permanent US work authorization?

Yes. Under the Additional section, proactively list your work authorization.

Example:

- US permanent work authorization