



**CAREER CENTER FOR
WORKING PROFESSIONALS**

THE INTERVIEW

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INTRODUCTION:

THE INTERVIEW PROCESS

The interview is one of the most important activities in your job search. It is our experience that the well prepared and focused candidate has the most success in interviewing.

It is crucial to understand the nature and purpose of the interview and how you're being evaluated. The following pages offer basic information and strategic advice proven to be useful in the interviewing process. Please use this handout, CCWP workshops, resource materials and mock interviews to develop your skills in interviewing. Good luck!

In general, interviewers evaluate you based on:

- Your ability to present your story and communicate your reasons for each decision or transition you made.
- The examples you use to highlight key skills relevant to the job.
- Your ability to incorporate knowledge of the job and company into the conversation as a way to demonstrate interest, commitment and the fact that you have done your homework.

By paying attention to the following criteria, you will be well prepared to interview:

Preparation: Your level of preparedness is used as a measure your interest in a firm. You should be able to speak both thoughtfully and convincingly about your story and knowledge about the company and industry.

- *Story:* Demonstrates how well you understand your past experiences, accomplishments, skills, as they relate to the position being offered. Resources that can help you to identify these skills include:
 - Skills List by Function
 - Information from Career Development Panels
 - Self assessment tools, e.g. CareerLeader, StrengthsFinder or PRINT. Contact a CCWP career coach for more information.
- *Company knowledge:* Demonstrates your understanding of the firm and your knowledge of the functional area for which you are interviewing. This includes familiarity with the company's products, services, competition and culture. In addition, you to show an awareness of the responsibilities of the job and knowledge of the skills and personal qualities important to the position.

Activities and resources, which may be helpful in procuring such information, are:

- Networking with other students and alumni
- Conducting informational interviews
- Participation in student clubs or other professional networking groups
- Viewing company web sites
- Reading trade publications and magazines

INTRODUCTION: THE INTERVIEW PROCESS (CONT'D)

Presentation: How you articulate, both verbally and non-verbally, in an interview is indicative of how you will communicate on the job; it is essential to be confident and comfortable about what you know and what you want. The more you know about the position being offered and the degree of personal and professional fit, the more you can confidently convey your desires.

Focus: Commitment to your career direction is demonstrated by the extent to which you can articulate how your goals, work and education, experience point to the position under consideration as well as your knowledge about the position and firm. Knowing your story and practicing your story often, in advance of the interview, will help you to respond with greater logic and confidence. It will help you convey a sense of continuity between your past choices and your future goals. Your focus is also evaluated by how well you listen and respond to the questions being asked by the interviewer.

Skills: It is important for you to articulate specific, transferable skills that you have developed through prior work and educational experience, skills that you can apply to the position you are currently seeking. In order to speak convincingly about your transferable skills you must use concrete examples that highlight the skills relevant to the job for which you're interviewing.

Poise: The manner in which you carry yourself, your level of confidence and your personal appearance will be evaluated by the recruiter. Your skill and grace in dealing with others in the interview, as well as with tough interview questions, points to how you will interact in the work environment. Knowing the culture of a company and what is expected, before the interview, is essential to making the right impression.

Energy: Your level of energy in the interview demonstrates interest, enthusiasm and motivation and is essential in making a positive, lasting impression. Identifying what attracts you to a position, in advance of the interview, will enable you to more naturally, and convincingly, express your interest to the interviewer.

THE FOUR STAGES

OF AN INTERVIEW

While there are a variety of interview styles, most interviews proceed in a fairly standard manner. An initial interview usually lasts 30 minutes and may be conducted by one to three interviewers.

STAGE ONE: INTRODUCTIONS

The first stage, introductions, begins the moment the interviewer sees you. It is important that you greet recruiters in a warm and friendly manner, make eye contact, smile, offer a firm handshake, and begin a conversation with them.

From the moment recruiters meet you, they begin to evaluate you and often they are already considering if they want to work with you.

In addition, the interviewers are already projecting into the future about how well you will do at “selling” yourself as well as your ideas to senior management and corporate clients. Interviewers assume that how you present yourself in the interview is a strong predictor of how you will act on the job itself. Are your non-verbal behaviors relaxed and confident? Are you articulate, organized in your thoughts and focused on what really matters?

STAGE TWO: VALIDATING YOUR CANDIDACY

During this period, the interviewer is usually confirming their initial impressions of you. You are often asked to elaborate on your career objectives, to go over your resume and to give more information about the accomplishments you have cited (i.e. your story).

You should be prepared to:

- Give reasons for your current career objectives and past career transitions.
- Speak confidently and positively about every point of your resume.
- Speak in-depth about your accomplishments, i.e., how you planned and executed, what skills and experience you acquired and how others benefited from your work.
- Communicate the importance of your experience by focusing on transferable skills and their relevancy to the desired position.

Questions you may be asked at this stage include:

- Where do you see yourself in five years?
- Why x industry? Why should we hire you?
- Describe one of the most challenging projects you faced in your career and explain the issues involved and your role in the resolution of any problems.

TIP: You should convince the interviewer you are someone who gets things done, that you have achieved in the past and will succeed in the future. This point should be confirmed through concrete examples that highlight your transferable skills.

Maintain your assertiveness, high energy and positive thinking because the interviewer is about to make a final decision and can confirm or reverse initial thinking.

STAGE THREE: TESTING YOUR KNOWLEDGE

By the depth and confidence of your answers at this stage, a skilled interviewer can tell how much you really know about doing the type of work the position requires. The way to excel in the initial stages of the interview is to **RESEARCH EACH TARGET COMPANY AND POSITION**.

While researching, keep in mind the questions below. You should rehearse the answers before your interview and consider writing them out. Even if you think you know the answers “in your head” be sure to articulate them, out loud, preferably to a friend or fellow student.

- What are the actual, daily activities of a person in my target position at this specific firm?
TIP: Ask during informational interviews. If you are a current student, you may want to ask fellow students or people close to you in your network if you are an alum
- Which of these activities are the most important and why? *TIP: Review Vault Guides*
- What about my background has prepared me for this position? What is the job-person fit?
TIP: Utilize an assessment tool such as Career Leader, StrengthsFinder or PRINT
TIP: Informational interview to learn specifics about company culture, function *TIP: Develop your story based on your research*
- What examples will I provide to demonstrate that I’ve used my skills successfully and effectively?
TIP: Review skills used in the past and identify those that are transferable, i.e., those needed to excel in the desired position.

You should conduct both a fundamental and a technical analysis of your target company and position.

A **fundamental analysis** should provide the answers to the following questions:

- What is the overall strategy of the firm?
TIP: The most recent annual report
TIP: Company Web site
TIP: Recent news articles
TIP: Graduating students and alumni
- Who are the firm’s competitors? What is the firm’s competitive position in the industry?
TIP: Vault guides, trade publications, newspapers, Hoovers, Bloomberg
- How is the firm structured: by industry, issues, functions, geography, etc.?
TIP: Corporate Web sites and corporate files in the CRC, Hoovers
- What is the corporate culture of the firm and why does that culture attract you?
TIP: Informational interviewing

A **technical analysis** does not have to be too extensive - you are simply demonstrating you can do some solid due diligence. Things to think about when conducting a technical analysis may include:

- What areas of the firm are most profitable?
- Where are the key growth areas in the firm?
- What are the key products/services of the firm which are the most successful and why?
- How profitable have the firm's key divisions performed during the last two or three quarters? *TIP: The annual report and the company Web site will list all products and services, recent acquisitions, mergers, and future business plans*
- If you wanted to buy stock in that firm, what are the "numbers" that prove such a purchase would be a wise investment?

STAGE FOUR: THE CLOSE

The fourth stage is generally your time to use as you see fit - this does not mean you can relax. Rather, it is time to use constructively to cover anything left on your agenda, or to ask questions.

Let the interviewer know that you believe your objectives are compatible with the company's. Ask questions about the position or company that are insightful and will lead to conversation. Use personal pronouns when speaking to the recruiter about their company, e.g. *Your* company has a recent history of growth through acquisitions. Do not ask questions about basic information that can easily be obtained through research.

Sample questions for the recruiter:

- Could you give me an example of an assignment I would be given after a few months on the job?
- Is there anything concerning my qualifications for this position that needs clarification?
TIP: This provides you with the opportunity to clear up any misconceptions or biases the interviewer may have about your skill set, It also demonstrates a great deal of confidence.
TIP: At this point, you may also choose to bring up qualifications that may have been overlooked and ask if there is anything more the interviewer would like to know about you or your background.
TIP: Do not ask the interviewer how you "did" on the interview or if the interviewer thinks you could make a good "whatever".
TIP: Also at this point, if the interviewer has not asked you why "their" company, this is the time to highlight a couple of reasons why are interested in "their" company.

As you leave, thank the interviewer for his/her time and consideration. Relax for a few minutes after you have shaken hands and departed. Always follow-up **immediately** with an email thanking the people with whom you met. Each key person you met should receive his or her own thank-you note. It is important to get this email out to the interviewer no later than the following day.

TYPES OF INTERVIEW QUESTIONS

There are a variety of types of questions that you will encounter in an interview. These questions are discussed below and are followed by strategies that you might employ to effectively respond to them. Keep in mind that interviewers use a combination of questions throughout the course of one interview.

1. THE BEHAVIORAL QUESTIONS

These questions are most common during first -round interviews, and are used by recruiters to assess your personality, communication style, presence and overall career goals. The questions may focus on your achievements and aim to uncover your pertinent skills. The interviewer may ask you about risks you have taken, what you learned from your successes and failures, and what you feel are your strengths and weaknesses.

2. THE PROBLEM-SOLVING QUESTIONS

These questions test your creativity, analytical skills and your ability to think on your feet. Typically, you are asked to explain what you would do in different situations. Take a few moments to formulate your answers and do the best you can to support them. You are free to ask the interviewer for a minute or two to formulate your response and to ask them for clarification if necessary.

3. CASE QUESTIONS

The case approach is very popular with interviewers from consulting and technology firm, among others. Although challenging, case interviews need not be viewed as frightening; in fact, the recruiter often simply recreates complex problems that you would encounter if hired! In effect, it is a role-play that allows the recruiter to see you in action.

Firms use cases to evaluate your analytical abilities and problem-solving skills. **Keep in mind that they are not necessarily looking for a correct answer but are trying to understand how you think and how you approach problems.** Keep the following points in mind:

1. Listen carefully and take time to think clearly about the problem before formulating a response.
2. Ask questions. Since you are simulating what you would be in your actual job, you most likely would get all the facts straight before you formulated a strategy on how to solve the problem.
TIP: The questions you ask are often as important as any answer you may give in helping the interviewer understand how you think and what issues you believe are important to solve the problem.
3. Develop a framework for approaching the problem. Give the interviewer a clear road map of where you are going with the discussion. To frame the critical issues and how to approach solving them illustrates your ability to approach problems.
4. Be open to redirection and suggestions from the interviewer. They are sometimes testing how well you respond to input/guidance or just seeing if you'll stick to your conviction.

SECOND-ROUND INTERVIEWS

The second-round of interviews require you to expand upon the topics covered in the first-round: your background, accomplishments and future career objectives.

The emphasis in the second-round interview is two-fold: first, an **in-depth look by both you and the firm into what each has to offer**, and second, an opportunity for the firm to see if you fit with the key players in the firm.

You will be asked to speak with several people selected by an executive and/or the firm's recruiting department. The interviewers will frequently include persons from different divisions that are related to the position for which you are considered. Try to impress each of them because they each have a "say" in the selection process. NEVER appear bored or restless when asked similar questions in each interview-maintain a consistent level of energy and enthusiasm.

A key factor to remember as you speak with interviewers is their place within the corporate structure, whether or not you will be working in their areas, and if you will report to them if hired. You may be interviewed by managing directors and partners both who have an action-orientation to their work and have a sophisticated overview of their firms' strategic plans. Be prepared and keep your story consistent throughout the course of your interviews!

Before the second-round interview process begins, most companies will usually furnish you with an itinerary, i.e. a list of those with whom you will speak, their titles and the time you will meet with them. This itinerary will typically be in hard copy and handed to you the morning of your visit. The person who will give you the itinerary is usually the assigned host.

TIP: It is certainly permissible to ask your assigned host for an itinerary if one is not provided in advance of your interview.

TIP: There are exceptions to the common practice of furnishing interviewees with an itinerary; firms vary in their degrees of formality, as do their individual departments. A trading area, for example, might assign a person to greet you at the door and before you know it, you will be lead into a roomful of people when your informal host says, "Well, meet the members of the team".

LUNCH

Lunch is NEVER off the record and is as evaluative as an interview: even if you are meeting with a peer. Everyone you meet will be asked how you will fit within the organization. Types of questions that you might ask your host at a lunch meeting are:

- Tell me about some projects on which you have worked.
- What have you liked the most since starting? What have you liked the least?
- What parts of your job have you found most challenging?

Lastly, your table etiquette (or lack thereof) will be scrutinized so be mindful of your manners.

FOLLOW UP

After your interview, always follow up with an email thanking the people with whom you met. Each key person you met should receive his or her own thank you email! It is important to get this email out on the day of the interview or no later than the following day.

TIPS FOR TELLING YOUR “STORY”

What is a story?

A story is a short narrative about you. It helps the interviewer gain insight into your background and experiences, as well as your motivation for getting your MBA and why you are interviewing for a particular position.

How will I know when to tell my story?

- Your story is told at the beginning of an interview, but can also be told as part of an informational interview.
- *Very rarely will an interviewer say “Tell me your story”. Any one of the following of following statements should prompt you into telling your story:*
 - Tell me a little about yourself
 - Take me through your resume
 - Tell me what brings you here today

How do I structure my story?

- Prepare a long version – 3 minutes and a short version –1.5 minutes
- A story should have a beginning, a middle and an end:
 - Beginning (spend 5% of your time on this): Start with your undergraduate experience – nothing earlier.
 - Middle (spend 80% of your time on this): Start with your first job and highlight skills from your work experience that are **RELEVANT** to those needed for the position you are interviewing for. Use one or two concrete examples for each position you have held. Create a flow that is easy to follow from job to job. Start each job experience with the reason you took the job (the opportunity), what you did (relevant skills) and why you left (the transition to the new opportunity).

Opportunity, relevant skills, transition, opportunity, relevant skills, transition...

- End (spend 15% of your time on this): Why you are getting your MBA, why you chose Stern, your interest in the field, position and company you are interviewing for.

What else do I need to know?

- Your story may change from interview to interview so know the basic things you want to highlight in each interview. Select three to four skills, relevant to the position you are interviewing for, that you want the interviewer to know about you. You can either choose to highlight these in your story or during the questioning period – but make sure you get them out there.
- Keep away from using “canned” phrases related to the interviewer’s industry.
- Practice makes perfect. Try not to sound scripted when telling your story. Get used to hearing your own voice. Practice your story with each other, friends, or a career counselor.

SAMPLE THANK YOUEMAIL

The sample email below provides a framework for your own communication following an interview.

Dear Jane,

It was a pleasure speaking with you this afternoon. Thank you for your time. I enjoyed hearing more about this tremendous opportunity, and you did an exceptional job illustrating your team's objectives and the role your team plays within the larger organization.

I value what you said about how the company's structure does not kill creativity; it guides people and values a high degree of freedom. That, combined with the emphasis you place on collaboration, underscores why I would be a great fit with XYZ. With my ability to move teams forward and my passion for taking ideas from conception to completion, I believe I would be an effective member of your team.

I am excited about the opportunity to work at [...*name firm and position*...] and feel confident that my background and skills would allow me to make a significant contribution to the organization.

Again, thank you, and I look forward to continued conversations.

Sincerely,

Your Name

Career Center for Working Professionals

SAMPLE INTERVIEW QUESTIONS BY FUNCTION

**Looking for additional interview questions?
Check out the Interview Questions database:**

<http://w4.stern.nyu.edu/ocd/intvwquest/>

INTERVIEW QUESTIONS: BEHAVIORAL

1. Tell me about your college/grad school experience.
2. What appeals to you about this position?
3. Why would you be a good choice for this position? Why should we hire you?
4. What do you think this position requires, and how well do you match those requirements?
5. Why did you leave your last position?
6. What did you learn about yourself at your last job?
7. Describe the most relevant and specific items in your background that show that you are qualified for this job.
8. What matters most to you in your next position?
9. Give me an example where you came with a creative solution to a problem.
10. Give me an example where you successfully persuaded others to think or do what you wanted.
11. Give me an example where you sought out a problem to solve because it represented a challenge for you.
12. Give me examples of your leadership abilities.
13. Describe a project in which you went beyond what was expected of you.
14. What events have had the impact on your life?
15. What motivates you?
16. What kind of activities do you enjoy?
17. Discuss something about yourself that I cannot learn from your resume.
18. Tell me about your reasons for selecting this industry.
19. What is it about our company that interests you?
20. Describe what would be an ideal environment for you?
21. What would you do if you did not have to work for money? How does that relate to this job opportunity?

Behavioral Questions Continued:

22. How do you define stress and how do you manage it?
23. Describe your ideal job.
24. Give examples of how you have used your greatest skills.

25. What is your major weakness?
26. What have been your major successes and accomplishments? How did you achieve these?
27. What were your failures and what did you learn from them?
28. What role do you usually take in a team?
29. Do you have any questions for me?
30. Tell me your biggest regret.

INTERVIEW QUESTIONS: CONSULTING & OPERATIONS

1. Describe a situation at your last job involving pressure.
2. Tell me your experiences with the consulting industry?
3. Tell me some of your experiences with this type of situation/manager/environment.
4. How have you handled a situation where you have several priorities?
5. What is your description of an ideal manager?
6. Tell me of an experience you contributed as a team member.
7. Describe a situation when you had to creatively address a problem.
8. Describe a situation when you did not meet your boss/client's expectations.
9. Describe a situation where you had to persuade your manager/management/client.
10. Talk about a project that you worked on from start to finish.
11. What are your best/worst traits?
12. What traits do you possess that would make you a good consultant?
13. What are you looking for in your next project?
14. Are you willing to work overtime?
15. How do you feel about relocation? Work related travel?
16. What can you tell us about yourself that will help us market you to our customers?

INTERVIEW QUESTIONS: CORPORATE FINANCE

1. What are the components of WACC (weighted average cost of capital)?
2. Describe how to create a DCF (discounted cash flow).
3. Describe how to build a cash flow from an income statement.
4. Briefly explain three different methods of evaluation.
5. How do you stay on top of the markets?
6. Tell me how you would go about valuing a privately held _____ company?
7. What types of information would you look for to value a foreign company?
8. Why might a technology company be more highly valued in the market (P/E) than a steel company stock?
9. What is the difference between a senior and junior bondholder?
10. What is a bond... explain a few of its features?
11. What is the difference between preferred stock and regular stock?
12. How does the yield curve work? What does it mean when it is upward sloping?
13. What is securitization?
14. What do you think is going to happen with interest rates over the next 6 months?
15. What is an institutional investor?
16. Who would you say is the most influential government official vis a vis the company?
17. What does the fed do? How independent is it? Is its independence important?
18. What is a bulge bracket firm?
19. What is disintermediation?
20. How does compounding work? Would I Be better off with 10% annually or semi?
What about 8% semi annually vs. 10% annually?
21. Tell me what Glass-Steagall means to me as a capital markets participant?
22. What is a hedge fund? Why are they interesting?
23. Where is the US trade deficit?
24. Where is the US budget deficit?
25. What is convexity?
26. What is the difference between macauley and modified duration?
27. What is the biggest debt market (by product) in the US? Rank top 5 markets

Corporate Finance Questions Continued:

Corporate Finance Questions Continued:

28. What is the most liquid debt market in the world?
29. What does liquidity allow an investor?
30. Where is the 30 year?
31. What is unique about the US treasury Market vis a vis the rest of the debt market?
32. What happened in Orange County?
33. How do derivatives work?
34. How does a swap work?
35. What is a flight to quality? Where do such investors go?
36. How many basis points is a yield bong going to trade off treasuries?
37. What is Junk?
38. What are the risks in investing in bonds?
39. What is stock?
40. What kind of things might make a stock extremely volatile in the short term? Name a few examples.
41. Tell me about a few stocks you follow.
42. Who monitors the stock markets?
43. What's Beta? 1) It's a measure of systematic risk. The sensitivity of a security's return vs. the market's return. 2) It can be found in Bloomberg, Value line, etc.
44. What's deferred tax? 1) Non cash expense resulting from the difference between accounting income and true taxable income. Taxes not paid today but will have to be paid in the future show up as deferred tax liability on the balance sheet.
45. What's pushdown accounting? 1) Occurs when acquired firms continue to issue their own financial statements. These now reflect the purchase method adjustment shown on its parent company statements. This usually involves writing up assets from historical to current values and increase in SE due to goodwill.

INTERVIEW QUESTIONS: GENERAL FINANCE

1. What do you think it takes to succeed in finance?
2. Why are you interested in this particular position?
3. What are the important skills and experiences you bring to this position?
4. What does the fed do? How independent is it? Is its independence important?
5. What are the career and educational decisions you have made to prepare for this kind of position?
6. How does the yield curve work? What does it mean when it is upsloping?
7. What does consumption say about the US economy? How does it affect our business?
8. What is a credit crunch?
9. How is a finance role in a corporation different from that of an investment bank?
10. How does an analyst make/save money for the corporation?
11. What are the challenges facing a non-profit, healthcare, today?
12. Do you see yourself as a relationship manager, or a product type or specialty person?
13. What types of competitive situations have you been involved in?
14. What traits would make you a good analyst?
15. Where do you see growth opportunities in our industry?

INTERVIEW QUESTIONS: TECHNOLOGY

1. Why Tech?
2. Where do you see growth opportunities in technology?
3. What do you think are the new trends in telecommunications technology that could affect business? How should I prepare for it?
4. What are the qualities of a top-notch technical manager? What qualities do you possess right now?
5. Managing technical projects (hardware/software) is difficult do you agree?
6. Why this particular industry? (most positions are not the core business of the company and are normally a support role. Therefore, they are interested in knowing why banking, consumer products, pharmaceuticals, etc.)
7. What information technology/operations courses have you taken?
8. How would you implement controls into a process?
9. What type of information should be on a report to monitor a process?
10. I see from your experience that you've increased your focus on technology; was that a conscious effort?
11. Tell me of an experience when you contributed as a team member.
12. Describe a situation where you had to persuade management or a client.
13. Tell more about the ____ project you worked on at "company xyz" What process improvements did you make?
14. What traits would make you a good systems consultant?
15. What company XYZ?
16. What projects are relative to this conversation?
17. What kind of programming have you done?
18. Why systems/information technology?
19. What kind of systems projects have you worked on?

INTERVIEW QUESTIONS: MARKETING

1. Give me a situation in which you convinced people over whom you had no authority.
2. Give an example of how you motivated someone who doesn't report to you to do something creative he/she didn't want to do.
3. Give me an example of your problem solving skills.
4. I don't see any evidence of analytical skills on your resume-tell me why I shouldn't be worried.
5. Why brand management?
6. Why this company?
7. Rank order characteristics important for brand management.
8. Scenario: Create a plan to market Brand X in Philadelphia.
9. Pick a "good" and "bad" ad campaign and discuss them.
10. Pick a product and position it.
11. How did you initiate a new idea and follow through on it?
12. What does consumption say about the US economy? What are the implications of consumption for our business?
13. Give me an example of how you used your creativity on the job.
14. If you were a package on a shelf what would you be like?
15. If you were a product, what would you be like?
16. What was a good/successful product introduction and why?
17. What is an example of a good advertisement and why?
18. What is an example of a bad advertisement and why?
19. What are the four P's in the product management? Which is the most important and why?
20. Pretend you're at your own funeral, what three things you would want people to say about you?
21. If you were a piece of furniture, what would you be and why?
22. Taco Bell is entering Ortega's market. What are Nabisco's strengths to combat Taco Bell's entering Ortega?
23. What are the strengths that are inherent within a brand that would combat a competitive entrance?

Marketing Questions Continued:

24. Which market would you enter: one with three players, each holding an equal third of the market or the one with one player holding sixty percent of the market, one holding thirty percent and the other holding ten percent? Why?
25. Your competitor signaled that they were launching a new product, and we currently have similar product in six months and a full adequate market testing would require a minimum of nine months. What would you do?
26. Tell me about an advertising campaign that you feel is not on strategy or not the best strategic choice: explain why and tell me what you think should be done instead.
27. If you were a hair product on the shelf in an aisle filled with competitors, what would your copy say?

**INTERVIEW QUESTIONS:
BUSINESS DEVELOPMENT/STRATEGIC PLANNING (USED MOSTLY FOR MEDIA
& ENTERTAINMENT)**

1. How did you hear about our company?
2. Tell me about yourself.
3. Do you like Stern?
4. What are your criteria for selecting this career?
5. Give me an example of your problem solving skills.
6. What role do you usually take in a team?
7. I don't see any relevant experience on your resume - tell me why I shouldn't be worried.
8. Why are you interested in this industry?
9. Why this company?
10. What are the characteristics important for success in this industry?
11. Scenario: Create a plan to market our products in Philadelphia.
12. What obstacles have you overcome?
13. How did you initiate a new idea and follow through on it?
14. Describe a situation when you had to creatively address a problem.
15. Describe a situation where you had to persuade your management/client.
16. Talk about a project that you were involved in from start to finish.
17. What kind of relevant projects have you worked on?
18. Tell me about a group project that did not go well.
19. Where do you see growth opportunities for our business?
20. What are the qualities of a top notch professional in this business? What qualities do you possess now?
21. Where else have you applied?
22. How do you work best?
23. How well do you deal with difficult people and/or stress?
24. What kind of project do you want to work on/what are you most interested in doing?
25. Where do you want to live when you graduate?
26. What business/industry do you want to work in when you graduate?
27. What functional area do you want to work in when you graduate?

INTERVIEW QUESTIONS: RESEARCH

1. Why did you want to pursue a career in asset management? (Buy vs. sell side)
2. Why do you want to work here? What skills can you bring to the table?
3. What courses have you taken/will take that to prepare you for a career in asset management?
4. What investment philosophy do you subscribe to and why? (growth, value, momentum)
5. You have been asked to value a company. You have the balance sheet, income statement and cash flow statement available. If you could choose only one, which would you choose and why? How would you try to determine what value this company is worth?
6. What do you think of the current state of the economy? What seems to be driving the market? What sectors do you favor?
7. What is an asset? Define operating leverage.
8. Have you bought stocks personally? Why did you buy that stock?
9. What is the market PE/Dividend Yield/Price to book?
10. Describe a decision you made that did not work out.
11. What would you do if a stock you just recommended lost 10% - 15% of its value?
12. What did the Dow/S&P/Bond market close at yesterday?
13. What has the market been doing? Why? What do you think the market will do in coming 12 months?
14. What stocks do you own/like? Why?
15. Have you ever owned a stock that has performed poorly? What happened?
16. Let's say I gave you the cement/trucking/paper industry to analyze. How would you do that? Why?
17. Why do you want to work at my company?
18. How does a refrigerator work?
19. If you were in a given particular situation: What would you do and why? Situations were conflict of interest, inside information and industry analysis.
20. What would raise a red flag in your mind about the following situation? (This is followed by an example)
21. How would you value a stock?
22. What is an asset? What is operating leverage?
23. What is discounted cash flow analysis?

INTERVIEW QUESTIONS: SALES AND TRADING

1. Why have you chosen sales and trading?
2. Why have you chosen this firm?
3. What about you might be a disadvantage at this firm?
4. What other firms are you looking at?
5. How would you say ___ firm compares to these others?
6. What are the major criteria that you will use to select an employer?
7. Tell me what glass-steagall means to me as a capital markets participant.
8. Tell me three major industry trends and describe them briefly.
9. What previous experiences have you had that relate to sales and trading?
10. What skills do you have that would make you a good trader?
11. What particular markets or instruments are you interested in?
12. Why debt vs. equity?
13. Do you want to sell or trade?
14. What makes you think you can sell?
15. What is going to make you make the calls you hate to make?
16. Sell me your favorite stock.
17. Tell me what you think a trader does.
18. Where do you expect to be in 5 years?
19. Where do you expect to be in 10 years?
20. How do you stay on top of the markets?
21. Where and what is the Dow?
22. Where are the 30 yr., 2 yr., 5 yr., 10 yr.?
23. What is the price of gold?
24. Where is the S&P 500?
25. What would you buy?
26. What would you short?
27. How would invest \$1million today?
28. Tell me what an institutional investor is.
29. What is unique about the US treasury market vs. the rest of the debt market?
30. What is the difference between senior and junior bondholders?

Sales and Trading Questions Continued:

31. What does liquidity allow an investor?
32. What is Junk? How many basis points over treasuries does it trade?
33. Name me several stock exchanges in the US? In the world?
34. What kinds of things make a stock extremely volatile in the short term?
35. Convert fractions....
36. How does compounding work? Would I be better off with 10% annually, semi-annually, etc.?
37. What is convexity?
38. How does the yield curve work?
39. Why do we care about housing starts?
40. What do you think will happen with interest rates over the next 6 months?
41. What is a hedge fund?
42. What is securitization?
43. What do you do for fun?
44. Who is your favorite trader?

Creating Your Story Worksheet - Interviewing

Your background and relevant skills

Undergraduate School/Major (if relevant):

First Job

Company and Title:

Relevant skills/projects:

-
-
-

Transition (Why you left this job/took the next job, if applicable):

Second Job

Company and Title:

Relevant skills/projects:

-
-
-

Transition (Why you left this job/took the next job, if applicable):

Most Recent Job:

Company and Title:

Relevant skills/projects:

-
-
-

Transition (Why you left this job to pursue your MBA):

Intentions:

Why you are interested in the function/company that you are interviewing with:

THE VIGNETTE GRID WORKSHEET

The Vignette Grid can be used to develop stories for networking events, informational meetings or interviews. Follow the directions below and on page two.

Instructions:

1. **Select one of the following below and Ask Yourself: What qualities are necessary to be in this industry, function or company**

Industry: _____

Function: _____

Company: _____

2. **On the top of the grid or column headings (see over), fill in the top three or four attributes or qualities that you believe are valued by the people in the industry**

a. **Write in pencil**

3. **On the side of the grid, or row heading, fill in on individual lines where you worked, went to school and any organizations you have been involved with.**
4. **Looking at each attribute at the top of a column, search down the column and decide where in your life you have demonstrated that talent.**
5. **In the appropriate box, fill in brief information which can be embellished into an interesting vignette that can be related during a corporate dinner or interview.**

VIGNETTE GRID FORM

	QUALITY #1	QUALITY #2	QUALITY #3	QUALITY #4
SCHOOL #1				
SCHOOL #2				
JOB #1:				
JOB #2				
JOB #3				
CLUB/ ORGANIZATION				

Next Steps: Develop three of the brief notes you wrote in the columns on the vignette grid into three stories that must be related during your dinner or interview. During the dinner or interview, look for Opportunities to say “As a matter of fact” or “For example.....”