

A. Job advertisements

1. Look at the job advertisements taken from *The Guardian* website. Complete each text by inserting the missing prepositions.

Graduate Analyst Support (2:1 minimum, Banking, Finance, Economics, Maths)

Employer: [ANSON MCCAIDE LTD](#)

Posted: 10 January 2014

Ref: GU*AMC*RS/TRASAN4375

Location: London

Industry: [General](#) , [Technology - IT Support](#) ,
[Technology - IT Business Analysis](#) , [Technology - IT Project Management](#)

Function: IT

Level: Graduate

Contract: Permanent

Hours: Full Time

Salary: £25,000 + package and bonuses

Excellent opportunity to join a global leading real time financial market data provider [1]a highly analytical role [2]outstanding career prospects.

You must have:

- a demonstrable passion [3]the financial markets
- an in-depth understanding [4]how investment banks/hedge funds/prop trading firms operate in order to interpret and analyse massive amounts [5]complex financial data.
- also strong numerical and analytical skills are essential.

You will be liaising directly [6]traders and quants and senior managers [7]high-pressure, fast-paced environments. Dealing directly [8]clients, you must have excellent communication and customer service skills. Any prior experience [9]the financial sector will be a distinct advantage, as would any knowledge [10]a foreign language (ideally French, Spanish or German). Candidates will ideally have come [11]a highly analytical / mathematical / scientific / technical background [12]a degree [13]Banking and Finance, Economics, Physics, Maths or Computer Science preferred. Working [14]part of a very close knit team, you must be a team player and enjoy a social atmosphere. You will be offered excellent on the job training and a hugely rewarding career path [15]strong bonus potential. This role will suit personable, social and intelligent problem-solvers. This role has come [17]due [18]internal promotions and career progression is very swift [19]intelligent candidates.

[20]further information please contact Rowan Sallows [21]020 7780 6700 / 020 7025 0420, or alternatively [22]e-mail Rowan.Sallows@AnsonMcCade.Com

Project Manager - Market Research

Employer: [RPCUSHING](#)

Posted: 03 January 2014

Ref: 989903

Contact: Alex Williams

Location: London

Industry: [General](#)

Contract: Permanent

Hours: Full Time

Salary: £22000.00 - £26000.00 per annum



Online Project Manager required [23]a medium size full service research agency

This is a vacancy [24]a full service research agency who are seeking to add [25]their Online project management and online panels/communities team. This is an exciting time to join this market research agency

[26]an online project manager you will be working [27]a highly skilled team to gain insight [28]customer communities and online panels [29]duties including:

- *Manage the full lifecycle [30]online research projects
- *Large multi country studies
- *Full service and sample only projects
- *Monitor the progress [31]the project, updating clients, highlight and dealing [32]any problem
- *Checking screening criteria, quotas and project specifications

The Ideal Online Project Manager will have:

- *Experience and Knowledge [33]the online market research industry
- *Able to work well [34]pressure and [35]a fast-paced environment
- *Strong IT skills
- *Meticulous attention [36]detail and be able to adhere [37]processes.
- *Foreign language skills are also advantageous.

2. Who has placed each advertisement: a recruitment agency or the actual company?
3. Analyse the applicant profile for each job. In the first column, write down key terms or expressions from the advertisement that describe the company and the job's objectives and tasks. In the second column make an ordered list of the specific qualifications, professional knowledge, skills and qualities that are necessary to be able to do the job. Some of these will be explicitly mentioned in the ad; others will be implied. Leave the third column blank.

Job description: key terms and expressions		Applicant profile		My experience
Company		Qualifications		
Job tasks		Professional knowledge		
		Skills		
		Qualities		

B. Writing assignment 1

1. In pairs consider the generic features of a CV, an application letter and a cover letter. I.e. What are their purposes? Given that they may have a common audience, how does the purpose affect and constrain the content, form and language of each text type?
2. Choose one of the jobs. In pairs, next to each task, skill, item of professional knowledge, qualification, or quality that you identified in A 2, write down in the third column, if possible, an example of something you have done that demonstrates the skill, quality, professional knowledge or qualification.
3. Choose the position which most interests you. Decide whether your application is to be sent by landmail or by email. Write a letter of application and your CV for the job. With the exception of assuming that you will complete your degree this year, DO NOT invent qualifications or experience that you have not had. Neither the letter nor the CV should be more than 1 page long.

C. Reading: It's always time to network.

1. What do you think a 'career-management network' is? What would it involve and how would it work?
2. Match each of the following expressions on the left with one on the right.

<ul style="list-style-type: none"> a) on an on-going basis b) to end up jobless c) empty-handed d) give and take e) to gain f) layoff g) day-to-day demands h) to get around to i) to reach out to 	<ul style="list-style-type: none"> i. flexibility ii. regularly, steadily iii. to contact iv. immediate concerns v. to find yourself unemployed vi. to benefit vii. to make the effort viii. being dismissed from your job ix. with nothing to offer
<ul style="list-style-type: none"> j) acquaintance k) to bring up l) to swap m) openings n) to seek o) by choice p) by necessity q) high and dry r) dues 	<ul style="list-style-type: none"> x. subscription charges xi. because you have to xii. because you want to xiii. someone you know, not necessarily a friend xiv. to mention xv. vacancies xvi. to exchange xvii. to look for xviii. isolated, unprotected
3. Each of the following sentences is the first sentence of a paragraph (1 – 9) of the text on p 3. As you read, choose the sentence (a. – i.) which best begins each paragraph.
 - a) Nothing increases networking like an economic downturn.
 - b) When outplacement counsellors say, "Get out there and network," they often send people out empty-handed to become "takers" from existing networks they did not help create.
 - c) The irony of the career-management approach is that after you build a network and keep it active, job offers may come your way as a secondary benefit.
 - d) "Never ask a networking contact for a job," says Bourne.
 - e) "Networking is much more effective when applied as a strategy to manage your career on an ongoing basis vs. just when you need a job," says personal coach Kevin Bourne of Ceridian LifeWorks, N. Royalton, Ohio, USA.
 - f) To begin creating a career-management network, Bourne advises breaking networking into small pieces by identifying three people you would like to meet.
 - g) One of the people who contacted me confessed to not having had a network in place before the layoff.
 - h) "Career-management" networking is a continuous effort to build relationships, and its primary benefit is the exchange of information or favors, not just the discovery of job openings.
 - i) He follows his own advice, finding new contacts and staying in touch with old ones.

It's always time to network.

Start building a career-management network before you're left high and dry.

By John Sullivan, PMP, Contributing Editor

1. 1.
Over the last few months, several people have contacted me because they were looking for work. They were networking because they heard that, "Networking is the best way to find a new job." While that's true, it's not quite right.
2. 5.
"If you are applying networking as a career-management strategy, you are always networking."
3. 7.
The exchange can be as simple as providing a Web address or making an introduction. But the career-management approach requires you to contribute to the network, not just take away from it. You need to do this before you end up jobless. "For this strategy to work well, you've got to be continually building a network before you have a specific need," says Bourne. "It's important to remember that networking is all about relationship-building." 10.
4. 13.
While there is some give and take in any network, it's not necessarily a quid pro quo situation, literally "something for something" where all exchanges are equal. The exchanges may be unequal, with one person gaining more than another. The key is having an exchange – it can't be all take and no give. 15.
5. 18.
I can understand that. We often focus on day-to-day demands and don't get around to making any contacts. Some people also find it difficult to reach out to others. "Introverts have a very hard time with networking," says Bourne, "because it requires some effort to get out of the 'comfort zone.'" 20.
- Getting Started 23.
6. 25.
If you have a mutual acquaintance, ask for an introduction. If not, first write a letter, then phone or send an e-mail. After the initial contacts, Bourne suggests requesting a short personal meeting or lunch.
7. 28.
"It's embarrassing if they don't know of one and if they like what they see when they meet you, they'll bring up the fact that they're looking for someone." It's better to ask for additional contacts or advice. "A successful networking meeting," says Bourne, "may just be limited to discussion about the industry trends, people you know in common, or swapping 'war stories.' But as a rapport develops, either party may gain some useful information that can help to solve important real-world problems." 30.
8. 35.
But even though he's a coach, networking is not easy for him to do because he's also an introvert. He's learned to network. "We don't have a networking gene," says Bourne. "We have to learn how to do it. People who are more extroverted really enjoy meeting new people, but introverts like me find it to be a real challenge. Still, it's a very important thing to do."
9. 40.
Numerous surveys have shown that most job openings are never advertised and are filled by personal referral, meaning the employer seeks candidates from colleagues and friend, and not via the classified ads. If you ever need to seek a new position – by choice or by necessity – the career-management network then can become a job-hunting network because you've already paid your dues. "After all," says Bourne, "if you have an existing relationship, people are much more likely to be willing to help than if you're meeting them for the very first time." 45.

PM Network, December 2002, p 18

4. Reference and cohesion

What do the underlined words or expressions in the text refer to?

5. Comprehension

Answer the following questions in your own words.

- The article describes two kinds of networking. What are they and how do they differ?
- What factors may hinder or prevent a person from successful career-management networking? In what ways?
- Why might networking not help you find a job?
- What practical advice does Bourne give?
- How appropriate might networking be for a recent graduate? Explain why.
- To what extent are you in a position to start a career management network?

D. Writing Assignment 1 (cont.)

1. Consider the examples of CVs and application letters according to the following criteria:

- Audience
 - Who is the audience and what conventions are used to address him/her?
- Purpose
 - How clear is the purpose of the letter or CV? Where is this stated?
- Layout
 - What conventions have been followed?
 - Are there conventions associated with a particular medium (i.e. e-mail vs paper)?
 - How easy is it to read?
- Content
 - What kind of content has the applicant included and how is it relevant to the purpose?
 - How are the topics organised and how clear is this?
- Language
 - What kind of style is used?
 - On a cline of personal/impersonal, how personal is the language? Justify with examples.
 - On a cline of abstract/concrete, how abstract is the language? Justify with examples.
 - On a cline of technical-specialist/everyday, how specialist is the language? Justify with examples
 - Are there any conventions?
 - How does the applicant relate his/her experience to the job requirements and the company? Are there any useful expressions that are used to do this?
- Overall assessment
 - What do you like about it?
 - What don't you like about it?

2. Using the information you gained in 1, rewrite your CV, application letter and cover letter.

Underline any changes you make to your first version.

E. MBA DIARY

- Below are the headline and the lead of an article published in the *Financial Times*. What is the relation between the headline and the lead?

Intimidation and stress: all in a day's interview

As her studies draw to an end, Laura Huang recounts the various tactics employed by recruiters as she and her fellow students on Insead's Singapore campus begin the search for new careers

2. Choose the best synonym(s) for the expression given.

1. If something is drawing to an end, it is
 - a) a long way from being finished;
 - b) half-way through;
 - c) almost finished.
2. A jellybean is
 - a) a kind of sweet or candy;
 - b) a kind of pulse like a lentil;
 - c) a kind of dessert.
3. A coveted position is
 - a) one that is hard to get;
 - b) one that many people would like;
 - c) one that offers great security within a company.
4. My cohorts are
 - a) my classmates;
 - b) my cousins;
 - c) my superiors or bosses.
5. A post can be
 - a) a pole stuck in the ground;
 - b) a job;
 - c) a stamp.
6. Nonetheless is similar in meaning to
 - a) nevertheless;
 - b) regardless;
 - c) at any rate.
7. A repertoire is
 - a) a list;
 - b) a drinking fountain;
 - c) a group.
8. If you fire questions at someone, you
 - a) ask them difficult questions;
 - b) expect them to answer them easily;
 - c) ask them many questions fast.
9. Sole can mean
 - a) the name of a fish;
 - b) the bottom of your shoe;
 - c) only.
10. If you frequent a place, you
 - a) go there often;
 - b) have a party there;
 - c) work there.
11. To plot can mean
 - a) to draw information on a graph;
 - b) to scheme and plan;
 - c) to walk with heavy steps.
12. If you rule something out, you
 - a) throw it;
 - b) exclude it;
 - c) follow a regulation.
13. You would chuckle if you
 - a) were amused;
 - b) had done something wrong;
 - c) were afraid.
14. To be led astray means
 - a) to be tempted to do something you hadn't originally planned;
 - b) to perform well in an interview;
 - c) to let someone know that you are interested in what they are saying.
15. A contract etched in gold is a contract that
 - a) is written with gold ink;
 - b) is water-tight and very hard to break;
 - c) offers very good conditions.
16. Who would be likely to shape consumer behaviour?
 - a) Someone in marketing;
 - b) A manager;
 - c) A designer.
17. A career-switcher is someone who
 - a) wants to change jobs into a different sector;
 - b) gives advice to recent graduates about possible careers;
 - c) can't decide what he/she wants to do for a job.
18. If I am willing to do something, I
 - a) want someone else to do it;
 - b) am likely to agree to do it;
 - c) wish it will happen.
19. When you try your hand at something, you
 - a) try to prevent it from happening;
 - b) try to do it;
 - c) other answer.
20. When someone showers you with praise, they
 - a) spray a liquid on you and wet you;
 - b) push you aside;
 - c) say many nice things about you or your work.

3. Use the following question prompts to formulate questions in order to obtain the missing information from the text 'Intimidation and stress: all in a day's interview' on pages 8 and 9.

Student A (page 8)

- | | |
|--------------|----------------|
| 1. What ...? | 10. What ...? |
| 2. What ...? | 12. Where ...? |
| 4. What...? | 14. What ...? |
| 6. What ...? | 16. What ...? |
| 8. What ...? | |

Student B (page 9)

- | | |
|--------------|-------------------|
| 1. What ...? | 11. What ...? |
| 3. What ...? | 13. What ...? |
| 5. What ...? | 15. What ...? |
| 7. What ...? | 17. How many ...? |
| 9. What ...? | |

4. Reference and cohesion

What do the underlined words or expressions refer to?

5. Comprehension.

Answer the following questions in your own words.

- To what extent does Laura consider an interview a two-way process? Justify.
 - How appropriate is Laura's analogy of the "double-coincidence" problem? How could such a system for jobs pre-Insead work?
 - What fears do the MBA students have?
 - In what ways has Laura benefited from the Masters course?
 - Laura talks about the "stress interview" and the "behavioural interview". What is the aim of each interview type?
- Laura Huang talks about different kinds of interviews. In pairs, represent these interview types graphically. Present your figure/chart/table/graph to the class, explaining the rationale and the concepts behind your graphic representation.
 - Sort the following questions into the appropriate interview type. Add more questions of your own.
 - Describe a past experience where you demonstrated leadership.
 - What is 36 cubed?
 - How many jellybeans can fit in an aircraft?
 - Describe a past experience where you demonstrated creativity.
 - Who has been the most influential person in building your character?
 - How many words are there in the Oxford English Dictionary?
 - What percentage change will there be to the Dow Jones Index, the Nikkei and Hang Seng stock markets tomorrow in comparison with today?
 - If you were stuck in a lift with a couple and two young children, what would you do?
 - What kind of a relationship do you have with your father / mother / brother /sister?
 - Describe an experience which provided a turning point in your life.

The stress interview	The behavioural interview

- In pairs, compile a list of dos and don'ts for an interview. Include pre-interview preparation, during the interview, and post interview advice tips.

A little while ago, I was asked: “(1)?” I was not talking to a precocious five-year-old. I was talking to a 40-something-year-old man, at one of the leading companies in the world, in the process of interviewing for a coveted position within their organisation.

In this same interview I was asked: “(2)?” and: “(2)? The exact interest rate please, to the nearest hundredth of a per cent.”

As any MBA student can tell you, we are in the recruiting season.

What is interesting is that this interview was not at an investment bank or a financial services institution, as my cohorts here at Insead might have guessed. It was actually for a position within a sales and marketing department. Despite the seemingly casual interview process for sales and marketing posts, at least in comparison with those for investment banking roles, this particular institution had nonetheless incorporated the “stress interview” into their repertoire.

The stress interview is one in which rapid questions are fired at you, usually complex and time-intensive in nature, with the goal being (4)..... This type of interview can take on other variations, such as when an employer lines up a group of interviewers, either one at a time or en masse, with each given the sole mission of intimidating you.

Contrast the stress interview with the behavioural interview, where applicants are asked (6)..... Here, any answer is accepted; what is important is how one describes the situation.

There are also information interviews, the structured interview and the semi-structured interview, among others.

And here in Singapore, where we are sometimes interviewed by companies that frequent only the Fontainebleau campus, there are also video-conference interviews, on-campus interviews and on-site interviews. These, in fact, form a different axis on which all the other types may be plotted.

Preparation for each nuance of interview has proved to be time consuming. But the best advice that I have received about interviewing is this: (8)

This advice helped me to rule out one employer who chuckled when I said that five years from now I wanted to be in a job where I felt a sense of joy in my career. He replied that he had not experienced a single day of joy in the course of his 20-year-career and it was called “work” for a reason. This, I decided, would not be the company for me.

It also helped me rule out a potential employer who had invited me for a final-round interview, only to reveal that the position was not actually in Singapore, as I had been led to believe.

The advice has also helped me rule out consulting, to the horror of many of my fellow MBAs.

Instead, I have decided to remain true to my strengths and passions and not be led astray by contracts etched in gold. I will continue in the realm of sales and marketing and devote myself to (10).....

I may be atypical, as it amazes me how many MBAs turn out to be career-switchers, whether they opt for a change in location, function or industry.

There are former strategy consultants looking for management roles in industry. There are those from business development who are trying their hand at investment banking. There are entrepreneurs bidding for top-tier consulting jobs. And there are those tired of working for others, trying to start up their own ventures. Everyone wants someone else’s job.

Why not create some kind of internal market for these jobs? It is analogous to the “double-coincidence” problem we studied in (12).....

In the past, people would trade bread for eggs and eggs for bread. But in order to do so, the baker would have to find exactly the right person who was willing to take his bread and give him eggs in exchange. And when the baker wanted milk he would have to find another person who was willing to trade bread in exchange for milk.

And, thus, monetary units were created to solve this problem, where the baker sold his bread for money and then used money to buy whatever else he needed.

In the same way, we should create a system for jobs pre-Insead.

(14)..... is amazing. These are people who have excelled their whole lives, been showered with praise and large sums in year-end bonuses, only to admit that they are afraid they are not good enough.

Despite any change or lack of change in functions, we all bring with us many newly cultivated MBA skills. Even I am impressed by my recently developed Excel skills and my ability to create macros and pivot tables when, just a year ago, I was one of those people who would scroll down a 30,000 line spreadsheet using the little down arrow.

I now also notice marketing campaigns in a different way and feel (almost) compelled to tell anyone who will listen how they might be improved. I find myself thinking in frameworks and wish that (16).....

I think of new ventures and products that would thrive in Singapore and observe organisations that are not spending enough on their sales force or need a significant change in management.

As we enter the last of five academic periods, I suppose we are almost ready to re-enter the real world. All that is left is to determine who is ready to accept us, with all this fresh MBA knowledge.

The company is out there and when I find it I am sure the interview will go very well, now I know that “six to the sixth power” and “whatever interest rate is printed on the front page of the Financial Times” are not clever enough answers.

A little while ago, I was asked: “ (1).....?” I was not talking to a precocious five-year-old. I was talking to a 40-something-year-old man, at one of the leading companies in the world, in the process of interviewing for a coveted position within their organisation.

In this same interview I was asked: “What is 36 cubed?” and: “What do you think the interest rate will be on February 17, 2007? The exact interest rate please, to the nearest hundredth of a per cent.”

As any MBA student can tell you, we are in the recruiting season.

What is interesting is that this interview was not at an investment bank or a financial services institution, as my cohorts here at Insead might have guessed. It was actually for (3) Despite the seemingly casual interview process for sales and marketing posts, at least in comparison with those for investment banking roles, this particular institution had nonetheless incorporated the “stress interview” into their repertoire.

The stress interview is one in which rapid questions are fired at you, usually complex and time-intensive in nature, with the goal being to see how you react to “stress”. This type of interview can take on other variations, such as when an employer lines up a group of interviewers, either one at a time or en masse, with each given the sole mission (5).....

Contrast the stress interview with the behavioural interview, where applicants are asked to describe past experiences where they demonstrated leadership, teamwork or creativity. Here, any answer is accepted; what is important is how one describes the situation.

There are also information interviews, the structured interview and the semi-structured interview, among others.

And here in Singapore, where we are sometimes interviewed by companies that frequent only the Fontainebleau campus, there are also (7) interviews. These, in fact, form a different axis on which all the other types may be plotted.

Preparation for each nuance of interview has proved to be time consuming. But the best advice that I have received about interviewing is this: relax and remember that you are interviewing them, just as much as they are interviewing you.

This advice helped me to rule out one employer who chuckled when I said that five years from now I wanted to be in a job where I felt a sense of joy in my career. He replied that he had not experienced a single day of joy in the course of his 20-year-career and it was called “work” for a reason. This, I decided, would not be the company for me.

It also helped me rule out a potential employer who had invited me for a final-round interview, only to reveal that the position was not actually in Singapore, as I had been led to believe.

The advice has also helped me rule out (9), to the horror of many of my fellow MBAs.

Instead, I have decided to remain true to my strengths and passions and not be led astray by contracts etched in gold. I will continue in the realm of sales and marketing and devote myself to shaping consumer behaviour.

I may be atypical, as it amazes me how many MBAs turn out to be career-switchers, whether they opt for a change in (11)

There are former strategy consultants looking for management roles in industry. There are those from business development who are trying their hand at investment banking. There are entrepreneurs bidding for top-tier consulting jobs. And there are those tired of working for others, trying to start up their own ventures. Everyone wants someone else’s job.

Why not create some kind of internal market for these jobs? It is analogous to the “double-coincidence” problem we studied in macroeconomics.

In the past, people would trade bread for eggs and eggs for bread. But in order to do so, the baker would have to find exactly the right person who was willing to take his bread and give him eggs in exchange. And when the baker wanted milk he would have to find another person who was willing to trade bread in exchange for milk.

And, thus, (13) were created to solve this problem, where the baker sold his bread for money and then used money to buy whatever else he needed.

In the same way, we should create a system for jobs pre-Insead.

The number of fellow participants at Insead who are scared they will not find a job is amazing. These are people who have excelled their whole lives, been showered with praise and large sums in year-end bonuses, only to admit that they are afraid they are not good enough.

Despite any change or lack of change in functions, we all bring with us many newly cultivated MBA skills. Even I am impressed by my recently developed Excel skills and my ability to create (15) when, just a year ago, I was one of those people who would scroll down a 30,000 line spreadsheet using the little down arrow.

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The company is out there and when I find it I am sure the interview will go very well, now I know that “six to the sixth power” and “whatever interest rate is printed on the front page of the Financial Times” are not clever enough answers.

F. Interview simulation role play

You are going to simulate a series of interviews in which you will play the part of the interviewer and the applicant.

1. Complete the following table by placing the objectives (a. –e.) in the appropriate order.

Phase	Objective	What the interviewer does	What the applicant does
1			
2			
3			
4			
5			

- a) to provide overview of job
 b) to determine applicant's interest in the job
 c) to set the applicant at ease
 d) to bring the interview to a close
 e) to determine applicant's suitability for the job

2. Decide whether each activity (f. – r.) applies to the interviewer, the applicant or both and place it in the appropriate place in the table above. Some activities may be relevant to more than one phase of the interview.

- f) listen attentively
 g) show interest
 h) greet applicant
 i) greet interviewer
 j) thank interviewer
 k) explain why there is an opening
 l) introduce self
 m) ask relevant interesting questions
 n) describe job
 o) make small talk
 p) answer questions politely
 q) smile
 r) make answers relevant to the position described

3. Watch the video clip of the interview. How does the interviewer transgress the interviewee's expectations of an interview or vice versa?
 4. You will be given a CV and cover letter for two applicants for one of the jobs advertised on page 1. In pairs prepare an interview for the applicants.
 5. You will be attending an interview for the position you applied for. Prepare for this interview.
 6. Interview simulation role play

Examples of good interview answers for difficult and/or common questions are available at www.denham.net or Denham Resources on YouTube.

G. Writing assignment 2

Write a brief report on the interview simulation in which you evaluate the learning experience. (Max. 1 typed page, 1½ line spacing, Times New Roman – 11 or 12.)

Before writing, consider the socio-cultural context in which you are writing this report. Identify:

- the audience – i.e. for whom are you writing it? Who will read it?;
- the purpose of the report – i.e. why are you writing it? What do you hope to achieve by it?;
- the content – i.e. what information should you include in it? What is relevant / irrelevant?;
- the structure or form – i.e. what conventions govern the layout and organisation of the report? What language style (personal/impersonal; abstract/concrete; technical-specialist/everyday) would be appropriate?

Use the following questions to help generate content for your reflection.

1. When and where did the interview simulation take place? What was its purpose?
2. How did you prepare for it?
3. In which 3 situations did you feel most comfortable during the interview? Why?
4. In which 3 situations did you feel most uncomfortable during the interview? Describe them. Describe your behaviour and your answers.
5. To which 3 questions did you have trouble formulating appropriate answers? What was the major source of your difficulty? What could you do to prevent this from happening again?
6. If you had to do the interview again what would you do / say differently?

H. HBR Case study

The following situation is taken from the case study in *Harvard Business Review*, June 2007. Consider how the situation unfolds and how you would react at each point, in light of the story's developments.

1.

You are Fred Westen, CEO of Hathaway Jones. Hathaway Jones is a privately owned U.S. retail chain that sells designer clothes. Recently it has been trying to revamp* its image because its staid* and classic clothes do not appeal to a wealthy, younger market. You believe that by expanding into China, you could tap into* their luxury goods market, which has been growing by 70% a year.

You are looking to open three stores: in Beijing, Guangzhou and Shanghai. What kind of a candidate would you like to run the flagship store* in Shanghai?

revamp – bring up to date

staid – boring and safe

tap into – use to your advantage

flagship store – store that acts as an ambassador of your products and values

2.

An old friend from your college days telephones, asking you to see his daughter, Mimi Brewster, who wants to play a part in the Hathaway Jones expansion into China. Mimi is in her late 20s. She grew up in China and speaks both Mandarin and a local dialect. She majored in modern Chinese history at Berkeley and after 2 years at a management consultancy, did an MBA at Stanford. For the last four years she has been working in the West Coast regional office of Eleanor Gaston, the largest clothing, shoes, and accessories company in the U.S., where she was responsible for successfully relaunching* two brands.

Do you agree to see her? Why / why not?

to relaunch – to modernise and put the new, improved product back onto the market

3.

At the interview Mimi proves herself to be competent. Her references say that she is aggressively creative, original, opinionated*, and a risk-taker. Indeed, she shows that she knows the retail clothing business, is sensitive to Chinese culture, has creativity and suggests a marketing strategy for the Chinese stores to appeal to Chinese women. You are impressed. As she leaves, she winks* at you and says, "Thanks, boss".

Do you

- hire her on the spot for the Shanghai store;
- say that you'll set up some interviews for her, but that she must pass them on her own merit;
- thank her for coming in, give no indication of whether you might like to hire her or not and say that you will contact her later?

Why?

opinionated – has strong opinions and voices them

to wink – to quickly close one eye then open it

4.

The head of HR has just come in with some information about Mimi. She always Googles prospective candidates and scans the first 11 pages of hits. On page 9 she found that on leaving Berkeley, Mimi had led a non-violent but vocal protest group against the World Trade Organization. Further searches with extra keywords such as "human rights" and "free trade" found that 8 years ago Mimi had been actively involved in protests about China's treatment of a dissident journalist. Her photo was taken outside the Chinese consulate in San Francisco. The search brings up several news articles reporting her active involvement in several protests.

You are relieved that the search did not reveal anything more recent than 8 years ago and that it wasn't a picture of Mimi half naked on MySpace, which could really embarrass Hathaway Jones.

What do you decide to do?

Would you hire Mimi despite her online history?

7. Read the following commentary by the expert. Take notes in answer to the following questions so that you can share the information with your partner and synthesise the whole analysis. You might not find information on all the questions.
- i. Who is the expert? How worthy are his/her credentials?
 - ii. What does he/she think Fred should do? Why?
 - iii. What does he/she think Mimi should do? Why?
 - iv. What advice does he/she give to future jobseekers?
 - v. How does the writer perceive the role of the internet in job recruitment and in general?

a. John G., Palfrey, Jr (jpalfreyaw.harvard.edu) is a clinical professor of law and the executive director of the Berkman Center for Internet & Society at Harvard Law School, in Cambridge, Massachusetts. He is also a founder of RSS Investors. He writes a blog at <http://blogs.law.harvard.edu/palfrey/>.

Glossary

to check out: to be true

to come up: to happen

to arise: to happen

to make it onto the web: to be published on the web

to backfire: to have the opposite effect of what you would like to happen

chutzpah: audacity (from Yiddish)

malleable: able to be moulded, changed

expertise: expert knowledge

rumor: an untrue story

fallacious remarks: untrue comments

to expunge: to get rid of

devil-may-care: not caring about the consequences

otherwise: in other circumstances

to not think twice: to do something without thinking about the consequences

Fred Westen should certainly follow **his** instinct and hire Mimi Brewster if everything else checks out. **He** should talk to **her** and tell her exactly what has come up. He has little to lose. There's no legal reason to fear searching the Internet for information about **your** job applicants—an issue arises only if **you** unlawfully discriminate against someone because of what you find. And if CEOs are looking only for people who are total saints, and who never did anything that made it onto the Web, then maybe **they**'re hiring only uninteresting people at the end of the day. **A strategy of that sort** could backfire terribly: If you have nobody with chutzpah in your group, you will find yourself hurting for leaders.

There may also be another side to the story discovered by the human resources department. Digital information is extremely malleable. Anyone with a tiny bit of expertise can easily falsify **it**—for example, by anonymously lying about someone in a chat room and starting a rumor that catches fire and becomes a “truth.” Fallacious remarks travel very, very quickly online—perhaps even faster than true information—and it is hard to track **them** down and expunge **them**. So if something that may or may not be true about a candidate is raised, it is essential to bring **that person** in to clarify the situation. You might also want to ask **them** to provide more references for you to check. Because online information is so easily falsified—and, plainly, so easily shared—**this second level of interviewing** has become increasingly important.

Presumably, Mimi didn't call up newspapers and ask **them** to write articles about **her**. But in the culture of “digital natives,” there's often an intention to be public. People raised in the modern computing environment share information much more promiscuously than previous generations have. **They** have a certain devil-may-care attitude toward things that other people would probably consider highly private—compromising photos, embarrassing conversations, and other activities that **they** otherwise wouldn't want their mothers to know—and they don't think twice about revealing them online. **That**'s not going to change unless there's a radical course correction in social norms.

5. Read the following commentary by the expert. Take notes in answer to the following questions so that you can share the information with your partner and synthesise the whole analysis. You might not find information on all the questions.
- i. Who is the expert? What are his/her credentials?
 - ii. What does he/she think Fred should do? Why?
 - iii. What does he/she think Mimi should do? Why?
 - iv. What advice does he/she give to future jobseekers?
 - v. How does the writer perceive the role of the internet in job recruitment and in general?

aa. John G., Palfrey, Jr (jpalfreyaw.harvard.edu) is a clinical professor of law and the executive director of the Berkman Center for Internet & Society at Harvard Law School, in Cambridge, Massachusetts. He is also a founder of RSS Investors. He writes a blog at <http://blogs.law.harvard.edu/palfrey/>.

Glossary

to immerse yourself in: to surround yourself by
baby boomer: children born following WWII until the early 60s, during which time there was a high birthrate
to pull the trigger: to expose and bring down

to be headed for: to be moving towards
backlash: an antagonistic reaction to a trend or event
wreck: crash

Given **the trend**, hiring standards will have to change, or you just won't be able to hire great people. **That's** hard for the current crop of CEOs and HR executives to understand. Most senior executives are "digital immigrants" who have not immersed themselves in the electronic culture. Baby boomers, and sometimes younger executives, are trying to work through **their** ambivalence toward the current generation of 20-somethings, who increasingly put negative information about **themselves** online. The primary difficulty for digital immigrants is that **they're** fighting against **their** own instinct, which is to pull the trigger on the digital natives. The generation gap will continue to widen until the digital natives become CEOs and HR executives themselves.

I don't have a crystal ball, so I can't tell whether the current revolution is going to turn out to be permanent or not. My guess is that we're headed for a really big backlash at some point—there are going to be train wrecks as people who post too much personal information online begin to realize the consequences. When **they** have to explain to their kids why naked pictures of **themselves** at age 25 are on the Internet, some digital natives will have real regrets. That said, I don't think **those conversations** will necessarily differ much from the ones that people who grew up in the 1960s had to have with **their** kids about drugs and free love.

5. Read the following commentary by the expert. Take notes in answer to the following questions so that you can share the information with your partner and synthesise the whole analysis. You might not find information on all the questions.

- i. Who is the expert? What are his/her credentials?
- ii. What does he/she think Fred should do? Why?
- iii. What does he/she think Mimi should do? Why?
- iv. What advice does he/she give to future jobseekers?
- v. How does the writer perceive the role of the internet in job recruitment and in general?

b. Jeffrey A. Joerres (chief.executive.officer@manpower.com) is the chairman and CEO of Manpower, an employment services company headquartered in Milwaukee.

Glossary

landscape: environment

background check: a search to verify the authenticity of someone's past history

prior to: before

a gauntlet of: several, many

to start fresh: to begin again with no past history

to get a foot in the door: to be accepted as a candidate or serious applicant

red flags: signs of danger

to sideline: to cast aside, to no longer consider

opinionated: having strong views and expressing them often

brash: loud

to be a big deal: to be important

to hinder: to obstruct

The evolution of online media and social networking is changing the employment landscape in many subtle but fundamental ways, which most employers and candidates are only beginning to understand fully and manage effectively. One of **these shifts** is the practice of informally conducting at least partial online background checks of individuals prior to interviewing them.

Traditionally, a background check was not done until after an applicant had gone through a gauntlet of interviews and been selected as a finalist. And it wasn't long ago that someone with an imperfect past could move far away from **his** troubled history and start fresh in a new location. Today, qualified candidates can be Googled out of contention for a job before they even get a foot in the door for an interview, and it's difficult for **them** to leave their baggage behind even when crossing national borders, because the online community knows no boundaries.

In **this case**, Fred and his HR manager have taken some initial steps in the hiring process and uncovered some red flags that would cause **me** to sideline Mimi as a candidate for the Shanghai position. Beyond the disconcerting online revelation, former employers describe **her** as opinionated and brash, and in the interview with Fred, it seemed quite inappropriate for her to wink at him and call him "boss" on the way out of his office. If the job for which Mimi was interviewing were in a Western country, these concerns might not be as big a deal, but China is a unique place.

Although Mimi has some strong qualifications, her background in China is not enough to make her a good manager there. Hathaway Jones is opening **its** first store in Shanghai, and **the firm** needs a manager who can build a constructive relationship with the local government. Hiring someone without the right skills and attitudes to do so could hinder **the company's** ability to succeed in this market. And, of course, the fact that Chinese people are very Web oriented and know how to Google probably wouldn't help **her** situation.

5. Read the following commentary by the expert. Take notes in answer to the following questions so that you can share the information with your partner and synthesise the whole analysis. You might not find information on all the questions.

- i. Who is the expert? What are his/her credentials?
- ii. What does he/she think Fred should do? Why?
- iii. What does he/she think Mimi should do? Why?
- iv. What advice does he/she give to future jobseekers?
- v. How does the writer perceive the role of the internet in job recruitment and in general?

bb. Jeffrey A. Joerres (chief.executive.officer@manpower.com) is the chairman and CEO of Manpower, an employment services company headquartered in Milwaukee.

Glossary

Frankly, because retail and service businesses are so local in nature, I would hesitate to put an expatriate in the Shanghai position. Chinese employees expect **their** leaders to be modest and humble and see **them** as highly respected authority figures with parentlike attributes. A Western-style leader who doesn't understand **this** will face high turnover rates and low productivity levels. For all **her** language skills, Mimi does not strike me as a credible parent substitute for a Chinese workforce.

personae: characters, image
to haunt: to visit like a ghost
to be fair game: to be appropriate and fair

This case illustrates how important it is for potential employees—particularly young people who spend a great deal of time engaging in all sorts of Web 2.0 activities—to protect their reputations and think twice about the online personae they are presenting to the world. Information posted today will still be available years from now and could come back to haunt them. Many new high school and college graduates don't truly understand **this** until they are sitting in a job interview and the HR manager opens a file that includes not only **their** résumé but also their latest blog entries and party photos. Online content is public information, and it is fair game for employers to ask about **it**.

to come up: to appear
to portray: to picture, to depict

We always recommend that candidates search the Internet to find anything about **themselves** that might come up in an interview, so that **they** can prepare to respond effectively. **They** should consider how they might use the Web to demonstrate attributes that would make a positive impression on potential employers. Better to fill the Internet with content that portrays **you** as an accomplished and capable individual who would be an asset to a new employer than to share the details from **your** latest weekend adventures.

5. Read the following commentary by the expert. Take notes in answer to the following questions so that you can share the information with your partner and synthesise the whole analysis. You might not find information on all the questions.

- i. Who is the expert? What are his/her credentials?
- ii. What does he/she think Fred should do? Why?
- iii. What does he/she think Mimi should do? Why?
- iv. What advice does he/she give to future jobseekers?
- v. How does the writer perceive the role of the internet in job recruitment and in general?

c. danah m. boyd (dmb@ischool.berkeley.edu) is a doctoral candidate at the University of California, Berkeley, and an adviser to major media corporations. She maintains a blog at www.zephoros.org/thoughts/.

Glossary

to giggle: to laugh

fabric: material

I just celebrated **my** ten-year blogging anniversary. I started blogging when I was 19, and before **that**, I regularly posted to public mailing lists, message boards, and Usenet. I grew up with **this technology**, and I'm part of the generation that should be embarrassed by what we posted. But I'm not—**those posts** are part of my past, part of who I am. I look back at the 15-year-old me, and I think, "My, you were foolish." Many of today's teens will also look back at the immaturity of **their** teen years and giggle uncomfortably. Over time, foolish digital pasts will simply become part of the cultural fabric.

to align with: to match up with

Young people today are doing what young people have always done: trying to figure out who **they** are. By putting **themselves** in public for others to examine, teens are working through how others' impressions of them align with their self-perceptions. They adjust their behavior and attitudes based on the reactions they get from those they respect. Today's public impression management is taking place online.

to harm: to cause damage to
to convey to send

Once again, adults are upset by how the younger generation is engaging with new cultural artifacts; this time, it's the Internet. As with all moral panics around teenagers, concern about who might harm the innocent children is coupled with a fear of those children's devilish activities. To complicate matters, many contemporary teens are heavily regulated and restricted while facing excessive pressures to succeed. The conflicting messages adults convey can be emotionally damaging.

to trace back to: to find the cause of
to seek: to look for, to want

What is seen as teens' problematic behavior can also be traced back to the narratives that mainstream media sell to teens—including the celebrity status given to Paris Hilton and Lindsay Lohan. Thanks to a number of complex social factors, narcissism is on the rise. Narcissists seek fame. Reality TV shows tell teens that full exposure is a path to success, so how can we be surprised that attention-seeking teens reveal all? Not all teens want this kind of attention, but cultural norms have shifted, and the Web has become both a place for friends and a space to seek attention.

5. Read the following commentary by the expert. Take notes in answer to the following questions so that you can share the information with your partner and synthesise the whole analysis. You might not find information on all the questions.

- i. Who is the expert? What are his/her credentials?
- ii. What does he/she think Fred should do? Why?
- iii. What does he/she think Mimi should do? Why?
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Glossary

to push the edge: to challenge accepted values, to do things which are considered at the limit of what is acceptable

a handful of: a small group

a blemish: a spot, bad 'mark'

to (not) do: to be (in)acceptable, (in)adequate

to strategize: to plan

to handle: to deal with

nuanced: finely tuned, subtle and rich

accessorize: dress up, decorate

So, what does all **this** imply for the company in this case? Many young people have a questionable online presence. If Hathaway Jones doesn't want to hire **these people**, it'll miss out on the best minds of my generation. Bright people push the edge, but what constitutes the edge is time dependent. **It's** no longer about miniskirts or rock and roll; **it's** about having a complex digital presence.

Naturally, there'll always be a handful of young people who manage to go through adolescence and early adulthood without any blemishes on **their** record. Employers need people who play by the rules, but they also need "creatives." Mimi is a creative, and for the job Fred is trying to fill, a traditionalist just won't do. Fred should listen to his own instincts and hire Mimi. I'd advise him to open a conversation with her immediately so that **they** can strategize together about how to handle potential challenges posed by employees' online practices.

I think Fred will learn a lot from that experience. My generation isn't as afraid of public opinion as **his** was. **We** face it head-on and know how to manage it. We digitally document every love story and teen drama imaginable and then go on to put out content that creates a really nuanced public persona. If you read just one entry, you're bound to get a distorted view. That's why I would also advise Mimi to begin creating her own Google trails. She should express her current thoughts on China, reflecting on how she has fine-tuned her perspective over the years. Part of living in a networked society is learning how to accessorize our digital bodies, just as we learn to put on the appropriate clothes to go to the office.

5. Read the following commentary by the expert. Take notes in answer to the following questions so that you can share the information with your partner and synthesise the whole analysis. You might not find information on all the questions.

- i. Who is the expert? What are his/her credentials?
- ii. What does he/she think Fred should do? Why?
- iii. What does he/she think Mimi should do? Why?
- iv. What advice does he/she give to future jobseekers?
- v. How does the writer perceive the role of the internet in job recruitment and in general?

d. Michael Fertik (michael@reputationdefender.com) is the founder and CEO of ReputationDefender, a company headquartered in Menlo Park, California, that finds and removes unwelcome online content.

Glossary

As Fred has told **his** VP of human resources, if you Google anyone hard enough you'll find some dirt. **This** is the new reality. Companies don't want to go on record about Googling candidates, but everybody's doing **it**. Your CV is no longer what you send to your employer—it's the first ten things that show up on Google. I'm 28, and I'm part of a generation that doesn't even go on a second date without Googling the other person.

to take heed: to notice and accept a warning

In light of the widespread use of Internet searching practices, Hathaway Jones will have trouble hiring Mimi. The job is high-profile enough, and the online content about her is sensitive enough for Chinese decision makers, that there is absolutely no question **the information** will be discovered and noted—even if **it** appears only on page nine of Google's results. Then people will write more about it on the Internet, and the community will take heed. Given the climate of the times, Mimi presents a risk to Hathaway Jones.

In this case, Mimi didn't publish the content herself, and she is powerless to pull it from the Web. **These** are newspaper articles. Even our company, which was set up to search for and destroy unwanted online information, wouldn't try to remove newspaper stories. **That** would be bad constitutional practice, and what's more, in almost every case, we would fail. The Internet loves newspapers; it can take a very long time to move an item from page one on Google to page two.

to disclose: to reveal

Mimi should have disclosed the newspaper articles to Fred when they first met. She's smart enough to know that her opinions about China and globalization could affect the company's performance there. By taking **this information** to Fred before HR did, she would have been able to exert some control over how the story played out.

5. Read the following commentary by the expert. Take notes in answer to the following questions so that you can share the information with your partner and synthesise the whole analysis. You might not find information on all the questions.

- i. Who is the expert? What are his/her credentials?
- ii. What does he/she think Fred should do? Why?
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Glossary

albatross: (figuratively) something that hinders or is a handicap

to repudiate: to reject

a rumor: an untrue story

herpes: a sexually transmitted disease

well-being: health and happiness

to shrug your shoulders: to not care and feel that you cannot do anything

Mimi doesn't have to wear the postings like an albatross around her neck for the rest of her life, though. There are several things she can—and should—do if she's serious about a business career in China. For example, she could consider publishing stories about globalization on a home page that she creates, or joining an online discussion forum about China and the World Trade Organization. In **these public forums**, Mimi can explain that she had many political and social interests when she was younger. If her opinion has matured, she can repudiate **her earlier view** by explaining on the Internet that she believes the world is more complex than she understood it to be when she was 21.

The lesson to be learned from her experiences—and it is a lesson for CEOs as well as for job candidates—is that you need to know what is being said about you online. A person's reputation has always been shaped not only by what she makes known about herself but also by what other people say about her. Now, however, what other people say reaches a far wider audience than ever before. Ten years ago, if someone spread a rumor that you had herpes, **it** probably wouldn't get too far. Today, all it takes is one enemy to put something anonymously on the Internet, and everyone will see **it**, whether it is true or false. Don't tell me that it wouldn't have an enormous impact on your emotional and professional well-being. Some people shrug their shoulders and say that our notions of privacy are evolving. **They** are. But even today, I believe people have some right to privacy. It's the big Internet issue, which is why I'm in the business I'm in.

I. Discussion

To what extent do you agree with each expert's view?

J. Writing assignment 3

You are the head of HR for Hathaway Jones. It is your task to write a brief 1 page report for Fred Westen synthesising the views of the 4 experts on the Mimi case so that he can make a decision on whether to hire her or not. Make sure your information flow is logical and clearly signalled for the reader.

(Maximum 1 page, Times New Roman 11 or 12, 1½ line spacing.)