

## A. Job advertisements

1. Read the information about the jobs taken from *The Guardian* website and answer the following questions.
  - a. Who placed the advertisement: the company offering the job or an agency?
  - b. How do you know who to address your application to?
  - c. What is the significance of Ref?
  - d. What do you learn about the job?

### Marketing Executive - International Conferences

	<b>Ref</b> 998129 Contact Peace Oyegun Industry <a href="#">Finance &amp; Accounting</a> , <a href="#">Financial services</a> , <a href="#">Government &amp; Politics</a> , <a href="#">Central government</a> , <a href="#">Policy</a> Job Function <a href="#">Marketing/PR</a> Job Level <a href="#">Graduate</a> Hours <a href="#">Full Time</a> Contract <a href="#">Permanent</a>
Recruiter <a href="#">ASPIRE</a> Location City of London Salary £18000.00 - £20000.00 per annum Posted 23 Jan 2015 Closes 20 Feb 2015	

### Graduate/Trainee Portuguese Speaker Recruitment Consultant

	<b>Ref</b> SG7 Contact Alice Webb Industry <a href="#">Recruitment</a> , <a href="#">Recruitment consultant</a> Job Level <a href="#">Graduate</a> Hours <a href="#">Full Time</a> Contract <a href="#">Permanent</a>
Recruiter <a href="#">SUPERGRAD</a> Location City of London Salary £20000 - £45000 per annum + OTE Posted 30 Jan 2015 Closes 27 Feb 2015	

2. Look at the actual job advertisements (pp2,3). Complete each text by inserting the missing prepositions.
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		

**Marketing Executive - International Conferences**

London

£20K + OTE 22k-26k

Are you good [1] multi tasking? Are you great [2] data analysis? Are you excited [3] the chance [4] having the opportunity to work [5] a company that delivers world class conferences [6] Europe? If so this job is [7] you. Your position [8] Marketing Executive would be to research, manage and develop the international conference audience to support the vision [9] the organisation. This is a great opportunity to join an extremely hard working and focused team [10] the opportunity to attend international conferences and to contribute [11] the success [12] this prestigious company [13] the City of London.

**Responsibilities:**

- \*Analyse data, traffic and trend identification [15] each event
- \*Produce event documents and materials
- \*Proofreading and Copy Writing
- \*Co-ordinating timely and targeted email marketing campaigns
- \*Liaise [16] the business development teams to ensure the right communications are being sent [17] selected audiences
- \*Commissioning list research to build the target audience [18] the database
- \*Print production and direct mail management
- \*Co-ordinating timely and targeted email marketing campaigns
- \*Negotiating advertising deals
- \*Maximising promotion [19] your event through media partners, supporting associations etc
- \*Document statistics and measure marketing activity [20] the CMS
- \*Assist [21] managing the social media platforms - utilising twitter and LinkedIn
- \*Assist [22] the creation of marketing and communication material

**Person specification:**

- \*2:1 Minimum Degree [23] Psychology, Maths, Economics, Engineering, Geography highly desirable
- \*Top 20 university Graduate
- \*The ability to work well [24] pressure and meet deadlines
- \*Excellent organisational skills
- \*Self Driven and Proactive
- \*Strong working knowledge [25] Excel
- \*The ability to work independently
- \*Attention [26] detail and ability to work to strict deadlines
- \*Foreign language desirable
- \*Knowledge [27] Salesforce and Eloqua highly desirable

Apply [28] this role today and become part of an innovative team [29] sending me your CV via this website. Please note all applications will be made [30] confidence. Feel free to call me directly [31]:

Peace Oyegun

Consultant - The Graduate Recruitment Company

0207 612 3872

We have a variety of graduate roles on at present (£17k-£25k), for candidates with 0 - 2 years experience, so if this is one is not suitable; please call me to discuss other exciting opportunities which you can apply for.

Please check out my profile on LinkedIn: Search for [uk.linkedin.com/in/peaceoyegun/](https://uk.linkedin.com/in/peaceoyegun/)

Follow us on Twitter: @Aspire\_Graduate

Find us on Facebook: <https://www.facebook.com/aspiregraduates>

## Graduate/Trainee Portuguese Speaker Recruitment Consultant

An exciting new opportunity [32] a multi-lingual Recruitment Consultant has become available [33] one [34] our top market-leading clients. Based [35] the centre [36] London, this is the perfect career [37] a Graduate or equivalent, fluent [38] multiple languages and confident [39] their capabilities.

### The benefits

A role [40] recruitment is incredibly rewarding as you will be able to enjoy all these benefits:

- Starting basic salary [41] £18-20k
- Market leading commission structure with an OTE [42] £45k year 1 and £70k+ year 2
- Fantastic career progression
- Leadership development plans offering continuous development
- Vibrant team that values collegial competition
- Great rewards [43] hard-work such as trips abroad, City breaks and team prizes

### The job

[44] a Recruitment Consultant you will be responsible [45] locating new leads whilst developing important new connections and building upon already established contacts. Confidence and innovative forward-thinking will encourage your job progression, [46] in-depth knowledge and understanding [47] the sector expected to develop quickly as your role advances.

You will be working [48] roles [49] a strong international or language element. You will also benefit [50] a pan-European database, giving you access [51] the widest possible pool [52] talent and vacancies; truly delivering your local knowledge [53] an international reach.

Your clients will often be large-scale multi-national corporations and highly conscientious professionals. You will be responsible [54] sourcing talented professionals and placing them [55] your specialised clients, maintaining constant communication [56] phone and email, as well as regular face-[57] -face meetings.

### The candidate

A confident professional candidate, ideally [58] previous sales experience, will excel [59] this career. Regular team nights out and office competitions will encourage and motivate you further.

Successful applicants must also have:

- An outgoing character, suited [60] consulting, influencing and selling ideas
- Career ambition and drive
- Determination to succeed
- Confidence and experience [61] making qualitative decisions

A positive mindset and confidence is essential. If you're interested [62] working within a fast-growing and high-powered industry and are looking for a challenging new career, contact us now.

### The SuperGrad Advantage

Designed specifically for Graduates wanting a challenging and rewarding career in Executive Recruitment, SuperGrad is unlike any other graduate recruitment firm.

We supply Graduates like you with access to some of the UK's best recruitment firms and support you throughout the entire process, with recruitment coaching starting as soon as you are accepted onto the programme, through to your first few weeks in the new Graduate career.

In recruitment, 2 out of 3 people are likely to exit the industry within their first 6 months. In sharp contrast, those individuals who go through the SuperGrad Programme are almost guaranteed success, with 2 out of 3 becoming exceptional.

With face-to-face coaching and a bank of informative online resources you won't find anywhere else, SuperGrad ensures you get the Graduate career you've always strived for. Not only will the SuperGrad Programme help you to secure your ideal Graduate job, but we show you how to make the most of this huge career opportunity ahead of you.

Find out more at [www.supergrad.org.uk](http://www.supergrad.org.uk)!

## 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 from exercise A. 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"> <li>a) on an on-going basis</li> <li>b) to end up jobless</li> <li>c) empty-handed</li> <li>d) give and take</li> <li>e) to gain</li> <li>f) layoff</li> <li>g) day-to-day demands</li> <li>h) to get around to</li> <li>i) to reach out to</li>   <li>j) acquaintance</li> <li>k) to bring up</li> <li>l) to swap</li> <li>m) openings</li> <li>n) to seek</li> <li>o) by choice</li> <li>p) by necessity</li> <li>q) high and dry</li> <li>r) dues</li> </ul>	<ul style="list-style-type: none"> <li>i. flexibility</li> <li>ii. regularly, steadily</li> <li>iii. to contact</li> <li>iv. immediate concerns</li> <li>v. to find yourself unemployed</li> <li>vi. to benefit</li> <li>vii. to make the effort</li> <li>viii. being dismissed from your job</li> <li>ix. with nothing to offer</li>   <li>x. subscription charges</li> <li>xi. because you have to</li> <li>xii. because you want to</li> <li>xiii. someone you know, not necessarily a friend</li> <li>xiv. to mention</li> <li>xv. vacancies</li> <li>xvi. to exchange</li> <li>xvii. to look for</li> <li>xviii. isolated, unprotected</li> </ul>
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3. Each of the following sentences is the first sentence of a paragraph (1 – 9) of the text on p 4. 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.

- a) The article describes two kinds of networking. What are they and how do they differ?
- b) What factors may hinder or prevent a person from successful career-management networking? In what ways?
- c) Why might networking not help you find a job?
- d) What practical advice does Bourne give?
- e) To what extent and how has the concept of networking as described in the text changed since 2002?
- f) How appropriate is networking for a recent graduate? Explain why.

**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**

1. 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 9 and 10.

### Student A (page 9)

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

### Student B (page 10)

- |              |                   |
|--------------|-------------------|
| 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?
6. 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.
7. 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

8. 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.

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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).....

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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.

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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.

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 people would express themselves in more organised and concise ways.

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 (17) ... 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.

## 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](http://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?

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### 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](http://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/](http://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?
- iv. What advice does he/she give to future jobseekers?
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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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- iv. What advice does he/she give to future jobseekers?
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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.

Before writing, identify the socio-cultural context of the report: purpose, audience, writer, organisation/layout, content and language.

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