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Asset Management Industry Resource Guide

Background: Fiduciary, on-going maintenance (defined broadly) for the health and performance for an assigned product or service. Term spans variety of industries and contexts – heavily used in the finance, real estate, technology industries, although there are typically functional asset management roles within all organizations.

According to VAULT (Finance), Asset Management is a term used in different ways in the industry, sometimes referring only to collective investment schemes (mutual funds, exchange-traded funds), while other times referring to any type of fund management (like private banking or wealth management), either institutional or individual. Here we are describing it mainly in the context of mutual and exchange traded funds. Example job titles: Compliance Officer, Institutional Sales Manager, Portfolio Manager.

Entry: Asset managers broadly fall into two camps: “active” fund managers and ‘passive’ fund managers. “Active” asset managers use their skill to build portfolios that can beat the market average and often take bigger risks for better rewards. By comparison, “passive” management, or index tracking, involves selecting a portfolio of assets whose change in value will match that in a financial index – such as the UK’s FTSE 100, Eurostoxx 50 in the eurozone, the Dow Jones Industrial Average in the US and the Hang Seng Index in Hong Kong. Simply creating returns that match the market is known as “generating beta.”

Roles: Investment roles — Investing the money managed by the asset management firm. Graduates start out in investment roles usually as analysts, who scrutinize the best companies and products in which to invest, looking at financial and legal information to assess their growth prospects. The money is actually invested by portfolio managers (otherwise known as fund managers), who are responsible for managing money, often across a range of funds, in their area of expertise, be it equities, fixed income or alternatives. Portfolio managers can also have sector specialism – say, oil and gas or property – and can focus on particular countries, or groups of locations, such as emerging markets. Distribution roles — These jobs cover sales, marketing, product development and client servicing, and are about selling a fund manager’s services to the clients who invest their money with it. As in investment banking, there’s a range of middle-office jobs in fund management in areas such as compliance, technology, operations, performance measurement and risk management. The higher-paying roles are in investment and distribution, however.

Source: efinancialcareers.com

Industry Overviews, Tools, Research

Resources and News
Vault Guide to Finance, Asset Mgmt*
Bloomberg: http://www.bloomberg.com/topics/wall-street
Economist.com: http://www.economist.com/topics/asset-management
efinancialnews.com: http://www.efinancialnews.com/assetmanagement

Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides – Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
Leading Firms

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Company Overviews

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<th>Name</th>
<th>Overview</th>
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<tr>
<td>Blackstone</td>
<td>World's largest independent, alternative asset manager, serving the investment needs of leading public pension funds, academic and charitable institutions and other investors for more than 25 years. Funds include private equity funds, real estate funds, customized hedge fund solution funds, credit-oriented funds and publicly traded closed end mutual funds.</td>
</tr>
<tr>
<td>Jones Lang LaSalle</td>
<td>Jones Lang LaSalle is a financial and professional services firm that specializes in commercial real estate services and investment management. We're in business to create and deliver real value through commercial real estate for clients, shareholders and our own people. In a complex world that is constantly changing, JLL is committed to helping you understand and navigate the intricacies of commercial real estate—whether you're an investor or occupier of space.</td>
</tr>
<tr>
<td>J.P. Morgan</td>
<td>J.P. Morgan Asset Management is a leading asset manager for individuals, advisors and institutions. Our investment professionals are located around the world, providing strategies that span the full spectrum of asset classes. As one of the largest asset and wealth managers in the world, with assets under management of $1.5 trillion (as of September 30, 2013), we provide global market insights and a range of investment capabilities that few other firms can match.</td>
</tr>
</tbody>
</table>

Networking

LinkedIn Asset Management:
www.linkedin.com/skills/skill/Asset_Management

JHU Carey Finance Club:
https://jhucarey.collegiatelink.net/organization/finance

JHU Carey Financial Management Association:
https://jhucarey.collegiatelink.net/organization/financialmanagement

Events and Conferences

Institute of Asset Management:
https://theiam.org

Questions about asset management?
Schedule an appointment with a Career Coach in Carey Compass.
Biotech, Pharma Industry Resource Guide

Background: Healthcare is a diverse industry. It covers a range of more specific industries from big pharma, medical devices, biotech, and even health insurers. The first thing a candidate needs to do is be as specific as possible on his or her career choice. Many of the larger employers in this arena have defined recruiting processes that require candidates to apply online through the company website. Their on-campus activities are limited to a very few schools. Although they will consider students from “non-core” schools, students from those institutions will need to network their way in to enhance their candidacy.

Job and Internship Search
BioSpace: www.biospace.com
MedZilla: www.medzilla.com
Careers in Pharmaceuticals: www.careersinpharmaceutical.com
PharmaDiversity Job Board: www.pharmadiversityjobboard.com
PharmaOpportunities: www.pharmaopportunities.com
MBA Exchange: www.mba-exchange.com
Carey Compass: https://carey-jhu-csm.symplicity.com/students
Also: Individual firm websites

Entry: Marketing roles (marketing analyst/associate product manager) often provide entry positions for MBA students in large health care companies, although several also have functional leadership development programs (e.g., Finance, HR, Supply Chain, etc.). Smaller companies look for general business skills and strong analytical capabilities so a person can perform multiple functions. The opportunities are limited for smaller/start-up companies and are often identified through networking. Larger companies generally start posting internship opportunities in the late fall, with interviews usually scheduled after the first of the year. These companies may begin advertising full-time positions as early as late summer or early fall for employment the following summer. Smaller firms are more likely to post positions on the basis of specific need.

Trends: There has been a rash of mergers in the health care arena, which has impacted hiring as companies go through the integration process, determine staffing needs, and align their university relations efforts across the larger enterprises. Demand for pharmaceuticals in emerging economies is outpacing demand in industrialized economies. The widespread use of electronic medical records throughout the health care system is creating new opportunities surrounding data analytics. Numerous provisions of the Affordable Care Act of 2010 will have a strong effect on both the biotech and pharma industries. Many of these provisions are only now being implemented, and their full impact has yet to be determined.

Industry Overviews, Tools, Research
Resources and News
Vault Guide to Healthcare, Pharmaceutical and Biotech Employers*
Forbes Pharma and Health Care: www.forbes.com/healthcare
U.S. Food and Drug Administration: www.fda.gov
Wet Feet Industry Overview: www.wetfeet.com/articles/industry-overview-pharmaceuticals-and-biotech
PubMed Central: www.ncbi.nlm.nih.gov/pmc
Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides – Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

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Leading Firms

Pharmaceuticals
- Pfizer (U.S.): www.pfizer.com
- Novartis (Swiss): www.us.novartis.com
- Johnson & Johnson (U.S.): www.jnj.com

Biotechnology
- Novo Nordisk (Den): www.novonordisk.com
- Amgen (U.S.): www.amgen.com
- Gilead Sciences (U.S.): www.gilead.com

Regional Firms
- MedImmune (MD): www.medimmune.com
- Novavax (MD): www.novavax.com
- GenVec (MD): www.genvec.com
- Osiris Therapeutics Inc. (MD): www.osiris.com

Professional Associations

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<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Association of Pharmaceutical Scientists (AAPS)</td>
<td>Serves its membership, the pharmaceutical sciences, the biomedical and biotechnological community, the health professions, and the interests of public health</td>
<td>Student – Free (10 per school) Scientific programs; ongoing education; professional, mentoring, and networking opportunities</td>
</tr>
<tr>
<td><a href="http://www.aaps.org">www.aaps.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biotechnology Industry Organization (BIO)</td>
<td>Champion of biotechnology and the advocate for its member organizations - both large and small</td>
<td>Organizational</td>
</tr>
<tr>
<td><a href="http://www.bio.org">www.bio.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Health Information Management Association (AHIMA)</td>
<td>Promotes the technological advancement of health information systems that enhance the delivery of quality health care</td>
<td>Student - $35</td>
</tr>
<tr>
<td><a href="http://www.ahima.org">www.ahima.org</a></td>
<td></td>
<td>AHIMA Communities of Practice (CoP), Advocacy Assistant, and Career Assist: Job Bank</td>
</tr>
<tr>
<td>America’s Health Insurance Plans (AHIP)</td>
<td>Advocates for public policies that expand access to affordable health care coverage to all Americans through a competitive marketplace</td>
<td>Individual - $295</td>
</tr>
<tr>
<td><a href="http://www.ahip.org">www.ahip.org</a></td>
<td></td>
<td>AHIP Solutions SmartBrief and AHIP Wellness SmartBrief Job Boards</td>
</tr>
<tr>
<td>Pharmaceutical Research and Manufacturers of America (PhRMA)</td>
<td>Advocates for public policies that encourage discovery of important new medicines for patients by pharmaceutical and biotechnology research companies</td>
<td>Corporate</td>
</tr>
<tr>
<td><a href="http://www.phrma.org">www.phrma.org</a></td>
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</tr>
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Networking

LinkedIn Pharmaceutical Industry:
www.linkedin.com/skills/skill/Pharmaceutical_Industry

LinkedIn Biotechnology Industry:
www.linkedin.com/skills/skill/Biotechnology_Industry

Hopkins Biotech Network: www.hopkinsbio.org

Events and Conferences

AAPS Annual Meeting and Exposition: www.aaps.org/annualmeeting

AAPS National Biotechnology Conference: www.aaps.org/nationalbiotech

Global Pharma Manufacturing Summit: www.gpmsummit.com

BIO International Convention: http://convention.bio.org

Questions about the biotech or pharma industries?
Contact Ed Gagen at egagen@jhu.edu.
Consulting Industry Resource Guide

Background: The consulting industry encompasses a wide variety of professional service organizations ranging from multinational, multifunctional firms with 100K+ employees to single-person entities, all offering a suite of client services aimed at improving clients’ business performance. Most candidates think of “management or strategy consulting” as the most popular form of consulting, when in reality consulting firms and projects can run across all specific functional (e.g., IT, operations, human resources) and industry (health care, non-profit, environmental) spectrums.

Entry: Consulting is a highly competitive field to break into, with most employers requiring industry or functional expertise in addition to the following skills: project management, client management, problem solving, communication, analytical thinking, and flexibility. The most well-known firms, found on the Vault Guide’s Top 50 list, are also the most selective, so candidates are encouraged to look beyond the most popular targets. Candidates preparing to pursue jobs or internships at management consulting firms should be prepared for a grueling interview process, including several case interviews.

Trends: More and more consulting firms are pursuing candidates with highly specialized skill sets. Expertise in a particular area or industry may set candidates apart from the crowd. While the industry is still dominated by the major firms, IT has allowed smaller firms to be able to thrive in the marketplace. Since the larger firms recruit from established, top-tier business schools, smaller firms may present better opportunities for graduates. Two areas of consulting experiencing rapid growth are health care and sales force automation. The expertise in the function of IT systems will be necessary to capitalize on opportunities in these areas.

Job and Internship Search

Consulting Magazine – Careers:
www.consultingmag.com/careers

Employment Crossing – Consulting:
www.consultingcrossing.com

Consulting Career Quest:
www.consultingcareerquest.com

MBA Exchange: www.mba-exchange.com

Carey Compass:
https://carey-jhu-csm.symplicity.com/students

Also: Individual firm websites

Industry Overviews, Tools, Research

Resources and News
The Vault Guide to Consulting*
Consulting Magazine:
www.consultingmag.com
Management Consulting News:
www.managementconsultingnews.com
Management Consulted:
www.managementconsulted.com

Case Interview Prep
The Vault Guide to the Case Interview*
Case In Point: Complete Case Interview Preparation by Marc P. Cosentino (Burgee Press, Aug. 7, 2011)
Crack the Case:
www.mbacase.com
Case Interview Secrets:
www.caseinterview.com

Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides –Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

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Leading Firms

Industry Leaders
- Bain & Company (MA): www.bain.com
- Financial Services and Accounting
  - Deloitte Consulting LLP (NY): www.deloitte.com
  - PricewaterhouseCoopers LLP (NY): www.pwc.com

Health Care and Pharmaceuticals
- The Advisory Board Company (D.C.): www.advisory.com
- IMS Health Incorporated (PA): www.imshealth.com

Information Technology
- Booz Allen Hamilton (VA): www.boozallen.com

Events and Conferences
- NACVA and the CTI’s Annual Consultants’ Conference: www.thectiblog.com
- New York Consultants Conference: www.imca.org/conferences/nycc
- Lean and Six Sigma Conference: www.asq.org/conferences/six-sigma

Questions about the consulting industry?
Contact Christy Murray at christy@jhu.edu.

Professional Associations

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<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
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<tbody>
<tr>
<td>American Society of Quality (ASQ)</td>
<td>Increases the use and impact of quality in response to the diverse needs</td>
<td>Student - $28, Networking, skills training, career and</td>
</tr>
<tr>
<td><a href="http://www.asq.org">www.asq.org</a></td>
<td>of the world</td>
<td>business opportunities</td>
</tr>
<tr>
<td>Project Management Institute (PMI)</td>
<td>Advocates for project management, offers certifications and training</td>
<td>Student - $32, Networking, career coaching, project</td>
</tr>
<tr>
<td><a href="http://www.pmi.org">www.pmi.org</a></td>
<td></td>
<td>management tools, leadership and volunteer opportunities</td>
</tr>
<tr>
<td>Institute of Management Consultants USA (IMC USA)</td>
<td>Promotes excellence and ethics in management consulting through</td>
<td>Student - $95, Networking, consulting resources,</td>
</tr>
<tr>
<td><a href="http://www.imcusa.org">www.imcusa.org</a></td>
<td>certification, education, and professional resources</td>
<td>national conference</td>
</tr>
<tr>
<td>Professional and Technical Consultants Association (PATCA)</td>
<td>Helps independent consultants connect with businesses</td>
<td>Affiliate - $50, Mentor program, knowledge base, idea</td>
</tr>
<tr>
<td><a href="http://www.patca.org">www.patca.org</a></td>
<td></td>
<td>sharing</td>
</tr>
</tbody>
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Networking

LinkedIn Consulting Industry: www.linkedin.com/skills/skill/Consultants

Events and Conferences

NACVA and the CTI’s Annual Consultants’ Conference: www.thectiblog.com
New York Consultants Conference: www.imca.org/conferences/nycc
Lean and Six Sigma Conference: www.asq.org/conferences/six-sigma

Background: Consumer Packaged Goods (CPG) involves the production of goods that are consumed daily by the average consumer, including food and beverage, clothing, and household products. Whether an individual works cross-functionally with one brand or in a specific function for multiple brands, there is more to CPG than marketing – employees gain exposure to finance, sales, and management.

Trends: The increasing emphasis on “green” products and manufacturing practices, as well as social and mobile media marketing, has created a need for candidates with experience in those areas. There has been a slight decline in CPG jobs due to the recession and subsequent merging or closing of companies, as well as the shift to manufacturing in foreign countries. The US Department of Labor predicts a further decrease due to productivity gains, automation, and competition from foreign companies that can produce comparable goods for less money. Creative, analytical, and communication abilities are highly valued.

Entry: The typical entry-level position is Brand Assistant, which includes on-site and field training in manufacturing, R&D, and sales. From there, one can advance to Brand Manager, planning, developing, and directing marketing efforts for a particular brand or product. Due to the ability to influence key company decisions including business strategy, pricing, and product development direction, brand management is a springboard for management positions. The CPG industry presents additional functional opportunities, including:

- Market Research
- Price Marketing/Sales Forecasting
- Direct Marketing
- Affiliate/Property Marketing
- High-Tech Marketing
- Marketing Consulting

Industry Overviews, Tools, Research

Resources and News
- The Vault Guide to Marketing & Brand Management*
- The Vault Guide to the Top 50 Consumer Products Employers*
- The Vault Guide to Case Interviewing*
- ADWEEK: www.adweek.com
- Chief Marketer: www.chiefmarketer.com
- Sales & Marketing Management: www.salesandmarketing.com
- Smart Brief: www2.smartbrief.com/news/cpg

Also: Individual firm websites

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Leading Firms

Global Leaders
Anheuser-Busch-InBev: www.ab-inbev.com
Coca-Cola Company: www.cocacola.com
ConAgra Foods: www.conagrafoods.com
General Mills: www.generalmills.com
Kellogg's: www.kelloggs.com
Kimberly-Clark Corporation: www.kimberly-clark.com
Kraft Foods Inc.: www.kraft.com
L'Oreal: www.loreal.com
Nestle USA: www.nestleusa.com
NIKE, Inc.: www.nike.com
Procter & Gamble: www.pg.com
S.C. Johnson & Son, Inc.: www.scjohnson.com
Unilever: www.unilever.com

Regionally Headquartered Leaders
Campbell Soup Company (NJ): www.campbellsoup.com
Colgate-Palmolive (NY): www.colgate.com
Cover Girl (MD): www.covergirl.com
Hershey Foods, Inc. (PA): www.hersheys.com
H.J. Heinz Company (PA): www.heinz.com
Johnson & Johnson (NJ): www.jnj.com
Mars Inc. (VA): www.mars.com
McCormick & Company (MD): www.mccormick.com
PepsiCo Inc. (NY): www.pepsico.com
Reckitt Benckiser (NJ): www.rb.com
Revlon, Inc. (NY): www.revloninc.com
Stanley Black & Decker (MD): www.bdk.com
Under Armour (MD): www.underarmour.com

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<table>
<thead>
<tr>
<th>Name</th>
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<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category Management Association <a href="http://www.cpgcatnet.org">www.cpgcatnet.org</a></td>
<td>The Association encompasses a broad range of strategic insights and planning functions related to consumer, shopper, channel, and category strategy.</td>
<td>Professors and students receive a complimentary one-year membership to the Association. More information can be found here: <a href="http://www.cpgcatnet.org/158230">www.cpgcatnet.org/158230</a></td>
</tr>
</tbody>
</table>

Events and Conferences

FCPC: http://www.fcpc.ca/Events/Event-Info/sessionaltcd/SALES_2015_05

Store 2015:
www.storeconference.ca

Food Marketing Conference:
http://wmich.edu/foodmarketing/fmc

Consumer 360:
www.nielsen.com/consumer360

Questions about consumer packaged goods?
Contact Ed Gagen at egagen@jhu.edu.
Corporate Social Responsibility (CSR) Industry Guide

Corporate Social Responsibility (CSR) has many different definitions. The basic premise of CSR goes beyond what companies do with their profits to focusing on how companies actually make their profits. The CSR definition used by Business for Social Responsibility is: “Operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business.” The European Commission defines CSR as: “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.” Investopedia uses the following definition for CSR: “corporate initiative to assess and take responsibility for the company’s effects on the environment and impact on social welfare. The term generally applies to company efforts that go beyond what may be required by regulators or environmental protection groups.”

Sometimes CSR is also referred to as corporate citizenship, business ethics, and corporate governance. CSR can take on many different forms:

- Employee Welfare (work/life balance; health management)
- Environmental/Sustainability (pollution; carbon emissions; global warming)
- Financial Responsibility (whistleblower; compliance)
- Human Rights (fair trade; prohibition of child labor)
- Philanthropy (community involvement; raising money for charities; sponsoring events)

Entry / Career Path: Not all CSR programs are alike. For example, you may be interested in working for a company whose mission is rooted in CSR. For example, companies like TOMS have been created with a business purpose of “giving back.” The mission of TOMS is “one for one.” For every TOMS product purchased, TOMS will help a person in need. Another form of CSR can be found in a company whose mission is not centered on giving back, but instead whose company has a strong CSR reputation (you can determine CSR reputations by reviewing annual CSR reports and public rankings). Microsoft has a strong CSR reputation due to its work with governments and nonprofits, charitable giving, volunteering in communities, and launching the YouthSpark initiative. However, its mission is not rooted in philanthropy despite the fact that it is actively involved in philanthropic efforts.

Larger companies may have a set of CSR initiatives or activities while others may just focus on one aspect of CSR (sustainability, philanthropy). Younger companies may not yet have a CSR program and instead may be in the early stages of creating an engagement plan.

Industry Overviews, Tools, Research

Resources and News
The Vault Career Guides
Account Ability’s AA1000: www.accountability.org
Corporate Register: www.corporateregister.com
CSR Resources: www.csr-resources.com
CSR Wire: www.csrwire.com
Earthcheck: www.earthcheck.org
Mallen Baker: www.mallenbaker.net/csr/index.php
United Nations Principles for Responsible Investment (PRI) Initiative: www.unpri.org

Also: Individual firm websites

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Sample Jobs

For most CSR openings, companies are looking for project management skills, experience working with the socio-economic impact of business, excellent communication skills, and an ability to influence and drive outcomes. For more narrowly tailored CSR programs like global warming a demonstrated interest in energy and environmental issues may also be required.

Trends

CSR programs/initiatives in the business world are the rule, not the exception. CSR is a growing field and the number of job opportunities is rising. More and more CSR programs are taking on an international flavor; as businesses compete in the global marketplace they will be expected to behave wherever they are conducting business. Human rights will become a major focus for multinational companies. With the onslaught of regulations and businesses being judged in the public arena, we will continue to see companies more transparent with data and more willing to disclose their CSR efforts. Expect to see more movement in companies’ commitment to sustainability efforts and more pressure from millennials, now making money, interested in companies to giving back and going green.

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Area of Expertise</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Responsibility Officers Association</td>
<td>Promote practice and profession of corporate responsibility in service of good business.</td>
<td>Organizations join CROA and the price of annual dues depends on level / type of sponsorship.</td>
</tr>
<tr>
<td><a href="http://www.croassociation.org">www.croassociation.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Society of Sustainability Professionals</td>
<td>ISSP focuses on making sustainability standard practices and provides resources, research, and professional development.</td>
<td>Full-time students pay a discounted rate of $75</td>
</tr>
<tr>
<td><a href="http://www.sustainabilityprofessionals.org">www.sustainabilityprofessionals.org</a></td>
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</tr>
</tbody>
</table>

Networking

LinkedIn Corporate Social Responsibility
LinkedIn Corporate Social Responsibility CSR and Sustainable Development
LinkedIn Corporate Social Responsibility Network

Events and Conferences

Cause Marketing Forum Annual Conference
The Business for Social Responsibility Conference
VolunteerMatch Client Summit
Annual Best Practices Summit on Employee Engagement in Corporate Citizenship

Questions about corporate social responsibility?
Schedule an appointment with a Career Coach in Carey Compass.
Energy Industry Resource Guide

Background: The energy industry includes all companies and government agencies responsible for the development, production, distribution and sale of electricity and fuel. This includes the petroleum, gas, electrical power, coal, nuclear power and renewable energy industries.

Job and Internship Search

Energy Careers: www.energycareers.com
Employment Crossing – Energy: www.energycrossing.com
Energy Vortex: www.energyvortex.com/careercenter
Energy Jobs Network: www.energyjobsnetwork.com
Energy Central Jobs: www.energycentraljobs.com
Stop Dodo: www.environmentjobs.com
Renewable Energy Jobs: www.renewableenergyjobs.com
Carey Compass: https://carey-jhu-csm.symplicity.com/students/

Also: Individual firm websites

Entry: The industry employs about 2.5 million people in a variety of positions, about two percent of which are new MBA graduates. It is a challenging field to enter and requires some background knowledge of both the technical and economic sides of the industry. Energy is an international industry, with many companies having offices on six continents. Many U.S.-based companies that do business internationally may not be hiring in the U.S., but may be taking on qualified people overseas, particularly in developing nations.

Trends: The energy industry is constantly changing. While for years the three big fossil fuels—coal, natural gas, and petroleum—supplied the vast majority of the United States’ fuel and electricity needs, recent concerns about climate change and energy independence have spurred a push toward cleaner, renewable sources of energy. Companies producing electricity hydroelectrically, from wind turbines, and solar panels, as well as fuel from biodiesel, have begun to grow. Careers in the field will continue to develop as research progresses on ways to make existing fuel supplies last longer and how to develop new sources of sustainable energy.

Industry Overviews, Tools, Research

Resources and News

The Vault Career Guide to the Energy Industry*
The Economist: www.economist.com/topics/energy-industry
U.S. Energy Information Administration: www.eia.gov
Also: Individual firm websites

*Vault Guides can be purchased at various online retailers or downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides – Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
Leading Firms

Integrated Oil and Gas
- Exxon Mobil Corp. (U.S.): www.exxonmobil.com
- Chevron Corp. (U.S.): www.chevron.com
- Royal Dutch Shell (Neth): www.shell.com
- BP (UK): www.bp.com

Renewables
- First Solar (U.S.): www.firstsolar.com
- Sharp Solar (Jap): www.sharp-solar.com
- Biofuel Energy Corp (U.S.): www.bfenergy.com

Regional Firms
- Astrum Solar (MD): www.astrumsolar.com
- GridPoint (VA): www.gridpoint.com
- Standard Solar (MD): www.standardssolar.com
- Clean Currents (MD): www.cleancurrents.com

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Council for an Energy-Efficient Economy (ACEEE)</td>
<td>Acts as a catalyst to advance energy efficiency policies, programs, technologies, investments, and behaviors</td>
<td>Organizational</td>
</tr>
<tr>
<td>Association of Energy Services Professionals (AESP)</td>
<td>Provides professional development programs, a network of energy practitioners, and promoting the transfer of knowledge and experience</td>
<td>Individual - $195 Networking, annual conference, resource library, member directory, training</td>
</tr>
<tr>
<td>Young Professionals in Energy</td>
<td>Facilitates the advancement of young professionals in the energy industry around the world through social, educational, and civic/service-oriented events</td>
<td>Free Networking, training, events</td>
</tr>
<tr>
<td>National Association of Energy Service Companies (NAESCO)</td>
<td>Promotes efficiency as the first priority in a portfolio of economic and environmentally sustainable energy resources</td>
<td>Organizational</td>
</tr>
</tbody>
</table>

Networking

- LinkedIn Energy Industry: www.linkedin.com/skills/skill/Energy_Industry
- Women's Energy Network: www.womensenergynetwork.org
- Johns Hopkins Affinity Groups – Energy: www.alumni.jhu.edu/affinitygroups/energy

Events and Conferences

- EIA Energy Conference: http://www.fbcinc.com/e/elia
- Energy Storage North America: www.esnaexpo.com
- Solar Power International: www.solarpowerinternational.com
- Offshore Technology Conference: www.otcnet.org/2015
- Annual Sustainable Energy Conference: www.sustainable-energy-conference.org

Questions about the energy industry?
Contact Corinne Brassfield at cbrassfiled@jhu.edu.
Background: The Enterprise Risk Management (ERM) industry is relatively new and evolving quickly. It covers a wide range of organizations ranging from food manufacturers, health insurance companies, international and local banks, technology giants, consulting firms, and even public universities. Effective ERM is based on policies and processes which are established by governing bodies, C-level managers, and boards of directors. Many of the most threatening risks faced by organizations are strategic in nature and must be addressed through an integrated discipline starting at the top of the organization. To do this, ERM requires informed and strategic decisions supported by operational processes, audits, measurements, and reporting systems. ERM serves to mitigate risk which could otherwise lead to financial distress, loss of reputation, other adverse action, or even the failure of the organization. A variety of key roles from analyst and consultant to chief risk officer share the common objective to protect stakeholder and organization interests by capturing, analyzing, and mitigating internal and external risks to the organization.

Entry: A degree in actuarial, risk management, accounting, business administration, finance, computer science, or a quantitative, related field is usually preferred for an ERM position. Candidates are usually expected to have some statistical knowledge. If you are analytical and a critical thinker, the industry could be a good fit for you. A CPA license, Quality Assurance certification or experience in running SQL will be a competitive advantage. Excellent written, oral, and interpersonal communication skills are required for an ERM position as management reports and presentations are the primary information delivery methods. Additional qualifications for an ERM position are determined by the categories of business and the industry in question. For instance, health care experience is more favorable for candidates who apply for ERM positions in health care operations or health insurance companies.

Trends: Today's global business environment is changing constantly, with risks potentially existing within any segment of a given business. Given technology advances, post-financial-crisis regulations, and projects of growing size and complexity, ERM is increasingly regarded as one of the crucial functions that professional organizations must address.

Job and Internship Search

CareerBuilder.com: www.careerbuilder.com
PWC: http://jobs.pwc.com
Indeed.com: www.indeed.com
MBA Exchange: www.mba-exchange.com

Carey Compass:
https://carey-jhu-csm.symplicity.com/students/

Industry Overviews, Tools, Research

Resources and News
The Vault Career Guide to Actuaries Careers*
Protiviti Guide to Enterprise Risk Management
Risk Management:
www.rmmagazine.com
Chartered Enterprise Risk Analyst:
www.ceranalyst.org
Committee of Sponsoring Organizations of the Treadway:
http://www.coso.org
Global Risk Community:
http://globalriskcommunity.com/

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides –Career Insider” under“My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or Career Advising recommendations.
Leading Firms

Industry Leaders
- PricewaterhouseCoopers (NY): www.pwc.com
- Accenture (DC): www.accenture.com
- Arthur J. Gallagher (IL): www.ajgrms.com
- Bank of America (NC): http://careers.bankofamerica.com

Regional Firms
- Iron Risk Strategies (MD): www.ironriskstrategies.com
- Inforistec (MD): www.inforistec.com

*All financial services firms have an ERM function following the 2008 crisis.

Professional Associations

<table>
<thead>
<tr>
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</table>
| The Risk Management Society | Increase the size and scope of the Society’s membership base of risk practitioners; develop and deliver risk management thought leadership, tools and resources | Student - Free
Professional Development Courses, Workshops, and Webinars; RIMS Annual Conference and Exhibition; Local Chapter Meetings; Student Resource Center |
| The Risk Management Association | Advance the use of sound risk principles in the financial services industry | Student ~ $25
Networking opportunities; discounted RMA Seminars; the RMA Journals |
| Public Risk Management Association | Advance the knowledge and practice of public risk management | Student - $65
Educational opportunities; online and on-site training, networking and professionals development opportunities; publications |
| The Professional Risk Managers’ International Association | Drive the integration of practice and theory and certify the credentials of professional risk managers; promote cross-cultural ethical standards | Student - $200
Sound risk management practices, certification programs, professional development and multiple networks for freely exchanging ideas |
| The Institute of Risk Management | Provide qualifications, short courses, and events at a range of levels from introductory to expert in risk management | Online Resource Centre; Free subscriptions to relevant risk-related publications; Free Annual Lecture; Discounted entry to the IRM Forum |

Networking

LinkedIn Risk, Regulation and Reporting: www.linkedin.com/groups/Risk-Regulation-Reporting-1457807
Enterprise Risk Management: www.linkedin.com/groups/Enterprise-Risk-Management-82279

Events and Conferences

The Risk Management Society ERM Conference: www.rims.org
RMA University: www.rmahq.org
Enterprise Risk Management Symposium: www.erm symposium.org
Annual Enterprise Risk Management Conference: www.prmia.org

Questions about the enterprise risk management industry?
Contact Russell Rogers at russellrogers@jhu.edu.
Entrepreneurship Industry Resource Guide

Background: Entrepreneurship generally refers to the creation of new businesses, often through innovation. Entrepreneurship occurs in every sector of the economy. As of 2011, there were an estimated 11.5 million entrepreneurs in the U.S. Unlike other career paths, entrepreneurship does not require a graduate degree to gain employment with a company. Accordingly, it has greater risks and rewards than most other avenues. Social entrepreneurship is used to describe innovation and new business formation designed to address a social need.

Job and Internship Search

StartUpHire: www.startuphire.com
AngelList: www.angel.co
VentureLoop: www.ventureloop.com
Google Ventures: www.googleventures.com/jobs
Startupy: www.startupy.com
CoNotes: www.conotes.com
StartupAgents: www.startupagents.com
Carey Compass: https://carey-jhu-csm.symplicity.com/students

Entry: Aspiring entrepreneurs generally need to have a wide range of business skills and be self-starters. Even the most successful entrepreneurs often have early failures in their careers, so it is essential for young entrepreneurs to possess strong determination and the ability to learn from mistakes.

Many graduates pursue entrepreneurship with the goal of starting their own company. Some graduates have already created a start-up and are looking to develop or expand their existing business.

For those looking to create or grow a new business, the most difficult barrier often involves securing enough capital to finance the enterprise. Many new businesses receive funding from friends and family, but outside resources can also be obtained through angel investors, incubators, or crowdsourcing. Aspiring entrepreneurs should look to develop a solid business plan as a good first step.

Many graduates try to gain experience working for an existing startup company before starting their own ventures. Startup companies are always looking for quality talent in a wide variety of roles, particularly marketing and business development. Working for a startup may require you to perform numerous roles and will generally provide lower compensation than larger, more established companies.

Trends: The recession in 2009 led to the bankruptcy of many startup businesses. In addition, the number of new businesses formed declined significantly due to economic uncertainty and the unavailability of credit from banking institutions. As a result of this, entrepreneurs are exploring new avenues of funding, such as crowdsourcing and social media, as opposed to more traditional options. Sectors that are currently experiencing rapid growth in new business formation include mobile applications, 3D printing, big data, and health care services.

Industry Overviews, Tools, Research

Resources and News
Forbes Entrepreneurs: www.forbes.com/entrepreneurs
Entrepreneur Magazine: www.entrepreneur.com
Tech Crunch – Start Ups: www.techcrunch.com/startups
OnStartups: www.onstartups.com
Under 30 CEO: www.under30ceo.com

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This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
Funding Opportunities

Leading Organizations
- 500 Startups: www.500.co
- Kickstarter: www.kickstarter.com
- Y Combinator: www.ycombinator.com
- Crowd Tilt: www.crowdtilt.com
- AngelList: www.angel.co

Accelerate Baltimore: www.acceleratethiblingmore.r2ismask.com
Wasabi Ventures Accelerator: www.wasabiventures.com

Local Investors
- Baltimore Angels: www.baltimoreangels.org
- Early Charm Ventures: www.earlycharm.com
- New Markets Venture Partners: www.newmarketsvp.com

Local Incubators and Accelerators
- Emerging Technology Center: www.etcbaltimore.com
- Maryland Center for Entrepreneurship: www.hceda.org/maryland-center-for-enterprise.aspx

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States Association for Small Business and Entrepreneurship (USASBE)</td>
<td>Provides a network to advance knowledge and foster business development through entrepreneurship education and research</td>
<td>Student - $75 Networking, online career center, member directory</td>
</tr>
<tr>
<td><a href="http://www.usasbe.org">www.usasbe.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Association of Entrepreneurship (NAE)</td>
<td>Provides and expands opportunities for America's emerging mid-market companies to grow and succeed in a competitive global economy</td>
<td>Primary Membership - $275 Broad-based public advocacy, tools and solutions, education and networking, research and insights</td>
</tr>
<tr>
<td><a href="http://www.naeonline.org">www.naeonline.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collegiate Entrepreneurs' Organization (CEO)</td>
<td>Informs, supports and inspires college students to be entrepreneurial and seek opportunity through enterprise creation</td>
<td>Student - $10 Online networking community, discounted conference registration</td>
</tr>
<tr>
<td><a href="http://www.c-e-o.org">www.c-e-o.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrepreneurs' Organization (EO)</td>
<td>Enables small and large business owners to learn from each other, leading to greater business success and an enriched personal life</td>
<td>Member - $1700 plus $800 application fee Personal mentor, business networks, member exchange, global events</td>
</tr>
<tr>
<td><a href="http://www.eonetwork.org">www.eonetwork.org</a></td>
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</table>

Networking

Startup Grind: www.startupgrind.com
Johns Hopkins Affinity Groups – Arts, Entertainment, Media, and Entrepreneurship: www.alumni.jhu.edu/affinitygroups/aeme
LinkedIn Entrepreneurship Development: www.linkedin.com/skills/skill/Entrepreneurship_Development
Young Professionals Organization: www.ypo.org

Events and Conferences

SXSW Interactive: www.sxsw.com/interactive
TEDx: www.ted.com/tedx
Johns Hopkins Business Plan Competition: www.jhu.edu/bpc
Startup Weekend: www.startupweekend.org

Questions about entrepreneurship?
Contact Russell Rogers at russellrogers@jhu.edu.
Financial Services Industry Resource Guide

Background: The financial services industry is composed of a wide range of organizations ranging from banks (investment and commercial), asset managers, insurance companies, credit card and loan companies, stock brokerages, hedge funds, venture capital, fund-of-fund private equity firms, and advisory firms, among others. Companies can range in size from one person shops to 100K+ employees. Many students declare an interest in working at an investment bank, private equity firm or hedge fund without exploring the multitude of other options and realize, upon exploration, other opportunities in financial services can be just as exciting, challenging, and lucrative.

Leading Firms

Goldman Sachs (NY): www.goldmansachs.com
Bank of America (NC): www.bankofamerica.com
Citigroup (NY): www.citigroup.com
General Electric Capital Corp. (CT): www.gecapital.com
Wells Fargo (CA): www.wellsfargo.com
Morgan Stanley (NY): www.morganstanley.com

Entry: Financial services is a highly competitive field to break into, with most employers requiring industry or functional expertise in addition to the following skills: valuation skills, modeling skills, client management, problem solving, communication, analytical, and flexibility. The most well-known firms, found on the Vault Guide’s* Top 50 list, are also the most selective, so candidates are encouraged to look beyond the most popular targets. Candidates preparing to pursue jobs or internships at Financial Services firms should be prepared for a grueling interview process, including several technical, case interviews and day-long, multistage interview sessions generally referred to as Superdays. Large firms will often begin posting full-time positions and internships in the fall for employment the following summer, sometimes as early as August or September.

Roles: Technological advances, globalization, and the global financial crisis have led to significant changes in the financial services industry. Hiring in the industry has begun to rebound in the wake of the global financial crisis, with firms often seeking candidates with advanced or specialized skills. The implementation of Dodd-Frank regulations in 2010 has opened up opportunities in compliance. Technological advances have led many firms to place a new emphasis on data analytics and E-business solutions.

Industry Overviews, Tools, Research

Resources and News
The Vault Guide to Investment Management, Accounting*
Vault: View from the Top: Advice from Finance Professionals*
The Economist – Business and Finance: www.economist.com/business-finance
The Wall Street Journal: http://online.wsj.com
Financial Times: www.ft.com
Oasis Guides – various**
Investopedia: www.investopedia.com

Also: Individual firm websites

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Professional Certifications

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<tr>
<th>Name</th>
<th>Area of Expertise</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chartered Financial Analyst (CFA®)</td>
<td>Investment management and financial analysis</td>
<td>Pass 3 six-hour examinations</td>
</tr>
<tr>
<td>Certified Public Accountant (CPA)</td>
<td>Accounting and tax preparation</td>
<td>Pass the Uniform Certified Public Accountant Examination</td>
</tr>
<tr>
<td>Certified Investment Management Analyst (CIMA)</td>
<td>Assets allocation, ethics, due diligence, risk measurement, investment policy, and performance measurement</td>
<td>Submit a CIMA Certification Program Application; pass the Qualification Examination; complete education requirement; pass the online Certification Examination</td>
</tr>
<tr>
<td>Certified Financial Planner® (CFP®)</td>
<td>All areas of financial planning</td>
<td>Pass CFP® Certification Examination</td>
</tr>
<tr>
<td>Certified Fund Specialist (CFS)</td>
<td>Mutual funds</td>
<td>Complete 60-hour self-study program</td>
</tr>
</tbody>
</table>

Networking

LinkedIn Finance: www.linkedin.com/skills/skill/Finance
Carey Finance Club: http://web.jhu.edu/financeclub
Economics and Finance Club: www.sites.google.com/site/jhuecofinclub
Financial Analysts Club: https://johnshopkins.collegiatelink.net/organization/financialanalystsclub
LinkedIn Finance Club: www.linkedin.com/groups/Finance-Club-2046019/about
Johns Hopkins Affinity Groups – Finance: www.alumni.jhu.edu/affinitygroups/finance

Events and Conferences

AFP Annual Conference: http://an13.afponline.org
Financial Services Marketing Symposium: www.americanbanker.com/conferences/financialservicesmarketing
FMA Finance Leaders' Conference: www.fma.org/Student

Questions about financial services?
Contact Corinne Brassfield at cbrassfiled@jhu.edu.
Background: The health care/hospital industry encompasses a variety of service providers ranging from large established hospitals to multi-unit hospital holding companies or health systems and specific therapy area service providers. Most candidates think of “hospital administration or hospital management” as the most common career option. Health care providers, however, also require traditional corporate functional roles (e.g., IT, finance, marketing, HR, etc) and often have opportunities in these functional areas.

Entry: A post-graduate fellowship is often the first step in a career in hospital administration. Many leading hospitals offer full-time fellowships. These positions are very competitive and need to be applied for through the individual organization. Interested students should research institutions of interest and apply directly. Applications are submitted in the fall for the spring graduating class. Prior health care/medical (nursing, scientist, etc.) background will make a student more competitive. Internships in this area are often obtained through networking. Many institutions do not have a formal internship program or process but will hire interns for specific projects as the need arises.

Trends: The aging U.S. population has led to a sharp increase in the number of long-term-care facilities. This means there are many opportunities for individuals with expertise in geriatrics or long-term-care facilities management. The increase in health care regulation has also created numerous opportunities in the areas of compliance and health care consulting. In addition, IT is revolutionizing health care delivery in many ways. Individuals who have specialized knowledge of IT systems will have many opportunities in hospital administration.

Industry Overviews, Tools, Research

Resources and News
Health Care Careers: www.health-care-careers.org
Forbes Pharma and Health Care: www.forbes.com/healthcare
Health Care Business and Technology: www.healthcarebusinesstech.com

Also: Individual institution websites

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Leading Hospitals and Health Care Systems

**Hospitals**
- Johns Hopkins Hospital (MD): [www.hopkinsmedicine.org](http://www.hopkinsmedicine.org)
- Memorial Sloan-Kettering Cancer Center (NY): [www.mskcc.org](http://www.mskcc.org)
- Mayo Clinic (MN): [www.mayoclinic.com](http://www.mayoclinic.com)
- Massachusetts General Hospital (MA): [www.massgeneral.org](http://www.massgeneral.org)

**Health Care Systems**
- Wellpoint Inc. (IN): [www.wellpoint.com](http://www.wellpoint.com)
- UnitedHealth Group (MN): [www.unitedhealthgroup.com](http://www.unitedhealthgroup.com)
- Humana (KY): [www.humana.com](http://www.humana.com)
- Aetna (CT): [www.aetna.com](http://www.aetna.com)
- Cigna (PA): [www.cigna.com](http://www.cigna.com)

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</thead>
<tbody>
<tr>
<td>American Association of Healthcare Administrative Management (AAHAM)</td>
<td>Represents a broad based constituency of health care professionals</td>
<td>Student - $50&lt;br&gt;Eligibility for Certification Designations, networking, membership directory, job bank</td>
</tr>
<tr>
<td><a href="http://www.aaham.org">www.aaham.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>American College of Healthcare Executives (ACHE)</td>
<td>The premier professional society for health care executives dedicated to improving health care delivery</td>
<td>Student Associate - $75&lt;br&gt;Networking; job bank, seminars, certifications</td>
</tr>
<tr>
<td><a href="http://www.ache.org">www.ache.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Hospital Association (AHA)</td>
<td>Ensures that members' perspectives and needs are heard and addressed in national health policy development, legislative and regulatory debates, and judicial matters</td>
<td>Student - $80&lt;br&gt;Career opportunities, educational seminars</td>
</tr>
<tr>
<td><a href="http://www.aha.org">www.aha.org</a></td>
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</tbody>
</table>

Networking

- LinkedIn Health Services Administration: [www.linkedin.com/skills/skill/Health_Services_Administration](http://www.linkedin.com/skills/skill/Health_Services_Administration)
- LinkedIn Healthcare Management: [www.linkedin.com/skills/skill/Healthcare_Management](http://www.linkedin.com/skills/skill/Healthcare_Management)

Events and Conferences

- Hospital and Healthcare Conferences: [www.hithcp.com/conferences](http://www.hithcp.com/conferences)

Questions about the hospital management industry?
Contact Ed Gagen at [egagen@jhu.edu](mailto:egagen@jhu.edu).
Background: The origin can be traced back to the Accounting Department and the payroll activity of a business which transitioned to the Personnel Department then became Human Resources. Human Resources, the industry ultimately has at its core, the welfare of a company’s workers. Early concepts of Human Resources came from Economics (defined as the study of prices, goods, markets, and human value in organizational/political contexts) and Management writers. Employee health and safety have been a rising concern of both businesses and governments. Increased government intervention means that today’s HR professionals must be informed generalists – able to quickly learn and understand new employment laws and regulations in addition to managing the integration of technology, workflow, organizational strategies and people.

Entry: Multi-disciplinary, including management, organizational behavior, individual and organizational psychology, and education. Training, employee development, performance coaching, human performance technology, and organizational development are all unique sectors and points of entry for the industry.

Outlook: Change and globalization impacts individuals and communities. Stimulating the diversity of human talent is a major differentiator on the competitive landscape. The activities within Human Capital Management will continue to grow to comprehensively embrace all aspects of the human experience in the workplace. For senior roles in the industry, advanced degrees and a passion to help people realize their value in the workplace is an expectation.

There is no single degree path into the Human Capital sector. Mid-career and senior HR leaders have degrees from every discipline including Psychology, History, Communication, English, Economics and Organizational Development. There are a variety of specialized certificate and second degree programs which are unique to the individual career path or particular company talent strategy.

Leading Firms
- **Inc. 500 Top HR Companies**
- STAR Collaborative (137) MN
  www.starcollaborative.com
- StartFinder (141) MD
  www.StartFinder.com
- S2Verify (193) GA
  www.S2Verify.com
- TEEMA Consulting Group (206) CA
  www.TEEMAgroup.com
- BWBacon Group (216) CO
  www.babacon.com

Industry Overviews, Tools, Research

Resources and News
- **The Vault Guide to Human Resources**
  http://www.entrepreneur.com/topic/human-resources
- HRMorning: www.hrmorning.com
- Society for Human Resource Management:
  www.shrm.org/publications
- Workforce: www.workforce.com

Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides – Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

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## Professional Associations

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<thead>
<tr>
<th>Name</th>
<th>Area of Expertise</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor and Employment Relations Association</td>
<td>Forum for labor, management, government and academics representatives</td>
<td>Student: $25</td>
</tr>
<tr>
<td><a href="http://www.leraweb.org">www.leraweb.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Career Development Association</td>
<td>Provider of professional development, publications, standards, and advocacy to</td>
<td>Student: $35</td>
</tr>
<tr>
<td><a href="http://ncda.org">http://ncda.org</a></td>
<td>practitioners and educators</td>
<td></td>
</tr>
<tr>
<td>National Employment Counseling Association</td>
<td>A steward for the professional vocational and career guidance movement and the U.S.</td>
<td>Student: $25</td>
</tr>
<tr>
<td><a href="http://www.employmentcounseling.org">www.employmentcounseling.org</a></td>
<td>Department of Labor</td>
<td></td>
</tr>
<tr>
<td>National Human Resources Association:</td>
<td>Focused on advancing the individual career development, planning and leadership</td>
<td>Student: $50</td>
</tr>
<tr>
<td><a href="http://www.humanresources.org">www.humanresources.org</a></td>
<td>of human resource (HR) professionals</td>
<td></td>
</tr>
<tr>
<td>Society for Human Resource Management</td>
<td>The world's largest HR membership organization devoted to human resource</td>
<td>Student: $40</td>
</tr>
<tr>
<td><a href="http://www.shrm.org">www.shrm.org</a></td>
<td>management</td>
<td></td>
</tr>
</tbody>
</table>

- Comprehensive listing of HR associations: [www.hr-guide.com/HR/Associations.htm](http://www.hr-guide.com/HR/Associations.htm)

## Networking

- National Human Resources Association: [www.humanresources.org](http://www.humanresources.org)
- Chesapeake Human Resources Association: [www.chra.com](http://www.chra.com)
- Meetup: [http://hr.meetup.com](http://hr.meetup.com)
- LinkedIn : HR: [https://www.linkedin.com/grp/home?gid=3761](https://www.linkedin.com/grp/home?gid=3761)

Questions about human resources?
Schedule an appointment with a Career Coach in Carey Compass.

## Events and Conferences

- **Affinity & Inclusion Conferences:**
  [http://conferences.shrm.org/conferences](http://conferences.shrm.org/conferences)

- **Emerging Lead(HR) Conference:**

- **National Human Resources Association:**
  [www.humanresources.org/website/c/?page=meetings_and_events](http://www.humanresources.org/website/c/?page=meetings_and_events)

- **SHRM Annual Conference & Expo:** [https://annual.shrm.org](https://annual.shrm.org)
Background: An investment bank is a financial institution that assists corporations and governments in raising capital by underwriting and acting as the agent in the issuance of securities. The investment bank has primarily two functions, acting as an intermediary and as an advisor. As an intermediary, it connects companies that need capital and investors who have capital to spend. It facilitates this through debt and equity offerings. As an advisor, an I-bank advises companies on mergers, acquisitions, and restructurings. An investment bank also provides ancillary services, such as market making and the trading of derivatives, fixed income instruments, foreign exchange, commodities, and equity securities. Simply put, investment banks advise and raise money for companies.

Entry: It’s relatively hard to break into investment banking. Candidates need to understand that finding a job is a preparation game. Candidates need to demonstrate knowledge of the field, desire to work hard, personality, professionalism, communication skills, integrity, authenticity, teamwork, analytical skills and creativity.

Almost all entry level positions are not advertised because demand exceeds supply. Some of the best places to look are Indeed.com, the New York Times classifieds and the job board area on a Bloomberg machine.

You can break in if you put in the effort. Candidate should show interest by networking with potential employers via alumni networks on Wall St., asking for informational interviews, coffees, etc. Nearly every bulge bracket investment bank in NYC will have a structured informational interview process. Typically, if you do not conduct an informational interview you will not advance further in the recruiting process.

Roles: Investment banking hierarchy is very strict. From most Jr. to Sr.: Analyst, Associate, Vice President, Director, Managing Director.

Analysts (often titled Financial Analyst) have typically just received their undergraduate degrees and join for a two-year program. The general role of an analyst is to do the bulk of the work preparing presentations and financial models. Analysts often leave after two years to get an MBA and pursue other jobs in investment (private equity, hedge funds, VC). Candidates with a masters (e.g., MBA) degree entering the field can often enter as an Associate. An Associate will typically be in the position for three to four years prior to a promotion to Vice-President.

Industry Overviews, Tools, Research

Resources and News
The Vault Career Guide to Investment Banking*

Economist: www.economist.com
Investment Dealer's Digest: www.investmentdealersdigest.com
The Middle Market: www.themiddlemarket.com
Wall Street Daily: www.wallstreetdaily.com

Also: Individual firm websites

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Leading Firms

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<tr>
<td>National Investment Banking Association</td>
<td>NIBA has over 30 years of experience hosting conferences featuring public and private micro-cap and small-cap companies.</td>
<td>If your firm is a FINRA broker/dealer you are eligible to apply for NIBA Membership (requires a $1,000 annual tax deductible membership payment)</td>
</tr>
</tbody>
</table>
| Middle Market Investment Banking Association | Devoted to the training, testing and certification (through its CMAP® credential) of middle market investment banking professionals as well as the promotion of the profession and its interests to the public | Four-year degree in business, finance, accounting, economics, or business management  
Must have active NACVA member status |

Registration

As an investment banker, you'll be required to register with either the Securities and Exchange Commission (SEC) or the state securities agency where you have your principle place of business. In most cases, the firm or brokerage where you go to work will guide you through the process of becoming certified and/or registered. The SEC offers a guide entitled: How To Register as an Investment Adviser. Generally, if you manage $100 million or more in client assets, you'll register with the SEC, otherwise you'll register with your state securities agency.

Salary

First-year investment bankers typically receive a $10k signing bonus and $70k base salary. Internships are usually pro-rated first-year salaries plus overtime. Associates out of an MBA program will receive a $30k signing bonus and $95k salary.

Professional Associations

Professional Certification

There are many types of certifications available for investment bankers. In most cases, your employer or mentor will guide you through the exact certifications you need based on the work you'll be doing and the career path you're planning. The most common certification process is through the Financial Industry Regulatory Authority (FINRA).

FINRA is the largest independent regulator for all securities firms doing business in the United States. FINRA provides qualification examinations for brokerage firms, financial branch offices, and registered securities representatives.

The most common FINRA qualifications for investment bankers are:

- Series 6 Investment Company Representative
- Series 7 General Securities Representative Qualification
- Series 63 Uniform Securities Agent State Law Examination
- Series 65 & 66 Uniform Investment Adviser Law and State Law Examinations

Most positions as an investment banker require a minimum of the Series 7 qualification, in addition to education and experience requirements. In addition to FINRA there are other certification and designations that may prove valuable in your career as an investment banker.

Questions about the investment banking industry?  
Schedule an appointment with a Career Coach in Carey Compass.
Background: Manufacturing in the United States declined rapidly in the last half of the 20th century and has declined further in the first years of the 21st century. In the 1960s, almost 30 percent of all workers were employed in manufacturing, but that number dropped to less than 16 percent by the mid-1990s. Further steep declines in manufacturing have occurred in recent years, with three million manufacturing jobs being lost since July 2000. As of 2004, manufacturing jobs had declined by 5.2 million from their peak in 1979. The decline continued during the recession that began in late December 2007, with 1.5 million additional manufacturing jobs lost from 2007 through 2009. Despite signs of improvement, according to the National Association of Manufacturers (NAM), just 9 percent of the U.S. workforce was employed directly in manufacturing in 2012.

There are many reasons for the decline in manufacturing. There is more consumer demand for and more money spent on service industries than manufactured goods. Technological advancements are more easily adapted to manufacturing processes, allowing increased productivity with fewer workers. More companies have moved factories overseas where labor is less expensive. And small manufacturers have been squeezed out of business by their inability to compete with large firms that can afford the latest technology and can expand operations to all parts of the world.

Job and Internship Search

Internmatch:
www.internmatch.com/s/manufacturing-internships

Also: Individual organization websites

Structure: Manufacturing covers a wide range of industries, primarily in two categories: durable and nondurable goods. Durable goods have a long life span and hold up over time; nondurable goods have a shorter life span. The manufacturing industry employs workers with an equally wide range of skill levels, education, and interests. Among workers important to the manufacturing industries are:

- engineers and technicians
- administrative and supervisory staff
- production workers
- quality control inspectors
- sales representatives
- clerical support staff

Outlook: To remain competitive in global markets, many companies are striving to become even more automated, which will in turn eliminate even more jobs. While many assembly line jobs will disappear, the demand for engineers, who program, install, and maintain the automated machinery, should be strong.

Economists remain optimistic about the U.S. manufacturing industry, however, regardless of declines in this sector. According to a report published by Bloomberg.com in September 2013, U.S. manufacturers increased production to meet growing national and international demands in areas including motor vehicles, building materials, appliances, and furniture. The report further stated that U.S. manufacturing was leading an industry global recovery as worldwide economies continued to improve.

Most other manufacturing industries are expected to experience declining opportunities during this period, including employment in petroleum and coal product manufacturing; semiconductor and other electronic components manufacturing; computers and peripherals manufacturing; and electrical equipment manufacturing. Apparel manufacturing also is projected to decline due primarily to increasing imports, automation, and cost-cutting measures implemented by apparel manufacturers due to increased competition.

Industry Overviews, Tools, Research

Vault Guide to Automotive Manufacturing*
Career Launcher: Manufacturing*
Occupational Outlook Handbook: www.bls.gov/ooh

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<tr>
<td>Association for Manufacturing Excellence (AME):</td>
<td>The premier organization for the exchange of knowledge in enterprise excellence. Members come together to explore Lean thinking and other enterprise improvement methods, exchange best practices and network in order to advance their careers and improve the competitiveness and overall value of their organizations.</td>
<td>Various membership plans are available for individuals, joint and international members ranging from annual ($150) to lifetime $1,500.</td>
</tr>
<tr>
<td>Association for Manufacturing Technology (AMT):</td>
<td>The Association For Manufacturing Technology represents and promotes U.S.-based manufacturing technology and its members—who design, build, sell, and service the continuously evolving technology that lies at the heart of manufacturing.</td>
<td>Online membership application is available at: <a href="http://www.amtonline.org/Membership/amtmembershipapplication.htm">www.amtonline.org/Membership/amtmembershipapplication.htm</a></td>
</tr>
<tr>
<td>National Association of Manufacturers:</td>
<td>The largest manufacturing association in the United States, representing small and large manufacturers in every industrial sector and in all 50 states. The NAM’s world-class staff of policy experts provides unmatched access and information on the key issues affecting your business and your bottom-line.</td>
<td>Individuals must request membership at: <a href="http://www.nam.org/Membership/Join-the-NAM">www.nam.org/Membership/Join-the-NAM</a></td>
</tr>
<tr>
<td>Society of Manufacturing Engineers:</td>
<td>SME is an organization for individuals, students, educators and companies involved in all facets of manufacturing. Founded in 1932, it is dedicated to advancing and educating the manufacturing industry. This is accomplished through a variety of tactics and outlets including events, media, membership, training and development, and an education foundation.</td>
<td></td>
</tr>
</tbody>
</table>


### Events and Conferences

<table>
<thead>
<tr>
<th>Event</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>27th International Conference on CADCAM: Robotics</td>
<td><a href="http://www.mdx.ac.uk/carsfof">www.mdx.ac.uk/carsfof</a></td>
</tr>
<tr>
<td>Advanced Manufacturing Technology Show</td>
<td><a href="http://www.daytonamts.com">www.daytonamts.com</a></td>
</tr>
<tr>
<td>MEDIPLAS 2015</td>
<td><a href="http://www.mediplasuk.com">http://www.mediplasuk.com</a></td>
</tr>
</tbody>
</table>

Comprehensive listing of manufacturing events/conferences: [www.allconferences.com/Business/Manufacturing](http://www.allconferences.com/Business/Manufacturing)

Questions about the manufacturing industry?
Schedule an appointment with a [Career Coach in Carey Compass](http://www.ame.org).
Marketing Industry Resource Guide

Background: “Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” – American Marketing Association

Entry: Advertising, promotional, and marketing campaigns will continue to be essential for organizations as they look to maintain and expand their share of the market. Professionals will also be needed to manage digital media campaigns, which often target customers through the use of websites, social media, or live chats. Newspaper publishers, one of the top-employing industries of advertising and promotions managers, are projected to decline over the projection period. The continued rise of electronic media will result in decreasing demand for print newspapers. However, advertising and promotions managers are expected to see employment growth in other areas, in which they will be needed to plan the digital advertisements that replace print ads as consumers increasingly spend more time online.

Job and Internship Search

American Marketing Association Job Board
Business Marketing Association Job Board
Smart Recruiters

Terminology: Market Research – Researching markets and customers to identify and define opportunities, issues, monitor performance of campaigns and contribute to theoretical knowledge behind marketing.

Marketing Communications – Designing ads, script writing and social media management.

Brand Management – Marketing at a strategic level for products and brands for brand building.

Direct Marketing – Targeting the right people 1:1 via email, interactive consumer websites, online display ads, fliers, catalog distribution, promotional letters, targeted television commercials, response-generating newspaper/magazine advertisements, and outdoor advertising.

Advertising – Persuasive communication directed to an audience in various forms selling a brand.

Public Relations – Managing the spread of information and relationships between an individual or organization and the public. Activities might include speaking at conferences, winning industry awards, working with the press, employee communication.

Media Marketing – Evaluating different advertising venues from television, magazines, to social media channels to plan and buy space to send a message.

Industry Overviews, Tools, Research

Vault Guide to Advertising and Marketing Jobs*
Vault Career Guide to Advertising*
Vault Guide to Public Relations*

Occupational Outlook Handbook: www.bls.gov/ooh

IBM conducted a study on the biggest challenges facing marketers globally in 2013. Results showed that across 15 different countries:

1) sustaining growth
2) acquiring new customers
3) customer loyalty and satisfaction

Marketers driving better firms were typically more adept at tracking, technology and analytics and use tools to develop more sophisticated and adaptable solutions. Students wishing to be more competitive in the job market should consider gaining more analytical and technical skills to keep up in this environment.

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Leading Firms
Marketing, Public Relations & Advertising
Barton F. Graf 9000: www.bartonfgraf9000.com
Burson Marsteller: www.burson-marsteller.com
DigitasLBi: www.digitaslb.com/us
Edelman: www.edelman.com
EVB: www.evb.com
FleishmanHillard: www.fleishmanhillard.com

FTI Consulting: www.fticonsulting.com
Hill+Knowlton Strategies: www.hkstrategies.com
kbs+: www.kbsp.com
Ketchum: www.ketchum.com
Ogilvy Public Relations: www.ogilvypr.com
Weber Shandwick: www.webershandwick.com

Professional Associations

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>American Marketing Association</td>
<td>The American Marketing Association is one of the largest marketing associations in the world, with over 30,000 members who work, teach and study in the field. By becoming a member, you gain access to a vast body of marketing knowledge, high-quality training programs, the latest tools and tactics, exposure to leading-edge thinking, and networking opportunities.</td>
<td></td>
</tr>
</tbody>
</table>
| www.ama.org                                     |                                                                                                                                                                                                                 | Student: $47
                                                                                       |                                                                                                                                                                                                                 | Individual: $220
                                                                                       |                                                                                                                                                                                                                 | Available to all individuals in the field of marketing. |
| Business Marketing Association                  | BMA is the world's premier community devoted exclusively to advancing the B-to-B marketing profession. BMA members are able to link to hundreds of marketers locally via 16 chapters across the country. New member benefits include access to ANA conferences, training, webinars, and much more. |
| www.marketing.org                               |                                                                                                                                                                                                                 | Individuals must request membership at: www.marketing.org/membership/request                     |
| Direct Marketing Association                    | DMA members join the largest global association of marketers committed to advance and protect responsible data-driven marketing.                                                                                     | Individuals must request membership at: www.thedma.org/join-today                              |
| www.thedma.org                                  |                                                                                                                                                                                                                 |                                                                                                                                                                                                                 |
| Marketing Research Association                  | The Marketing Research Association is the leading and largest association of the opinion and marketing research profession, which delivers insights and intelligence to guide the decisions of companies. |
| www.marketingresearch.org                       |                                                                                                                                                                                                                 | Individual: $350                                                                                  |

Networking
Carey Marketing Association (CMA)
https://jhucarey.collegiatelink.net/organization/CMA

Carey Marketing Club
https://jhucarey.collegiatelink.net/organization/marketing

Questions about the marketing industry?
Schedule an appointment with a Career Coach in Carey Compass.

Events and Conferences

Digimarcon
www.digimarcon.com/2015-marketing-conferences

Mashable
http://events.mashable.com

Siege Media
www.siegemedia.com/content-marketing-conferences
Nonprofit, NGOs, Microfinance Industry Resource Guide

Background: Nonprofit organizations are created for a multitude of causes, are all sizes, and do not distribute their surplus funds to owners or shareholders. Non-governmental organizations (NGOs) are typically organizations that are not part of the government and are not conventional for-profit businesses. Microfinance organizations provide financial services to low-income consumers who traditionally lack access to banking and related services.

Entry: Nonprofit, non-governmental organizations, and microfinance organizations all have a common entry way to their organizations: the candidate MUST exude passion for their mission. Trends over the past few years have shown that more people are “giving back” and “doing well,” which has made these fields more competitive. Although each sector is different, they share many of the same resources for education and employment opportunities and require similar work experience. If you have not spent time in these types of organizations, find an organization at which to volunteer while in school so it can see you are serious about this work. Many opportunities in these sectors exist outside of the United States, often in developing nations.

Trends: Currently the nonprofit sector employs about 10 percent of the private workforce in the U.S. Hiring in this sector has increased each of the past three years and that trend is projected to continue, at least in the short term. Many organizations in the nonprofit sector are experiencing the loss of senior managers as the older generation of workers retires. In addition, many organizations are using mobile technologies to augment traditional fundraising and marketing strategies. It will be important for graduates to gain a deep understanding of mobile marketing and social media strategies to make themselves more attractive to organizations in this sector.

Job and Internship Search

Devex: www.devex.com
Net Impact Careers: www.netimpact.org/careers
Idealist: www.ideal.org
NonprofitJobs: www.nonprofitjobs.org
Commongood Careers: www.cmmongoodcareers.com
The Bridgespan Group: www.bridgespan.org
MBA Exchange: www.mba-exchange.com
Carey Compass: https://carey-jhu-csm.symplicity.com/students
Also: Individual organization websites

Industry Overviews, Tools, Research

Resources and News
The Vault Guide to International Development*
The Vault Guide to Fundraising & Philanthropy*
The Seep Network: www.seepnetwork.org
Society for International Development: www.sidint.net
The Blue Sweater by Jacqueline Novogratz (Rodale Press, Feb. 16, 2010)
Next Billion: www.nextbillion.net
Beyond Profit Magazine: www.beyondprofit.com
Directory of Development Organizations: www.devdir.org
Also: Individual organization websites

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Leading Firms

Nonprofits
Bill and Melinda Gates Foundation: www.gatesfoundation.org
United Way: www.unitedway.org
The American Cancer Society: www.cancer.org

NGOs
Clark UNICEF: www.unicef.org
Amnesty International: www.amnesty.org
Acumen Fund: www.acumen.org

Microfinance
Accion USA: www.accionusa.org
Kiva: www.kiva.org
International Finance Corporation: www.ifc.org

Regional
The Salvation Army: www.salvationarmyusa.org
Catholic Charities USA: www.catholiccharitiesusa.org
American Red Cross: www.redcross.org

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Impact</td>
<td>Empowers a new generation to use their careers to drive transformational change in the workplace and the world</td>
<td>Free, Job board, online member network, Impact at Work program</td>
</tr>
<tr>
<td>Young Nonprofit Professionals Network (YNPN)</td>
<td>Activates emerging leaders to advance a diverse and powerful social sector</td>
<td>Free, Networking events, job postings, annual conference</td>
</tr>
<tr>
<td>Association of Fundraising Professionals (AFP)</td>
<td>Works to advance philanthropy through advocacy, research, education, and certification programs</td>
<td>Collegiate - $35 plus chapter dues, Research and practice tools, professional development, member discounts</td>
</tr>
<tr>
<td>Society of International Development (SID)</td>
<td>Provides a global forum of individuals and institutions concerned with sustainable economic, social, and political development</td>
<td>Full-time Student - $35, Networking: job board; event discounts</td>
</tr>
</tbody>
</table>

Networking
LinkedIn Nonprofits: www.linkedin.com/skills/skill/Nonprofits
LinkedIn Microfinance: www.linkedin.com/skills/skill/Microfinance
LinkedIn NGOs: www.linkedin.com/skills/skill/NGOs

Events and Conferences
Net Impact Conference: www.netimpact.org/netimpactconference
Nonprofit Technology Conference: www.nten.org/ntc
Bridge Conference: www.bridgeconf.org
Conference of Volunteering and Service: www.volunteeringandservice.org

Questions about careers in nonprofits, NGOs, or microfinance? Contact Roger Williams at r.williams@jhu.edu.
Private Equity Industry Resource Guide

Background: Private equity is a source of investment capital from high net worth individuals and institutions for the purpose of investing and acquiring equity ownership in companies. Partners at private-equity firms raise funds and manage these monies to yield favorable returns for their shareholder clients, typically with an investment horizon between four and seven years (Investopedia, 2014). In a typical leveraged buyout (LBO) transaction, a private equity firm buys majority control of an existing or mature firm.

Entry: Private Equity is equivalent to a small company environment opposed to large investment banks with specific roles, for example: Kohlberg Kravis Roberts, one of the world’s largest private equity firms, has only about 90 investment professionals. That being said, direct hires out of graduate school are rare. Generally the ideal candidate will have worked two years at an investment bank, or in management consulting, after graduating from their undergraduate programs. Often PE firms use headhunters to funnel talent from banks, targeting candidates from analyst training programs. After working at a PE firm for two years, candidates traditionally leave to get their MBAs and return at the associate level.

Private equity firms are looking to expand overseas and candidates, if geographically open, may find more job opportunities in PE abroad. Candidates are advised to expand their job search from the top 10 firms to mid-sized firms outside the US to maximize their opportunities.

Job and Internship Search

FINS: www.fins.com
eFinancial Careers: www.efinancialcareers.com
Quant Finance Jobs: http://quantfinancejobs.com
BrokerHunter: www.brokerhunter.com
MBA Exchange: www.mba-exchange.com
Carey Compass: www.careycompass.com

Industry Overviews, Tools, Research

The Vault Guide to Investment Management*
Vault: View from the Top: Advice from Finance Professionals*
The Wall Street Journal: http://online.wsj.com/home-page
Financial Times: www.ft.com/home/uk
Oasis Guides – various**
Investopedia www.investopedia.com
Also: Individual organization websites

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Leading Firms

- Advent International (Boston): www.adventinternational.com
- Apollo Global Management (NYC): www.agm.com
- Bain Capital (Boston): www.baincapital.com
- The Blackstone Group (NYC): www.blackstone.com
- Goldman Sachs (NYC): www.goldmansachs.com
- Kohlberg Kravis Roberts (NYC): www.kkr.com
- TPG (Fort Worth, TX): https://tpg.com
- Warburg Pincus (NYC): www.warburgpincus.com

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</thead>
<tbody>
<tr>
<td>Emerging Markets Private Equity Association (EMPEA): <a href="http://www.empea.org">www.empea.org</a></td>
<td>EMPEA is the global industry association for private capital in emerging markets. Over 300 member firms together manage more than US$1 trillion of assets.</td>
<td>Various membership packages are available: <a href="http://empea.org/apply">http://empea.org/apply</a></td>
</tr>
<tr>
<td>Institutional Limited Partners Association <a href="http://ilpa.org">http://ilpa.org</a></td>
<td>The ILPA is dedicated to advancing the interests of private equity Limited Partners through various programs and research.</td>
<td>Organization-only. 3-Tier levels with membership dues based on active staff. <a href="http://ilpa.org/membership">http://ilpa.org/membership</a></td>
</tr>
<tr>
<td>National Associations of Investment Companies <a href="http://www.naicvc.com">www.naicvc.com</a></td>
<td>NAIC member firms invest in privately held businesses that have a high probability of growth and the ability to provide a significant return to investors.</td>
<td>Organization-only. Informational brochure: <a href="http://www.naicvc.com/pdfs/MembershipOverview.pdf">www.naicvc.com/pdfs/MembershipOverview.pdf</a></td>
</tr>
<tr>
<td>Private Equity Growth Capital Council (PEGCC) <a href="http://www.pegcc.org">www.pegcc.org</a></td>
<td>An advocacy, communications and research organization and resource center established to develop, analyze and distribute information about the private equity and growth capital investment industry and its contributions to the national and global economy.</td>
<td>Membership is currently open for private equity, growth capital and fund of funds firms. In order to qualify for membership a firm must have closed its first fund and have established relationships in the industry.</td>
</tr>
</tbody>
</table>

Networking

- Carey Corporate Finance Club (CFC): https://jhucarey.collegiatelink.net/organization/cfc
- Carey Equity Analyst Team: https://jhucarey.collegiatelink.net/organization/equityanalysts
- Carey Finance Club: https://jhucarey.collegiatelink.net/organization/finance
- Carey Financial Management Association: https://jhucarey.collegiatelink.net/organization/financialmanagement
- Carey Private Equity, Angel Syndicates & Venture Capital Club (PAV): https://jhucarey.collegiatelink.net/organization/pav
- Economics & Finance Club https://sites.google.com/site/jhuecofinclub
- Johns Hopkins Affinity Groups – Finance http://alumni.jhu.edu/affinitygroups/finance
- LinkedIn Finance Industry www.linkedin.com/skills/skill/Finance

Questions about the private equity industry?
Schedule an appointment with a Career Coach in Carey Compass.
Real Estate Industry Resource Guide

Background: Real estate and associated infrastructure constitutes roughly one-third of the US economy, employing millions of people and offering many challenging and rewarding careers for business school graduates. The scale of real estate firms varies widely from international real estate services firms with thousands of employees down to solo entrepreneurs.

The industry seeks graduates who are both people-oriented and highly analytical. Real estate development is one of the most demanding yet rewarding careers imaginable, and involves coordinating the wide variety of real estate disciplines and professionals needed to create a successful real estate project. Financial careers in real estate focus on varied real estate projects with diverse forms of financing, including private equity, real estate investment trusts, and structured finance, as well as domestic and international real estate investment. Real estate careers in operations include asset management and energy efficiency.

Entry: Because of its scale, complexity, and traditions, the real estate job market is fundamentally different than other sectors of business, and navigating this market successfully requires initiative, imagination, and tenacity. Most real estate organizations, particularly in many of the most desirable fields such as real estate development and real estate private equity, are small, and require considerable research and conversation with those knowledgeable in the industry to discover. The personal, networking-oriented nature of the real estate industry means that graduates break into the very best positions by face-to-face contact with real estate industry colleagues. Involvement in the major real estate development and finance professional associations is indispensable to making yourself known in the real estate community, and to show employers your interest.

Trends: Traditionally, real estate has been somewhat removed from many management advances, offering business graduates the opportunity to modernize the field, particularly in the areas of environmental regulation and improved management information systems.

Job and Internship Search

Select Leaders: www.selectleaders.com

RealEstateJobs.com: www.realestatejobs.com

Real Estate Jobsite: www.realestatejobsite.com

MBA Exchange: www.mba-exchange.com

Carey Compass: www.careycompass.com

Also: Individual firm websites

Industry Overviews, Tools, Research

Resources and News

The Vault Guide Real Estate Careers*

The Vault Guide to the Top Real Estate Employers*

Real Estate Industry Watch: www.realestateindustrywatch.com

Bisnow: www.bisnow.com

Globe St: www.globest.com

Inman News – Real Estate: www.inman.com

CNN Money – Real Estate: www.money.cnn.com/real_estate


National Real Estate Investor Online: www.nreionline.com

Market Watch – Real Estate: www.marketwatch.com/real-estate

Real Estate Developer: www.realestatedeveloper.com

Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click "VAULT guides –Career Insider" under "My Quicklinks." You must create an account on the vault.com site using your JHU email address.

This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
Leading Firms

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Association of Industrial and Office Properties (NAIOP)</td>
<td>Represents commercial real estate developers, owners, and investors of office, industrial, retail, and mixed-use properties</td>
<td>Student ~ $30 Networking opportunities, educational programs and resources</td>
</tr>
<tr>
<td>Commercial Real Estate Women (CREW)</td>
<td>Advances the achievements of women in commercial real estate</td>
<td>Student - $90 plus $25 application fee Professional development training, networking, benchmark studies and white papers</td>
</tr>
<tr>
<td>Mortgage Bankers Association (MBA)</td>
<td>Preeminent professional association in the real estate finance and capital markets industry</td>
<td>Student - $40 ($60 international) Networking, career support, jobs board, member discounts</td>
</tr>
<tr>
<td>International Council of Shopping Centers (ICSC)</td>
<td>Advances the shopping center industry and promotes its role in the commercial distribution of consumer goods</td>
<td>Student - $50 Networking; professional development, resume and jobs database, membership directory</td>
</tr>
</tbody>
</table>

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban Land Institute (ULI)</td>
<td>Facilitates an open exchange of ideas, information, and experience among industry leaders and policy makers dedicated to creating better places</td>
<td>Associate membership with student discount - $108 Members-only events, member directory, volunteer and leadership opportunities</td>
</tr>
<tr>
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<td>Student - $50 Networking; professional development, resume and jobs database, membership directory</td>
</tr>
</tbody>
</table>

Networking

LinkedIn Real Estate: [www.linkedin.com/skills/skill/Real_Estate](http://www.linkedin.com/skills/skill/Real_Estate)

The Real Estate Networking Group: [www.linkedin.com/groups?gid=121300&trk=skills](http://www.linkedin.com/groups?gid=121300&trk=skills)

Young Real Estate Professionals – D.C.: [www.yrepdc.com](http://www.yrepdc.com)

Events and Conferences


NAIOP Annual Commercial Real Estate Conference: [www.naiophbsreconference.com](http://www.naiophbsreconference.com)

CoreNet Global Summit: [www.corenetglobal.org](http://www.corenetglobal.org)

Questions about the real estate industry?

Contact Christy Murray at [christy@jhu.edu](mailto:christy@jhu.edu).
Retail Industry Resource Guide

Background: Retail: the sale of goods directly to the ultimate consumer, usually in small quantities. Most people think Sales and Marketing when they think about jobs in the Retail Industry and there are certainly plenty of them. But employment opportunities in Retail come in a variety of forms. Large retailers are also big corporations and consequently have all the standard corporate functions; Finance, IT, HR, etc. They also have a greater need in specific roles in areas like supply chain/logistics, Real Estate and of course Marketing/Merchandising. In addition, they have layers of general management to support the wide geography that the retail outlets cover, including international operations for many of them. These management roles (area/district/region manager) are often occupied by MBA level graduates that started in a leadership development program or in a store leadership role and worked their way up.

The list of players in the retail arena is large and varied; from the big box stores (Walmart, Best Buy, Target, etc.), to grocery stores (Wegman’s, Shoprite, Publix, etc.) to department/clothing (The Limited, Marshall’s, Macy’s, etc.) to electronics/appliances (Radio Shack, HH Gregg, etc.) to home improvement (Home Depot, Lowe’s) and general merchandise like Amazon and eBay. You can also find healthcare related opportunities in the Retail space with CVS, Walgreen’s etc.

Entry: Students can seek opportunities that are specific to the Retail environment (e.g. Merchandising Manager) or a functional role that happens to be in a Retail industry company (e.g. Supply Chain). Generally to move up in the Retail Industry, you need to work in the store at some point. This can be challenging due to the store hour schedule (late nights, weekends, etc.). Good business acumen and very strong customer service skills are required for success in the Retail arena.

Trends: Unfortunately the trend in Retail is not for growth, overall. The rise of online shopping has significantly impacted many of the retail chains (e.g. book stores) and this trend will likely continue. Those that are growing are doing it at a slower pace than in the past (e.g. Starbucks).

Industry Overviews, Tools, Research

The Vault Guide to Retail Jobs*
Forbes: www.forbes.com/retail
Guardian: www.theguardian.com/business/retail
MarketWatch: www.marketwatch.com/retail
Retailing Today: www.retailingtoday.com
Retail Wire: www.retailwire.com/headlines

Also: Individual organization websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides –Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
# National Retail Federation’s Top 10 Retailers (2014)
View the full list of the Top 100 here: [https://nrf.com/2014/top100-table](https://nrf.com/2014/top100-table)

1. Wal-Mart:  
   [www.walmart.com](http://www.walmart.com)
2. Kroger:  
   [www.kroger.com](http://www.kroger.com)
3. Costco:  
   [www.costco.com](http://www.costco.com)
4. Target:  
   [www.target.com](http://www.target.com)
5. The Home Depot:  
   [www.homedepot.com](http://www.homedepot.com)
6. Walgreens:  
   [www.walgreens.com](http://www.walgreens.com)
7. CVS Caremark:  
   [www.caremark.com](http://www.caremark.com)
8. Lowe’s:  
   [www.lowes.com](http://www.lowes.com)
9. Amazon.com:  
   [www.amazon.com](http://www.amazon.com)
10. Safeway:  
    [www.safeway.com](http://www.safeway.com)

## Career Path

<table>
<thead>
<tr>
<th>Types of Roles</th>
<th>Entry Level</th>
<th>Mid-Level</th>
<th>Senior Level</th>
</tr>
</thead>
</table>
| **Assistant buyer, assistant store manager, pricing and signing coordinator, merchandising representative.** | • Associate’s degree  
• Retail experience  
• Strong math and analytical skills | • All entry-level requirements  
• Bachelor’s degree, preferably in business  
• Exceptional customer service skills  
• Ability to motivate team of associates  
• Strong communication, negotiation, and organizational skills | • MBA Degree  
• Retail management experience  
• Proven leadership, strategic and operational abilities  
• Thorough understanding of retail business operations  
• Strong interpersonal skills  
• Ability to travel within a territory to call on store locations |

<table>
<thead>
<tr>
<th>Getting There</th>
<th>Description</th>
<th>Description</th>
<th>Description</th>
</tr>
</thead>
</table>
| • Build displays  
• Examine reports for selling trends  
• Maintain accuracy of pricing and signage  
• Monitor inventory  
• Perform repricing of merchandise  
• Prepare weekly sales and inventory reports  
• Recommend markdowns | • Attend trade shows  
• Control receipts and store financial reporting  
• Devise product promotions  
• Establish strong relationships with vendors  
• Lead teams to meet sales goals  
• Manage inventory  
• Manage departmental budgets  
• Negotiate vendor terms  
• Organize product line reviews  
• Oversee implementation of store sales, merchandising and pricing plans  
• Resolve customer complaints  
• Set prices | • Ensure that stores are safe environments for customers and employees  
• Lead company to revenue and profit goals  
• Oversee implementation of company strategy  
• Oversee product line reviews and promotion plans  
• Recruit and develops management teams  
• Track various financial metrics to ensure shelf space meets profit potential |

Questions about the retail industry?  
Schedule an appointment with a [Career Coach in Carey Compass](http://careycompass.com).
Supply Chain Industry Resource Guide

Background: Supply Chain is the management of the entire life cycle of a product, which includes how a product is acquired, distributed, allocated, and delivered. Supply chain management (SCM) includes coordination of all the activities that take place to get a product to the consumer – from the time of raw materials extraction to the minute you pull out your credit card and take the final product home. SCM focuses on planning and forecasting, purchasing, production, transportation, storage and distribution, and keeping track of products as they flow toward the end user.

Structure: A simple definition of supply chain is the network of vendors that provides materials for a company’s products, but in reality, the supply chain is more complicated. There is a stream of flows from supplier to supplier until a product reaches an end user. For example, oil is rigged from the ground, sent to a refinery, plastic is made, an injection molding shop buys plastic pellets, makes plastic components, ships the components to a customer, the customer assembles the plastic parts into their machine, and then sells the machine to their customer. The further away from the customer, the farther “upstream” a supplier is considered to be. The network of vendors in a supply chain often includes tiered suppliers (meaning a company does not receive materials directly from the supplier, but is involved in getting materials or parts from an upstream supplier to a downstream supplier). The more complex a product, the more significant the upstream supplier’s roles are. From a supply chain manager’s perspective, his suppliers are primarily responsible for managing their own supply chain but he should have some involvement.

Oftentimes, a manufacturing facility acts as a supplier to a downstream manufacturing facility. For example, a company could have their manufacturing plant in the U.S. and their assembly plant in Mexico. The U.S. plant would be considered an internal supplier, since it’s part of the same company. The transportation of materials throughout the supply chain is often called logistics. This includes air, land, and sea shipping as well as customs processing to allow materials to cross borders. The supply chain does not end until the product reaches the consumer. For this reason, distribution centers, distributors, and wholesalers are all part of the supply chain. It is not rare for a supply chain to involve a dozen parties.

Outlook: According to the Bureau of Labor Statistics employment in this occupation is expected to grow 26 percent from 2010 to 2020, faster than the average for all occupations. Employment growth will be driven by the important role logistics play in an increasingly global economy.

Companies rely on logisticians to manage the movement of their products and supplies, which allows the company to compete in a highly globalized market. The performance of a company’s logistical and supply chain process is an important factor in a company’s profitability. Supply and distribution systems have become increasingly complex to maximize efficiency while minimizing cost. Therefore, employment is expected to grow rapidly as companies need logisticians to move products efficiently, solve problems, and identify areas for improvement.

Governments and the military also rely on logisticians. Planning for and moving military supplies and personnel require an enormous amount of logistical work. Employment in government and contracting firms will continue to grow to meet the needs of the military.

Industry Overviews, Tools, Research

Logistics Management: www.logisticsmgmt.com
Supply Chain 24/7: www.supplychain247.com
Supply Chain Digest: www.scdigest.com
Supply Chain Digital: www.supplychaindigital.com
Supply Chain Management Review: www.scmr.com

Also: Individual organization websites
Gartner Supply Chain Top 10 (2014)
View the full list of the Top 25 here: [www.gartner.com/newsroom/id/2747417](http://www.gartner.com/newsroom/id/2747417)

1. Apple
2. McDonald’s
3. Amazon.com
   - [www.amazon.jobs](http://www.amazon.jobs)
4. Unilever
   - [www.unilever/careers](http://www.unilever/careers)
5. P&G
   - [http://jobs-pg.com](http://jobs-pg.com)
6. Samsung Electronics
   - [https://careers.us.samsung.com](https://careers.us.samsung.com)
7. Cisco Systems
   - [https://jobs.cisco.com](https://jobs.cisco.com)
8. Intel
   - [www.intel.com](http://www.intel.com)
9. Colgate-Palmolive
10. Coca Cola

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>APICS - Supply Chain Council:</td>
<td>The leading professional association for supply chain and operations management and the premier provider of research, education and certification programs.</td>
<td>Visit the following website for more details: <a href="http://www.apics.org">www.apics.org</a></td>
</tr>
<tr>
<td>Council of Supply Chain Management Professionals (CSMP):</td>
<td>Facilitates an open exchange of ideas, information, and experience among industry leaders and policy makers dedicated to creating better places.</td>
<td>Individual membership: $325 Visit the following website for more details: <a href="https://cscmp.org/membership/membership-types">https://cscmp.org/membership/membership-types</a></td>
</tr>
<tr>
<td>Healthcare Supply Chain Association:</td>
<td>A broad-based trade association that represents 14 purchasing organizations. HSCA’s group purchasing members include for-profit and not-for-profit corporations.</td>
<td>Membership is organization-only.</td>
</tr>
<tr>
<td>Institute for Supply Management:</td>
<td>The first supply management institute in the world. Throughout the past 100 years, ISM has served and guided the supply management profession within the global marketplace.</td>
<td>Individual membership: $210</td>
</tr>
</tbody>
</table>

Networking

- Procurement Professionals
  - [https://www.linkedin.com/grp/home?gid=51126](http://www.linkedin.com/grp/home?gid=51126)
- Supply Chain Today
  - [https://www.linkedin.com/grp/home?gid=846797](http://www.linkedin.com/grp/home?gid=846797)
- The Logistics & Supply Chain Networking Group:
  - [www.linkedin.com/grp/home?gid=54591](http://www.linkedin.com/grp/home?gid=54591)

Events and Conferences

- 2015 APICS Best of the Best:
  - [https://ibf.org/conferences.cfm?fuseaction=conferenceDetail&conID=478/events/signature-events/real-estate-trends-conference](http://www.ibf.org/conferences.cfm?fuseaction=conferenceDetail&conID=478/events/signature-events/real-estate-trends-conference)
- American Supply Chain & Logistics Summit:

Questions about the supply chain industry?
Schedule an appointment with a Career Coach in Carey Compass.
Technology Industry Resource Guide

Background: The technology industry can include businesses such as high-tech manufacturing, telecommunications services, software and computer-related services, and also biotechnology. Professionals in the field use computers, servers, software, hardware, and related technology to protect, store, process, transmit, and retrieve information. Information technology is concerned with making improvements to a variety of organizational and societal problems through design, development, and use of technologically based systems and processes that enhance the efficiency and effectiveness of information in a variety of tactical, strategic and operational situations.

Entry: Tech careers are ever-changing due to the speed of technological advances. For those who maintain their jobs in IT by adapting, keeping their skills updated, and staying ahead of the changes in the industry, it remains a high-earning field. Having the appropriate degree, the ability to think analytically, and the desire to continually learn new technologies are necessary for obtaining and keeping a job in the IT industry. There are many opportunities for MBAs to advance in IT, primarily in consulting, finance, law, marketing, sales, training, and product management, or in a director-level position with a technology manufacturer. Programming jobs are among the most prevalent, but overall, the availability of these jobs is declining, and many have been outsourced abroad. Despite the outsourcing, IT jobs for qualified workers in the U.S. still exist. Entry positions for MBA-level job seekers would likely include marketing or business analysts, or project managers.

Trends: The IT industry is constantly evolving, and new trends emerge every few years. The advent of cloud and mobile technologies has allowed firms to operate outside of the traditional office framework and has led to demand for even greater enterprise mobility and flexibility solutions. Many firms are also developing green technology solutions to reduce energy consumption and increase efficiency.

Job and Internship Search

CNET Jobs: www.cnet.com/html/z/dice.html
Telecom Careers: www.telecomcareers.net
Dice: www.dice.com
MBA Exchange: www.mba-exchange.com
Carey Compass: https://carey-jhu-csm.symplicity.com/students
Also: Individual firm websites

Industry Overviews, Tools, Research

Resources and News
The Vault Guide* – Technology
WIRED Magazine: www.wired.com
Fast Company Magazine: www.fastcompany.com
Tech Crunch: www.techcrunch.com
Gartner: www.gartner.com/technology/home.jsp
Forbes Technology News: www.forbes.com/technology
The Economist – Science and Technology: www.economist.com/science-technology
Also: Individual firm websites

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Leading Firms

Industry Leaders
IBM (U.S.): www.ibm.com
Microsoft (U.S.): www.microsoft.com
Google (U.S.): www.google.com
Amazon (U.S.): www.amazon.com

Regional Firms
Micros Systems (MD): www.micros.com
Zenoss (MD): www.zenoss.com
BAE Systems (MD): www.baesystems.com
Bethesda Softworks (MD): www.bethsoft.com
Lockheed Martin (MD): www.lockheedmartin.com

Professional Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Membership and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Association of Information Technology Professionals (AITP)</td>
<td>Seeks to advance the IT profession through professional development, support of IT education, and national policies on IT that improves society as a whole</td>
<td>Student Networking, skills training, career and business opportunities</td>
</tr>
<tr>
<td><a href="http://www.aitp.org">www.aitp.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institute of Electrical and Electronics Engineers (IEEE)</td>
<td>Fosters technological innovation and excellence for the benefit of humanity</td>
<td>Student - $32 Career resources, industry news, networking</td>
</tr>
<tr>
<td><a href="http://www.ieee.org">www.ieee.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ISACA</td>
<td>Provides practical guidance, benchmarks, and other effective tools for all enterprises that use information systems</td>
<td>Student Community and leadership, research and knowledge, professional development</td>
</tr>
<tr>
<td><a href="http://www.isaca.org">www.isaca.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tech Council of Maryland</td>
<td>Helps the region's technology organizations grow through its membership and activities</td>
<td>Organizational</td>
</tr>
<tr>
<td><a href="http://www.techcouncilmd.com">www.techcouncilmd.com</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Networking

LinkedIn Technology Industry: www.linkedin.com/skills/skill/Technology
www.linkedin.com/channels/technology
Uncubed: www.getuncubed.com
MD Tech Breakfast: www.meetup.com/TechBreakfast

Events and Conferences

Consumer Electronics Show: www.cesweb.org
Oracle OpenWorld: www.oracle.com/openworld
Technology Conference and Expo: www.technologyconference.org
TED Conferences: www.ted.com/pages/registration

Questions about the technology industry?
Contact Corinne Brassfield at cbrassfiled@jhu.edu.

Background: Government employment includes jobs at the federal, state, and local level. At each level, the government generally operates through semi-autonomous agencies, each with its own focus. About seven percent of the U.S. population works in government. Careers within the Federal Government are a significant source of employment for those in the D.C. area.

Job and Internship Search

U.S.A. Jobs:  www.usajobs.gov
Presidential Management Fellows:  www.pmf.gov
Partnership for Public Service:  www.ourpublicservice.org/OPS
Pathways:  www.usajobs.gov/StudentsAndGrads
Carey Compass:  https://carey-jhu-csm.symplicity.com/students
Also: Individual agency websites

Entry: Except for a few rare cases, applicants for federal jobs MUST be U.S. citizens. Additionally, some positions require different levels of security clearance which are typically obtained via a background investigation during the application process. In some ways the application process for government jobs is more straightforward than in the corporate world: most positions can be found on www.usajobs.gov or on individual agency websites. Most government agencies also have internship programs for which you can apply. However, the difficulty often lies in carefully crafting your application, including resume and application questions, to the exact specifications of the job requirements. It is important to answer the questions directly and provide as much detail as possible. The Presidential Management Fellows Program offers the best opportunity for individuals with a graduate degree seeking a career in government. The details of the application process are outlined later in this document.

Roles: MBAs serve a wide variety of different roles and functions within government. The range of agencies within federal, state, and local government provide numerous opportunities for individuals with business skills. Currently, the most popular fields for MBAs employed in government are contracting, human resources management, general business, budget analysis, and financial administration.

Industry Overviews, Tools, Research

Resources and News
Vault Guide to Government Agency Careers*
Federal Resume/KSA builder, resources and links: www.resume-place.com
Public Service Employees Network: www.pse-net.com
USA.gov: www.usa.gov
The White House: www.whitehouse.gov
Also: Individual agency websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides –Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

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Leading Agencies for MBAs

- Dept. of Defense (DoD): www.defense.gov
- Dept. of Treasury: www.treasury.gov
- Dept. of Health & Human Services (HHS): www.hhs.gov
- Dept. of Labor (DoL): www.dol.gov
- Dept. of Commerce: www.commerce.gov
- Dept. of Justice (DoJ): www.justice.gov
- Dept. of Interior (DoI): www.interior.gov
- Dept. of Veterans Affairs: www.va.gov

Presidential Management Fellows (PMF)

<table>
<thead>
<tr>
<th>Apply</th>
<th>Online Assessment</th>
<th>In-Person Assessment</th>
<th>Finalist Named</th>
<th>Job Fair</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 5-19</td>
<td>November 5-19</td>
<td>January/February</td>
<td>February/March</td>
<td>March/April</td>
</tr>
</tbody>
</table>

What is PMF? The PMF program allows recent graduates to compete for jobs against other people of their relative age and experience. It also provides management training, rotations through different agencies, and competitive entry-level salaries. The PMF program is a two-year commitment, during which participants are paid a full salary and benefits at the GS-9, GS-11, or GS-12 levels.

Application – Go to www.usajobs.gov, and follow the application instructions. You will need to submit a copy of your resume and graduate transcripts.

In-Person Assessment – If you score sufficiently high on the on-line assessment, you will be invited to schedule your in-person assessment at one of the assessment center locations.

Online Assessment – The online assessment consists of two parts: an untimed questionnaire and three essay questions.

Finalist and Job Fair - If your score is high enough in the interview, you will be named a finalist and be eligible for a PMF appointment. At this point, you will attend a job fair to meet potential agencies, and be eligible to apply for job opportunities. Note that being named a finalist is not a guarantee of employment.

Networking

LinkedIn Government: www.linkedin.com/skills/skill/Government
U.S. Government Relations and Public Affairs: www.linkedin.com/groups?gid=22294&trk=skills
Government Relations Professional Networking Group: www.linkedin.com/groups?gid=82054&trk=skills
GovLoop: www.govloop.com
Johns Hopkins Affinity Groups – Federal Government: www.alumni.jhu.edu/affinitygroups/federalgovernment

Questions about careers in government?
Contact Roger Williams at r.williams@jhu.edu.

Events and Conferences

- Next Generation of Government Training Summit: www.nextgengovt.com
- American Association of Budget Professionals Symposium: www.aabpa.org
Background: Venture capital (VC) is financial capital provided to early-stage, high-potential, high risk, growth startup companies. The venture capital fund makes money by owning equity in the companies it invests in, which usually have a novel technology or business model in high technology industries, such as biotechnology, IT and software. VC is a subset of private equity.

VC can also include managerial and technical expertise. Most venture capital comes from a group of wealthy investors, investment banks and other financial institutions that pool such investments or partnerships. This form of raising capital is popular among new companies or ventures with limited operating history, which cannot raise funds by issuing debt. The downside for entrepreneurs is that venture capitalists usually get a say in company decisions, in addition to a portion of the equity.

Job and Internship Search

Kauffman Fellowship: www.kauffmanfellows.org
MBA Exchange: www.mba-exchange.com

Also: Individual firm websites

Trends: Angel investors are better organizing themselves via regional investor networks or via global crowdfunding sites like Kickstarter and AngelList, now competing with VC firms and filling the void left by the VC funds who exited the market.

Entry: The background of venture capitalists varies broadly, but generally speaking, venture capitalists come from a corporate or consulting background (they know how to run operations), entrepreneurial backgrounds (they know how to start companies), or finance backgrounds (they know about managing investments).

The venture capital industry is small. It is made up of only several hundred small firms, each consisting of between two and 40 people. People rarely leave VC once they join. The National Venture Capital Association estimates there are about 8,000 VC professionals.

The demand for positions is so great that the openings are often filled through networking and are rarely publicly advertised. In addition, executive search firms like Spencer Stuart should be a tool used during the partnership hunt, as they run many partner-level searches for venture firms.

Roles: Titles in venture capital firms vary, but there are broadly four titles: Analyst, Associate, Principal, Partner. The Analyst position is entry level needing 1-2 years prior experience, either with a startup, with an investment bank, or with a strategy consulting firm.

Industry Overviews, Tools, Research

Resources and News
The Vault Career Guide to Venture Capital*
Vault: Getting Hired in Venture Capital*
Vault: Acing the Venture Capital Interview*

The Economist - Business and Finance: www.economist.com/business-finance
Financial Times: www.ft.com
Funding Post: www.fundingpost.com
Investopedia: www.investopedia.com
Kickstarter: www.kickstarter.com

Also: Individual firm websites

*Vault Guides can be purchased at various online retailers OR downloaded for free via Carey Compass. Once logged onto Carey Compass, click “VAULT guides –Career Insider” under “My Quicklinks.” You must create an account on the vault.com site using your JHU email address.

This Resource Guide is intended to provide an introduction to the industry and relay a sampling of the resources available to candidates. It is by no means comprehensive, nor intended to replace individual research based on specific job targets and/or career advising recommendations.
**Leading Firms**

<table>
<thead>
<tr>
<th>Global Leaders</th>
<th>Maryland Firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accel Partners: <a href="http://www.accel.com">www.accel.com</a></td>
<td>Abell Investments: <a href="http://www.abell.org/abellinvestments">www.abell.org/abellinvestments</a></td>
</tr>
<tr>
<td>Bain Capital Ventures: <a href="http://www.baincapitalventures.com">www.baincapitalventures.com</a></td>
<td>Anthem Capital: <a href="http://www.anthempcapital.com">www.anthempcapital.com</a></td>
</tr>
<tr>
<td>Benchmark Capital: <a href="http://www.benchmark.com">www.benchmark.com</a></td>
<td>Gabriel Venture Partners: <a href="http://www.gabrielvp.com">www.gabrielvp.com</a></td>
</tr>
<tr>
<td>Charles River Ventures: <a href="http://www.crv.com">www.crv.com</a></td>
<td>MSBDFA: <a href="http://www.choosemaryland.org">www.choosemaryland.org</a></td>
</tr>
<tr>
<td>Highland Capital Partners: <a href="http://www.hcp.com">www.hcp.com</a></td>
<td>Sterling Venture Partners: <a href="http://www.sterlingpartners.com">www.sterlingpartners.com</a></td>
</tr>
<tr>
<td>Institutional Venture Partners: <a href="http://www.ivp.com">www.ivp.com</a></td>
<td>Washington, D.C. Firms</td>
</tr>
<tr>
<td>Meritech Capital Partners: <a href="http://www.meritechcapital.com">www.meritechcapital.com</a></td>
<td>ASAP Ventures: <a href="http://www.asapventures.com">www.asapventures.com</a></td>
</tr>
<tr>
<td>Union Square Ventures: <a href="http://www.usv.com">www.usv.com</a></td>
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</table>

**Professional Associations**

<table>
<thead>
<tr>
<th>Name</th>
<th>Area of Expertise</th>
<th>Requirements</th>
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</thead>
<tbody>
<tr>
<td>National Venture Capital Association (NVCA)</td>
<td>Serves as the definitive resource for venture capital data and unites nearly 400 members through a full range of professional services</td>
<td>Dues dependent on Capital Under Management (CPM): $1,250 minimum *Membership eligibility dependent on numerous criteria</td>
</tr>
<tr>
<td><a href="http://www.nvca.org">www.nvca.org</a></td>
<td></td>
<td>Public policy advocacy, insurance programs, business &amp; travel discounts, public relations, networking, professional development</td>
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<tr>
<td>Mid-Atlantic Venture Capital Association (MAVA)</td>
<td></td>
<td></td>
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<tr>
<td><a href="http://www.mava.org">www.mava.org</a></td>
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<tr>
<td>Angel Capital Association (ACA)</td>
<td>Supports the North American professional angel community and membership is open to angel groups and private investors that utilize best practices for deal sourcing, diligence, structure and management as they invest in early stage startups</td>
<td>Individual: $350 *Membership eligibility dependent on numerous criteria Discounted event registration, networking, specialized services, public policy advocacy, professional development</td>
</tr>
<tr>
<td><a href="http://www.angellcapitalassociation.org">www.angellcapitalassociation.org</a></td>
<td></td>
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<tr>
<td>Digital Venture Capital Association (DVCA)</td>
<td>Foster entrepreneurship and VC development in the digital and high-growth technology sector for the benefit of society, integrated by more than 1,500 members in 44 countries Pass the online Certification Examination</td>
<td>University Education: $250 Discounted event registration, mentoring programs, industry events, DCVA card</td>
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<tr>
<td><a href="http://www.digitalvca.org">www.digitalvca.org</a></td>
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**Networking**

- Private Equity and Venture Capital Group
- Finance Plus: Private Equity, Venture Capital and M&A News
- Global Private Equity and Venture Capital
- Venture Capital Cafe

Questions about the venture capital industry?
Schedule an appointment with a [Career Coach in Carey Compass](#).