Baruch COLLEGE

RECRUITING FROM BARUCH

AN INFORMATIONAL GUIDE (2023 EDITION)

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INTRODUCTION

INTRODUCTION

The purpose of this guide is to serve as a primer and introduction for new and incoming Baruch students navigating the internship recruitment space and to provide exposure to the college's available resources. As students, we witnessed peers lament being unable to find opportunities or not being provided the resources to succeed, so we hope that this walkthrough and compilation of all that we've learned during our time here can help the community in their path to success.

While the information in the guide is geared towards the financial services, consulting, and accounting industries, it should provide a foundation to build on for any career pursuit for the typical Baruch student. *Recruiting from Baruch's* intention is to provide **exposure**, rather than to be a complete analysis and walkthrough. If a particular subject interests you, continue to explore beyond.

HOW TO USE

At **225 pages**, *Recruiting from Baruch* is not a work intended to be consumed in one sitting. For readers' convenience, **interactive table of contents** are provided to navigate through each section. To access a section, all one needs to do is simply click the corresponding icon or underlined hyperlink. Any text that is **underlined can be clicked** to access the relevant link and all Baruch-related organization **logos can be clicked** to reach their respective website.

If at any point, one wishes to return to the beginning of the deck to browse again, simply press the '**Home**' button on the keyboard.

DISCLAIMERS

Recruiting from Baruch (2023 Edition) is not a comprehensive work; the contents of the guide serve as a baselevel launchpad for students pursuing the financial services industry. The external resources provided under each section serve as the key value providers for this purpose.

The opinions and recommendations presented in this guide are based on personal experience and may not be applicable to all individuals or situations.

The information provided in this guide is subject to change as the financial services, as well as recruiting, landscape evolves. It is important to conduct your own research and verify the information provided. It is the responsibility of the reader to verify the accuracy of the information and make informed decisions.

TOO LONG; DIDN'T READ

COMPREHENSIVE RUN-THROUGH

- Draft elevator pitch narrative and resume
- Explore professional development programs and organizations on campus
- Begin to network with professionals across industries of interest
- Find any internship, preferably related to industry of choice – if financial services, look to boutique investment banks

Freshman

- Continue work from freshman year
- Begin to narrow down potential careers
- Mock interview regularly
- Seek higher opportunities for year-round and sophomore summer internship
- Accelerate recruiting process to secure junior year summer internship, as applications open in the spring

Sophomore

- Continue to network within firm of placement
- Achieve leadership positions on campus
- As courses begin to align more with one's major and interests, start to establish stronger relationships with professors for relevant insights
- Secure return offer for full-time employment

Junior

- Continue work from previous years if necessary
- Give back to your school and community

Senior

SIMPLE GUIDELINES – SUGGESTIONS

SUGGESTIONS

- Be yourself; people in the industry can spot insincerity
- Start recruiting early
- Self-teach relevant skills before coursework; the coursework will not teach you in time for interviews
- Research roles prior to application and especially prior to interviews
- Keep your options open
- Fully master search engines
- Have a resume reviewed often and by different people
- Utilize the on-campus resources
- Network with upperclassmen with relevant experience
- Complete the Bloomberg Markets Concepts course to gain a quick primer on markets
- Keep up-to-date with the markets using the reliable sources under External Resources, especially WSJ

ROLE-AGNOSTIC INTERVIEW QUESTIONS

Standard behavioral questions outlined here.

What is the current Fed Funds rate?

- Rates-related questions are generally fair game.
- Understand the role of the Federal Reserve

Walk me through the three financial statements and how they're connected.

- If you were stuck on an island, which financial statement would you pick?

Pitch me a stock.

- Refer to this guide by Mergers & Inquisitions to learn how to properly pitch a stock.

If you have $1,000,000 to invest, how would you allocate the capital?

- Direct your potential investments towards the role you are interviewing for e.g., equities, fixed income, etc.

Tell me about an industry you're looking at.

Tell me a story that's been happening in the markets.

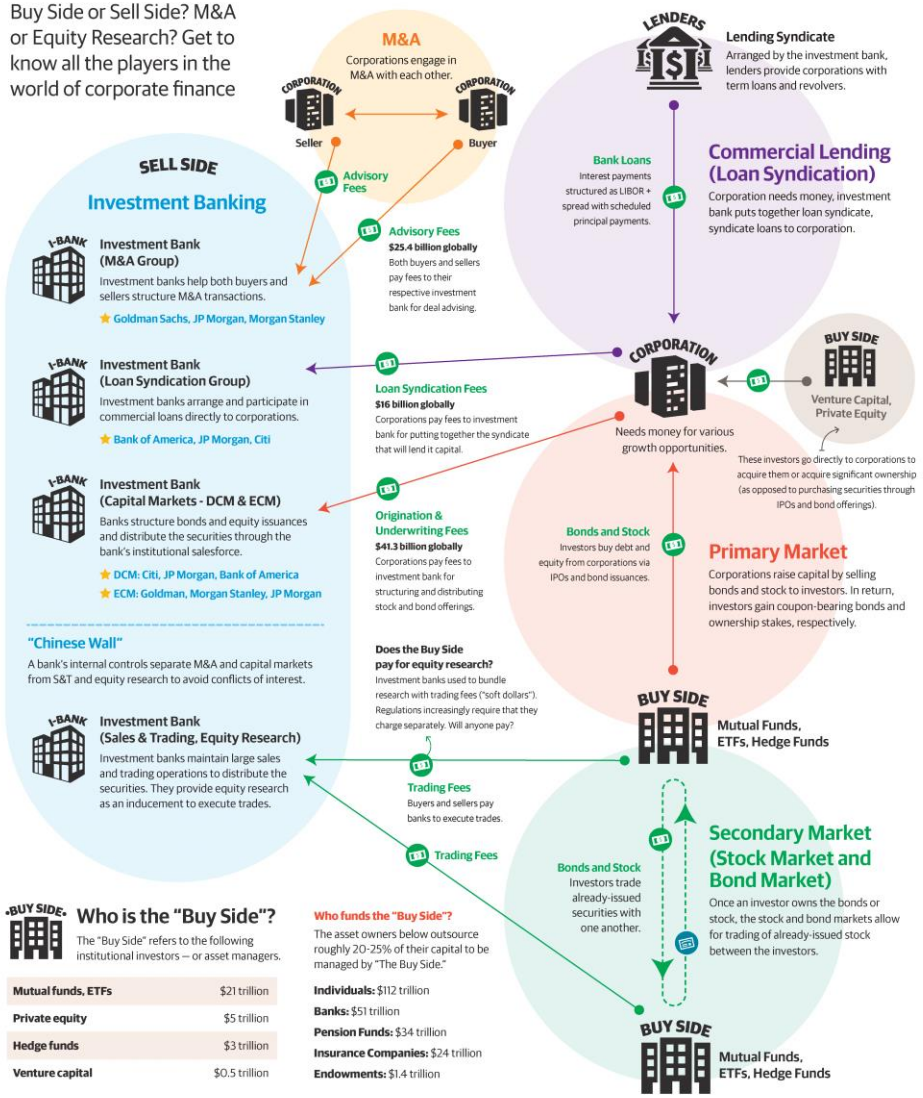
NO EXPERIENCE – WHERE DO I START?

- CUNY/Baruch Programs
- Club Programs
- Boutique Investment Banks
- Small Asset Managers
- Accounting
- Private Wealth Management
- Search Funds
- Startups

CAREERS IN FINANCE

So you want a career in finance?

Buy Side or Sell Side? M&A or Equity Research? Get to know all the players in the world of corporate finance



Who is the "Buy Side"?

The "Buy Side" refers to the following institutional investors — or asset managers.

Mutual funds, ETFs	$21 trillion
Private equity	$5 trillion
Hedge funds	$3 trillion
Venture capital	$0.5 trillion

Who funds the "Buy Side"?

The asset owners below outsource roughly 20-25% of their capital to be managed by "The Buy Side."

Individuals: $112 trillion
Banks: $51 trillion
Pension Funds: $34 trillion
Insurance Companies: $24 trillion
Endowments: $1.4 trillion

Source: Wall Street Prep

SELL SIDE AND BUY SIDE CAREERS

- As outlined in Slide 12, some popular careers on Wall Street are divided between the sell side and the buy side
  - However, many finance professions do not fit either category
- The sell side consists of investment banks and the services they provide, while the buy side is made up of the institutional investors and traders that buy the services and assets being sold
- Oftentimes, buy side roles are segregated as “exit-opportunities” for sell side employees
  - This is attributed to the fact that many buy side roles require sell side experience in order to qualify, barring extraordinary circumstances
  - While the buy side is known for higher compensation and a better work-life balance, the reality depends on the role taken
- However, not all sell side roles are weighed the same, depending on the buy side role:
  - For example, private equity, which requires a level of transaction knowledge, oftentimes prefer to recruit out of investment banking where transaction experience is bountiful, rather than an equity research or sales and trading
  - On the other hand, while a sector-focused hedge fund might seek an equity research analyst with experience in the sector; another fund may recruit for a trader of a particular product specializing in their strategy type

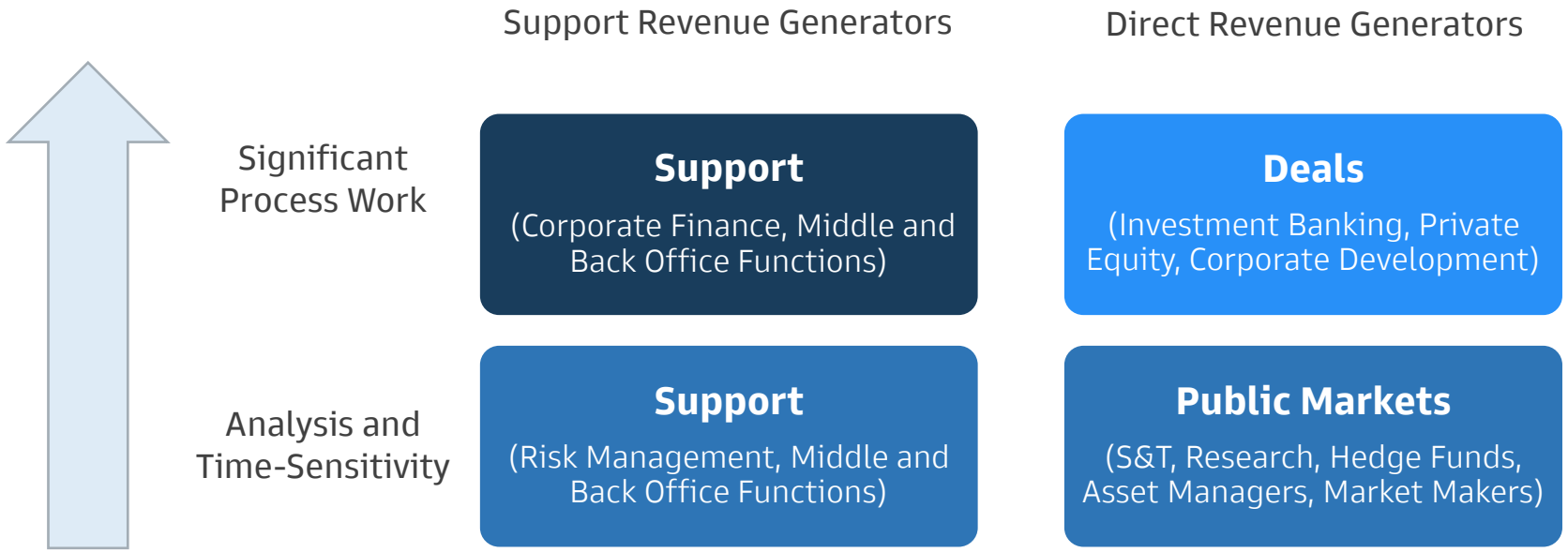
DEALS VS. PUBLIC MARKETS VS. SUPPORT

"Deals vs. Public Markets vs. Support" is an alternative categorization model for careers in finance created by Brian DeChesare of Mergers & Inquisitions.

Deal: Skills in modeling, creating presentations and memos, and conducting due diligence are valued; hours can be unpredictable, as deliverables can vary.

Public Markets: Analysis and models are still integral but work can be dependent on timing and quick decisions; hours are usually more predictable.

Support: Generally procedural and based around planning; hours are typically what one would expect from an office job but can vary depending on division and seniority.



CAREERS IN FINANCE

- Investment Banks
  - Front Office
  - Middle Office
  - Back Office
- Additional Forms of Banking
- Hedge Funds
- Private Equity
- Asset Management
- Real Estate
- Derivatives Market Making
- Exchanges
- Adjacent and Related Industries
- Corporate Finance
- Management Consulting
- Financial Advisory
- Accounting

CAREERS IN FINANCE

1. Investment Banks
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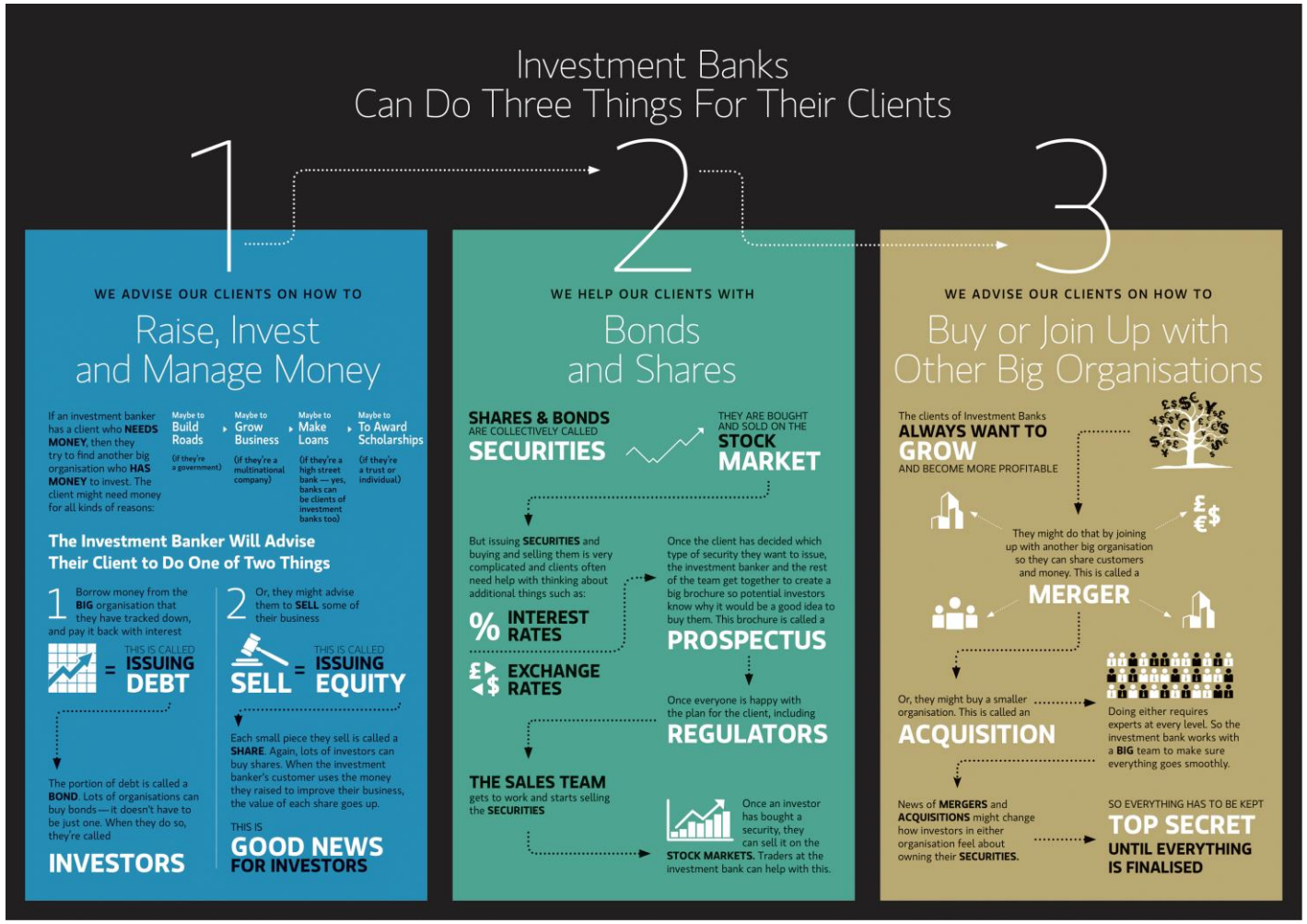
9. Adjacent and Related Industries
10. Corporate Finance
11. Management Consulting
12. Financial Advisory
13. Accounting

INVESTMENT BANKS

WHAT DO INVESTMENT BANKS DO?



Source: Morgan Stanley

TYPES OF INVESTMENT BANKS

Bulge Bracket (BB)	▪ International banks working on deals ≥ $1B ▪ Full-service suite, with all available product groups and varying coverage group specialization ▪ Provide services outside of investment banking such as commercial and retail banking
Elite Boutique (EB)	▪ Banks advising on deal sizes equal to or greater than BB banks but with a higher specialization on specific investment banking services ▪ Highly prestigious, considered by many to be the most difficult to break into
Middle Market (MM)	▪ Banks advising on medium-sized deals averaging from $50M to $500M ▪ Strong local presence, smaller international recognition ▪ Smaller service range than larger banks
Boutique	▪ Banks advising on deals ≤ $100M ▪ Strictly local, highly specialized in a few services ▪ Smaller teams with more individual work than larger institutions

INVESTMENT BANKS

Bulge Bracket & Elite Boutiques

Goldman Sachs
BARCLAYS
UBS
J.P.Morgan
WELLS FARGO
BANK OF AMERICA
Morgan Stanley
citi
Deutsche Bank

EVERCORE
P/W/P PERELLA WEINBERG PARTNERS
Moelis
LAZARD
Greenhill
CENTERVIEW PARTNERS
Ducera
PJT
Rothschild & Co

Middle Market

CIBC
BNP PARIBAS
Houlihan Lokey
MIZUHO
RBC
PNC
PIPER | SANDLER
KeyBanc Capital Markets
NOMURA
TRUIST
TD Securities
Jefferies
OPPENHEIMER

Boutiques

FINANCO
FINANCIAL TECHNOLOGY PARTNERS
D|A DAVIDSON
CastleOak Securities
MTS Health Partners
BRYANT PARK CAPITAL, LLC
B|D|A PARTNERS
SOLOMON PARTNERS
greensledge

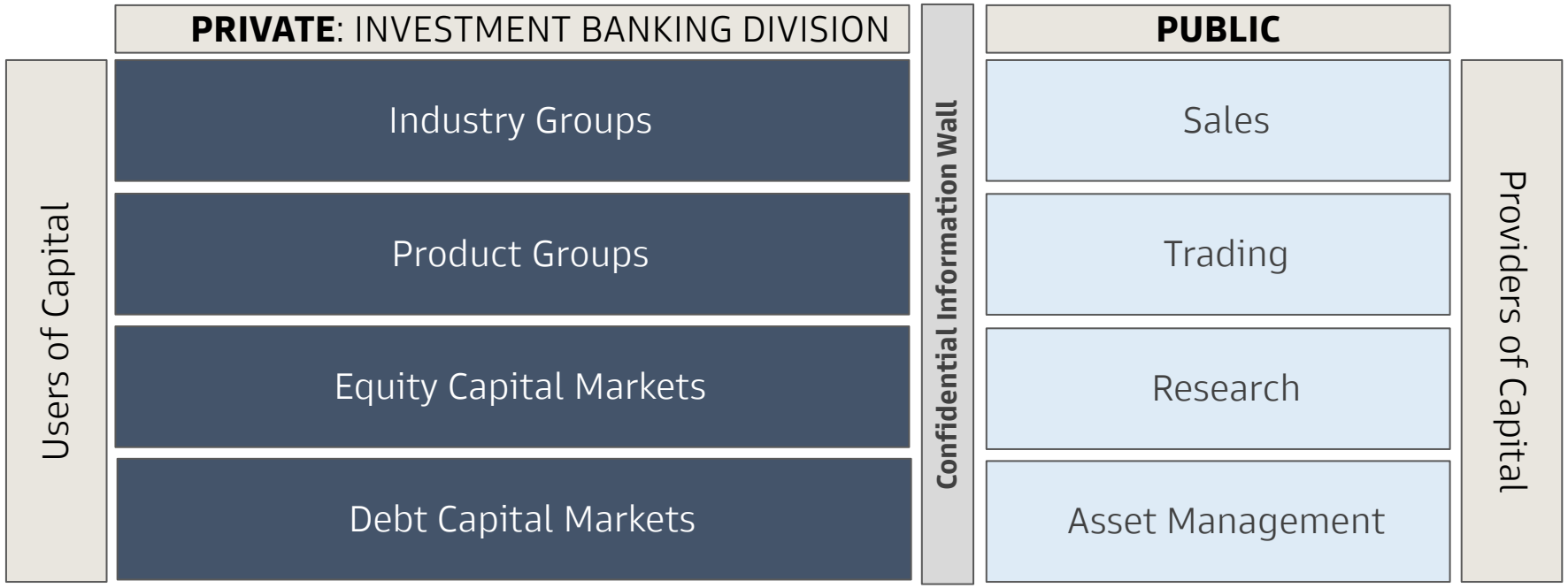
FRONT OFFICE

Performs client-facing activities that directly contribute to revenue generation

Includes roles such as investment bankers, sales traders, and wealth managers

Responsible for client relationship management, sales and trading, and origination and underwriting of financial products

STRUCTURE OF AN INVESTMENT BANK



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Investment Banking

Sales and Trading

Research

Asset & Wealth Management

INVESTMENT BANKING

WHAT IS INVESTMENT BANKING?

- Investment banks are the intermediary between entities that demand capital and those that supply it
- The Investment Banking Division (IBD) is the advisory and underwriting arm of the bank
  - Underwriting: Raising Debt & Equity Capital
  - Advisory: M&As, LBOs, Restructuring
- The IBD is split into two primary subdivisions:
  - Product Groups: Segmented by the services or financial products provided – M&A, ECM, DCM, LevFin, RX
  - Industry Groups: Segmented by industry client coverage – Healthcare, TMT, FIG, Real Estate, Industrials, etc.
- Contrary to popular belief, **investment bankers do not invest their own money** (In fact, due to access to confidential information, bankers are susceptible to investment and trade restrictions); much of what they perform consists of the following:
  - Conducting industry research
  - Developing financial valuation models (Comparables, Precedent, DCF)
  - Building pitchbooks for potential clients
  - Structuring and executing private / public market transactions
- Hours: 60 to 100 hours per week, depending on deal activity

COVERAGE GROUPS

- Coverage Groups are experts of a specific industry they are responsible for advising on all deal types for
- These roles are ideal for those with specialized interests in certain industries and desire to become experts in the space
- Some industry groups are specialized by location; for example, energy groups will often be based out of Houston
- Different banks have different groups, and some are more well-regarded across the street, but common segments are:
  - Healthcare
  - Technology, Media, and Telecom (TMT)
  - Energy, Utilities & Infrastructure
  - Metals & Mining
  - Consumer Retail
  - Real Estate, Gaming & Lodging (REGAL)
  - Public Finance
  - Financial Institutions Group (FIG)
  - Industrials
  - Financial Sponsors

MERGERS AND ACQUISITIONS

- Mergers and Acquisitions (M&A) refers to the consolidation of companies or assets through financial transactions
- The M&A team provides firms with advisory and transaction execution services such as selling the firm to buyers, acquiring other firms, or divesting divisions from their firm
- Bankers provide advice on valuation, transaction structures and deal tactics/negotiations
- Day-to-day responsibilities include building valuation and merger models, reconciling adjusted financial statements, understanding the full deal process, and developing marketing materials
- Will either be working on “sell side” or “buy side” M&A
  - Sell Side Mandate: Client wants to sell their company and make money
  - Buy Side Mandate: Client wants to buy a company, and the bankers help them sell it or finance it
- Some banks, such as Goldman Sachs, integrate M&A into their industry groups
- Recruiting:
  - As with all IBD roles, understand, at the very least, all the basic technical questions of the BIWS 400 Question Guide
  - Be aware and know the details of a recent merger or acquisition deal

EQUITY CAPITAL MARKETS

- The Equity Capital Markets (ECM) group is responsible for advisory to corporations looking to raise capital through equity - in other words, selling a piece of itself in exchange for capital
- Subgroups are origination, syndicate, and convertibles
  - Origination: Pitches strategies on raising capital and then executes financing deals such as IPOs and follow-on offerings
  - Syndication: Communicates with other banks to coordinate deal execution, as most equity deals distribute risk by involving a wider set of banks
  - Convertibles: Helps companies raise capital with “convertible bonds,” bonds that begin as debt issuances and convert into equity if the company’s stock price reaches a certain level
- Types of Equity Deals
  - Initial Public Offerings (IPOs)
  - Follow-On Offerings
  - Secondary Offerings
  - Concurrent Offerings
  - Equity Private Placements
  - At-the-Market Offerings
  - Rights Offerings
- Recruiting
  - Focus on accounting, DCFs, equity and enterprise value rather than LBOs and merger models
  - Demonstrate knowledge of equity trends, recent IPOs, SEOs, index performances

DEBT CAPITAL MARKETS

- The Debt Capital Markets (DCM) group is responsible for advisory to corporate and government issuers on the raising of debt for acquisitions, refinancing of existing debt, or restructuring of existing debt
- Bankers fulfill roles of origination, structuring, and syndication
- Bond markets can be divided into:
  - Primary market: Issuer launches a new bond issue to raise funds directly from investors
  - Secondary market: Existing bonds are traded amongst various participants
- Types of Bond Deals
  - Investment-Grade Bond
  - High-Yield Bonds
  - Government Bonds
  - Municipal Bonds
  - Emerging Markets Bonds
- Banks make money selling products and services associated with underlying new issues, DCM roles can be described as a combination of IBD and S&T, making it a unique mix of deals and public markets
- Recruiting:
  - Deep focus on bond market familiarity, current rates space, incentives for issuing debt, and fixed income product drivers
  - Most elementary technical questions of the credit-related IBD roles: “fixed income questions”

STRUCTURED FINANCE

- The Structured Finance group is primarily responsible for pooling together loans backed by cash-flow producing assets into securities and selling "tranches" of these securities into capital markets through a process known as securitization
- Benefits of securitization include:
  - Liquidity: By pooling together assets and selling securities, securitization creates a more liquid market for assets that are difficult to sell on their own
  - Diversification and Risk Management: Investors diversify through a pool, rather than a single asset; additionally, by selling assets through securitization, issuers can transfer risk to better positioned investors
  - Leverage: Securitization provides leverage for asset managers who issue the securitizations
- Bankers perform origination and create new securities they can sell to clients
- Products formed by securitization include collateralized loan obligations (CLOs), mortgage-backed securities (MBSs), and asset-backed securities (ABSs)
- Recruiting:
  - Understand what structured products are – huge plus if one can link these products and their implications in the Global Financial Crisis
  - Discuss the benefits of securitization and why asset managers and investors might be interested in these structures

LEVERAGED FINANCE

- Leveraged Finance (LevFin) group is responsible for underwriting credit facilities to companies looking for debt capital
  - Compared to DCM, the companies tend to be below investment grade (Ba1/BB+ ≥ company) and carry higher interest rates
- Bankers in this field typically work on the following projects:
  - Leveraged Buyouts (LBOs): PE firm acquires company using a large amount of debt with loans are secured against the company for high yields
  - Acquisition Financing: When corporations decide to buy other companies, the riskiness of the investment requires LevFin bankers to find the financing to complete the transaction
  - Leveraged Recapitalizations: A situation when a company decides to raise debt in order to repurchase shares or pay out dividends. Shareholders of a company are typically benefited in both situations, though the company carries more risk because of the new debt
  - Refinancings: When a company's existing debt is about mature, they raise new debt in order to cover their previous balance and pay the new debt off later
- Recruiting
  - Mechanics of an LBO, bond pricing, accounting fundamentals, and how to reach EBITDA, equity and enterprise valuation, DCFs (to a lesser extent)
  - Understand private credit markets, company credit ratings, and financial covenants
  - Demonstrate knowledge on credit markets (HY bond and leveraged loan issuances, yield curve) and creditworthiness determination

RESTRUCTURING

- The Restructuring Group (RX) of an investment bank is responsible for helping distressed companies to restructure their financial affairs and improve their financial performance
- What makes RX unique is the **intersection of law and finance** in the form of reorganizations, liquidations, and bankruptcies
- Responsibilities include negotiating with creditors, developing financial restructuring plans, and assisting with the sale of assets; the simpler the capital structure, the simpler the restructuring
- Debtor vs. Creditor Side RX
  - Debtor side restructuring actively creates new solutions to gain the support of creditors
  - Creditor side evaluates those solutions and next steps
- Deal types can vary based on the needs of a company, as well as the state of its balance sheet
  - The larger division will lie between in-court and out-of-court solutions
- Most restructuring is done by a handful of EB firms: PJT, Houlihan Lokey, Evercore, etc.
- Recruiting:
  - Restructuring Investment Banking 101 covers ground basics to RX, as well as the variety of solutions involved players can choose to undergo
  - *Distressed Debt Analysis* by Stephen Moyer is widely considered to be an essential read for all-things distressed debt related

INVESTMENT BANKING - RESOURCES

- Guides
  - BIWS 400 Question Guide: Holy grail for brushing up on behavioral and technical questions for investment banking interviews
  - Vault Career Guide to Investment Banking: Covers basics of financial markets, including equity and fixed income offerings, and M&A private placements and reorgs, and dissects career paths in the industry; requires New York Public Library subscription
  - Mergers & Inquisitions: An overview of the investment banking industry, key functions, and careers
- Literature
  - *Investment Banking* by Joshua Rosenbaum and Joshua Pearl: Popular book that focuses on the primary valuation methodologies currently used on Wall Street such as comparable companies, precedent transactions, DCFs, and LBOs
  - *Distressed Debt Analysis* by Stephen Moyer: Presents a conceptual outline of the financial and bankruptcy law context in which restructurings take place; perfect for those interested in RX or LevFin
- Banking at Michigan: Collection of resources focused on investment banking recruiting, but applicable to many ideas in interviews in the financial services industry
- IB Vine: Flashcard webapp created to drill technical interview questions for IB
- ABCs of Asset Backed Securities: Guide created by Guggenheim on asset-backed securities
- Subprime Primer: Quick, comedic walkthrough of the 2008 subprime mortgage crisis; a must read for structured finance enthusiasts

SALES AND TRADING

SALES AND TRADING – DESKS AND PRODUCTS

- Equities
  - Cash Equities: Common Stocks, Depositary Receipts, and ETFs
  - Equity Derivatives: Equity Options, Equity Swaps, Warrants, Structured Notes, Futures on Individual Securities/Indices, Exotics
  - Electronic Trading: Various investment banks include algorithmic trading within their equities desk
- FICC (Fixed Income, Currencies, Commodities)
  - Fixed Income: Treasuries, Munis, Investment Grade, High-Yield, Credit Derivatives, Collateralized Securities (MBS, CLO, CDO)
  - Currencies: Interest Rate/Currency Swaps, FX Options, Emerging Markets Currencies, G-10
  - Commodities: Oil, Metals, Power, NG, Agriculture, Commodity Indices
- Cross Asset, Structuring, and Lending
  - Cross Asset Lending/Trading
  - Macro Cross Asset
  - Structuring: Macro, Credit
  - Principal Investing

SALES AND TRADING OVERVIEW

- The Sales and Trading (S&T) division of an investment bank is responsible for buying and selling investment products on behalf of the bank and its clients (mutual funds, hedge funds, asset managers, corporations, etc.) by pitching buy and sell recommendations to clients (sales), and then executes on those trades in the open market (trading)
- As a sales trader, the goal would be having the clients place a trade with one's investment bank; usually, as soon as the client picks up the call, one makes their first commission, and once the idea is bought, one makes their second commission
- Sales takes orders from clients and convey them to traders with the intention of getting them to execute the trade through their desk
- Contrary to popular belief, **S&T is not actively trading and managing a portfolio**
    - Traders work as market makers, middlemen that oversee the spreads
    - For example, say the bid and ask on SPX is 3950 – 3970; without investment banks, this spread can be larger
- The sales trader pitches investment ideas to institutional clients with the intention of winning them over. While one can still want to buy low and sell high (buy at a price that's lower than the quote you offered to clients), it is okay to take a loss as long as the commission outweighs the losses
- Hours: 50 to 70 hours per week, depending on premarket and post-market obligations

STRUCTURERS

- Structurers create innovative products within their asset group to give clients exposure they couldn't get by buying traditional securities
- For example, a structurer might create a product that gives a client exposure to a certain group of assets, over a certain time horizon, with certain barriers/triggers
- Structurers are responsible for pricing the products they create and helping salespeople explain the details to clients
  - They may also manage some of the risk themselves or work with traders to manage it
- Structurers are often more ingrained in the sales and risk management process of the products they create than in the past
- In some cases, structurers may even take on a hybrid role as a structurer-trader, managing the risk associated with the products they have created
  - This is a case for certain desks specializing in securitization; click for more information on securitization
- Structurers typically have at least an undergraduate degree in a hard science, but their work is viewed as less technically intensive than that of quants, especially in terms of coding work

QUANTS

- Quants within S&T can perform a variety of tasks and be considered for roles within pricing, trading, and risk
  - Developing pricing models and trading algorithms
  - Implementing and testing trading strategies to improve PnL and manage risk
  - Analyzing market data and trends to identify profitable opportunities
  - Conducting research and developing new financial products to meet client demand
- Quants have moved into trading-style roles in the most electronic forms of trading
  - In equity derivatives, there are quant-trader hybrids who run pricing models, work on changes to risk management methods, think about how to improve systems, and ultimately be responsible for PnL and their own risk
  - These hybrid quant-trader roles are becoming increasingly common in areas with algorithm-driven trading or complex products, especially in equities
- Quant-trader hybrid roles are increasingly common in areas that have more algorithm-driven trading or are particularly complex (usually involving options)
- In other areas like swap trading, credit trading, and MBS/ABS, quants still play a more traditional role of creating systems and working on pricing models
- Quants typically have degrees in STEM-related fields
- Some quant roles in S&T have applications external to general (summer) analyst applications

SALES AND TRADING – INTERVIEW KNOWLEDGE

Fair Questions

- Things to Understand:
  - Micro and Macro Current Events
  - Role of the Federal Reserve, Current and Projected Monetary Policy
- Tell me about 2 events that you find interesting in the market
  - Always talk about macroeconomics events first, rather than diving deep into a rabbit hole. Example: Don't talk about how xxx company beat their earning expectation by 25% and their share going up 40%, but rather talk about what the federal reserve has been doing and how that's impacting the economy and different asset classes
- Where is the current FFR, what's the 10Y, 2Y, 30 Y int rate, where is SPY/NASDAQ/DOW/Gold/Oil trading at, what's the yield curve (be able to explain inverted yield curve as well)
- Pitch me a stock (Always prepare 2 pitches in different sectors)
  - Potential Template: Company Name > Market Cap > Current Price > Purpose > Projected % Movement > Time Horizon > Investment Thesis 1 > Investment Thesis 2 -> Risks & Mitigants)
- Basic Fixed Income Knowledge
  - Bond Valuation
  - Relationship between bond price and interest rate
- Portfolio allocation questions, something along the lines of "If you had 10m, what would you invest in?"

SALES AND TRADING - RESOURCES

- Sales and Trading Prep: One of the best, most comprehensive overviews of Sales and Trading as a whole; additionally, serves as a small interview question database
- Vault Career Guide to Sales and Trading: Trusted career guide on breaking into S&T
- Sales & Trading Interview Guide – Gekko's Guidance: Generalist S&T interview guide from Wall Street Oasis
- Literature
  - *Liar's Poker* by Michael Lewis:
  - *Market Wizards* by Jack D. Schwager:
  - *The Handbook of Fixed Income Securities* by Frank J. Fabozzi:
  - *Foreign Exchange: A Practical Guide to the FX Markets* by Tim Weithers:

RESEARCH

EQUITY RESEARCH

- The Equity Research division of an investment bank provide investors with detailed financial analysis and recommendations on whether to buy, hold, or sell select investments
- Equity Research supports the revenue creation of investment banking and sales & trading, by providing their clients with timely, high-quality information and analysis
- Like those belonging to an industry group in the IBD, associates and analysts are usually divided into industry sectors to cover similar companies within an industry
- Hours: 60 to 80 hours per week, with activity spiking during earnings season
- Recruiting:
  - ER interviews seek individuals with a keen talent for modeling, as well as understanding the developing trends of markets
  - See the "Warren Buffet" interview questions in the BIWS 400Q Guide

J.P.Morgan

North America Equity Research
30 September 2015

21st Century Fox

Hulu Steadily Building a Streaming 'Empire' as New Tier Debuts and More Hits Roll On

Overweight
FOXA, FOXA US
Price: $25.80
Price Target: $33.00

In our recent note on 21st Century Fox, "Good Entry Point for High Quality Media Play," we highlight the opportunity for patient investors considering the value of FOXA's strong asset base, noting that Hulu in particular could present notable upside down the road. Hulu has since made further strategic decisions which increase our conviction in the value of this asset, including more aggressive investment spending in content and the launch of a higher priced ad free tier. In this note we take a closer look at the streaming video industry, Hulu's competitive positioning and strategic outlook as well as its potential value. While equally owned by FOX, DIS and CMCSA, we highlight this asset in the context of FOXA as the smallest of these companies, therefore having the biggest relative contribution.

- **Next day availability of hit shows sets Hulu apart.** With or without an ad model, airing broadcast shows from its three owners on a next-day basis provides a sustainable competitive advantage, in our view.
- ***Fear The Walking Dead, Seinfeld & Empire* exclusives beginning to set higher bar for the service.** Recent step up in investments signals an increased commitment to adding quality content and growing the subscriber base. This expanding list of exclusive content combined with next day streaming and ongoing investment in original programming will likely continue to drive subscriber growth, making Hulu much more competitive with Netflix.
- **Dual revenue stream of advertising and fees provides a more lucrative model for digital distribution.** Hulu's ad supported business model yields a higher ARPU compared to SVOD peers Netflix and Amazon, and potentially leads to a higher valuation, as we estimate the service generates >$7 per sub/month in ad revenue (albeit split with content owners), nearly the entire retail price of Netflix's lowest tier. Equally important, Hulu's dual revenue stream replicates the traditional bundle and also provides an outlet for advertisers willing to pay high CPMs for premium online video with high viewability.

Media

Price Performance

FOXA share price ($)
S&P500 (rebased)

	YTD	1m	3m	12m
Abs	-32.8%	-5.8%	-20.1%	-24.5%
Rel	-24.3%	-1.3%	-11.7%	-19.8%

Twenty-First Century Fox, Inc. (FOXA;FOXA US)

FYE Jun	2013A	2014A	2015A	2016E
EPS - Recurring ($)				
Q1 (Sep)	0.38	0.33	0.39	0.39
Q2 (Dec)	0.35	0.33	0.41	0.42
Q3 (Mar)	0.32	0.47	0.42	0.46
Q4 (Jun)	0.31	0.43	0.39	0.45
FY	1.36	1.57	1.60	1.72
CY	1.46	1.59	1.66	1.95
Bloomberg EPS FY ($)	1.44	1.53	1.70	1.82

Source: Company data, Bloomberg, J.P. Morgan estimates.

Company Data	
Price ($)	25.80
Date Of Price	29 Sep 15
52-week Range ($)	39.27-22.81
Market Cap ($ mn)	53,148.00
Fiscal Year End	Jun
Shares O/S (mn)	2,060
Price Target ($)	33.00
Price Target End Date	31-Dec-16

See page 28 for analyst certification and important disclosures.

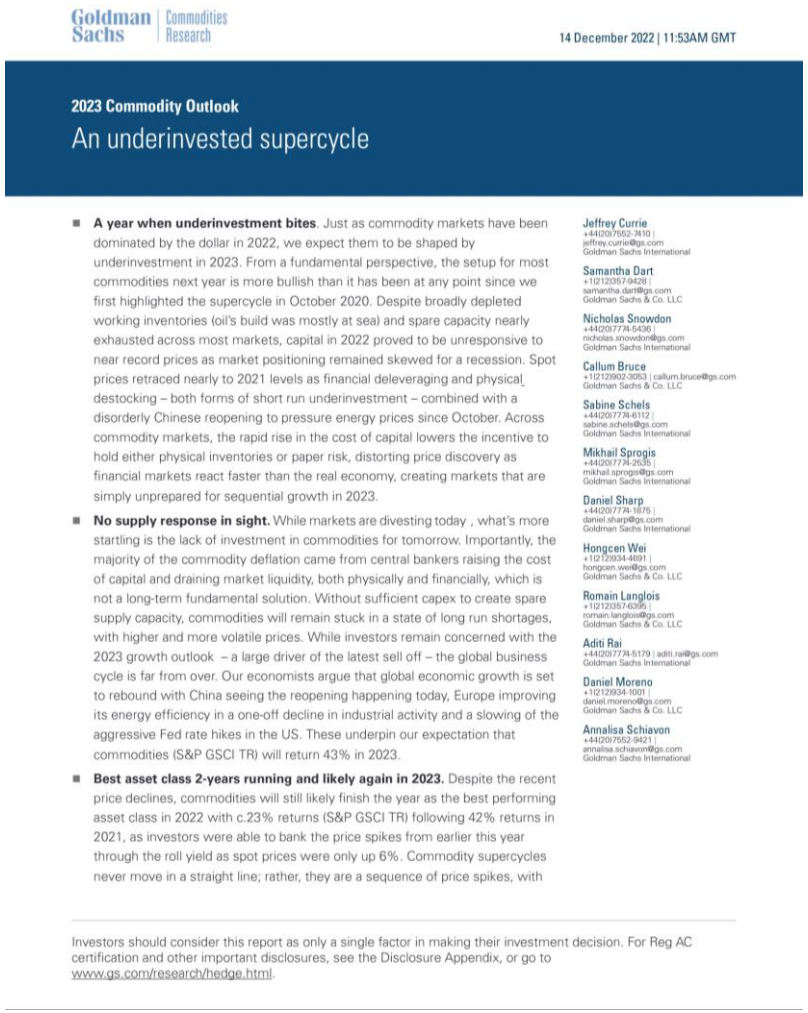
J.P. Morgan does and seeks to do business with companies covered in its research reports. As a result, investors should be aware that the firm may have a conflict of interest that could affect the objectivity of this report. Investors should consider this report as only a single factor in making their investment decision.

www.jpmorganmarkets.com

Source: J.P. Morgan

OTHER RESEARCH

- Beyond the traditional ER role, there also exists a variety of other topics sell side analysts will publish works on
- This can consist of, but is not limited to the following:
  - Credit Research
  - Economic Research
  - Portfolio Strategy
  - Commodities Research
  - FX/Emerging Markets Research
- The knowledge required for each role will be dependent on its coverage



Goldman Sachs | Commodities Research

14 December 2022 | 11:53AM GMT

2023 Commodity Outlook

An underinvested supercycle

- **A year when underinvestment bites**. Just as commodity markets have been dominated by the dollar in 2022, we expect them to be shaped by underinvestment in 2023. From a fundamental perspective, the setup for most commodities next year is more bullish than it has been at any point since we first highlighted the supercycle in October 2020. Despite broadly depleted working inventories (oil's build was mostly at sea) and spare capacity nearly exhausted across most markets, capital in 2022 proved to be unresponsive to near record prices as market positioning remained skewed for a recession. Spot prices retraced nearly to 2021 levels as financial deleveraging and physical destocking – both forms of short run underinvestment – combined with a disorderly Chinese reopening to pressure energy prices since October. Across commodity markets, the rapid rise in the cost of capital lowers the incentive to hold either physical inventories or paper risk, distorting price discovery as financial markets react faster than the real economy, creating markets that are simply unprepared for sequential growth in 2023.
- **No supply response in sight.** While markets are divesting today , what's more startling is the lack of investment in commodities for tomorrow. Importantly, the majority of the commodity deflation came from central bankers raising the cost of capital and draining market liquidity, both physically and financially, which is not a long-term fundamental solution. Without sufficient capex to create spare supply capacity, commodities will remain stuck in a state of long run shortages, with higher and more volatile prices. While investors remain concerned with the 2023 growth outlook – a large driver of the latest sell off – the global business cycle is far from over. Our economists argue that global economic growth is set to rebound with China seeing the reopening happening today, Europe improving its energy efficiency in a one-off decline in industrial activity and a slowing of the aggressive Fed rate hikes in the US. These underpin our expectation that commodities (S&P GSCI TR) will return 43% in 2023.
- **Best asset class 2-years running and likely again in 2023.** Despite the recent price declines, commodities will still likely finish the year as the best performing asset class in 2022 with c.23% returns (S&P GSCI TR) following 42% returns in 2021, as investors were able to bank the price spikes from earlier this year through the roll yield as spot prices were only up 6%. Commodity supercycles never move in a straight line; rather, they are a sequence of price spikes, with

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Investors should consider this report as only a single factor in making their investment decision. For Reg AC certification and other important disclosures, see the Disclosure Appendix, or go to www.gs.com/research/hedge.html.

Source: Goldman Sachs

ASSET AND WEALTH MANAGEMENT

ASSET MANAGEMENT

- The Asset Management (AM) group is responsible for dealing with high-net-worth individuals, government entities, corporations, sovereign wealth funds, and pension funds
- As an asset manager, one must do the following:
  - Meet with client to find out their short/long-term financial goals and their risk appetite
  - Produce a list of investments and strategies that matches the client's objective
  - Create and manage a client's portfolio actively, making changes to it as needed
  - Actively communicate with client about changes in the portfolio & performance
- Responsibilities of AM under an investment bank function similarly to AM on the buy-side

WEALTH MANAGEMENT

- Wealth Management (WM) bankers provide financial planning, investment management, banking and comprehensive advice to high-net-worth clients
- Within the WM group, you work as a financial advisor helping your client achieve their short, mid, and long-term financial goals. This is achieved through:
  - Providing clients with various strategies based on their needs, such as Equities, Fixed Income, and Alternative Investments
  - Creating a portfolio for the client and actively manage it according to their financial goal & risk appetite
  - Offering various investment styles such as impact investing and ESG investing
  - Managing risks for the client and providing them with exceptional service
- While WM is very similar to AM in terms of responsibility, the largest difference between WM and AM is that WM focuses on high net-worth individuals while AM works with institutions and corporations
- At times, WM for these high net-worth clients may be referred to as Private Wealth Management (PWM)
- Recruiting:
  - As a sophomore, it is easier for non-target students to secure roles in WM than IB/S&T – Morgan Stanley and UBS hire many from Baruch
  - WM comes with a higher requirement of soft-skill mastery, as well as being constantly in-the-know of current market conditions to be able to provide the best investment advice to clients

PRIVATE BANKING

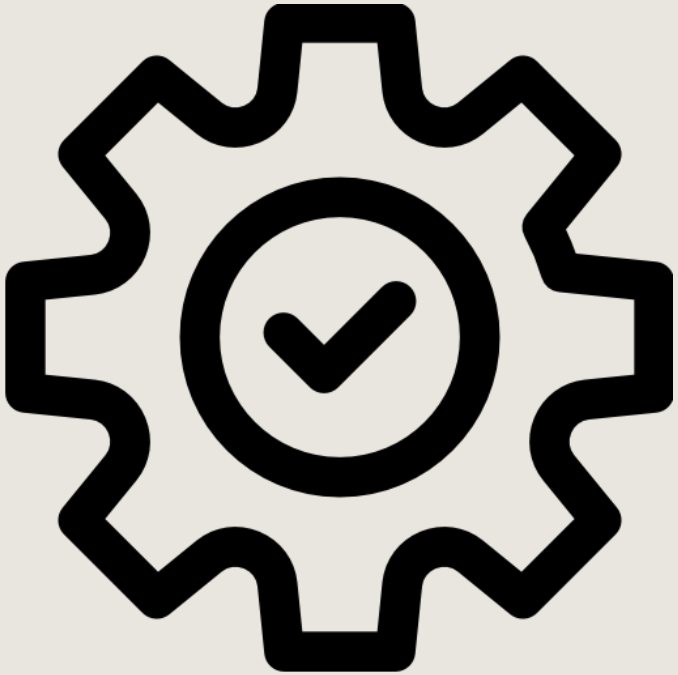
- Private Banking (PB) refers to envelope solutions for high-net-worth-clients wherein banks offer personalized care and management of their finances
- Private banks provide banking services, such as deposits, brokerages, tax advisory, and basic concierge-type services, through a single designated relationship manager
- While it is technically an alternative form of banking, it functionally falls under an exclusive subset of wealth mananagement
- The difference between PB and WM is in the goal of advice:
  - Private Banks offer guidance on some investment options, but does not necessarily deal with investing, but rather in maintaining current assets
  - Wealth Management specifically offers advice to improve financial standing and generate high returns
  - Some characterize this difference as “private banking is a service, while wealth management is a partnership”
- Most banks have different methods of segmenting their services through means such as product, industry, and service differentiation
- Recruiting:
  - Private banking is generally a more niche area, difficult to enter without a connection to the industry
  - Similar to WM, PB heavily emphasizes soft skills and communication

MIDDLE OFFICE

Acts as a liaison between front office and back office by monitoring transactions conducted by front office while ensuring back office execution

Includes roles such as risk managers, compliance officers, and trade support staff

Responsible for managing risk and ensuring compliance with regulations and internal policies



PRIME BROKERAGE

- Prime Brokerage is a bundled group of services for institutional investors - essentially a “hedge fund hotel” that allows the outsourcing of investment activities to shift focus into goals and strategy
- Services included within a prime brokerage bundle may include cash management, securities lending, and aid in accessing research, finding investors, borrowing cash, and more
- Prime brokers also provide centralized securities clearing facilities for funds
- Institutions require a minimum account size to be able to transact with prime brokers and all prime brokers have different requirements and fees
- Earns capital through:
  - Fees on financing client's margined long and short cash and security positions and by charging fees for clearing and other services
  - Rehypothecating margined portfolios of hedge funds currently serviced and charging interest on those borrowing securities and other investments

RISK MANAGEMENT

Risk Management aims to identify, monitor, evaluate and manage an investment bank's financial and non-financial risks.

Primary Responsibilities:

1. Monitoring market conditions
2. Being aware of counterparty and issuer conditions
3. Set, monitor, and enforce limits
4. Have complete access to systems
5. Calculate risk figures and run stress tests
6. Play a role in model validation
7. Play a role in product development
8. Speak with regulators
9. Link all control functions
10. Maintain continuous dialogue with management

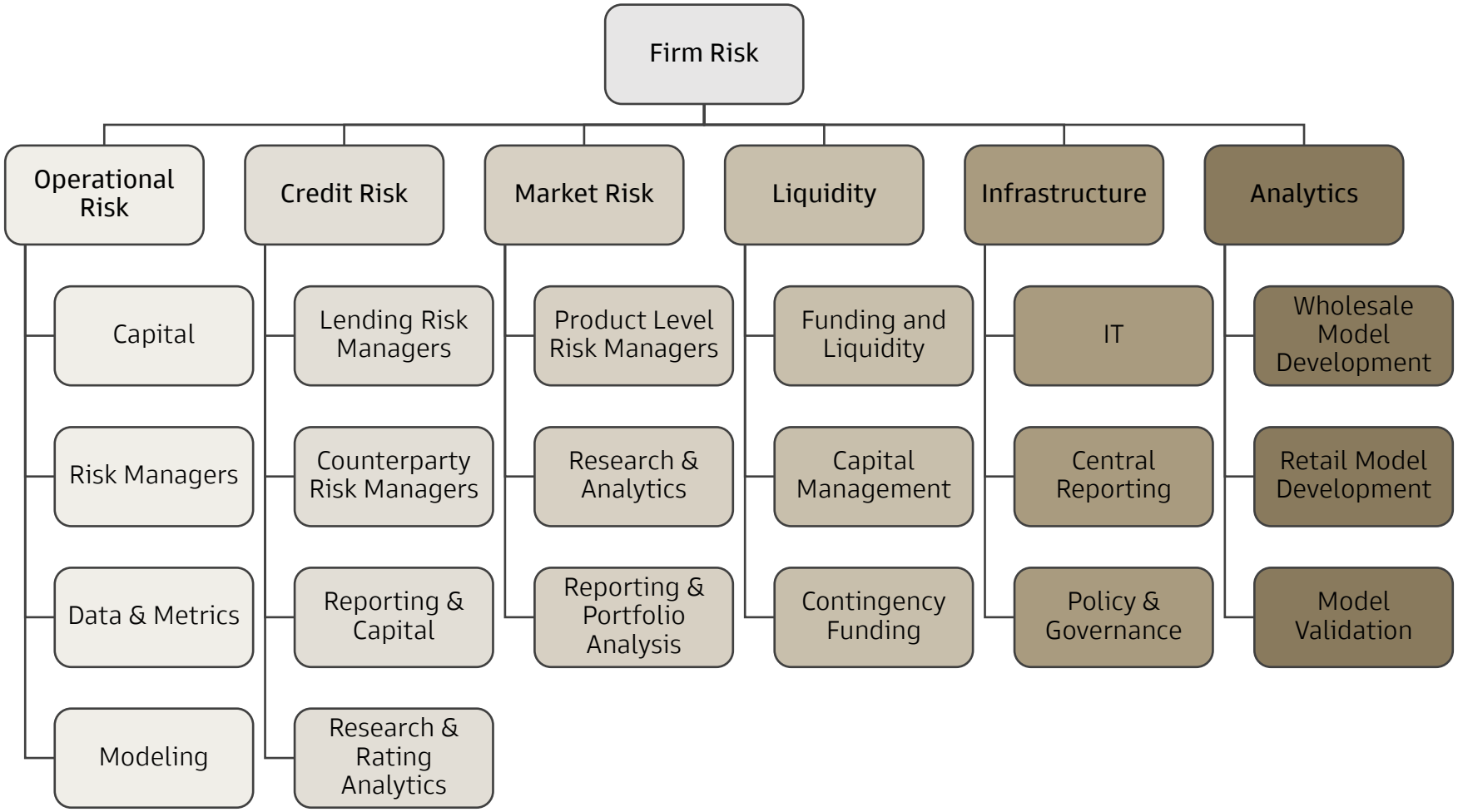
5 Key Questions:

1. Did we know what bet we were making?
2. Did the right people discuss the risks?
3. Was the position within established limits?
4. Was the risk/reward ratio appropriate?
5. Was it a bet we could afford to make?

RISK MANAGEMENT - SEGMENTATION

Model Risk	Liquidity Risk	Credit Risk	Operational Risk	Market Risk
Risk that models may have fundamental errors in theory or implementation or is incorrectly utilized	Risk that assets cannot be sold timely due to a lack of liquidity in markets or companies will not have enough cash to meet its obligations on time	Risk a borrower may not repay a debt, or a counterparty may not honor an obligation	Risk of loss resulting from inadequate or failed processes, actors, and systems or from external events	The risk of loss arising from fluctuating prices in the market

RISK MANAGEMENT- FIRM RISK STRUCTURE



COMPLIANCE

- Compliance is the enforcement and adherence of laws, rules, and regulations in capital markets
- The Global Financial Crisis of 2008 has caused compliance departments to move to active risk management responsibilities
- The compliance department is responsible for identifying risks that an organization faces, protecting the organization from those risks through prevention, monitoring and detecting effectiveness of risk exposure controls, resolving compliance difficulties, and advising on rules and controls
- Subdivisions may include, but are not limited to:
  - Regulatory Reporting: Submits data and reports to relevant authorities to demonstrate compliance with regulatory provisions
  - Financial Crime: Responsible for preventing and detecting fraud, money laundering, bribery, corruption, and other financial crimes
  - Surveillance Analytics: Utilize software to detect potential insider trading, market abuse, and violations of firmwide trading policies
  - Control Room: Monitors and controls the flow of confidential information between the private and public sides of the bank
- Primary Legislation vs. Secondary Legislation vs. Guidance
  - Primary Legislation: Legislation passed by legislative body
  - Secondary Legislation: Legislation drafted by regulatory body
  - Guidance: Regulators' statements of best practices

TRADE SUPPORT

- Trade Support provides administrative support to traders, helping them complete paperwork, manage inventory, and keep track of their finances
- At times, trade support may provide data analysis functions to their traders when needed
- After a trade has been placed in the system by a trader, trade support must be responsible for its booking, correctness, reconciliation, and update of the P&L ledger
- While technically a part of the Operations function, many see their responsibilities as more akin to what can be interpreted as middle office responsibilities

BACK OFFICE

Provides support for the bank’s administrative functions and ensures the smooth functioning of the organization

Includes roles such as accountants, human resources professionals, and IT staff

Responsible for tasks such as accounting, settlements, and human resources management

FINANCE FUNCTION OVERVIEW

- The Finance function can be divided into 4 discrete roles:
  - Commentator: Explains the numbers
  - Business: Creates value
  - Scorekeeper: Record logging
  - Custodian: Focuses on governance
- The finance function deals primarily with aligning the strategies a company needs to implement in order to remain functional with upper management
- For more details, see Corporate Finance

OPERATIONS

- The Operations department is responsible for executing and settling the actions taken by front office units and ensuring adherence to risk and regulatory guidelines
- Many other divisions have equivalent, designated operations teams i.e. investment banking operations, HR operations
  - However, every bank splits their teams differently
- Operations is a vital function in an investment bank, as it plays a critical role in ensuring that the bank's transactions are executed accurately, efficiently, and in compliance with regulatory guidelines
- Operations is a global function, and operations professionals may have the opportunity to work in different regions and countries, which can provide valuable international experience and exposure to different cultures and business practices

HUMAN RESOURCES

- Human Resources conducts the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns
- HR roles can be divided between generalists and specialists
- Primary Responsibilities:
  - Recruitment: Acquisition of qualified applicants
  - Development: Developing current employee abilities
  - Performance Appraisal: Providing guidance on employee motivation
  - Compensation and Benefits: Ensuring benefits and rewards address employee needs
  - Labor Relations: Maintaining effective relationships with unions
  - Health and Safety: Establishing a healthy working environment for all
- Recruiting:
  - Almost entirely behavioral, unless it's within a specialized function (e.g. payroll)
  - Primarily scenario assessments

ADDITIONAL FORMS OF BANKING

CORPORATE BANKING

- Corporate Banking is a division in a bank responsible for providing lending and ancillary services to large corporate and government clients
- Two Primary Products:
  - Revolvers: Revolving credit facilities provided to companies that allow borrowers to draw and repay funds multiple times, up to a certain limit, over a specified period; essentially, a credit card for companies
  - Term Loans: Loans provided with a set repayment over time that are dispersed in a lump sum and repaid over a fixed period; term loans are used to fund capital expenditures, operating activity, M&A, LBOs, and recapitalizations
- Banks can assume a variety of roles within the context of these loans:
  - Lead Arranger: Arranges and coordinates loans for borrowers; typically, in charge of underwriting and syndication
  - Agent: Appointed by lenders to serve as representatives in managing loans, including collecting payments and distributing to lenders
  - Administrator: Provides administrative support for the loan such as processing payments and providing reports
- Recruiting
  - Corporate banking requires a deep understanding of credit and the primary offerings of a corporate bank, alongside the basic accounting and financial statement analysis questions present in a standard investment banking interview

COMMERCIAL AND RETAIL BANKING

Commercial Banking

- Commercial Banking provides services to small businesses such as commercial loans, lines of credit, and cash management services
- Commercial banks generally have lower risk appetites and provide loans solely on creditworthiness, as opposed to corporate banking's inclusion of project opportunity into judgement

Retail Banking

- Retail Banking, also known as consumer banking, provides services to individual consumers, such as opening checking and savings accounts, issuing credit and debit cards, and providing personal loans
- Retail banks typically generate revenue through interest earned on loans and deposits, as well as fees charged for services such as overdraft protection, ATM usage, and account maintenance
- Essentially, these are the bankers at a local branch bank

HEDGE FUNDS

HEDGE FUNDS

- Hedge Funds are actively managed investment vehicles that employ a variety of investment strategies and cater to high-net-worth individuals, institutional investors, and accredited investors
- The “hedge” in the name is a reference to the concept of “hedging” against investment risks through investing in inverse-portfolio direction assets, as well as buying and shorting assets at the same time
- Funds in this space usually take the most risks compared to other investment vehicles (mutual funds, pension funds, etc.) with the intention of generating the most alpha in the shortest amount of time
- Their looser regulation allows them to utilize unconventional strategies and risky products, such as derivative products that institutions cannot invest in
- Many hedge funds utilize quantitative & algorithmic trading nowadays to maximize return
- A variety of hedge funds exist, each tailoring to a specific investment style suited for the client’s needs

HEDGE FUND STRATEGIES

A variety of hedge funds and hedge fund strategies exist, and some funds use combinations of the following and more to achieve returns:

- Global Macro: Profit from large market movements caused by macroeconomic events, such as changes in interest rates, government policies, or economic growth rates, by taking long or short positions in a range of assets, including currencies, commodities, and stocks.
- Long/Short Equity: Take both long and short positions in stocks with the goal of profiting from the performance of individual companies
- Long-Only/Short-Only: Long-only funds invest only in securities that they believe will increase in value, while short-only funds only take short positions in securities that they believe will decrease in value
- Credit: Invest in various types of debt instruments, including bonds, loans, and credit derivatives
- Market Neutral: Funds minimize delta by taking offsetting long and short to create a portfolio that is not affected by overall market movements
- Arbitrage: Exploit price discrepancies in different markets or securities (e.g., merger arbitrage, convertible arbitrage, and statistical arbitrage)
- Sector Focused: Cover only a few industries (e.g., healthcare, energy, real estate) and hire experts and academics from the industry
- Relative Value: Take positions in two related securities with the goal of profiting from the difference in their prices
- Activist: This investment style involves the fund accumulating sizable stakes in businesses and taking control to raise the stock price. This can involve advocating for changes in management or strategy, as well as engaging in shareholder activism
- Fund of Funds: These funds invest in a diversified portfolio of other hedge funds, rather than investing directly in individual securities

HEDGE FUNDS

BRIDGEWATER

Point72

AQR

CITADEL

ALPHADYNE
ASSET MANAGEMENT

EXODUSPOINT

Renaissance

DEERFIELD

2σ
TWO SIGMA

D E Shaw & Co

ARES

ELLIOTT

millennium

B.A.M.

DavidsonKempner
Capital Management LP

PRIVATE EQUITY

PRIVATE EQUITY

- Private Equity (PE) is an investment strategy that involves buying and managing, as well as selling, established companies to drive value creation and generate returns for investors
- Firms typically raise funds from other institutional investors, high net worth individuals, and other sources of capital
- PE firms use a variety of strategies to create value, such as cost-cutting measures, operational improvements, and strategic acquisitions
- Investments can take a variety of forms, such as leveraged buyouts (LBOs), growth equity, distressed debt, and venture capital
- The investment horizon for investments is longer than others due to a focus on achieving long-term value creation
- Private equity is typically an exit opportunity for investment bankers and heavily values transaction experience; as such, PE recruiting is limited for undergraduate students
  - Similar to their sell side counterparts, PE has a recruiting cycle of its own, where applicants will interview for pre-MBA associate roles

Private Equity Firms

The Carlyle Group
Apollo
KKR
BainCapital
CVC
ICG
Neuberger Berman
Thoma Bravo
The Jordan Company

VENTURE CAPITAL

- Venture Capital (VC) is a form of private equity with a focus on startups (new) and high growth companies
- Many times, VC firms will invest through technical and managerial expertise, as well as capital
- Generally, these are formed as limited partnerships with funding from HNWI and other funds
- For newer companies, VC funding is popular and a necessity in raising enough capital and may not be able to continue or expand operations without it; hence, VC is seen as a high-risk, high-return industry
- Recruiting:
  - While originally seen as an exit opportunity exclusive to investment bankers, consultants, business development, and product managers, in the past few years, VC recruiting has shifted towards undergraduate students through the rise of "venture fellow" programs and internships
  - Applications are more intricate than others in the industry and often consist of essays, case studies, PowerPoint presentations, or pitches

Venture Capital

Accel

SEQUOIA

GGVCAPITAL

BESSEMER VENTURE PARTNERS

IVP

Index Ventures

ANDREESSEN HOROWITZ

NEA

CORPORATE VENTURE CAPITAL

- Corporate Venture Capital (CVC) is the arm of a corporation directly investing corporate funds into external startups via an equity stake
- Unlike traditional VC, who are primarily focused on generating financial returns, CVCs are also focused on strategic alignment with the parent company's goals, investing in startups that can help the parent company achieve its strategic objectives, such as entering new markets, developing new products or technologies, or improving operational efficiency
  - Additionally, CVC seeks to mitigate risk of being disrupted
- CVCs also generally have a smaller risk appetite; for traditional VC firms, the most they can lose is their investments, while for CVCs, they risk losing their corporation's entire market capitalization
  - While VCs fear on missing out, CVCs fear on making errors
- Many professionals in CVC come from a background in venture capital or private equity, but experience in startups or relevant industries (e.g., healthcare, fintech, etc.) can also be valuable

Corporate Venture Capital Arms

GV
intel capital
Johnson & Johnson INNOVATION
GE VENTURES
COMCAST VENTURES
Qualcomm ventures
NVF FUNDED BY NOVARTIS

GROWTH EQUITY

- Growth Equity (GE) is a form of private equity that focuses on investing in established companies with proven business models to accelerate companies into the next phase of growth, whether it is through expanding into new markets, launching new products, or acquiring other companies
- Similar to VC, GE investors typically provide both capital and strategic guidance to help companies scale and expand their operations
- Differences from VC:
  - While VC targets early-stage startups, GE investors typically target companies with annual revenues between $10 million and $1 billion
  - Risk profile of investments is generally lower as a result of working with firms with proven revenue streams
- Investments are often structured as minority stakes, giving investors the opportunity to participate in the company's growth without taking control
- Recruiting has expanded beyond traditional full-time finance roles, with firms offering internships and fellowship programs for undergraduates; however, it is still primarily an exit opportunity for experienced professionals in the investment industry

Growth Equity Firms

GENERAL ATLANTIC

TCV

SUMMIT PARTNERS

TA ASSOCIATES

ASSET MANAGEMENT

ASSET MANAGERS

BlackRock®

Vanguard®

Brookfield

Fidelity® INVESTMENTS

Invesco

Amundi ASSET MANAGEMENT

STATE STREET®

CAPITAL GROUP®

WATERFALL Asset Management

PIMCO

WELLINGTON MANAGEMENT®

T.RowePrice®

ASSET MANAGEMENT

- Asset Management firms are fund houses that pool money from a variety of streams and invest in purchasing capital on behalf of their investors
  - As an asset manager, the primary concern is how one can most effectively allocate and grow the capital of their investors
- As an asset manager, one must do the following:
  - Meet with client to find out their short/long-term financial goals and their risk appetite
  - Produce a list of investments and strategies that matches the client's objective
  - Create and manage a client's portfolio actively, making changes to it as needed
  - Actively communicate with client about changes in the portfolio and performance
- Asset management strategies revolve around a client's needs and the strategies or time horizons that come with them:
  - For example, universities have endowments, donors and charitable organizations have foundations, public-sector employees have pension funds, and state-owned entities have sovereign funds
- Smaller asset managers may set asset class allocations in-house and outsource the actual investment work to other managers
  - For example, a small asset management firm may decide to allocate 30% of their portfolio into equities, 80% of it into U.S., and 35% of that into mid-cap, etc. (can go as specific as needed)
  - Then, this will be communicated to another asset manager that will then select the individual holdings for the initial firm
- Recruitment:
  - Process and requirements will differ based on the role and type of fund, and these differences will reflect within the technical questions asked
  - If publicly available, become familiar with the fund's holdings and investment philosophy and have well-informed opinions around it
  - With investment roles, asset allocation questions apply deeply and have one's own investment philosophy

MUTUAL FUNDS

- Mutual Funds are investment vehicles that pool capital from multiple shareholders and invests in different financial instruments, such as stocks, bonds, and real estate, on behalf of the investors
- Mutual funds typically offer a wide range of investment options, including funds that focus on specific sectors, regions, or asset classes and give small or individual investors access to professionally managed portfolios
- Mutual funds are actively managed by professional portfolio managers, who oversee allocating the fund’s assets
- A mutual fund's portfolio is structured and maintained to match the investment objectives stated in its prospectus
- Investors can buy and sell mutual fund shares through a brokerage account or directly from the fund company
- Mutual funds may also offer other investment options, such as exchange-traded funds (ETFs) or investment-linked insurance policies
- Mutual funds have roles ranging from activities in investing, trading, research, product development, and sales across a variety of asset classes

Mutual Funds

Vanguard®

Fidelity® INVESTMENTS

FRANKLIN TEMPLETON®

PENSION FUNDS

- Pension Funds are pooled monetary contributions from pension plans set up by employers, unions, or other organizations to provide for their employees' or members' retirement benefits
- Funds can be either single or multi employer, as well as open and closed
- Pension funds typically long-term investment horizons, as they invest to provide retirement benefits to their members over a period of many years
- Funds typically use statistical analysis to map out the costs for the obligations and liabilities of the specific industries of the firms they cover, and then reserve blocks of capital for different time horizons
- However, as a whole, pension funds are exempt from capital gains tax and the earnings on their investment portfolios are either tax-deferred or tax exempt
- Pension funds typically have less frequent recruiting cycles and may not list annual positions the same way other financial institutions do

Pension Funds

INSURANCE COMPANIES

- Insurance Companies are financial institutions that collect premiums from policyholders and invest those funds in various assets to generate returns and meet their long-term obligations to their policyholders
- Insurance companies may invest in a wider range of assets compared to pension funds, including those that are not directly linked to retirement savings, such as property or infrastructure assets
- Investment-linked insurance policies are insurance products that provide a combination of insurance coverage and investment returns, often used for wealth management and financial planning
- In addition to traditional investment roles, insurance companies are also well known for their trading of fixed income products
- Insurance companies can be split up into P&C (Property and Casualty) and Life Insurance, with the main difference for investment being duration
  - P&C companies match their investments to their short-term capital requirements, while Life Insurance companies invest in the long term, usually holding capital for 40+ years

Insurance Companies

Allianz
AXA
Prudential
Swiss Re
MetLife
NEW YORK LIFE
AEGON
Globe Life

ENDOWMENTS

- Endowment funds use capital granted by nonprofit, educational, and religious institutions to support their long-term sustainability and missions
- Endowment funds typically have a long-term investment horizons, as they seek to generate returns to support programs over many years
- Endowments may have investment policies or guidelines, such as restrictions on investing in select industries, or requirements to allocate a percentage of capital to ESG investments aligning with the organization's agenda; this is reflected in their investment, withdrawal, and usage policies
- Types of Endowment Funds:
  - Term: All or a part of the principal can only be used after a certain time or the occurrence of a certain event
  - Restricted: Limitations to the use of capital in a restricted endowment fund
  - Unrestricted: Less common; the donor of an unrestricted endowment fund does not limit the purpose of the usage
  - Quasi/Board-Designated: Principal is allowed to be spent at some point at the discretion of a governing board that the fund serves

Endowments

Harvard Management Company, Inc.

UTIMCO 1996

Shriners Hospitals for Children

MIT IMCo

The Church of England

国立研究開発法人 科学技術振興機構 Japan Science and Technology Agency

PRIVATE FOUNDATIONS

- Unlike public charities that utilize donations for operations, Private Foundations generate income by investing and disbursing a portion of their investments to desired charitable activities
- Universities and hospitals are examples of excluded entities according to the IRS, hence that they are not considered private foundations
- Functional Categories:
  - Private Nonoperating: The most common type; disburses funds to other charitable organizations in accordance with their purpose
  - Private Operating: Run the charitable activities that they fund with their investment income
- Types:
  - Family: Created by family members who operate and govern the organization for the benefit of philanthropy
  - International: Private foundation that makes grants and engages in cross-border philanthropic endeavors
  - Corporate: Organization created and supported by a corporation as a separate legal entity to support local communities

Private Foundations

BILL & MELINDA GATES foundation

Lilly Endowment Inc.
A Private Philanthropic Foundation

novo nordisk fonden

mastercard foundation

GETTY

wellcome

SOVEREIGN WEALTH FUNDS

- Sovereign Wealth Funds (SWFs) are state-owned investment funds funded by a budget surplus or natural resource revenue, with funding source differing contingent on the nation's economic structure
- SWFs stabilize the economy against shocks and fluctuations through diversification and provide long-term returns for future generations of citizens
- However, the motives for establishing a sovereign wealth fund vary by country
  - For example, the UAE generates a large portion of its revenue from oil exports and hedges risk on their surplus through their SWF
- SWFs have much longer time horizons and more "permanent capital" than usual PE and hedge funds and these create differences in strategy
- Select funds pursue strategic investments that support a country's economic development or national interests, such as investing in infrastructure or acquiring stakes in foreign companies
- Most SWFs do not recruit undergraduate students and while citizenship is not required by all, it is preferred

Sovereign Wealth Funds

中国投资有限责任公司
CHINA INVESTMENT CORPORATION

ADIA

NORGES BANK
INVESTMENT MANAGEMENT

GIC

الهيئة العامة للاستثمار
Kuwait Investment Authority

HONG KONG MONETARY AUTHORITY
香港金融管理局

FAMILY OFFICES

- Family Offices are private wealth management advisory firms that serves ultra-high-net-worth individuals
- Similar to how Private Banking differs from traditional WM, family offices provide a total solution to managing the financial and investment needs of their client
  - For example, family offices may provide offer budgeting, insurance, charitable giving, succession planning, tax services, and more
  - Certain responsibilities can go beyond traditional financial planning, reaching into areas of lifestyle management and wealth education as well
- Single-family offices serve one individual and their family, while multi-family offices serve more than one family and are closer to traditional wealth management shops
- Certain family offices specialize in specific investment and trading strategies
- Recruitment is usually not open to all, and many firms use headhunters or networks to fill positions; however, this element can vary from firm to firm

Family Offices

WALTON ENTERPRISES

CASCADE INVESTMENT GROUP, INC.

MOUSSE PARTNERS

BEZOS EXPEDITIONS

REAL ESTATE

REAL ESTATE INVESTMENT FIRMS

Blackstone

Brookfield

BentallGreenOak

JLL

Hines

STARWOOD CAPITAL GROUP

CBRE

TISHMAN SPEYER

CLARION PARTNERS

PGIM

DIGITALBRIDGE

AEW

COMMERCIAL REAL ESTATE

- Careers in Commercial Real Estate (CRE) can be responsible for raising capital, screening investment opportunities, acquiring/developing properties, managing properties and selling properties to generate returns for investors
- Acquisitions in real estate involve purchasing property for investment and development through due diligence, negotiation, and closing. Asset management involves value maximization through budgeting, tenant relations, and maintenance
- Investment Sectors:
  - Traditional: Office, Multifamily, Retail, Industrial, Hotel, Single Family
  - Non-Traditional: Senior Living, Self-Storage, Theme Parks, Cell Towers, Forest, Data Centers, PropTech, Manufactured Housing, Life Sciences
- Investment Strategies:
  - Core: Acquiring fully-leased, stabilized, properties
  - Core+: Acquiring properties that are stable but have NOI (Net Operating Income) upside potential
  - Value-Add: Acquiring properties that require repositioning or moderate redevelopment
  - Opportunistic: Acquiring properties that require significant redevelopment or developing buildings “ground-up”
- Recruiting:
  - Focus on real estate valuation (Cap Rate, DCF, Replacement Value, Comparables), recent deals, understanding the investment sectors, and having a real estate market to invest in

REAL ESTATE INVESTMENT TRUSTS

PROLOGIS®

AGNC INVESTMENT CORP

DIGITAL REALTY

ANNALY® CAPITAL MANAGEMENT, INC.

VICI™

VENTAS®

CROWN CASTLE

AMERICAN TOWER®

SIMON®

Public Storage

welltower

SL GREEN REALTY CORP.

REAL ESTATE INVESTMENT TRUSTS

- Real Estate Investment Trusts (REITs) are companies that own, operate, or finance income-generating real estate
- REITs are modeled after mutual funds, pooling the capital of investors and making it possible for individuals to earn dividends from real estate investments without having to buy, manage, or finance any properties themselves
- Income Models:
  - Equity: Generates income through the collection of rent on owned real estate
  - Mortgage: Generates income through interest payments (i.e. holding or trading mortgages and MBSs)
  - Hybrid: Utilizes both strategies by holding both physical property and mortgage loans in their portfolios
- Types:
  - Publicly Traded: Shares are listed on a national securities exchange and regulated by the SEC
  - Publicly Non-Traded: Registered with the SEC but don’t trade on national securities exchanges
  - Private: Aren’t registered with the SEC and don’t trade on national securities exchanges; usually only available to institutional investors

GOVERNMENT-SPONSORED HOUSING ENTERPRISES

GOVERNMENT-SPONSORED ENTERPRISES

- A Government-Sponsored Enterprise (GSE) is a privately held quasi-governmental entity established to enhance the flow of credit to specific sectors of the U.S. economy
- Housing GSEs support the housing market by buying mortgages from banks and other lenders, packaging them into mortgage-backed securities (MBSs), and selling them to investors
- GSEs also issue short and long-term bonds, referred to as agency bonds and degree to which an agency bond issuer is considered independent of the federal government impacts the level of its default risk
  - Although GSE bonds carry the implicit backing of the U.S. government, unlike Treasury bonds, they are not direct obligations of the U.S. government and as such, these securities offer a slightly higher yield than Treasury bonds, since they have a somewhat higher degree of credit risk and default risk
- Fannie Mae, Freddie Mac, and Ginnie Mae are examples of GSEs
  - Primary difference is that Fannie Mae buys mortgage loans from major retail or commercial banks, while Freddie Mac obtains its loans from smaller banks
  - Ginnie Mae, on the other hand, specifically deals with non-conventional and government insured loans such as FHA, VA, and USDA loans
- Roles at GSEs can range from capital markets, risk, modeling, pricing, and trading
- Recruitment:
  - Strong understanding of fixed income knowledge, how the housing market functions, and how the housing GSE handles mortgages

FANNIE MAE AND FREDDIE MAC

DERIVATIVES MARKET MAKING

INSTITUTIONAL MARKET MAKERS

CITADEL | Securities

GROUP ONE TRADING

CTC CHICAGO TRADING COMPANY

Jane Street

2σ

jumptrading

SIG SUSQUEHANNA

imc

akuna capital

PEAK6

DRW

BELVEDERE TRADING

WHAT ARE DERIVATIVES?

- Derivatives are financial instruments that derive their value from an underlying asset, such as stocks, bonds, currencies, commodities, indices, and other derivatives
- Elementary Types:
  - Futures: Standardized contracts to buy or sell an asset at a future date at a predetermined price with marked-to-market features; can be either cash settled or physically delivered
  - Forwards: Like futures contracts, but more customizable and without a clearinghouse and marked-to-market feature
  - Options: Gives the holder the right, but not the obligation, to buy (call) or sell (put) an asset at a future date at a predetermined price
  - Swaps: Agreements to exchange cash flows based on a notional amount
  - Exchange Traded Funds (ETFs): Investment funds that hold a portfolios of underlying assets and trade on stock exchanges like a stock
- Uses:
  - Hedging: Derivatives are primarily used by traders to reduce the risk that they face from potential future movements in a market variable
  - Speculation: Derivatives can be used to speculate on the future price of an asset, without owning the asset itself; additionally, they offer investors the ability to take on leverage and control a larger amount of the underlying with a smaller amount of capital
  - Arbitrage: Derivatives can be used by arbitrageurs to take advantage of mispricings by buying and selling similar assets in different markets
  - Liability and Investment Transformation: A company might use a derivative contract to offset the potential losses that could arise from fluctuations in interest rates, exchange rates, or commodity prices, while investment firms may use derivatives to modify the risk-return profile of an existing portfolio

DERIVATIVES MARKET MAKING

- Many institutional market makers are proprietary trading firms willing to always buy or sell derivatives at a specific price to provide liquidity in the market by reducing volatility and facilitating price discovery through limiting a trading range on a particular security
- They calculate a theoretical value for an option and disseminate a bid below that value and an offer above that value to the market, with appropriate sizes for each
  - Their profits are based on the difference between the bid and ask price - the spread
- A market maker allows for the free flow of transactions because it will take the other side of a trade even when it doesn't have a buyer or seller lined up to complete the transaction immediately
- Entry Roles:
  - (Quantitative) Trader: Buys and sells securities to manage risk, based on either a model/software/automated method or intuition
  - Quantitative Researcher: Formulates the mathematical models for trading algorithms and strategies
  - Developer: Implements research models and writes/maintains relevant code for trader usage
- Recruiting:
  - Deep focus on mathematics and statistical concepts – most firms will require a STEM background to break in
  - Firms famously use brainteasers as critical thinking evaluators
  - Beware of “arcades”, proprietary trading firms that function as “pay-to-play”, with exploitative practices

MARKET TAKERS VS MARKET MAKERS

Maker Takers

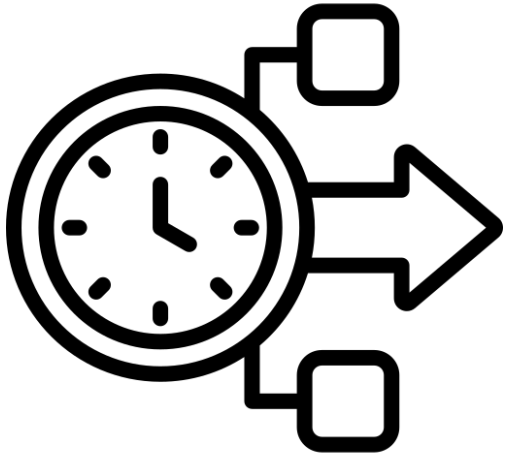
- Buys and sells securities through prioritization of liquidity
- Liquidity is provided to them by market makers' creation of tight bid/ask spreads

Market Makers

- Buys the current best bid and sells the current best offer
- Makes a market with tight spreads through almost always reflecting the current last price

MARKET MAKING RISKS

- Market makers face an optimization issue in which their returns are challenged by the price risk they bear due to their inventory – this is known as their inventory risk
- When trading activity is too slow, market makers can suffer from an overly long exposure to market risk via inventory risk, which opens them up to bias and directionality
- Moreover, when volatility rises, a market maker may trim its holdings
  - In turn, bid-ask spreads may widen, which could ultimately provoke additional volatility and diminish liquidity

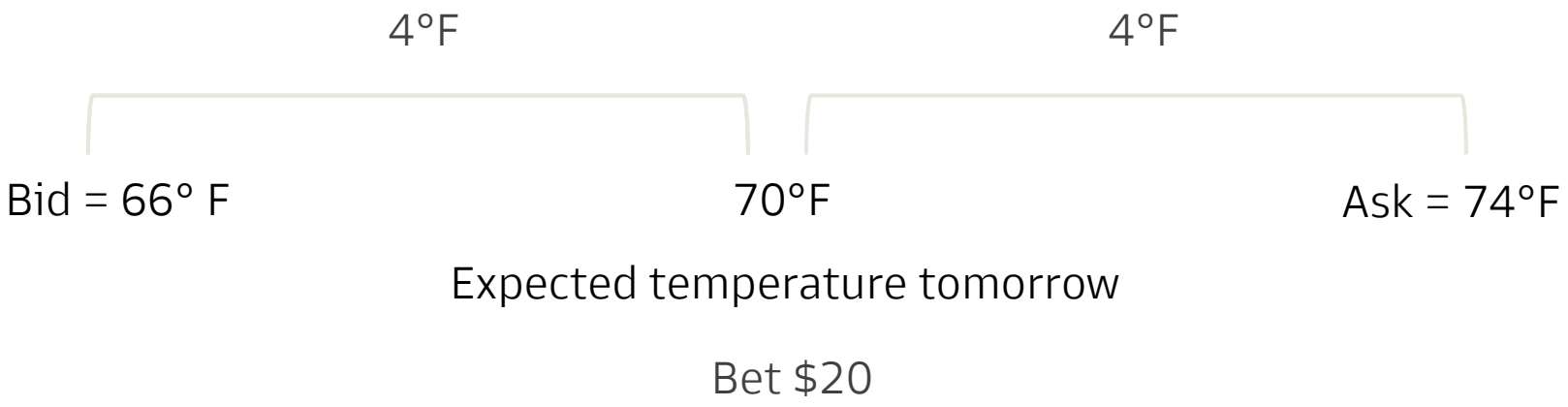


WHAT DOES MARKET MAKING LOOK LIKE?

At the most fundamental level, to make a market is to provide a bid and an ask price, as well as size, on an asset. Market makers are compensated for the inventory risk of holding assets because a security's value may decline between its purchase and sale to another buyer.

A common misconception of market making is that market makers simply buy on the bid and sell on the ask to profit. However, as you will see here, this is not the case.

Here, we have an example of a two-sided $20 market on the expected temperature tomorrow:



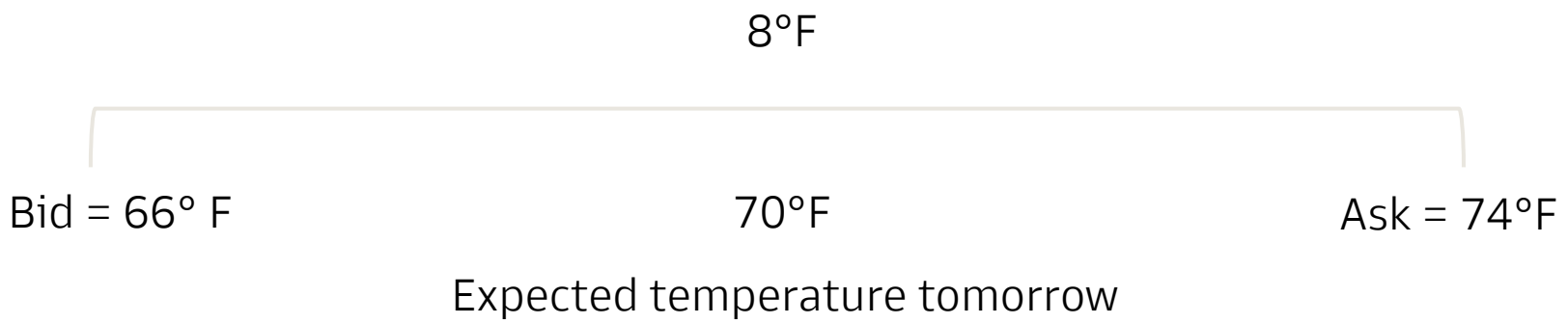
MARKET MAKING BUSINESS MODEL

One may notice in this diagram that there is no directionality in play. Market makers do not express opinions on whether the price of a security will rise or fall; they serve as risk conduits that provide liquidity for market participants.

As such, recognizing and removing bias is one of the most key elements of the business.

Firms profit from the edge collected from the difference between the theoretical value and price bought/sold adding as market takers buy at their offer and sell to their bid consecutively day in and day out; as long as buyers and sellers exist, MMs can collect edge.

For example, if the temperature is 61° F, then everyone who projected 79° F is wrong and vice versa.



MARKET MAKING BUSINESS MODEL - VOLATILITY

High volatility or increased risk can lead to MMs widening their spreads to compensate and thus, are more profitable.

In this example, it is now requested that one creates an increased $20,000 two-sided market. This represents a level of uncertainty and higher chance of loss; leading to a wider spread. If many market makers are reducing risk at the same time, markets lose liquidity.

Temperature, in this scenario, is an analogy for volatility, as puts and calls serve as projections on price movements.

MMs profit most when volatility is high, as this allows for the greatest edge. Furthermore, times of increased volatility allow for MMs to realize position outcomes at a faster rate, rather than slower times when inventory risk is high. However, competition among MMs, as well as the rise of computerization and high-frequency trading (HFT), has kept spreads tight and markets liquid.

20°F

Bid = 60° F

70°F

Ask = 80°F

Expected temperature tomorrow

Bet $20,000

DYNAMIC HEDGING

- Alongside pricing in theoretical values, a key element of market making exists in the risk management traders must take in order to remain profitable
- Options market makers work on the principle that there exists inherent mispricing in the options market
- To capture mispricing, market makers must **dynamically hedge** their positions, periodically reevaluating it to determine delta and then buying and selling securities continuously
  - The goal of dynamic hedging is to minimize the portfolio's exposure to market risk, known as delta risk
  - Delta is the measure of an option's sensitivity to changes in the underlying asset's price and by continuously adjusting the portfolio's holdings to maintain a delta-neutral position, a trader can mitigate the risk of market movements and profit from volatility
- There exists countless strategies with unique intricacies, but at the most elementary level, dynamic hedging can be thought of in the following ways:
  - Buying and selling underlying contracts to remain delta-neutral
  - Hedge options with other options with contrasting conditions, such as expiration and strike price

DERIVATIVES MARKET MAKING - INTERVIEWS

- Quantitative Assessment
- Personality Assessment
- HackerRank (Firm Dependent)
- First Round
- Final Round(s)

DERIVATIVES MARKET MAKING - RESOURCES

- Jane Street's Resource Suite
  - Probability & Markets: Guide on probability, expected value, making markets
  - Mock Interview Video: Simulation of an average interview for a trading position at an institutional market maker
  - Figgie: Card game designed to simulate open-outcry commodities trading, used to facilitate market making skills in trade negotiation
- Akuna Capital University: Free options market making theory program created by Akuna Capital
- Trader Maths: Mental math training for first-round quantitative assessments
- LeetCode: Popular web platform used by software engineers to train for technical coding interview rounds, can be useful in drilling basic computational thinking processes, as well as preparing for code assessment
- Literature
  - *Option Volatility and Pricing* by Sheldon Natenberg: Widely recognized introduction to option theory, essential for most firms
  - *Options, Futures, and Other Derivatives* by John C. Hull: Academic text on derivatives and derivative markets
  - *Fooled by Randomness* by Nassim Nicolas Taleb: Examines the fallibility of human decision-making in the face of randomness
  - *Thinking, Fast and Slow* by Daniel Kahneman: Work by Nobel Memorial Prize in Economic Sciences winner on human rationality and bias in risk, probability, and prediction
  - *Heard on the Street* by Timothy Crack: First and original guide on quantitative and brain-teasing questions from interviews in finance

COMMODITIES TRADING

COMMODITIES TRADING FIRMS

GLENCORE

wilmar

LDC.
Louis Dreyfus Company

Vitol

Arcadia

TRAFIGURA

Cargill™

GUNVOR

MABANAFT

KOCH

Olam

bp

BUNGE

MERCURIA

COMMODITIES TRADING

- Commodities trading outside of investment banks can occur in two primary firms:
  - Proprietary trading firms: These firms use their own capital to trade commodities and other financial instruments; they may specialize in a particular type of commodity or use a variety of strategies
  - Commodities industry companies: Companies involved in the physical production, transportation, and marketing of commodities may trade in order to hedge their costs
- Commodities trading helps to ensure a stable supply of essential resources and manage price risk for producers and consumers
- These markets can range from the following products:
  - Agricultural
  - Energy
  - Metals
  - Chemicals
  - Raw materials
- Recruiting:
  - Many of the questions asked may be macro-related and require an understanding of how current world events and seasonality affect commodity pricing within the firm's specialty
  - Negotiation skills may be required for case studies

EXCHANGES

EXCHANGES – MAJOR EXCHANGES

Stock Exchanges

NYSE
EURONEXT
TOKYO STOCK EXCHANGE
BSE EXPERIENCE THE NEW
SSE SHANGHAI STOCK EXCHANGE
Nasdaq
London Stock Exchange
HKEX 香港交易所
NSE

Futures/Commodities Exchanges

CME Group
ICE
DME
LONDON METAL EXCHANGE
上海期貨交易所 SHANGHAI FUTURES EXCHANGE

Derivatives Exchanges

Cboe
eurex
BOX OPTIONS

EXCHANGES

- A financial exchange is a platform that facilitates the buying and selling of financial assets
- Stock Exchanges:
  - Enable the trading of company shares
  - Provide a transparent price discovery mechanism
  - Examples: NYSE, NASDAQ, London Stock Exchange
- Futures/Commodities Exchanges:
  - Facilitate trading on futures and physical commodities
  - Help manage price and counterparty risks for producers and consumers
  - Examples: Chicago Mercantile Exchange (CME), Intercontinental Exchange (ICE)
- Derivatives Exchanges:
  - Allow trading of financial instruments whose value depends on an underlying asset (e.g., options, futures, swaps)
  - Help market participants manage risks and speculate on future price movements
  - Examples: Chicago Board Options Exchange (CBOE), NYSE Amex, NYSE Arca, BOX Options Exchange, NASDAQ PHLX, Eurex

CLEARINGHOUSES

- Clearinghouses are intermediaries between buyers and sellers in financial markets, and their primary function is to clear and settle trades
- Clearinghouses are essential to our financial system due to their role in the reduction of counterparty risk
  - Counterparty risk is the risk that a party in a transaction will default on their obligations
  - The clearinghouse guarantees the performance of the trade by ensuring that the buyer receives the securities they have purchased, and the seller receives the funds for the securities they have sold
- To ensure that traders have enough collateral to cover their positions and prevent defaults, clearinghouses use margin requirements
  - Traders must deposit an initial margin with the clearinghouse when they enter a trade
  - If the market moves against the trader, they may be required to deposit additional margin, known as variation margin, to cover any losses
- Clearinghouses also provide risk management services, such as netting
  - Netting allows traders to offset their positions and reduce their exposure to market risk
  - For example, if a trader has bought and sold futures contracts for the same underlying asset, the clearinghouse can net out these positions, reducing the trader's overall exposure to price movements in the underlying asset

ADJACENT AND RELATED INDUSTRIES

RATINGS AGENCIES

- Rating agencies are companies that assess the financial strength of companies and government entities, especially their ability to meet principal and interest payments on their debts
- Careers in rating agencies typically involve roles such as macro and rating analysts
  - Macro analysts focus on broader economic trends, such as inflation or demographic changes, and aim to "connect the dots" of these trends to the companies they cover
  - Rating analysts assign credit ratings to borrowers or securities based on their analysis of financial data
- The Big Three credit rating agencies are S&P Global Ratings, Moody's, and Fitch Ratings, which collectively hold a global market share of 95%

Ratings Agencies

S&P Global Ratings | Moody's | FitchRatings | Morningstar DBRS | Kroll

REGULATORS

- Regulators are government agencies responsible for the oversight and enforcement of rules and regulations
- Regulators can be split into two primary categories:
  - Prudential: Prudential regulators seek to determine the soundness of financial institutions, ensuring that they have adequate resources, risk management processes, and governance practices
  - Market: Market regulators are responsible for making sure that markets are operating fairly and efficiently
- Typically, regulators offer a sense of purpose and fulfillment in protecting the public interest, more competitive benefits, job stability, as well as a good work-life balance to compensate for lower salaries versus the private sector

Prudential Regulators	Market Regulators

SERVICE PROVIDERS

- The financial services industry has a variety of service providers that offer various solutions to help clients make informed decisions, manage risk, and improve their operational efficiency
- Careers in the industry can range from media, research, product management, analysts, tech-roles such as data scientists and SWEs, and sales teams
- Recruiting:
  - Have a deep understanding of the service/product suite the company specializes in, as well as the client demand
  - Oftentimes, roles at service providers will have specialized asset class niches aligned with specific products – be familiar with what pertains to the role

Service Providers

Bloomberg

FACTSET

REFINITIV

THOMSON REUTERS

MORNINGSTAR®

S&P Global

ACTUARIES

- Actuaries use mathematics, statistics, and financial theory to evaluate, manage and advise businesses on risks of uncertain events and the associated financial cost
- As an increase in risk raises potential cost to the company, which, actuaries are crucial for the pricing of various premiums and payments
- Actuaries tend to work and specialize in the following areas
  - Insurance: Develop, price and manage products across life, health, retirement, and general insurance (property and casualty)
  - Consulting: Advise employers on the design and management of pension, retirement and other employee benefit programs
  - Employee Benefits: Define, create and manage pension and retirement plans for employees
  - Government: Operate retirement and insurance programs
  - Financial Services: Help provide financial planning guidance or work within Risk Management groups
- Beyond evaluating risks, actuaries help develop and price insurance policies to ensure that these companies remain profitable and competitive
- To be officially certified, actuaries must pass a series of exams given by one of the following:
  - Society of Actuaries (SOA): Life Insurance, Health Benefits, Retirement Systems, and Finance & Investments
  - Casualty Actuarial Society (CAS): Property & Casualty
  - American Society of Pension Professionals and Actuaries (ASPPA): Pensions

CORPORATE FINANCE

CORPORATE FINANCE

- Corporate Finance is an umbrella term used to refer to the teams responsible for managing the finances of a corporation
- Activities under corporate finance include effective financial management through budgeting, financing decisions, risk management, and working capital management, as well as strategic planning and analysis
- Corporate finance and the financial services industry are related but distinct areas within the broader field of finance
  - Corporate finance is focused on the financial decisions and activities of corporations, with a primary focus on maximizing shareholder value
  - On the other hand, the financial services industry is focused on providing financial products and services to individuals, businesses, and other organizations
  - In financial institutions, corporate finance serves under the finance function of the back office
- Corporate finance may offer a better work-life balance compared to the fast-paced and high-pressure environment of certain roles in the financial services industry
- Many corporations offer Financial Leadership Development Programs (FLDPs) that allow new graduates to rotate through their corporate finance groups

CORPORATE FINANCE

Financial Planning and Analysis (FP&A)

- Financial Planning and Analysis (FP&A) Group performs budgeting, forecasting, and analysis of all financial activities of a company for the CFO to make decisions
- Additionally, an FP&A analyst may work with the treasury department to discuss firm expenditures

Controllers

- The Controllers Group is responsible for ensuring that a company's financial statements are accurate and in compliance with accounting standards
- They maintain the company's general ledger, and are responsible for preparing financial statements and reports, as well as set up and maintaining accounting policies, procedures, and internal controls

Treasury

- The Treasury Group is responsible for managing the company's cash and liquidity, which includes forecasting cash flow, implementing risk management strategies, and managing the company's borrowing and lending activities
- They also manage the company's investments, foreign exchange risks and other financial risks and work closely with the FP&A and Controller groups to ensure that the company's financial performance is in line with its financial plans

CORPORATE FINANCE

Investor Relations

- Investor Relations (IR) involves managing the flow of information between a company and its investors by helping to release information, communicate with investors, and handle any issues that may arise
- This helps investors make informed decisions on investment strategies relating to the company

Tax

- The Tax department is responsible for ensuring compliance with tax laws, preparing and filing tax returns, minimizing tax liability, providing advice and support to other departments, and monitoring tax developments

CORPORATE STRATEGY AND DEVELOPMENT

Corporate Strategy

- The Corporate Strategy department develops and implements strategies that satisfy the objectives of overall corporate goals and departmental improvement
- Work in corporate strategy is akin to work in management consulting but as an in-house advisor, with differentiation being similar in division between strategy and implementation
  - Strategy often involves the creation of long-term strategic plans and broad recommendation for C-suite review
  - Implementation focuses on the aftermath and the coordination on how these plans can be tangibly set in place

Business Development

- Certain corporations have Business Development teams that focus on sales and finding new markets and customers through organic growth

Corporate Development

- The Corporate Development team focuses on M&A, divestitures, joint ventures, and partnerships
- This includes identifying potential acquisition targets, conducting due diligence, and negotiating deals by conducting industry research, mapping out markets, and working on post-deal integration
- Often one of the most difficult to enter; many employees come from investment banking, VC, or tech

MANAGEMENT CONSULTING

MANAGEMENT CONSULTING FIRMS

MBB & Strategy	McKinsey & Company, BCG, Bain & Company, strategy&, Kearney, EY Parthenon, LEK, OliverWyman, Roland Berger
Implementation	EY, pwc, KPMG, Deloitte., accenture, Booz | Allen | Hamilton, W
Function	FTI Consulting, Bates White Economic Consulting, IDEO + you, Cornerstone Research, Analysis Group
Industry	ClearView Healthcare Partners, Chartis, Illume

MANAGEMENT CONSULTING

- Management consultants serve as advisors on organizational challenges
- General Responsibilities:
  - Confer with managers and staff to determine equipment and methods needed or if changes are working
  - Analyze relevant data to develop new solutions, procedures, organizational changes, or alternative practices
  - Make recommendations to management through presentations or written reports
- Four Types:
  - Strategy: Advise management on larger scale action items in development, such as finding new markets and creating growth opportunities
  - Implementation: Implementation consulting firms work on specific initiatives within the company, identifying operational and process improvements, as well as compliance
  - Function: Function specialist firms are experts in specific functional areas, such as restructuring, human resources, and marketing and provide key insights from experts within the coverage
  - Industry: Industry-specific consulting firms provide insights into industries or sectors, a la the coverage groups of investment banking
- Historically, the top management consulting firms, specifically those specializing in strategy, recruited from select target schools; however, in recent years, this has shifted with the rise of diversity programs and other initiatives started by implementation firms

FINANCIAL ADVISORY

WHAT IS FINANCIAL ADVISORY?

- Large accounting firms often have financial advisory teams that provide a range of services to clients within the following:
  - Valuation
  - Financial Due Diligence
  - Risk
  - ESG
  - Mergers & Acquisitions
  - Restructuring
- The financial advisory services provided by the Big 4 are designed to help clients make informed decisions about their finances, manage risk, and maximize the value of their assets

Big 4 Firms

Deloitte. KPMG pwc EY

TRANSACTION AND RISK ADVISORY

Valuation

- The Valuation Group performs valuations of a variety of products and assets to assist clients with activities such as M&A, taxation and compliance, financial reporting, bankruptcy and reorganization, litigation and dispute resolution, and strategic planning
- Tasks include purchase price allocation, intangible asset valuation, re-valuing sellers' assets and liabilities in M&A deals, Goodwill impairment testing, and the valuation of financial assets and portfolios
- Despite relative higher work with the valuation and the modeling related to it than the average banker, this group lacks exposure to the whole deal

Financial Due Diligence

- The Financial Due Diligence group digs into companies' financial statements to highlight trends and identify "red flags" before buyers complete M&A deals

Risk

- The Risk Advisory group advises on all solutions that are related to governance control functions within an organization; this can include policy making, IT solutions, fraud, operational risk, etc.

ESG

- ESG Advisory helps firms create assess their current ESG policies, and develop the low carbon products, services and revenue streams

CORPORATE FINANCE ADVISORY

- Corporate Finance teams within the context of the Big 4 works as M&A, capital raising, and restructuring advisors with responsibilities akin to middle market investment banks
- For middle market businesses, an added advantage in engaging a Big 4 as the advisor is the access to integrated service offerings
- Recruiting:
  - Functions almost identically to IBD recruiting

ACCOUNTING

PUBLIC ACCOUNTING

PUBLIC ACCOUNTING FIRMS

Big 4

Deloitte.

pwc

EY

KPMG

Others

RSM

Grant Thornton

ANDERSEN

CohnReznick
ADVISORY • ASSURANCE • TAX

BDO

EISNERAMPER

MARCUM
ACCOUNTANTS ▲ ADVISORS

FORVIS

Crowe

PUBLIC ACCOUNTING

- Public accounting is the branch of accounting that provides accounting and financial services to clients outside of a company, such as audit, tax, and consulting services
- Public accountants work for accounting firms and serve a variety of clients, including businesses, government entities, and non-profit organizations
- In public accounting, career advancement typically follows a structured path, with opportunities to move up from entry-level positions to more senior roles over time
- Public accountants require a Certified Public Accountant (CPA) certification to progress into their careers, due to the audits and services provided by public accounting firms

PUBLIC ACCOUNTING

Audit

- Audit associates are responsible for assisting in the planning, execution, and completion of audits
- An accounting audit is an independent examination of an organization's financial statements and records to assess the accuracy and reliability of the financial statements, and to provide assurance that they comply with relevant standards and regulations

Tax

- Tax associates play a key role in helping clients understand and comply with tax laws and regulations, and in identifying opportunities to minimize tax liability
- They are responsible for preparing and reviewing tax returns for individuals, businesses, and other organizations, and may also provide tax planning and compliance advice to clients

Differences

- Audit associates will have a wider range of exit opportunities to move into the private industry that offers a great work-life balance
- Tax Associates tend to get higher salaries and find that the field is less competitive especially at entry-level
- While Audit's activities are more evenly spread, despite fiscal year-end audits, Tax tends to be extremely busy from January through March/April due to filing deadlines and quiet the rest of the year

INDUSTRY (PRIVATE) ACCOUNTING

INDUSTRY

- Industry (private) accounting works within independent companies to analyze and prepare financial statements internally
- Oftentimes, their work is then analyzed by those at public accounting firms who will provide a stamp of approval that their documentation and practices meet accounting standards
- Industry accounting generally follows a less structured progression and growth may be more limited and slower in comparison to public accounting at smaller firms
- Many former public accountants join industry to gain a better work-life balance after gaining a few years of experience under a brand-name corporation
- Industry accounting has a large crossover with the Finance function at a bank, as well as select roles in Corporate Finance

GOVERNMENT

GOVERNMENT

- Government accountants can work at the federal, state, or local level to operate on the financial records of government agencies or, when necessary, audit the records of private companies
- Many government organizations have large accounting departments to analyze the performance and allocation of their funds
  - Accountants at the IRS typically review individual and corporate tax returns and offer guidance when new laws are passed
  - The SEC hires experienced accountants to evaluate filings made by public companies to ensure that the companies are complying with SEC regulations

PROGRAMS AND ORGANIZATIONS

PROGRAMS AND ORGANIZATIONS

STARR Career Center

CUNY Affiliated Programs

Diversity and Underclassmen

Student Funds and Club Programs

Professional Organizations at Baruch

STARR CAREER DEVELOPMENT CENTER

STARR CAREER DEVELOPMENT CENTER

Baruch COLLEGE | Starr Career Development Center

The Starr Career Development Center (SCDC) is Baruch's on-campus career services office. They provide services from **career consulting**, **resume reviewing**, **mock interviewing**, and **law school assessments**. While these appointments can be scheduled on Handshake, the office is also open to walk-ins. Additionally, events are hosted, such as **job and internship fairs, workshops**, **employer information sessions**, and **guest speaker panels**.

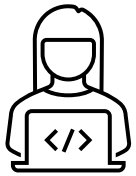
STARR CAREER DEVELOPMENT CENTER - TIPS

- On Campus Recruiting (OCR)
  - Signing up to the OCR Workshops enables application to campus-exclusive recruiting opportunities with employers seeking specifically to hire Baruch talent
- Resume Reviews and Mock Interviews
  - When selecting someone to review a resume or conduct a mock interview, review their LinkedIn to ensure that they have the relevant experience
- Career Fairs
  - Many neglect the career fair due to its long lines, but the event provides a great opportunity to connect with employers
  - After the Career Fair, make sure to follow up consistently with whoever present
- Follow the SCDC's Twitter to be alerted of last-minute employer presentations
- While these opportunities do not *guarantee* a position, it is a part of the process in expanding one's network and creates more chances to land a role

STARR LEADERSHIP PROGRAMS

Technology Leadership Development Program

The Technology Leadership Development Program (TLDP) is dedicated to the professional development and advancement of all students, regardless of year, with a strong passion for a career in technology. The program will provide students exposure to include cyber security, data analytics, and information technology.



Financial Leadership Program

The Financial Leadership Program (FLP) is a program dedicated to the professional development of juniors and sophomores interested in careers in finance. Interviews are entirely behavioral and market-outlook-based: one group interview centered around market knowledge and one individual.

STARR PROGRAMS

Rising STARR

The Rising STARR Sophomore Program is an opportunity for rising **sophomores** to gain a tighter grasp on pursuing their professional goals. Students participate in events such as developing a personal pitch, mock interviews, 1-on-1 training with networking, and case competitions.

Max Berger Pre-Law Fellows

The Max Berger Pre-Law Fellows is an intensive **law school preparatory** program geared toward assisting and propelling students to gain admission to the nation's top law schools. Upon acceptance, students are assigned an attorney mentor in the practice area of their choosing.

While distinctly a law-focused program, many past fellows have drawn considerable success from its offerings.

Passport to Partnership

Passport to Partnership (P2P) was created to encourage sophomores and juniors intending to major in **accounting** to gain a head start in their career development while also meeting the increasing demands in the marketplace to identify and develop early leaders.

This program is open to students entering their sophomore and junior years.

EXECUTIVES ON CAMPUS

Executives on Campus [EOC] connects undergraduate and graduate students with executive mentors who guide and develop their networking, interviewing, and other essential business etiquette skills to make Baruch students competitive in today's job market.

Juniors, seniors and first and second-year graduate students from all three Baruch schools (Marxe School of Public and International Affairs, Weissman School of Arts and Sciences, and Zicklin School of Business) with a minimum GPA of 3.0 are eligible to apply.

CUNY AFFILIATED PROGRAMS

OFFICE OF CAREERS AND INDUSTRY PARTNERSHIPS

The Office of Careers and Industry Partnerships is an initiative started by the City University of New York (CUNY) that seeks to support students and alumni in landing careers by offering engaging skill-building programs that prepare them for real life internship and job opportunities.

As many of the following initiatives may arise with great fanfare and fade with time, their website is a reliable database to view what initiatives are still active.

THE CITY TUTORS

The City Tutors is a 501(c)(3) nonprofit that expands access to equitable, no-cost volunteer tutoring and mentoring support for historically underserved communities.

The City Tutors' City Mentors program connects CUNY students and alumni with industry professionals for self-paced professional mentorship. The minimum commitment is one 30–60-minute session, and from there, students can continue to meet with the same mentor, request another mentor, or pause sessions for however long they please.

THE CITY TUTORS

CUNY PROGRAMS

CUNY Tech Prep

CUNY Tech Prep is a year long program for CUNY technology majors to learn in-demand technologies, master professional soft skills, and land tech jobs in NYC.

Students accepted into CTP each academic year participate in a program designed around industry insight, project experience and mentorship, and professional development.

CUNY Career Launch

CUNY Career Launch provides students with no prior relevant experience into paid internships related to their major.

Internship opportunities start in July and last until mid August. Interns must be available for 19 hours/week during a typical work week during that time.

FWA-Baruch

The Financial Women's Association-Baruch Mentoring Program pairs students with FWA members who have at least 8 years business experience.

The program's core is one-to-one mentoring with an FWA member at FWA events and six programs that complement classroom learning and the offerings of Baruch's Starr Career Center.

CUNY AFFILIATED PROGRAMS

Centerbridge Fellowship

The CUNY Investment Industry Fellowship is a nine-month program for rising sophomores and juniors interested in pursuing the investment industry. Each fellow is given a mentor and monthly workshops on topics including private equity deals, distressed debt, IPOs, financial modeling, and firm structure.

BNP Paribas Global Finance

The BNP Paribas Global Finance Fellowship includes monthly workshops and one-on-one mentoring for students from BNP Paribas to facilitate student's professional and personal development with the mentor's own first-hand experience.

GS Possibilities Summit

The Goldman Sachs CUNY Possibilities Summit seeks to create pathways to careers for New Yorkers through interactive workshops, networking opportunities and financial wellness resources.

Completion of this program may provide an entry into a Goldman Sachs Superday.

CUNY AFFILIATED PROGRAMS

Bloomberg Launch

Bloomberg Launch is a two-week program that introduces CUNY talent to Bloomberg, highlighting their Analytics and Sales and Global Data businesses.

Through the program, participants learn the foundations of financial markets through become interview ready with CV best practices and interviewing strategies, led by the recruiting team.

ANY Fellows

The America Needs You (ANY) Fellows Program is a two-year program matching high-achieving, low-income, first-generation college students with mentors who provide industry insight.

The program also provides grants and in-kind contributions over the two years, including business attire.

LifeSci NYC

The LifeSci NYC Internship Program is the City of New York's paid internship program to develop the City's next generation of life sciences leaders.

Provided opportunities range from roles in finance, operations, marketing, engineering, and research.

DIVERSITY AND UNDERCLASSMEN

DIVERSITY PROGRAMS

A variety of diversity fellowships exist for students coming from historically underrepresented backgrounds in the financial services industry. These provide workshops, mentorship guidance, networking events, and exclusive opportunities to students seeking a foot into white collar work.

MLT

SEO

INROADS®

HEADSTART

Wall Street Bound

UNDERCLASSMEN-SPECIFIC PROGRAMS

Firms often offer underclassmen programs to attract talented students early on in their academic careers, such as freshman or sophomore year.

Underclassmen programs typically involve a combination of educational sessions, networking events, and hands-on experience through projects or simulations. Oftentimes, these programs may come with opportunities to interview for their flagship internship positions through a direct Superday.

These opportunities can be found through searching [‘Freshman’ **or** ‘Sophomore’ **+** programs **+** Industry_of_Choice **or** Company_of_Choice] on a search engine.

These are not to be confused with summer insight programs. While similar in nature, underclassmen-specific programs are often more selective and offer an in-person element.

STUDENT FUNDS AND CLUB PROGRAMS

WHY ARE STUDENT-RUN PROGRAMS WORTHWHILE?

Even with the most refined resume format, it is difficult to secure roles in the industry without any prior experience – **a blank resume is an omitted resume**.

See Doug Walker's blank resume →

Student-run programs allow unexperienced undergraduates to gain relevant experience outside of their coursework and display a level of initiative to employers. These experiences can be added under the "Leadership & Activities" section of a resume.

Additionally, peers are more likely to have a relative level of understanding in the amount of experience held and may evaluate factors such as fit heavier than technical.

Unfortunately, student-run programs are limited by capital, time, and experienced members, so in order to ensure a fair distribution of hands-on learning, interviews are set in place to most efficiently allocate existing resources.

Fortunately, Baruch provides a large variety of programs to select from.

Doug Walker

(123) 456-7890 • doug.walker@baruchmail.cuny.edu • linkedin.com/in/dougwalker/

EDUCATION

CUNY Baruch College, Zicklin School of Business — **New York, NY**
Bachelor of Business Administration in Finance | Minor in Communications — *Expected May 2026*
GPA: 3.88/4.00
Relevant Coursework: Business Law, Principles of Finance, Financial Accounting

Midwood High School — **New York, NY**
GPA: 3.7 — *June 2022*

PROFESSIONAL EXPERIENCE

Mom and Dad — **New York, NY**
Dog Walker — *July 2009 - Present*
- Walk dogs

LEADERSHIP & ACTIVITIES

SKILLS & INTERESTS

Technical Training: Microsoft Excel, Microsoft PowerPoint
Extracurriculars: Baruch Wall Street Club
Interests: Dogs, Walking, Walking Dogs

STUDENT FUNDS

50Five Capital

- 50Five Capital is a student-run hedge fund at Baruch focusing on a long and short value-investing strategy including equities, fixed income, commodities, and risk management through derivatives; additionally, they host a research team in charge of releasing equity research reports
- Interviews are conducted in a three-stage process, with an application and resume review, followed by a phone call, and concluding with a three round Superday

Investment Management Group

- The Investment Management Group (IMG) is a long-term student-run fund at Baruch helping an external organization to invest in the sectors of consumer goods and retail, energy and utilities, financials, healthcare, industrials, and TMT
- Interviews are conducted in a three-stage process, with a resume review, a group interview, and a three round Superday

STUDENT FUNDS - EXPLAINED

For students pursuing the financial services industry, student-run investment funds are a great way to gain practical knowledge, as well as a sense of community at Baruch.

The primary differences between the two funds, 50Five Capital and IMG, are as follows:

1) Organizational Structure and Division
    I. 50Five Capital divides its teams into asset class, administration is the E-Board
    II. IMG divides into sector coverage, administration is the C-Suite
2) Investment Philosophy
    I. 50Five Capital bases itself around varies long and short investments across different asset classes, and as such, trade derivatives, commodities, and rates products
    II. IMG exclusively focuses on long, specifically equity, investments
3) Culture
    I. 50Five and IMG have different cultures and students will receive a different descriptor for each depending on the source of information
    II. It is very important to do one's own research and networking with regards to this

CLUB PROGRAMS

WSC Accelerator

The Wall Street Club Accelerator Program is an offshoot program of the Wall Street Club, serving as a semester-long developmental program through which students will have the opportunity to develop the necessary skills to excel in the financial services industry.

The Program is designed for Baruch undergraduate students in their first or second academic year.

FES Analysts

The Finance & Economics Society (FES) hosts two major Analyst Programs, Financial and Investment Banking, specialized into instructing underclassmen on the fundamentals of accounting, finance, and banking.

In addition, FES has a ten-week mentorship program for freshmen and sophomores that connects students with an in-club and external career guide tailored to their interests.

ALPFA Accelerator

The Association of Latino Professionals For America's Accelerator Program focuses on helping students develop strong professional skill set by providing a combination of training, mentoring, and access to corporate events.

CLUB PROGRAMS

CYC Analysts

Consult Your Community (CYC) provides pro-bono consulting services to small businesses that cannot otherwise afford it.

As an analyst, students can participate in strategy growth, business development, brand development, and financial analysis. Interviews are based on behavioral questions and a case-lite question to observe how the applicant approaches problem solving.

REF Development Programs

The Real Estate and Finance Club (REF) hosts a Development Program consisting of two separate programs: The Mentorship Program and The Analyst Program.

Under the Mentorship Program, students will have six weeks of sessions focusing on professional and CRE skill development. In contrast, the Analyst Program serves an a more in-depth dive on financial modeling within the real estate sector.

FQE Mentorship

Financial Quants & Engineers grants hands-on experience for students to explore their passion for programming, data science, and algorithmic trading.

In addition, the club provides its mentees with resources such as resume reviews, career opportunities, and more.

CLUB PROGRAMS

Ascend LLP

Ascend Baruch is a chapter of Ascend, a non-profit Pan-Asian business organization.

The Legacy Leadership Program (LLP) is a 10-week development program, where selected receive 1:1 mentorship and gain insights into different career paths and necessary business skills: resume-writing, networking, public speaking, case study, stock pitch, and start-up presentations.

MoBster

Marketers of Baruch (MOB) established the MOBster Program, a professional development program for active members. By joining, students gain access to the MOBster exclusive seven workshops as well as social events, complete a rebranding group project, and an E-Board mentor.

BBB Analyst

The Baruch Business Brigades (BBB) Analyst Program educates students on small business consulting, economic development, sustainable development, and volunteering abroad. The Analyst Program is a pre-requisite of their Brigade, where they consult small businesses overseas.

PROFESSIONAL ORGANIZATIONS AT BARUCH

PROFESSIONAL ORGANIZATIONS AT BARUCH

Career Oriented:

- 50Five Capital*
- Investment Management Group* (IMG)
- Wall Street Club
- Scholars of Finance (SoF)
- Finance & Economics Society (FES)
- Real Estate and Finance Club (REF)
- Financial Quants & Engineers (FQE)
- Accounting Society
- Zicklin Undergraduate Tax Society (ZUTS)
- Baruch Actuarial Science Society (BASS)
- Association for Information Systems (AIS)
- Consult Your Community* (CYC)
- Baruch Business Brigades (BBB)
- Marketers of Baruch (MOB)

Cultural, Diversity, and Inclusion:

- Ascend
- Association of Latino Professionals for America (ALPFA)
- Women in Business (WIB)
- National Association of Black Accountants (NABA)
- TAMID

Greek Life:

- Delta Sigma Pi*
- Beta Alpha Psi*
- Alpha Kappa Psi*

* Requires interview and application

Refer to r/Baruch's Wiki for more details

WALL STREET CLUB

Wall Street Club aims to educate students about the different fields of the financial services industry.

Events typically consist of general market updates and trivia, an industry or process overview, and then a guest speaker panel.

Workshops in collaboration are hosted on financial modeling through collaborations with programs such as Training the Street and Breaking into Wall Street that allow students to gain practical experience in real-world assignments.

For students looking to get a foot in the door for interviews, resume drops are occasionally posted for their convenience.

SCHOLARS OF FINANCE

Scholars of Finance is a rapidly growing organization on a mission to inspire character and integrity in the finance leaders of tomorrow. Their mission is to empower and equip students to be the next generation of principled leaders within finance, all while building a community on Baruch Colleges Campus. To date, SoF has launched 30+ university chapters including Harvard, Princeton, Duke, Howard, among others.

As members of SoF, students gain access to numerous benefits, including building your professional network through speaker series and in-person events, and exposure to industry leaders from partnering firms including Blackstone, Goldman Sachs, and many more.

FINANCE & ECONOMICS SOCIETY

The Finance & Economics Society (FES) is a professional development organization focused on providing students with the tools necessary to succeed in careers within the financial services industry.

By providing numerous opportunities for networking, seminars on various topics, corporate presentations as well as case studies - FES gives students a significant advantage during corporate recruitment periods.

It is very similar to Wall Street Club and the two are the largest open-access clubs at Baruch for students interested in joining the financial services industry.

REAL ESTATE AND FINANCE CLUB

The Real Estate and Finance Club provides career development, educational events, mentorship, and networking opportunities in real estate for students at Baruch College.

They push their mission through speaker series, case competitions, networking events, technical training sessions, and on-site development tours of NYC properties.

FINANCIAL QUANTS & ENGINEERS

Financial Quants and Engineers is focused on developing the next generation of quants through a series of interactive workshops, finance panels, and technical training in mathematics and coding.

While primarily focused on being a home for financial mathematics majors, it is open to all interested in the sector.

In addition, they have their own newer fund, Parrondo Research, which is part of their mission to develop a rigorous, data-driven approach for finding opportunities in the world of financial derivatives and other complex assets.

FQE

FINANCIAL QUANTS & ENGINEERS

ACCOUNTING SOCIETY

The Accounting Society was established at Baruch College (CUNY) in 1968 with the main purpose of preparing a diverse group of business students for the Accounting, Tax, Audit, and CIS professions.

They hold weekly events, sponsor various informational sessions, as well as participate in a multitude of volunteer activities.

To become an inducted member, one must satisfy the following requirements within two consecutive semesters:

- 5 Corporate Events
- 2 General Interest Meetings
- 2 Volunteer Events

ZICKLIN UNDERGRADUATE TAX SOCIETY

Zicklin Undergraduate Tax Society (ZUTS) is an undergraduate student club dedicated to promoting career interest in taxation and the field of accounting.

ZUTS devotes itself to providing Baruch students with opportunities to acquire knowledge in taxation and accounting, while providing chances to network with professionals from top accounting firms and corporations.

Their programs cover workshops, networking events, VITA volunteer opportunities, and a taxation case analysis competition.

BARUCH ACTUARIAL SCIENCE SOCIETY

Baruch Actuarial Science Society (BASS) is dedicated to helping students learn about the actuarial career, passing exams, creating professional resumes and cover letters, and applying for jobs.

They host workshops on career development and technical skills and invite insurance companies and consulting firms to host company panels and provide network opportunities with recruiters.

Every semester or academic year, they will have an Annual Alumni Reception, with alumni from various prestigious companies coming to connect with their members.

ASSOCIATION FOR INFORMATION SYSTEMS

The Baruch College Chapter of the Association for Information Systems (AIS) promotes the awareness and application of information systems, computer science, cybersecurity, and technology in business and industry through a diverse range of events.

Throughout the semester, they run professional development workshops such as LeetCode and coding workshops, resume and LinkedIn review sessions, and talks on business etiquette.

In conjunction with other organizations on campus, AIS facilitates professional panels with representatives from companies such as Google, Citibank and Prudential.

BARUCH AIS

CONSULT YOUR COMMUNITY

CYC Baruch is an organization that provides quality pro-bono consulting services to NYC small businesses that cannot otherwise afford it.

Since our founding in 2019, CYC Baruch has served over 25 small businesses. Through semester-long projects, students engage with minority-owned small businesses to provide pro bono consulting services.

As an analyst, students can participate in strategy growth, business development, brand development, and financial analysis.

Interviews are based on behavioral questions and a case-lite question to observe how the applicant approaches problem solving.

Baruch College

BARUCH BUSINESS BRIGADES

The Baruch Business Brigades is a chapter of Global Brigades, an international non-profit that implements a holistic model to meet a community's health and economic goals as well as build community ownership and collaboratively execute programs to ensure lasting beneficial impact.

For this specific chapter, its goals lie in assisting small businesses around the world thrive in a prospering economy fueled by financial literacy and business tools.

BARUCH
BUSINESS
BRIGADES

MARKETERS OF BARUCH

Marketers of Baruch is a club devoted to help connect students with professionals in the media, tech, entertainment, and advertising industries, conduct career development workshops, and build a culture of sharing and encouragement.

Their MOBster Program is an optional professional development program for active members.

ASCEND

Ascend at Baruch is the founding chapter of an external professional network for the Pan-Asian community.

Ascend is currently the largest non-profit, Pan-Asian business organization in North America with over 60,000 members across North America.

In addition to club meetings, the organization holds international conventions and hosts scholarships for students seeking financial aid.

Ascend®

PAN-ASIAN LEADERS

BARUCH COLLEGE STUDENT CHAPTER

ALPFA

ALPFA (Association of Latino Professionals For America) is a nationwide Latino professional organization that gives students the opportunity to advance by becoming exposed to professional opportunities.

While very similar to WSC and FES, ALPFA has more general focus on corporate interactions and diversity initiatives than technical knowledge or specific-industry focus.

WOMEN IN BUSINESS

The Collegiate Association of Women in Business (WIB) is the largest female professional organization within Baruch College.

WIB is specifically geared towards the undergraduate population, as it promotes the professional and personal development of young students.

To become an inducted member, one must adhere to the requirements of this list.

Inducted members have access to ATHENA, WIB's flagship mentorship program that provides hands-on professional mentoring for interested candidates.

BARUCH COLLEGE
WIB
WOMEN IN BUSINESS

NATIONAL ASSOCIATION OF BLACK ACCOUNTANTS

The National Association of Black Accountants (NABA, Inc.) is a nonprofit membership association dedicated to bridging the opportunity gap for black professionals in the accounting, finance, and related business professions.

Representing more than 200,000 black professionals in these fields, NABA advances its mission by providing education, resources, and meaningful career connections to both professional and student members, fulfilling the principle of the motto, “Lifting as We Climb!”

TAMID

The TAMID Group is a student-led, apolitical business organization that develops professional skills through hands-on interaction with the Israeli economy.

TAMID at Baruch is driven to see its members become the next generation of entrepreneurs and business leaders through an extensive educational program, hands-on consulting projects with startup companies, and a student-managed portfolio with weekly stock pitches and a finance curriculum developed by industry specialists.

Additionally, each summer, select members from our chapter participate in a competitive, highly subsidized summer fellowship program in Tel Aviv/ Jerusalem, with the opportunity to intern at a startup company or a financial firm.

DELTA SIGMA PI, BETA ALPHA PSI, AND ALPHA KAPPA PSI

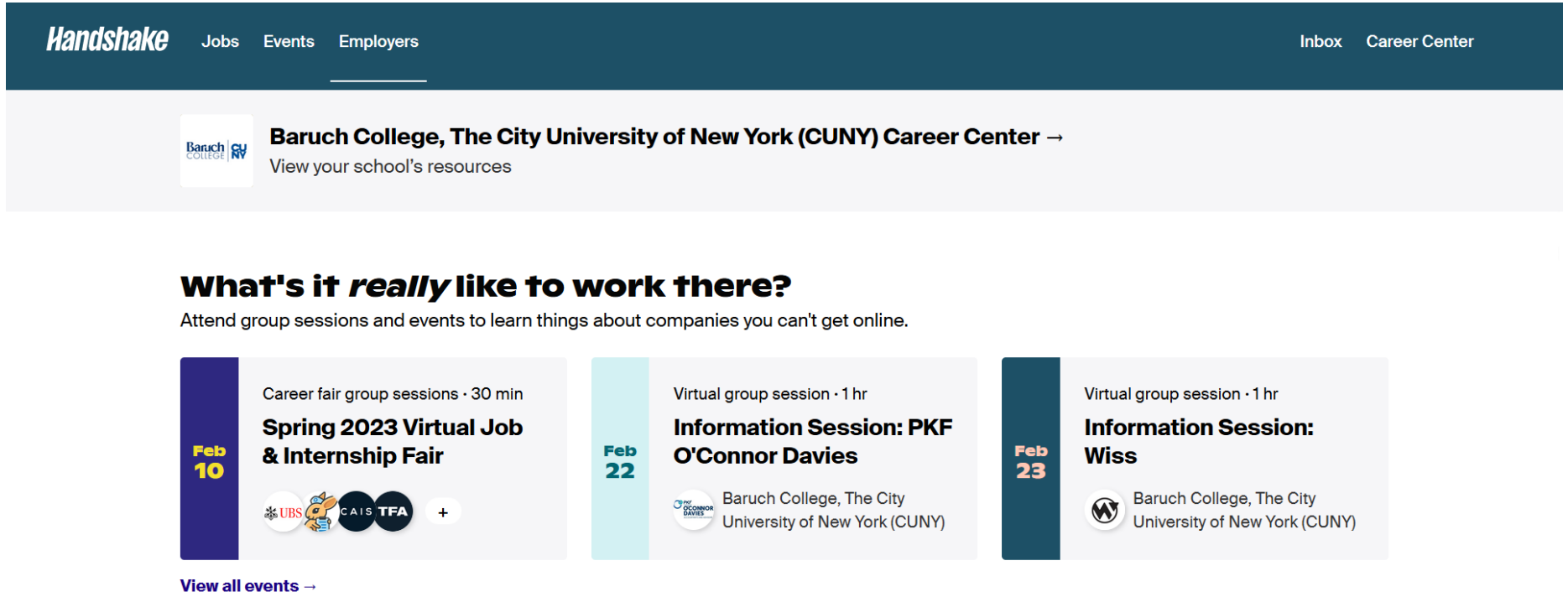
The Delta Sigma Pi, Beta Alpha Psi, and Alpha Kappa Psi are co-ed business fraternities at Baruch College.

They have very similar offerings in the type of assistance they provide to students, with each having hundreds of professionals working in professions such as advertising, auditing, corporate law, investment banking, tax, technology, and wealth management.

In order to be considered for an interview, one must attend at least 1 general interest meeting and 2 additional events. For BAP, an additional 3.5 minimum GPA is required, being an honors organization.

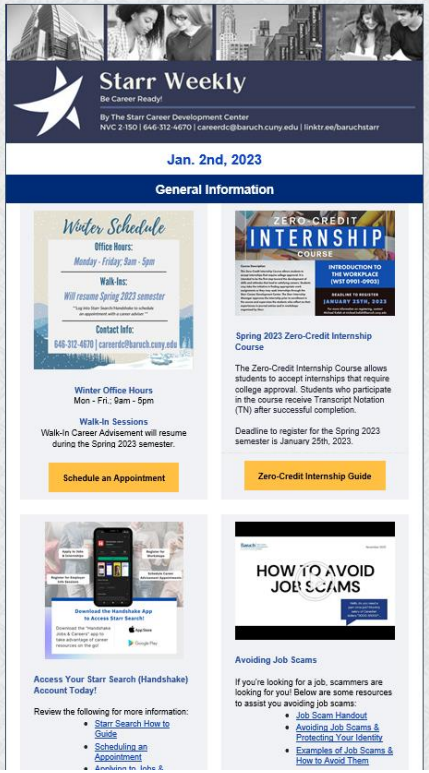
OPPORTUNITIES ON THE WEB

HANDSHAKE



Handshake is a recruiting website for students and the official platform for Baruch College's Career Center. It can be used to find employment opportunities, sign up for career events, and schedule advising and resume review sessions.

STARR WEEKLY NEWSLETTER



Starr Weekly

Be Career Ready!

By The Starr Career Development Center
NVC 2-150 | 646-312-4670 | careerdc@baruch.cuny.edu | linktr.ee/baruchstarr

Jan. 2nd, 2023

General Information

Winter Schedule
Office Hours:
Monday - Friday; 9am - 5pm
Walk-Ins:
Will resume Spring 2023 semester
Contact Info:
646-312-4670 | careerdc@baruch.cuny.edu

Winter Office Hours
Mon - Fri.; 9am - 5pm

Walk-In Sessions
Walk-In Career Advisement will resume during the Spring 2023 semester.

Schedule an Appointment

ZERO CREDIT INTERNSHIP COURSE
INTRODUCTION TO THE WORKPLACE (WST 0901-0903)
MARLIN 19 MONTH JANUARY 25TH, 2023

Spring 2023 Zero-Credit Internship Course

The Zero-Credit Internship Course allows students to accept internships that require college approval. Students who participate in the course receive Transcript Notation (TN) after successful completion.

Deadline to register for the Spring 2023 semester is January 25th, 2023.

Zero-Credit Internship Guide

Download the Handshake App to Access Starr Search!

Access Your Starr Search (Handshake) Account Today!

Review the following for more information:

- Starr Search How to Guide
- Scheduling an Appointment

HOW TO AVOID JOB SCAMS

Avoiding Job Scams

If you're looking for a job, scammers are looking for you! Below are some resources to assist you avoiding job scams:

- Job Scam Handout
- Avoiding Job Scams & Protecting Your Identity
- Examples of Job Scams & How to Avoid Them

The STARR Weekly provides students with weekly updates of career events on campus, employer information sessions, as well as recently-opened applications and opportunities.

SEARCH ENGINES

indeed

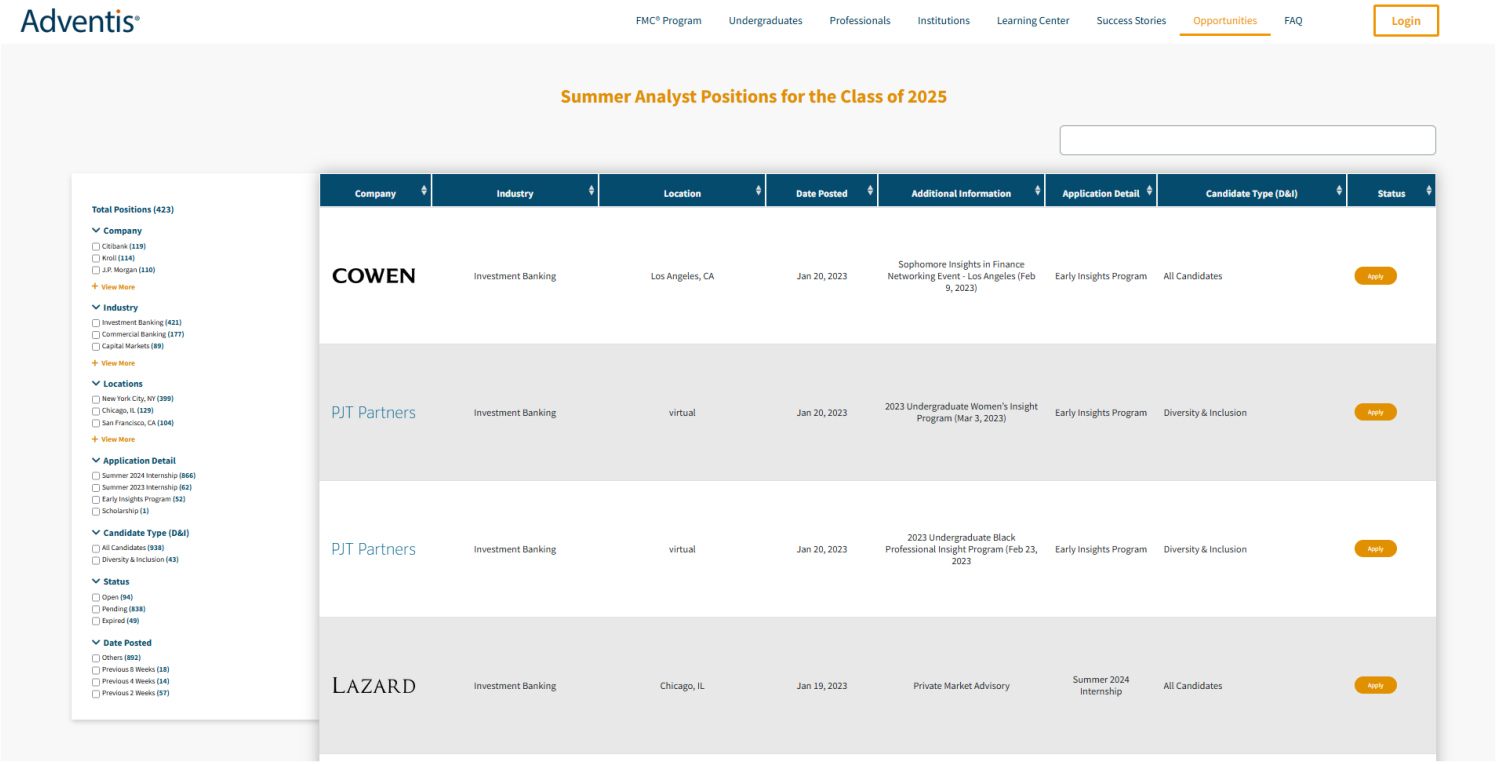
Google FOR JOBS
Easily Reach To Job Seekers

glassdoor

MONSTER

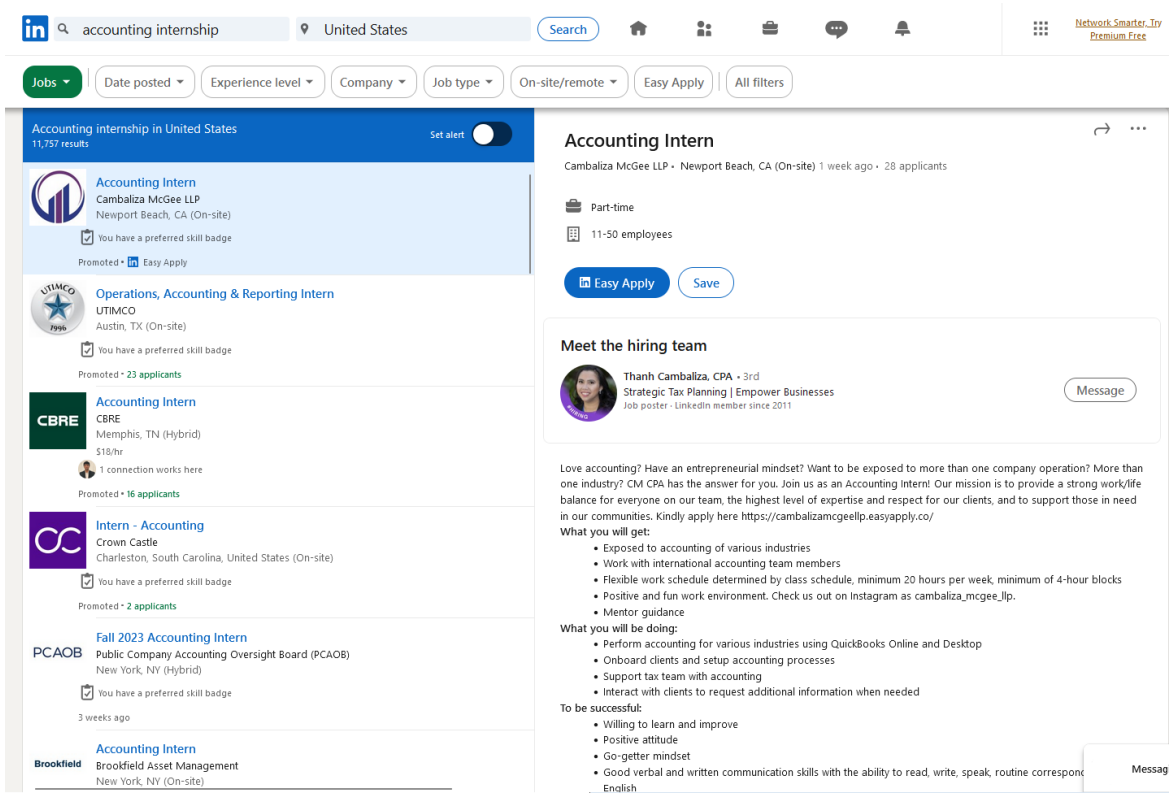
Popular search engines dedicated to job hunting are another way to scout openings. Click on any of the logos to access the designated website.

ADVENTIS



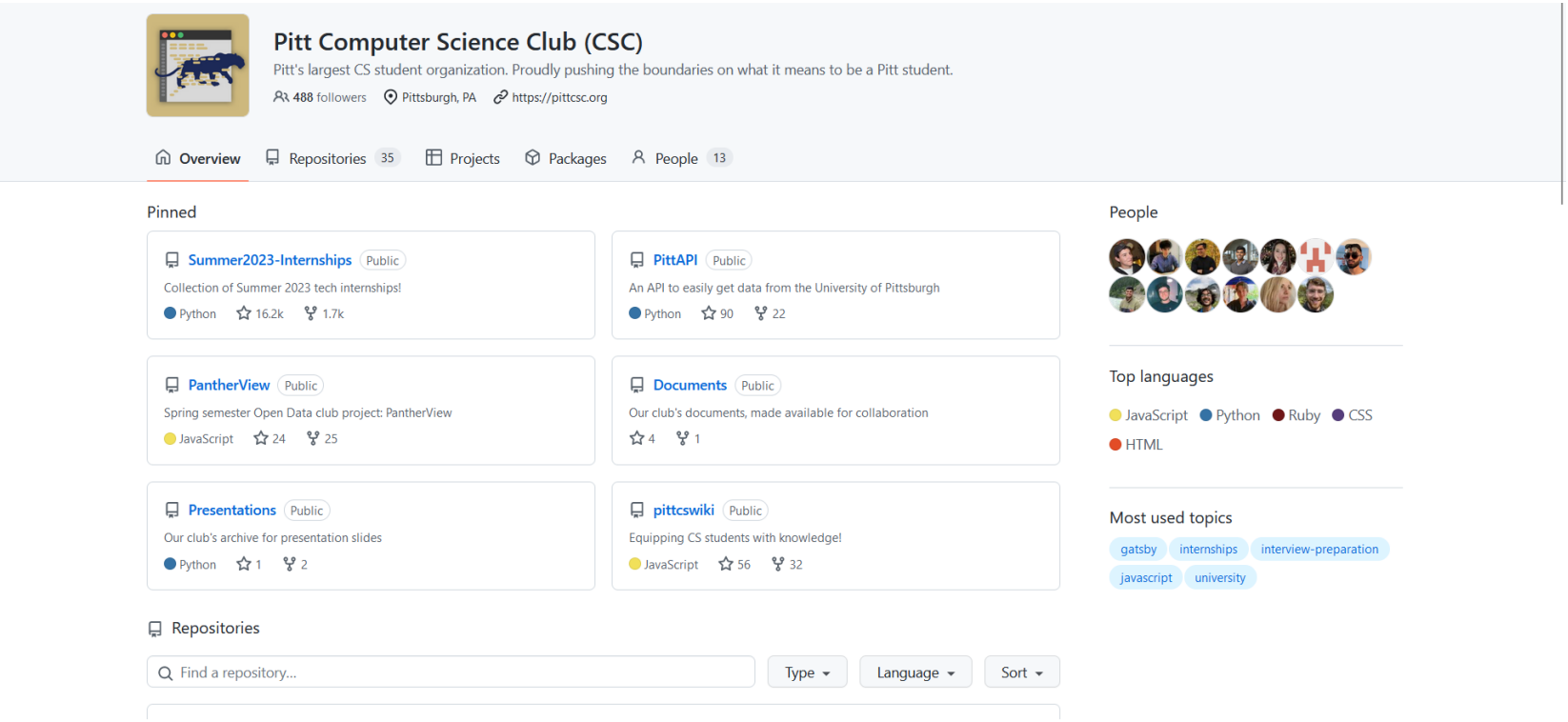
Adventis curates a variety of finance-focused summer analyst internships from more than 100 firms on a weekly basis into one database.

LINKEDIN



LinkedIn is a business and employment-focused social media platform used for professional networking and career development and allows job seekers to post their CVs and employers to post jobs.

PITT COMPUTER SCIENCE CLUB GITHUB



The Pitt Computer Science Club maintains an open-access repository on internships within tech in the United States.

SEARCHFUNDER

SEARCHFUNDER.COM

Searchfunder is an online community for search funds, small investment vehicles seeking acquisition of one company. Students looking for their first relevant role find (usually unpaid) opportunities to add due diligence and deal sourcing experience onto their resumes.

RECRUITING

THE RECRUITING PROCESS

Research

- Perform due diligence on firms and industries
- Begin to define the work that matters to you
- Start to look at company websites, LinkedIn, Handshake, and more to see what roles are available

Network

- Should be after gaining a grasp on what you're curious on
- Time of exchange, for not only you to learn about them, but for them to learn about you

Prepare

- Review and master the answers to your technical and behavioral questions
- Mock interview with peers and/or mentors
- Continue to network and research during this time

Interview

- Survive the preliminary rounds and Superday
- (Hopefully) receive an offer for your hard work

THE RECRUITING TIMELINE

January - March

Networking and Diversity Programs

(Freshmen and Sophomores)

Elite boutiques begin to release offers

March - May

Applications open for larger institutions in their investment banking, sales and trading, and capital markets groups

March - July

First-round interviews and final interviews are held on a rolling basis

Offers begin to come out

July - September

Smaller boutiques begin to open applications for roles, bulge brackets wrap up recruiting

September - December

Organizations focus on career fairs and host informational sessions

DIVERSITY RECRUITING

Diversity Recruiting

- An accelerated recruiting process aimed towards underrepresented minorities (Black, Hispanic, Native American, LGBTQ, Women)
- Advantages: Firms reserve a certain number of spots for diversity candidates; opportunity to attend onsite exploratory programs; candidates can obtain traditionally junior level offers as a sophomore; chance to receive offers earlier

Standard Recruiting

- Recruiting process aimed towards applicants of all backgrounds and the recruiting timeline is usually around a month after diversity recruiting
- Advantages: Applicants have more time to prepare for interviews
- Disadvantages: Candidates are competing in a larger pool of applicants; some banks still focus largely on target school recruiting

RESUMES AND FIRST IMPRESSIONS

SAMPLE RESUME FORMAT

THOMAS JAMES

123 Washington St. Apt. #2
New York, NY 10017
Thomas.James@university.edu
777.777.7777

EDUCATION

Washington University – Olin School of Business — **St. Louis, MO**
Bachelor of Science in Business Administration; Finance Major — *Class of 2013*

- Cumulative GPA: 3.5/4.0; Major GPA: 3.8/4.0
- Graduated magna cum laude as a Presidential Scholar, Dean's List all semesters
- Relevant Coursework: Financial Statement Analysis, Advanced Financial Management, M&A, Options, Futures & Derivatives, Introduction to Econometrics, International Finance, Investments

Dalian University of Foreign Languages — **Dalian, Liaoning Province, China**
School of Chinese Studies — *Jan 2012 – May 2012*

- Elected to study Mandarin in an intensive language program in a study abroad program
- Successfully completed a semester of business courses and was elected class president by my peers
- Developed foreign language skills and the ability to speak fluent Mandarin

WORK EXPERIENCE

ABC Bank — **New York, NY**
Summer Analyst — *May 2012 – Aug 2012*

- Member of deal team on a $3.2 billion acquisition of a publicly traded company by a large private equity firm
- Involved in initial due diligence, preparation of the CIM, creation of the PowerPoint deck, etc.
- Responsible for performing comparable companies and precedent transaction analyses in Excel
- Utilized PowerPoint to create pitch books for current transactions and potential clients

ZYX Energy Cooperative — **New York, NY**
Summer Intern — *May 2011 – Aug 2011*

- Analyzed and recommended specific investment opportunities to traders in natural gas, power and coal
- Sent out intraday research notes to traders summarizing daily and weekly energy supply and demand data
- Completed numerous projects with end-goal of producing a framework for reoccurring standardized reports

LEADERSHIP

Washington University NCAA Soccer Team — **St. Louis, MO**
Captain — *Sep 2009 – Current*

- Attended league meetings and organized all games and practices in lieu of coaching staff
- Successfully recruited over 10 new players and developed an alumni support network via campaigns
- Reinvigorated the program, raising thousands of dollars in financial support from alumni

Washington University Student Investment Fund — **St. Louis, MO**
Founder and Co-President — *Oct 2010 – Current*

- Co-founded a student-run fund to invest a small portion of the University's endowment
- Managed a $105k diversified, mid-cap equities fund - Outperformed benchmark by 4% since 2010 inception
- Presented research reports to University Board of Directors with company information and investment thesis

ADDITIONAL INFORMATION

Skills: Fluent in Mandarin, Basic Skills in French
Modeling: Completed Wall Street Prep self-study course covering valuation, M&A and LBO modeling
Computer: Proficient in Excel, PowerPoint, CapitalIQ, Bloomberg
Certifications: Completed Bloomberg Certification Program
Interests: Soccer, Running, Poker, Snowboarding, Skydiving

Source and Download: Wall Street Oasis

Notes and Recommendations

- Common Missteps:
  - **Multiple Pages:** Keep it to one page
  - **Non-Concrete Items**: Avoid personal statements and soft skills ("Leadership", "Teamwork") under the 'Skills' section - anything that occupies space while communicating very little
  - **Formatting**: Avoid periods at the end of bullet points, two-line bullets, personal pronouns and margin errors; use a traditional format – nothing flashy
  - **Extension**: Always submit your resumes in a .pdf extension, unless for peer/mentor editing purposes or specified otherwise
- Editing:
  - Consistently review and revise – the more eyes, the better
  - When having one's resume reviewed by the STARR Career Center, verify that the reviewer is one who has industry experience; this can be done through LinkedIn
  - Here is a list of effective action words, broken down into initiative category, to use when adjusting your resume points
- Fonts:
  - Times New Roman, Arial, Helvetica, Calibri, Cambria, and Garamond are the most recommended
  - Font size should remain between 10-12 point
- Try to quantify as much as possible
- Everything in your resume is fair game for questioning – be able to defend every line and walk through every process outlined

EXAMPLES OF TYPICAL BARUCH RESUMES (ZICKLIN)

Baruch Student

(123) 456-7890 ● baruch.student@baruchmail.cuny.edu ● linkedin.com/in/baruch-student

EDUCATION

CUNY Baruch College, Zicklin School of Business — **New York, NY**
Bachelor of Business Administration in [] | Minors in [], [] — *Expected [Month] [Year]*

- **GPA:** []/4.0
- **Relevant Coursework**: [...]

PROFESSIONAL EXPERIENCE

[Upcoming Internship] — **[City], [State Abbreviation]**
Incoming [] Summer [] — *Starting [Month] [Year]*

- [Firm Description]

[Current Internship] {ex. Product Development} — **[City], [State Abbreviation]**
[] Intern — *[Month] [Year] - Present*

- Execute [] for new [] using [...]
- Build [] based on []
- Optimized [] to automate []
- Contributed to [] by [] and []

[Past Internship] {ex. Buy-Side Research} — **[City], [State Abbreviation]**
[] Summer [] — *[Month] [Year] - [Month] [Year]*

- Projected future valuations of [] investments for [$#] AUM hedge fund by [...] using [...]
- Collaborated across [] groups in order to gauge [] for []
- Formulated [] to [] and [] []
- Refined [] to calculate []
- Created [] evaluating factors such as []

[Past Internship] — **[City], [State Abbreviation]**
[] Intern — *[Month] [Year] - [Month] [Year]*

- Performed [] research by cross-referencing [] and [] with []
- Outlined [] for [#] []
- Advised [] in []

LEADERSHIP & ACTIVITIES

Student Fund — **[City], [State Abbreviation]**
[Role] — *[Month] [Year] - Present*

- Head [] with [] through [...]
- Synthesize [] by [] for []
- Pitch []
- Execute [] trades using [...]

National Competition — **[City], [State Abbreviation]**
[Role 1] | [Role 2] — *[Month] [Year] - [Month] [Year]*

- Led a team of [#] in presenting [...]

SKILLS & INTERESTS

Technical Training: [Programming Languages]
Languages: [Language (Fluency Level)]
Extracurriculars: [Clubs and Programs]
Interests: [...]

Finance Major

Finance.major@gmail.com | www.linkedin.com/finance/ | (987) 654-3210

EDUCATION

CUNY Baruch College, Zicklin School of Business — **New York, NY**
Bachelor of Business Administration in Finance | Minor in Computer Science — *[Month] [Year] – [Month] [Year]*
GPA: [] / 4.0 | **Honors:** Dean's List

PROFESSIONAL EXPERIENCE

[Upcoming Internship (if applicable)] — **New York, NY**
Incoming (Spring/Summer/Fall/Winter/Full Time) [Position Title] — *Expected [Month] [Year]*

[Current Internship] — **New York, NY**
Senior Equity Analyst — *[Month] [Year] - Present*

- Work closely []
- Presented []

[Competitive Bank Programs] (If you don't have actual internship experience) — **New York, NY**
[Program] Fellow — *[Month] [Year] – [Month][Year]*

- Selected as part of a []
- Chose to work alongside [] on [] project

[Past Internship] — **New York, NY**
[Position] Intern — *[Month] [Year] – [Month][Year]*

- Collaborated with other interns on []
- Utilized Bloomberg Terminal and Excel to []

[Past Internship] — **New York, NY**
[Position] Intern — *[Month] [Year] – [Month][Year]*

- Engaged in projects related to []
- Served as team captain during a []

LEADERSHIP EXPERIENCE

[National Competition] — **New York, NY**
Team Captain — *[Month] [Year] – [Month][Year]*

- Led a team of 4 to analyze current macroeconomic and []
- Provided recommendations for []

[Student Fund] — **New York, NY**
Position — *[Month] [Year] – [Month][Year]*

- Founded an []
- Connected []

SKILLS & INTERESTS

Skills: Python, Bloomberg Terminal, Microsoft Excel, Microsoft PowerPoint, VBA, Factset
Awards & Honors: [Insert Awards Here]
Interests: Put something that's actually interesting here (Ex. Archery, Rock Climbing, History, Piano, Poker), DO NOT put (ECM, DCM, M&A, Stock Market..etc)

EXAMPLES OF SUBSTANDARD RESUMES

[redacted]

Personal Statement:

With 5 years of experience in financial markets and 4 years of experience in online retail and customer service, I possess a unique set of skills and knowledge that allows me to excel in fast-paced and ever-changing environments.

Education:

Baruch College

- Bachelor of Business Administration in Finance, Minor Philosophy — Expected May 2026
- Cumulative GPA: 3.85/4.0

Work Experience:

Magnum Edge

Proprietary Trader — Jan 2018 - Present

- Managed a proprietary trading book, executing trades in a variety of financial instruments, including equities and options
- Conducted research and analysis of market trends, economic indicators, and company financials to inform trading decisions
- Monitored and analyzed market data to identify potential trading opportunities
- Maintained a risk-aware trading strategy, ensuring compliance with regulatory requirements
- Created a collaborative Discord Sever with other traders to share ideas and strategies

Olfactory Oasis

CEO and Founder — May 2019 - Present

- Built and managed ecommerce website from the ground up, resulting in a 40% increase in sales
- Developed and implemented ecommerce strategies to increase customer engagement and conversion rates
- Managed and optimized product listings, resulting in a 30% increase in click-through rates
- Utilized data analytics to track and report on website performance and customer behavior

The Smith

Line Cook — Jun 2022 - Sep 2022

- Prepared food and beverages according to menu specifications
- Assisted in the cleaning and stocking of the kitchen and dining areas
- Maintained a clean and safe work environment
- Demonstrated excellent customer service skills by greeting customers and responding to their needs

Skills

- Advanced knowledge of ecommerce platforms and technologies (e.g. Shopify, Magento, WooCommerce), Advanced Excel and financial modeling software (e.g. Bloomberg, Capital IQ), Risk Management

George A. Devolder Santos

[redacted]

Summary

Proactive Business Development Professional fluent in three languages and well-versed in Sales with extensive proven ability to optimize the bottom line. Enthusiastic leader able to provide a high level of service and enthusiasm for building positive experiences with history of transforming inefficient, underperforming operations into successful enterprises.

Skills

- Account management
- Sales
- Customer relations
- Financial
- Investors relations
- Marketing strategies
- Real Estate
- Forecasting
- Project and vendor oversight
- Market trends and analysis
- Budget oversight
- Performance monitoring and evaluation
- Staff Development
- Public speaking
- Strategies and goals
- Training and mentoring
- Proposals and presentations
- Currency and coin counter

Experience

LinMBridge Investors — August 2017 to Current
Vice President
New York, NY
- Capital introductory service from LP to GP services.
- 3X on sales growth within first 6 months from 450k to 1.5M.
- Overall revenue growth of 2.5X (450k to 1.1M) in revolving sales.
- Client development.
- Investors Relations- 1.5 LP database Account management.

Goldman Sachs, GSAM — January 2017 to August 2017
Project Manager
New York, NY
- Private Real Estate institutional sales strategy development.
- Investors Relations Client development.
- 2x revenue growth from (300M to 600M).
- Developed and managed new sales strategy for the department.

Met Global Inc. — January 2014 to October 2016
Business Development Manager
Orlando, FL
- Maintaining and delivering double digit growth for high key accounts.
- Developing sales strategies Evaluating risk on clients
- Multiple current pipelines Marketing strategies Creating loyalty programs enhance partnerships.

- initiated with 2.5M client pipeline and delivered 2.9M

Citi Group — February 2011 to January 2014
Asset Manager Associate
New York, NY
- Investment orientation on LP base.
- Consumer education of new opportunities.
- Customer financial applications into debt and growth vehicles.
- Customer management
- International customer relations

Education and Training

NYU New York University — 2013
MBA International Business
New York, NY
GMAT 710

Baruch College (CUNY — 2010
Bachelor Economics/finance
New York, NY
- 3.89 GPA
- Summa cum laude graduate
- Ranked in Top 1% of class

Marcus Analise

Aspiring Financial Analyst from Baruch College seeking internship opportunities

10 Resume Lane
Resume City, NY 12345
(123) 456-7890
badresume@example.com

EXPERIENCE

Robinhood — New York— *Personal Trader*
March 2020 - PRESENT
I managed a stock portfolio of $10,000 and generated $1000 YoY

Goldman Sachs — New York— *Incoming Summer Insights Participant*
May 2023 - August 2023
Four-week-long virtual undergraduate program

UBS — **New York** - *Tomorrow's Talent Program*
August 2021 - December 2021
Interview participant

EDUCATION

City University of New York - Baruch College (Zicklin School of Business) — New York — *BBA in Finance and Investments*
August 2020 - May 2024
Minor in Communications
GPA: 3.4

Midwood High School — New York— *High School Diploma*
August 2016 - May 2020
Captain of the Finance Club, Key Club Member

PROJECTS

Stock Analysis Project — *BUS 2000*
Analyzed Tesla stock financials and growth projections and presented in front of class of 30

SKILLS

Leadership
Strong communicator.
Customer serivce skills
Public Speaking
Teamwork
Microso ft Excel

AWARDS

Student of the Month (Sep 2019) - Midwood High School

Yearbook Most Likely to Become the Next Warren Buffet - Midwood High School

LANGUAGES

English

Korean (Basic)

Japanese (Basic)

Interests

Poker
Stock market
Bodybuilding
Trading
Financial Analysis
Chainsaw Man
NFTs and Crypto

SUBSTANDARD RESUME DISSECTION

Unnecessary personal statement

Personal pronouns, mention of personal portfolio

'Incoming' for Insight Series

Hmm

Surface-level assignment – will be difficult to elaborate upon

Marcus Analise

Aspiring Financial Analyst from Baruch College seeking internship opportunities

10 Resume Lane
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(123) 456-7890
badresume@example.com

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Korean (Basic)

Japanese (Basic)

Interests

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Stock market
Bodybuilding
Trading
Financial Analysis
Chainsaw Man
NFTs and Crypto

Non-concrete skills, grammar inconsistencies and mistakes

Non-traditional formatting, inconsistent spacing

Marcus Analise (character) does not actually know Korean or Japanese – only add languages if able to speak

Hobbies are too "on the dot", not unique; additionally, avoid mentions of crypto

CERTIFICATIONS

- Certified Public Accountant (CPA)
  - The CPA is a certification for aspiring public accountants who have demonstrated competency in areas such as financial accounting, auditing, taxation, and business law
  - Candidates must pass a rigorous four-part exam and meet certain educational and experience requirements. In the New York state, one must complete at least 150 hours of an accredited program
- Certified Financial Analyst (CFA)
  - The CFA charter is a professional credential for individuals working in the investment industry
  - To become a charter holder, candidates must pass three exams, have a bachelors degree, and have at least four years of relevant professional experience
- Securities Industry Essentials (SIE)
  - The SIE is a FINRA exam for prospective securities industry professionals open to anyone aged 18 or older, often required for select roles in member firms
  - To become registered to engage in securities business, an individual must pass the Essentials exam and a qualification exam appropriate for the type of business the individual will engage in, as well as be associated with a member firm to take a qualification exam
- Certified Financial Planner (CFP)
  - Obtaining the Certified Financial Planner (CFP) is a formal recognition of expertise in the areas of financial planning, taxes, insurance, estate planning, and retirement saving
  - To obtain a certification, one must pass the exam, have a bachelors degree, and have at least three years of relevant professional experience

ELEVATOR PITCHES

ELEVATOR PITCH OVERVIEW

Brief description of your background
(Hometown, College, Major)

↓

Specific event/experience that led to interest in industry

↓

Progression through student groups or occupations that has led into industry

↓

Why industry and why firm

↓

Extracurriculars

ELEVATOR PITCH - TIPS

- The elevator pitch is perhaps one of the most important pieces of preparation through the recruiting process
  - It is the foundation of one's narrative and "sell" – it is up to one to leverage their story the best they can and to play the advantages that come with it
  - Your story, more than your GPA or experience, is what sets you apart
- A student elevator pitch for an interview should span from 1.5 to 2 minutes
- Workshop the elevator pitch with mentors and peers alike! Constant revision will make perfect
  - Ask your peers and mentors what the best and most interesting aspects are
- Having a script is okay, but it is important to emote and pace oneself throughout the pitch; it better to sound authentic than to sound robotic
- Try not to use the same elevator pitch for every role
  - A drop of genuine interest and relation to the field beyond generics goes far
- Avoid:
  - Bringing up negatives right away – let the interviewer ask "What is your greatest weakness?" first
  - Sayings such as "I am a good leader because [...]" – demonstrate these qualities through the stories given in the scenario behavioral questions

NETWORKING

WHY NETWORK?

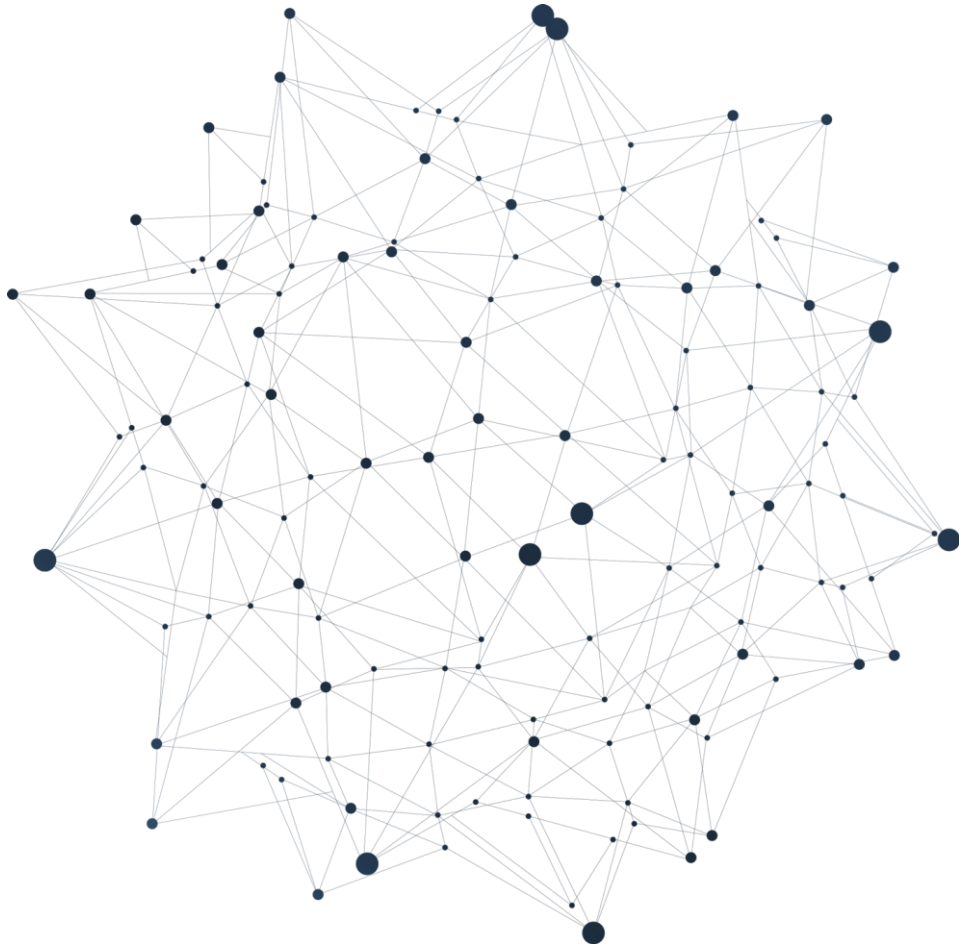
Networking is essential in both professional and personal development. The most common misconception of networking is that it simply serves to get one a referral.

The result one should be seeking when networking is to build a relationship to learn from. Whether it is in learning more about a career path, or finding a lifelong mentor, networking should serve to make a fuller person out of oneself. Sometimes, it is as simple as gaining a better idea of how to speak with professionals. Networking becomes easier the more it is done, as you begin to collect a web of referrals to speak to more people, this time with foundational credibility.

It is an exchange of ideas where each person is gaining from the other. Focus on the value you can provide to the person you're speaking with, consistently catch up with them, and build a connection based on **mutualism**.

That is not to say that networking does not yield tangible results as well:

According to LinkedIn, over 70% of professionals get hired at companies where they already have a connection and applicants referred to a position by an employee are 9x more likely to get hired. Additionally, for larger organizations, **many resumes submitted without an internal referral never pass HR due to the volume of applicants**.



NETWORKING METHODS

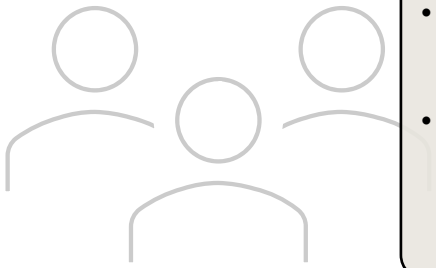
Phone Calls

- Accessible
- Ability to rely on notes
- Less Intimate
- Harder to time replies and gauge reactions

Coffee Chats

- More intimate
- Requires more flexibility in scheduling
- Must remember facts and topics

Networking Events



- Larger outreach volume
- Easier to be forgettable

OUTREACH

- General structure of cold networking:
  - **Short** email/LinkedIn message to establish relationship
  - Maintain relationship over a few months and reach back out to contact when submitting formal application
- Begin this process as early as possible
  - During peak recruiting season, many analysts and associates may be receiving larger volumes of aspiring interns reaching out to them
  - Furthermore, the more distanced from recruiting season your connection is, the less transactional it will feel, as you will simply be learning about them and attempting to build a relationship over a longer period of time
- Keeping an Excel sheet is good practice to keep track of your outreach and network
  - Here is a popular template with all the appropriate formulas implemented to monitor consistency
- If you do not receive a response in 5-7 days, it is appropriate to send a follow-up email
- Always include a list of viable times you can speak
  - Do not simply say "I can speak whenever", as **you** are the one who reached out to **them**, and as such, should be responsible for the planning
- If a response is received, make sure to thank the responder

OUTREACH - TIPS

- **Targeting**: Alumni will yield the highest average response rate but be open to anyone with a similar background or employees from other non-target schools
- **LinkedIn Searches**: As LinkedIn has a limited number of searches, it will be beneficial to use the following on Google:
  - [search terms] "[exact match keywords, if any]" site:linkedin.com
  - equity derivatives "BNP Paribas" "Baruch College" site:linkedin.com
- **Email Account**: Using an .edu email account may help bypass spam filters and help yield higher response rates
- **Resumes**: Opinions on attaching a resume onto cold emails are split; to be safe, it may be best to avoid sending the resume until a time is scheduled, then send to "provide background"
- **Email Address Formats**: Oftentimes, companies will use uniform email address formats – look to websites such as RocketReach for assistance
- **Best Times to Send Emails**: Monday - Thursday between 9 AM-11 AM or 1 PM-3 PM
- **Make It Easy for Them**: Offer to send a calendar invite once a response is received, as well as offer to make the call unless suggested otherwise
- **Be Referred by Someone**: The greatest way to get your email replied to is to have a familiar name in the body, or be CC'd

OUTREACH – COLD EMAIL EXAMPLE

Baruch Sophomore Interested in Healthcare IB

to

Hi [x],
I hope all is well. I am a sophomore studying finance at Baruch College. Recently, I applied to [y] at [z].

I would appreciate the opportunity to learn more about your career path and experience coming from Baruch, maneuvering through [....] to [z]. Would it be possible to arrange a short phone call with you in the coming weeks to discuss your background and how you got to where you are today? I am free on Monday (2/7) and Wednesday (2/9) between 10am-4pm, as well as on Friday (2/10) between 11am-6pm. If none of these times work for you, I would be happy to find an alternative time suitable for your schedule.

I have also attached a copy of my resume for your reference.

Thank you,
[Your Name]

THE CHAT

- Prepare personalized and creative questions - avoid generics like “How would you describe the firm’s culture” or “What is the average day-in-the-life?”
  - These are important questions to consider but try to get the same information through different styles of questions
  - A good rule of thumb is to avoid asking questions that will result in buzzwords: e.g., “How is the culture at the firm?” – The answer will almost always break out into buzzwords on collaboration or synergy
- Have a flexible, yet procedural idea of how you want the chat to progress
- Thank them for their time and be normal – try to ask about their day; don’t go gung-ho and inquire about the firm in the first ten seconds – do not ask for a job or interview
- Provide a quick background and intentions of the call and then transition the conversation back to them
- **People enjoy speaking about themselves**
- Be respectful of time and try to be alert of when they are implying that they need to leave
- Always ask for someone further to speak to:
  - If the chat was lukewarm, simply ask if there’s anyone else that could provide insights on x concept/role/group
  - Otherwise, if it went very well, do the above and consider dropping a request to connect with someone within HR
- Send a thank you email after each call and make it personalized
- Stay in touch beyond the call if it was a positive experience, regardless of offer turnout
  - Holidays are a great excuse to send notes of warm wishes

THANK YOU NOTE EXAMPLE

Thank You - [Your Name]

to

Hi [x],

Thank you so much for taking the time to chat yesterday. I enjoyed talking and learning about your time at [y] and about [...]. It is really inspirational to see Baruch alumni paying it forward and sharing their experiences with students like myself.

Hoping to follow up and speak again soon! Thank you again so much for your time and providing me with an opportunity to learn.

Best,
[Your Name]

TRACKING YOUR NETWORKING

	A	B	C	D	E	F	G	H	I	J	K	L
1		Today's date	1/27/2023									
2												
3												
4		**Last Name**	**First Name**	**Company**	**Past Co.**	**Industry**	**Position**	**Email**	**Phone**	**Last contacted**	**Months since last contacted**	**Last in contact**
5		Hursch	Reece	Goldman Sachs	Morgan Stanley	Equity Research	Associate	reece.hursch@gs.com	(123) 456 - 7890	12/25/2022	1.08	12/25/2022
6		King	Ben	SVB Securities	Citi	Investment Banking	Associate	ben.king@citigroup.com	(987) 654 - 3210	12/25/2022	1.08	12/25/2022
7		Salting	Connor	BCG	McKinsey	Consulting	Senior Consultant	connor.salting@bcg.com	(274) 423 - 7292	1/15/2023	0.39	1/15/2023

Senior Level | **Junior Level** | CoWorkers | In College | Family

Link to Download

INTERVIEW PREPARATION

BEHAVIORAL QUESTIONS

- No matter the industry, you will be asked questions regarding your background and experiences for the firm to gain a grasp on you as a person
- 2 S's
  - Structure: Always be structured in your response; have a concrete start and conclusion for your answers
  - Specificity: Be specific, as vagueness can communicate greenness, lack of planning, or insincerity
- While the following examples may not encompass the entirety of behavioral prompts, answering them for oneself will help get into the correct framework of thinking when given variants that request similar ideas
- Through consistent mock interviewing and self assessment, it will become easier to draw out an interconnected web of stories and answers to call upon at any given question regardless of wording
- Many times, interviews will have informal questions phrased in conversation that do not fit in any set category
  - These are often based on subjects present in the "Interests" section of your resume
  - Being able to lead a conversation during these opportunities is crucial, as it is an easy way to leave a lasting impression
- Virtual Interview Practice Websites:
  - Hirevue Practice Interview
  - Starr Simplicity Mock Interview Module

CANDIDACY — Align experience and knowledge with the role's requirements

ATTRIBUTE — Describe strengths, weaknesses, and characteristics of oneself

SCENARIO — Stories of how one handles adversity

BEHAVIORAL TYPES

CANDIDACY

Tell me about yourself.

Why are you a strong fit for [x] industry?

Why [x] industry?

Why [x] asset class?

Why [x] at our firm specifically?

> Try to provide an answer not available online; networking could be useful in locating some lesser-known facts to make oneself stand out

What does our firm do?

Where do you see yourself in 5-10 years?

What other firms are you interviewing with?

How have your past experiences prepared you for [x] role?

How do you keep up with the news?

ATTRIBUTE

What are your strengths/weaknesses?

What position do you take in a team?

What sets you apart from other applicants for this position?

How would your peers describe you in three words?

Provide an example of how you set goals and achieve them.

What is your greatest failure?

What do you do for fun?

> There are a variety of these sorts of questions, e.g., “What is your favorite movie?”. The point is to understand who you are as a person.

If you could invite three people for a dinner party, who would you pick?

SCENARIO

Have stories for the following scenarios:

- Success/Failure
- Leadership
- Overcame a challenge
- Turned around a team/worked with a difficult teammate
- Performed under pressure/struggled with a deadline
- Ethical dilemma
- Disagreement with a senior
- Quick decision with imperfect information/deadline
- Incorporated diversity into a challenge
- Used data to solve a problem

Present in the **STAR** format:

1. Situation (10-15 seconds)
2. Task (10-15s)
3. Action (60-75s)
4. Result (15-30s)

Stories for these questions should be 1.5 - 2 minutes long and focus only on what's important.

TECHNICAL QUESTIONS

- Know the fundamental concepts of each, do not expect all questions to be pulled directly from guides – holds especially true for accounting-based interviews
- One should be able to deal with changing tax rates and numbers and apply concepts to new questions
- Make sure to practice answering technical questions out loud, instead of only repeating answers in your head
- Only answer and mention what is asked; this is the one area where the usual candidate should not go above and beyond, as not only does it open the door up for 'grilling', but also provides more opportunity for failure
- If you do not know the answer:
  - "I'm not entirely sure, but here is my thought process…"
  - Be honest and do not lie
  - Interviewers will guide you if they see you are struggling

LOGIC QUESTIONS

CASE STUDIES

- Case studies are used to assess candidates' ability to problem solve, use structured thinking, and communicate clearly and concisely
- While most popularly used by management consulting firms, practicing case studies allows candidates of all backgrounds and industries to practice their procedural analysis skills during any interview
- Types of case studies can include topics as simple as brain teasers, to business management situations such as profitability improvement or market sizing, to basic investment analysis
- Example Frameworks
  - Profitability
  - Business Solution
  - SWOT Analysis
  - M&A
  - 4P and 7P
  - Porter's Five Forces Model
  - External vs Internal
  - 2x2 Matrix

CASE STUDIES - RESOURCES

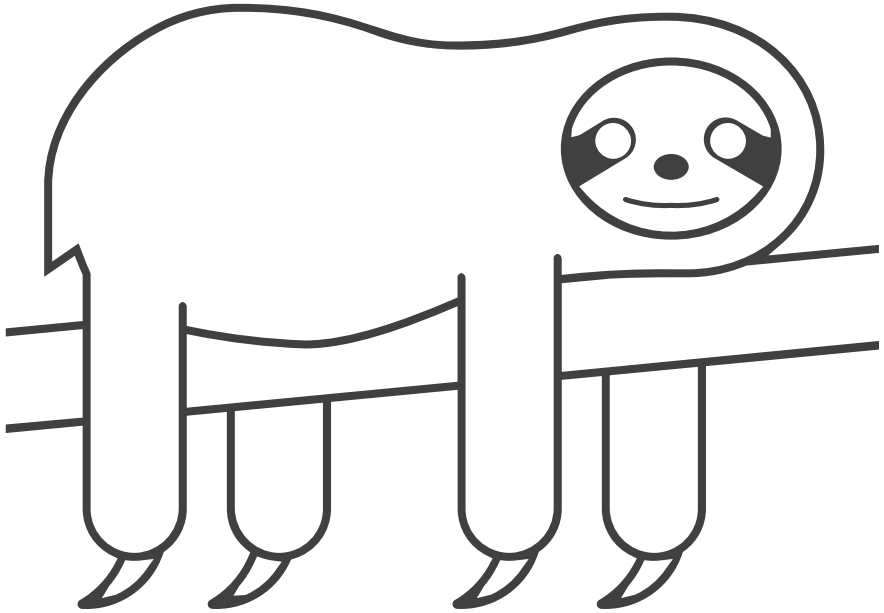
- Guides
  - Case Interview
  - Accenture: Case Interview Workbook
- Management Consulting Interview Videos
  - Bain & Company: Mock Consulting Interview
  - Crafting Cases: McKinsey Case Interview Example Solved by Ex-McKinsey Consultant
- Popular Practice Case Collections
  - McKinsey & Company
  - Boston Consulting Group
  - Bain & Company
  - Oliver Wyman
  - Deloitte
- Literature
  - *Case in Point* by Marc Consentino: Go-to guide for consulting interviews

END-OF-INTERVIEW QUESTIONS

- At the end of the interview, interviewers will generally ask you if you have any questions for them
  - The answer is **always** yes
- Have at least 3 planned that can lead into larger discussion topics
- Questions can be based on the firm, but try to phrase it in a way that requests the interviewer's individual experience
  - Remember, **people like to talk about themselves**
- If you know who your interviewers are beforehand, search for them online to find details on their background and inquire on it
  - Some see this approach as coming with risk, but oftentimes, it demonstrates a level of due diligence and interest in people
  - If you feel this approach is to on-the-nose, you can also formulate a question that may lead into and draw from one of their interests or past experience, and its relation to the role or firm with no indication that you've looked them up
- Do not ask questions that can be answered with a "yes" or "no"
- Goals:
  - Learn about the firm/interviewer
  - Demonstrate interest to the interviewer
  - Drive a memorable discussion beyond the standard interview's rigidity

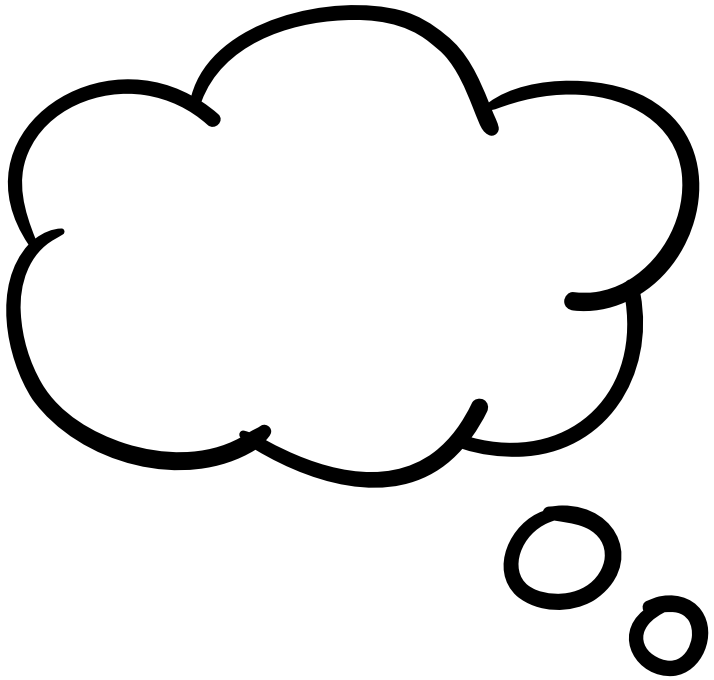
MISCONCEPTIONS AND MISTAKES

INITIATIVE



- Networking – an absolute must:
  - A common misconception is that this value can always be measured directly – it is meant to iron out rookie wrinkles as well; it is not about if they send an application link, but rather if you've grown in some regard after a conversation
  - Never *just* apply; remember the numbers you're up against and set yourself apart
  - **Numbers + Consistency = Success**
- Learn the materials and technicals early and on your own; do not wait for classes to teach the material, as by then, recruiting will have wrapped up for the most part
- One might have to send out 130+ applications before receiving their first offer
- Search engines are your friends - leverage them as the first measure to anything, whether it's verification of facts, to learning, to seeking opportunities
- Get involved - join clubs, speak with experienced professors, etc.

MINDFULNESS



- Be more than just whatever your field is
  - Mention interesting hobbies on your resume, be personable
  - Employers are looking for someone they'd like to interact with daily
- During informational calls, refrain from questions asked simply for the sake of "face time" and matters that can be looked up in less than 5 seconds, as this can demonstrate a distinct lack of due diligence
- Never try to impress; instead, learn
  - At the end of the day, you are speaking with highly experienced professionals who rub shoulders with others like themselves – your value add will be to be a sponge
  - One's potential to learn is more valuable than most entry-level experience and knowledge a student can acquire
- Be conservative with what you post on your social media, especially LinkedIn, and to an extension, WhatsApp

LINKEDIN

- Less is more in most cases, so steer clear of anything that fails to communicate anything concrete:
  - “Aspiring Financial Analyst”, “Aspiring Finance Professional”, “Future Investment Banker”, “Individual Trader”, “Interested in finance”, etc. is recommended to be avoided
  - At the entry level, the “About Me” section should ideally be minimal
- Be conservative about your posts, especially if they function as free advertising for programs with aggressive marketing practices, as this will reflect poorly on your behalf to your network
- Professional attire is **HIGHLY** recommended for headshots
- The ‘500+ Connections’ will come with time and there is no need to aggressively add without intention
- Unless in a very desperate position, attending a ‘Virtual Insight Series’ and completing modules from virtual programs may not be seen in some circles as roles with significant weight
  - Applicable for retail trading as well

FAQ & EXTERNAL RESOURCES

FAQ

- I am a freshman – how do I start?
  - tldr
- Am I too late?
  - Regardless of what period you are asking this, it is never too late.
- Does GPA matter?
  - Yes, especially when experience is limited. Many firms have **minimum** GPA requirements set at 3.2-3.4. Preferably, the higher the better, but if life gets in the way, strengthen other assets.
- What is the best major/minor at Baruch?
  - Despite popular claims, there is none. There are history and sociology majors in private equity and there are finance majors in childcare. Certain career paths, such as trading, may require or prefer more quantitative skillsets and, in those cases, students with backgrounds in mathematics, statistics, and computer science will gain an upper hand – one must do their due diligence prior to pursuit. Keep in mind that your GPA does matter, so make sure you major in something you believe you can do.
- Why is there no information on compensation?
  - *Recruiting from Baruch* is to be an evergreen guide for the years to come and compensation is a relative metric eternal in flux. If interested in the career pathway, one can search the most up-to-date information on their search engine of choice.
- Why did you create this?
  - I like the school.

EXTERNAL RESOURCES

- How to Search on Google: Google's guide on how to use their famous search engine
- CFI Career Map: Interactive career map to help you plan your career path and find a potential fit
- Vault Guides: E-books that offer comprehensive overviews on different industries and their respective recruiting processes; free with a New York Public Library membership or LinkedIn connection
- Inside Look into Careers in Finance: In-depth video and analysis by Baruch Professor Kenneth Abbott (Former CRO, Barclays) on careers within the financial services industry: (Part One – General) + (Part Two – Industry Breakdown)
- Baruch College CIS Major 2022: Video by Baruch Professor Richard Holowczak providing a breakdown on the CIS major and career trajectories
- Networking 101: 4-part series of newsletters on effective networking
- A College Student's Guide to Investment Banking Recruiting: Amazing guide written by an ex-Goldman Hunter College alumnus. Much of his advice is applicable for any career
- Wall Street Oasis: Forum to discuss the financial services industry. While there is a lot of great information on this forum, remember, people can post anything without proof (take everything with a grain of salt)
- r/FinancialCareers Discord Server: Amazing community of helpful professionals and place to be set straight in mannerisms
- r/Baruch: Reddit forum for Baruch College discussions
- Baruch College Discord Server: Chatroom of Baruch College students

EXTERNAL RESOURCES – MISCELLANEOUS

Finance

- The Wall Street Journal: The most popular business-focused daily newspaper; all Baruch students are provided a subscription
- Investopedia: Online financial education resource and database, essential to learning new terms and concepts – think the Wikipedia of finance
- FactSet: Financial data software used by investment professionals to analyze financial markets, securities, and portfolios. One of the most useful features of FactSet is the ability to filter its homepage by industry coverage – an essential tool to any coverage enthusiast

› Professor Holowczak's Guide on Factset

- The Flip Side from Barclays: Podcast featuring debates between two Barclays Research Analysts, taking opposing viewpoints on timely topics of importance to economies and businesses around the globe
- Federal Reserve Bank of San Francisco: Interesting insights and research reports on the macroeconomy
- Guide to the Markets: JP Morgan Asset Management's quarterly guide to the markets

Data

- Statista: Website providing statistical data and insights on a wide range of topics including market research, consumer behavior, demographics, technology, and more. Its .csvs and.pptxs are excellent sources and templates to enrich data visualizations on in-class presentations.
- FlowingData: Data visualization blog
- Visual Capitalist: Another data visualization blog more specifically speaking on markets and the global economy
- Chartr: Visual newsletter of data-driven insights into business, tech, entertainment, and society

PROFESSOR KREYDIN'S RECS - BOOKS

- *Red Notice: A True Story of High Finance, Murder, and One Man's Fight for Justice* by Bill Browder (Emerging Markets)
- *When Genius Failed: The Rise and Fall of Long-Term Capital Management* by Roger Lowenstein (Fixed Income, Leverage, Hedge Funds, Crisis)
- *Liar's Poker: Rising Through the Wreckage of Wall Street* by Michael Lewis (Fixed Income, Sales)
- *Barbarians at the Gate: The Fall of RJR Nabisco* by Bryan Burrough (Corporations)
- *The Big Short: Inside the Doomsday Machine* by Michael Lewis (Hedge Funds, Housing)
- *The Caesars Palace Coup: How a Billionaire Brawl Over the Famous Casino Exposed the Power and Greed of Wall Street* by Max Frumes (Distressed Debt & Private Equity)
- *The Little Book of Common Sense Investing* by John Bogle (Stocks)
- *Common Sense and Uncommon Profits* by Philip Fisher (Stocks)
- *Poor Charlie's Almanack* by Peter Kaufman (Stocks)
- *Reminiscences of a Stock Operator* by Edwin Lefevre (Stocks)
- *Security Analysis* by Benjamin Graham (Stocks)
- *The Intelligent Investor* by Benjamin Graham (Stocks)
- *Winning the Loser's Game* by Charlie Ellis (Stocks)
- *Fooled by Randomness* by Nasim Taleb (Uncertainty)
- *Antifragile: Things That Gain from Disorder* by Nasim Taleb (Uncertainty)
- *Black Swan* by Nassim Taleb (Uncertainty)
- *Against the Gods: The Remarkable Story of Risk* by Peter Bernstein (Uncertainty)
- *A Random Walk down Wall Street* by Burton Malkiel (Uncertainty, Stocks)
- *Freakonomics: A Rogue Economist Explores the Hidden Side of Everything* by Steven Levitt (Economics)
- *Americana: A 400-Year History of American Capitalism* by Bhu Srinivasan (Economics, Corporations)
- *Lords of Finance* by Liaquat Ahamed (Economics, Macro)
- *The Economists' Hour: False Prophets, Free Markets, and the Fracture of Society* by Binyamin Appelbaum (Economics)
- *Irrational Exuberance* by Robert Shiller (Crisis, Investor Behavior)
- *Enron: The Smartest Guys in the Room* by Bethany McLean and Peter Elkind (Corporations)
- *A Man for All Markets* by Edward Thorpe (Quant)
- *Beat the Market* by Edward Thorpe (Quant)
- *Other People's Money* by Charles Bagli (Real Estate, Crisis)
- *Am I Being Too Subtle?* by Sam Zell (Real Estate)
- *A Short History of Financial Euphoria* by John Galbraith (Crisis)
- *The Millionaire Next Door: The Surprising Secrets of America's Wealthy* by Thomas Stanley (Personal Finance)
- *Just Keep Buying: Proven Ways to Save Money and Build Your Wealth* by Nick Maggiulli (Personal Finance)
- *The End of the World is Just the Beginning* by Peter Zeihan (Geopolitics)
- *The World for Sale: Money, Power, and the Traders Who Barter the Earth's Resources* by Jack Farchy and Javier Blas

PROFESSOR KREYDIN'S RECS - PODCASTS

- Odd Lots
- Planet Money
- The Indicator from Planet Money
- Masters in Business
- How I Built This with Guy Raz
- Freakonomics Radio
- Invest Like the Best
- The Knowledge Project with Shane Parrish
- ChooseFI
- Stephanomics
- Business Wars
- EconTalk
- Capital Allocators
- Fintech One▪On▪One
- The Contrarian Investor Podcast
- Macro Horizons
- The Memo by Howard Marks
- Grant's Current Yield Podcast
- Business Breakdowns
- Van Hesser's 3 Things in Credit - A KBRA Podcast
- Conversations with Tyler
- The New Bazaar
- Infinite Loops
- The TreppWire Podcast (Real Estate Specific)

PROFESSOR KREYDIN'S RECS - NEWSLETTERS

- Matt Levine's Money Stuff
- Ritholtz's Reads
- Oaktree Insights
- Grant's Interest Rate Observer "Almost Daily"
- John Authers's Points of Return
- Net Interest

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- Investopedia

To everyone reading through *Recruiting from Baruch*, thank you for your time. I wish you success in your future professional pursuits and hope that wherever you go, you keep Baruch in your mind.

For any further inquiries, I can be reached at my LinkedIn.

- Jun Thet