

Summary of Qualifications & PAR Accomplishment Statements Résumé Guidelines Jenkins Graduate School of Management Master of Management

Summary (Early Career – one-page format)

The “Summary” is intended to quickly connect the student’s transferable skills to the opportunity and highlight the Master of Management, Marketing Analytics [Risk and Analytics] degree program. These guidelines and corresponding template are for students early in their professional careers, approximately 0 – 3 years, or are changing careers. The focal points are the degree itself, and the project and leadership work within the program or in extracurricular activities.

Summary *Template Examples*:

May 2023 Master of Management, Marketing Analytics [or Risk and Analytics] student with engineering design experience and German language skills. Proficient at modeling and analyzing complex scenarios; accustomed to delivering reports and plan sheets.

May 2023 Master of Management, Marketing Analytics [or Risk and Analytics] student with operations, production, and sales experience. Results driven and customer focused. Able to adapt and identify areas of business process improvement.

May 2024 Master of Management, Marketing Analytics [or Risk and Analytics] student with operations experience. Accomplished project management professional with strong communications, problem-solving, and analytical skills.

May 2025 Master of Management, Marketing Analytics [or Risk and Analytics] student with a passion for pharmaceutical industry. Over seven years of strong project management experience. Recognized for relationship-building, analytical thinking, and problem-solving skills.

Summary of Qualifications and PAR Accomplishment Statements

Summary of Qualifications (Mid-Career – two-page format)

The “Summary of Qualifications” provides a snapshot for targeting your résumé. It characterizes the general scope and direction of your career. It should draw the reader into the details of your experience. It should address your strongest points relevant to the opportunity. Preferably, use a paragraph and bullet combination. The paragraph should summarize your experience, while the bullets should summarize relevant skills.

A Summary of Qualifications should contain:

- Number of years of industry experience
- Functional specialty or title
- Expertise, strengths, or specialization
- Characteristics that are useful for the particular job setting

Key tips:

- The summary is an excellent opportunity to introduce key words that are closely associated with a particular job, industry, career, or job description into your résumé.
- Since this is a summary, the page “real estate” should not be longer than “real estate” used for experience details in the résumé body.
- Avoid the phrases “Excellent interpersonal and communication skills” and “Results-oriented”. These are overused, thus are not differentiators. Instead, use adjectives that can be independently verified, e.g. “Proven team motivation skills”.

Summary of Qualifications *Template Examples*:

Summary of Qualifications

(Adjective), (adjective), (title or function) with over (insert number) years of experience in (insert a key requirement of the job desired). Known for ability to (two to three relevant and specific abilities). Demonstrated (adjective) with (explanation).

- Illustrative bullets - 2 – 4 specific summary statements relevant for position
- Bullets quickly draw reader’s eyes to important skills and expertise
- Attempt to match qualifications with employer’s needs, especially if you have job description; do not attempt if qualifications do not match employer’s needs

Summary of Qualifications and PAR Accomplishment Statements

Summary of Qualifications

Sales and marketing professional with over eight years of experience in developing innovation technology-based solutions that enable sales forces to achieve channel management objectives. Known for collaborative problem-solving and meeting challenging project objectives on time and within budget.

- ◆ Detail-oriented performer who excels at quantitative analysis, process improvement, channel management, strategic planning, customer database applications, and project management.
- ◆ Collaborative problem-solver with proven track record of meeting challenging project

Bullets quickly draw the reader's eyes to your important skills and expertise. (Tip – try to match your qualifications with the employer's needs, especially if you have a job description. Do not attempt if your qualifications do not match the employer's needs).

Other Examples:

Motivated and team-oriented project manager with over five years experience in project design, standard implementation, budgeting, and database management. Known for improving logistic efficiencies, collaborating across multiple business units, and building consensus. Areas of accomplishment: ...

Highly-motivated, creative and versatile real estate professional with 10 years of experience in property acquisition, development and construction, as well as the management of large apartment complexes. Especially skilled at budgeting, profitability analysis, and negotiation. Seeking real estate financing position for commercial and industrial markets [note how a position objective was inserted in the summary].

Strategically-oriented financial professional pursuing MBA with five years of experience in cash flow analysis, finance operations, and trend analysis. Demonstrated ability to establish priorities, work independently and execute complex projects. Highly-developed organizational and time management skills. Demonstrated experience in working efficiently and collaboratively with all levels of staff to ensure successful implementation of projects.

See more examples in [Appendix I: Summary of Qualifications Examples](#)

Professional Experience – PAR Accomplishment Statements

What to include as Professional Experience

The reader wants to account for all your time since your undergraduate experience. List all full-time work, appropriate part-time work, military, internship, and volunteer experience. For military experience, translate your experience into business terminology such as budgeting, training, leadership, development and supervision, and management of complex projects.

PAY SPECIAL ATTENTION TO THIS!!! Describing your accomplishments in Problem-Action-Result (PAR) bullet points

Effective résumés are outcome-based. They stress achievements, not just duties and responsibilities. The easiest way for an employer to predict your potential value is to study your record of accomplishments. Your accomplishments should be put in a Problem-Action-Result format. For example:

- **Problem** - The circumstances that surrounded the accomplishment.
- **Action** - What you actually did which showcases your strengths.
- **Result** What the business impact of your actions were: deliverables, measurable, standards, contributions.

Results should be quantified, at best, or at least qualified. Results show that you can get things done. They show that you know your business and your value to it. Quantifiable results also make you stand out...they catch the reader's eye... makes it easier for them to remember you. Conveys that you get things done that improve your organization – and you will do the same for them. For the MBA student, quantifiable results show the reader that you affect change, exhibit leadership and understand how your actions contributed to the bigger picture of the organization (a key skill for a manager).

- Begin bullet statements with action verbs in order to compel the reader to understand your accomplishments. No more than 5-6 per position.
- Use past tense.
- Avoid using the weak action words of “Responsible”, “Assisted”, and “Coordinated”. Ideal action verbs are those that convey both action and results e.g.: reduced, gained, advanced, expanded, saved, improved, and increased. (See “**185 Powerful Verbs That Will Make Your Resume Awesome**”)
- Emphasize accomplishments which are RELEVANT to the opportunity at hand.
- Bullets should be concise, business-like, crisp fragments, rather than complete sentences.

Summary of Qualifications and PAR Accomplishment Statements

- When possible, quantify your accomplishments using numbers, dollar values or percentages. Some examples are: “Increased sales by \$100,000 in one-year period”, “Increased widget production 300% within six months”, and “Reduced costs by 25%.”
 - If not possible to use absolute numbers or percentages, provide a sense for the scope of your accomplishment - “Established first marketing plan to be used by company.”
- Make sure every word and statement is understood by your audience. Avoid jargon and buzzwords which are not understood.

Example:

Volvo Truck North America, Greensboro, NC Manager, Dealer Location Support Services	2004 - Present
<ul style="list-style-type: none">◆ Developed and implemented Web-based tools to assess trade areas and optimize retail distribution network utilizing geospatial analytics to enable 75% coverage goal◆ Saved \$250,000 annually by transforming struggling project using new methodology, alternative data sources, and existing internal resources◆ Supervised direct reports and managed annual budget up to \$400,000◆ Identified and communicated target dealer financial model including recommended sales mix, expense load, and sales volume to achieve 5% return on sales goal	

Summary of Qualifications and PAR Accomplishment Statements

<i>Ineffective:</i>	Conducted several audits for many departments, reducing problems
<i>Effective:</i>	Conducted over 30 department audits, increasing compliance rate by over 25% during a one-year period
<i>Effective:</i>	Increased compliance rate by over 25% during a one-year period by conducting over 30 department audits (Result was listed first)
<i>Ineffective:</i>	Reviewed dealer financial statements in order to assess credit-worthiness.
<i>Effective:</i>	Analyzed dealer financial statements, assessed prospect credit-worthiness, monitored payment practices and provided dispute resolution for \$100 million credit territory; exceeded departmental receivables shortage goal by 25%
<i>Ineffective:</i>	Kept customers informed from time-to-time on order progress.
<i>Effective:</i>	Created and followed self-developed customer contact strategy in order to maintain promised order delivery dates above 96%
<i>Ineffective:</i>	Conducted financial analyses
<i>Effective:</i>	Conducted and presented key financial analyses to CEO and senior management to determine strategic options and growth plans for \$7MM business unit. (Scope was quantified)
<i>Ineffective:</i>	Wrote laboratory safety training manual.
<i>Effective:</i>	Implemented laboratory safety training and provided all direct personnel support for 12 full-time and 5 part-time employees. (Scope was quantified)

See more examples in [Appendix II: PAR Accomplishment Examples](#)

Appendix I

Summary of Qualifications Examples

CUSTOMER FOCUSED CROSS-FUNCTIONAL PROGRAM LEADER

Complex Program Management • Results-driven Performance • Process Improvement • Relationship Development

Recognized throughout career for performance excellence and continual process improvement in large scale, complex project and program management; demonstrated ability to develop and maintain positive relationships with both internal and external stakeholders

- Adept at managing all relationship types – customer, vendor, and team
 - Experience with the full lifecycle of a project and program, from presales opportunity development to steady state operations
 - Guide the development and ongoing iterative improvement of delivery processes, governance practices, and customer experience management
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OPERATIONS AND DISTRIBUTION MANAGEMENT PROFESSIONAL

Supply Chain Management • Distribution Center Operations • Leadership • Process Improvement

Accomplished leader with over 12 years of managerial and operations experience that drives results through a culture of high performance, continuous learning and team-oriented leadership; proven ability to effectively prioritize operations and conduct strategic planning and forecasting; directed significant programs, creating innovative supply chain solutions and systems improvement

- Proven leader of teams exceeding 100 employees within military and corporate America
 - Recognized as exceptional performance leader by Fortune 50 company
 - Successfully managed customer relations with over 1600 pharmacy accounts and \$160M in on-site inventory
 - Bronze Star recipient for exceptional meritorious service in support of Operation Enduring Freedom
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Summary of Qualifications and PAR Accomplishment Statements

PROVEN SALES TEAM LEADER AND DEVELOPER OF TALENT **Consultative Selling ▪ Strategic Collaboration ▪ Project Management ▪ Strategic Planning**

Sales leader recognized for consistently developing teams and exceeding performance expectations; proven ability to launch strategic campaigns resulting in new business opportunities, revenue growth and organization expansion

- Experienced leader of sales professionals for over 17 years for top Fortune 500 company
- Mentored and developed over 20 professionals into higher sales and management roles
- Leads national award winning sales team responsible for over \$600M in sales

SCIENCE MANAGEMENT PROFESSIONAL WITH STRONG LEADERSHIP AND SCIENTIFIC SKILLS

Facilitation ▪ Team Building ▪ Resource Management ▪ Project Management

Soybean Research Scientist with greenhouse, lab and management experience; insect and nematode assay development; project management and team development; facilitator of various workshops from team building to innovation

- Ten years of research experience successively running and managing complex projects and project teams
- Strong leadership skills, leading teams within groups and across organizations on numerous special scientific and business projects
- Ability to manage multiple stakeholders, stay flexible and make timely decisions to meet business objectives and stay within budget

NETWORKING PROFESSIONAL WITH STRONG MANAGERIAL AND TECHNICAL EXPERIENCE

Solution Architect ▪ Technical Marketing ▪ Mentoring and Leadership

Networking professional with over 10 years of experience in leading, managing and mentoring teams, supporting phases of project life cycles, and developing new solutions with business units

- Lead team of engineers on projects to work with customer and project timely execution
- Experienced in data center panning, designing, implementing and migration phases of project life cycle of large-scale enterprises
- Expert in providing mission critical and high impact support for company's data center and content data network products and technologies
- Team player with excellent planning, organizing, troubleshooting, and presentation skills; energetic motivated, dedicated, and quick learner with ability to manage complex projects

Appendix II

PAR Accomplishment Statement Examples

Manager of Marketing and Demand Generation (2017—Present)

Key Achievements:

- Developed marketing strategies for annual calendar encompassing 149 publications and 150+ yearly local government training events for local and state government employees
- Chartered cross-functional “brain trust” teams of 6-8 as innovative solution to support 30+ high-risk programs with additional marketing and programs support to prevent cancellation and increase attendance by 20%

Software Quality Principal Engineer

Primarily responsible for qualifying major, minor, service pack and patch releases for (company)

Key Achievements

- Saved 70% of the manual efforts of Quality engineers by automating existing test cases utilizing Application Programming Interface (API) and Graphical User Interface (GUI) Test Automation framework
- Implemented successful releases which assisted company’s overall growth and reputation with 90% or above defect containment rates
- Lead teams of five to ten people during the product life cycle by using agile methodologies
- Improved team productivity by ~50% by defining and implementing quality engineering processes
- Trained five new team members by sharing the product knowledge and assisting in day-day activities helping to make them assimilate more quickly, become better contributors and improving the overall team performance
- Facilitated ~25 monthly lunch and learn internal training sessions for the entire engineering team with 100 participants by leading and encouraging the team members to participate resulting in the increased product knowledge across the engineering team members in turn improving the overall productivity.

Summary of Qualifications and PAR Accomplishment Statements

Senior Business Development Specialist (2019 – Present)

Key Achievements:

- Managed business development strategy for two business units composed of approximately 90 staff and \$16M in annual revenue in Education and Workforce Development division
- Led proposal effort to secure \$74M award from US Department of Defense for STEM education outreach
- Developed comprehensive business case, financial model, and operational plan to launch new business line
 - Secured \$3M+ in internal seed investment over 24 months to engage in start-up and scale-up activities
 - Returned >20x investment value across 170+ awarded projects to date
 - Doubled earnings targets for three consecutive years
 - Expanded portfolio to include more than 40 new local, state, and federal clients
 - Retained >86% of clients year over year due to value delivered and customer relationship management
- Created streamlined proposal development process for quick-cycle contract work in non-federal markets that beat average cost of traditional model by more than 50%; process now scaled for use across company

Financial Analyst (2019-Present)

Conduct research and quantitative analysis on current and future investments for company's clientele

Key Achievements:

- Performed labor cost analysis to determine whether in house maintenance staff is more cost effective than outsourcing; implemented contract maintenance which saved 15% for client
- Conducted analysis on period-over-period financial statements and provide recommendations on key areas of concern to the client's executive team (President, CEO, and COO) resulting in 5% cost savings on professional fees