



Boston University School of Management
Feld Career Center

Technology



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Information Technology

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Overview of Field/Industry

There are certainly many companies that can be considered "technology" companies because the products or services they produced involve computers, software or networking systems. Prominent examples include Microsoft, IBM, Cisco Systems and Dell Computer. But technology careers also extend beyond high tech industries. IT is integral in most businesses, and its definition is continually being redefined. Although most jobseekers know that IT involves widespread technologies, few trying to enter the field probably know just which technologies or which jobs it encompasses.

Authorities describing IT demonstrate how widespread yet "blurry" the field is. First of all, "There is not a government-wide definition of who is classified as an Information Technology worker," says Roger Moncarz, an economist for the U.S. Bureau of Labor Statistics. "There's a wide sampling of estimates out there, for exactly how to define an Information Technology worker."

Regardless of who may define it, one thing is certain: IT is everywhere. Offices large and small must maintain, utilize, and upgrade IT infrastructures to be effective in the marketplace. Because of the ubiquitous and demanding nature of the technology, IT jobs run the gamut from entry-level, low-tech positions to tech-savvy engineering managers. Information Technology (IT) is a huge, ever-changing field. It encompasses the products and services necessary to store, convert, and deliver information electronically. This includes the entire computer infrastructure of an organization: computer hardware, packaged software, computer system architecture, documents outlining technical procedures, many other computer-related products, and lots and lots of people. Computers and IT continue to have an explosive impact of on life and business. More than ever, companies must rapidly evolve, incorporating new technologies into their daily operations to remain competitive.

Since technology issues are so critical to a company's health, a significant portion of business is involved with IT. In fact, one in every 14 jobs in America is an IT or IT-related position. IT careers cover a broad range of businesses, skill paths, office sizes, and backgrounds.

Traditional MBA Career Paths

Project Management: Simply put, project management is all about setting and achieving reasonable and attainable goals. It is the process of planning, organizing, and overseeing how and when these goals are met. Unlike business managers who oversee a specific functional business area, project managers orchestrate all aspects of time-limited, discrete projects. For instance, a project manager who's overseeing the development of a new product or service may manage people from departments as disparate as marketing, IT, and human resources. In business, project management is an art, a skill, and a demanding full-time job. In high tech, biotech, or pharmaceuticals, for example, project managers are responsible for launching new products, developing new technologies, and managing alliance programs with strategic partners. Internet companies often look for project managers to oversee site launches or the development of new applications. Whether a project involves releasing a product, building out a new office site, or launching a rocket, PMs make sure everything comes together in a timely, cost-effective manner—and take the heat if it doesn't.

Requirements:

- multitasking ability
- analytical thinking
- excellent communication skills
- ability to evaluate a project's financial repercussions from a corporate point of view

- strong leadership skills
- ability to set and stick to a schedule
- ability to influence others

Job Outlook

In general, the field of project management is incredibly hot—but the outlook might be brightest for PMs in the biotech and high-tech arenas. As might be expected, project management opportunities depend on the number of projects taking place. A wide range of industries use PMs to handle everything from launching new products to leading restructuring efforts to converting MIS systems.

Product Management: Product Management is one of the four areas of marketing. The other three parts of the marketing mix are pricing, promotion, and distribution. Product Management is an organizational function within a company dealing with the product planning or product marketing of a product or products at all stages of the product lifecycle. Product Management is also a collective term used to describe the broad sum of diverse activities performed in the interest of delivering a particular product to market.

From a practical perspective, product management comprises two professional disciplines: product planning and product marketing. A product's functionality is created for the user via product planning efforts, and product value is presented to the buyer via product marketing activities.

Requirements (From job description for Google Product Manager):

- BA/BS in Computer Science or a related technical field (MS or Ph.D is a plus)
- Product management or product design experience
- Experience developing Internet products and technologies
- Familiarity with business issues, or the ability to quickly learn
- Understanding of the search engine space
- Excellent written and oral communication skills
- Excellent organizational and analytical skills.
- Strong analytic and technical abilities
- Ability to think strategically without losing site of the details

Product Marketing: Broadly speaking, marketing is the intermediary function between product development and sales. This refers to the activities of outbound messaging - telling the world about the product. This includes creating collateral such as datasheets, brochures, website, flash presentations, press packages, trade shows and more. In larger companies, the product marketing activities are almost always separated from the Product Manager. They're instead performed by the Product Marketing Manager. In smaller companies the terms 'Product Management' and 'Product Marketing' are used synonymously and one person is responsible for all activities. In companies where there are separate 'Product Management' and 'Product Marketing' groups, the latter group performs all the activities mentioned in this category.

Technology Rotation Programs: The Technology Rotation Program is a technology-focused leadership development program designed to provide MBA hires with experience in various areas of technology as well as exposure to lines of business. Participants are usually involved in four to six consecutive six-month assignments, depending on the structure of the program. Possible rotations might include: client facing, strategic business analysis, business requirements definition, systems analysis, project management, database/process solutions, and planning and operations.

Bristol-Myers Squibb, Raytheon and United Technologies are examples of companies that recruit MBAs from BU for their rotational technology programs.

Requirements (from Bristol-Myers Squibb job description)

Candidates should have a background in two or more of the following disciplines:

- Business Process Engineering
- Project management skills, tools and techniques
- Management of client/customer relations and expectations
- Functional experience in technical, operations, manufacturing or product marketing environment
- Experience in pharmaceutical, medical or healthcare industries a plus

Candidates should have three or more years of work experience in the following competencies:

- Ability to understand, analyze and assess a wide variety of complex business and/or interpersonal issues.
- Ability to draw conclusions from complex situations, then recommend and execute a course of action in both a timely and decisive manner
- Excellent written and verbal communications skills.
- Ability to interact with and build relationships at all levels of the organization
- Project management skills
- Ability to promote innovative solutions or approaches to problems solving, from a technical and functional standpoint

Emerging Career Trends

The 8 Hottest IT Management Jobs Today and Into 2008

July 30, 2007

More than halfway through 2007, the demand for IT managers of all kinds continues to exceed supply. And this trend figures to persist well into 2008.

Not surprisingly, managers with extensive experience implementing and maintaining vendor-specific applications and operating systems such as Microsoft .NET, and pretty much anything related to SAP, are seeing their salaries rise well above the industry average, employment industry experts say.

And while there are plenty of jobs out there for experienced techies, CIOs today are most enamored of IT managers who also appreciate and understand the bottom-line dynamics that drive any and all IT decisions.

"Unlike two or three years ago, the market is much more employee-driven," says Jon Estes, vice president at Robert Half Technology, an IT staffing and recruiting firm. "But employers are asking for technologists who have good business ideas and understand how what they're doing affects the bottom line."

In consultation with Robert Half Technology and IT workforce research firm Foote Partners, Baseline has compiled a list of the 8 Hottest IT Management Jobs today and into 2008.

For the purposes of this list, "hot" IT management jobs are defined by how in-demand these positions are today and for 2008 at large and midsize companies. It's important to note that technology management titles vary considerably from company to company and region to region. One organization's administrator might be another's director or vice president.

The compilation is also a reflection of how large enterprise customers are dealing with the emergence of Web-based applications and security issues as well as the age-old problem of effectively gathering, integrating and managing disparate systems across multiple platforms.

Here's the list:

1. Director, Business Technology
2. Vice President/Director, Business Application Development
3. Vice President/Director, SAP Program Management
4. Web Security Manager
5. ERP Project Manager
6. Manager, IT Security
7. Manager, Web Systems
8. Project Manager, Data Warehousing/Business Intelligence

1. Director, Business Technology

Role: Plan, direct and coordinate the activities of designated system development projects to ensure the goals and objectives of all IT projects are accomplished on time and under budget. Often is responsible for managing the budget for areas involving computer system development, hardware and software. Establish work plans and staffing for each phase of a given software or hardware project, and arrange for the recruitment or assignment of project personnel.

Killer Management Trait: A manager's manager position. You're the guy or gal who has to make sure all the trains are running and on time at all times. A great Director of Business Technology understands system development life cycles and documentation standards, and has plenty of experiencing managing disparate units within the IT organization.

2. Vice President/Director, Business Application Development

Role: Improve business processes and support critical business strategies by managing the development, implementation and maintenance of numerous application systems. Lead multiple projects simultaneously and oversee developers to ensure management-mandated specifications are met.

Killer Management Trait: Can you juggle? While blindfolded? Expect the unexpected. There's no shortage of ideas—brilliant and undercooked—that will be coming your way. You'd better be creative, organized and confident because you'll be spending a lot of time managing the expectations of upper management.

3. Vice President/Director, SAP Program Management

Role: Responsible for managing project scope, budget, schedule and resources of large-scale SAP implementations. Expected to work with both IT and business managers to deliver timely solutions that meet the goals and budget established by executive management. Must be able to effectively pass along and communicate process knowledge and support activities to the application management team. Those who have overseen multiple NetWeaver implementations are especially in demand.

Killer Management Trait: Ability to persuade and sell senior management on IT projects. Better have strong interpersonal skills to navigate a minefield of personnel situations inherent in an environment where staff is under tight deadlines and unrelenting pressure.

4. Web Security Manager

Role: Design, implement and maintain security measures to support the information and data security needs of the company's Web sites and applications. Research and evaluate new or improved security measures to protect the network from hackers, cyberterrorists, and any number of viruses and worms determined to penetrate the corporate firewall.

Killer Management Trait: Master the art of paranoia. Get in tight with security vendors and engineers. It wouldn't hurt to be a reformed or recreational hacker yourself.

5. ERP Project Manager

Role: Develop, plan and implement enterprise resource planning systems. Responsible for setting deadlines, assigning tasks and monitoring progress of implementations from conception to launch. Evaluate and recommend changes to current and future ERP systems to meet organizational needs. While SAP is certainly prominent, PMs also need plenty of experience with Oracle and Microsoft ERP implementations.

Killer Management Trait:

It's a big help to have long-established relationships with the ERP vendor and consultants who will be working on the implementation. Being able to discern the "A" team from the "B" team when it comes to picking implementation team members is key.

6. Manager, IT Security

Role:

Develop and manage all elements of information systems security including disaster recovery, database protection and software development. Manage IT security analysts to ensure that all applications are functional and secure. Work with Web Security Manager to find potential vulnerabilities within the network as well as external threats.

Killer Management Trait: Attention to detail is at a premium. Must have a wide range of expertise in terms of operating systems, encryption and wireless technologies. The buck stops with you whenever data is compromised.

7. Manager, Web Systems

Role: Manage all aspects of Web systems including design, release and maintenance of intranet and extranet. Work with customers and vendors to maximize opportunities in the company's Web-based presence.

Killer Management Trait: Whatever Google's doing, copy it. Seriously, pay close attention to emerging Web-based applications and trends to stay ahead of the competition.

8. Project Manager, Data Warehousing/Business Intelligence

Role: Plan, direct and coordinate data warehouse and BI projects. Monitor all project activities to ensure the currency, quality and integrity of all information. Work closely with the user community to determine what data needs they have, and then translate those needs into system requirements and design specifications.

Killer Management Trait: Intuitive skills are at a premium. Users often know they need something but can't always articulate it in process-oriented terms. Have to know applications and technical eccentricities of Business Objects, Informatica and Oracle cold.

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Five More Hot Jobs in 2008 and Beyond

More and more, the “hottest” technology positions require employees that have both an understanding of technology and business knowledge. The following are career trends that should provide additional sweet spots for MBAs with technology experience as well as for MS.MBAs. Some of these emerging careers include:

1. **Digital Marketing** – The relationship that a customer forms with a company’s product or service is often experienced first by visiting their web site. Employees, who can think like a customer and can also translate that knowledge into in to a company’s web design, are in very high demand.
2. **Enterprise Architect** - An enterprise architect (EA) takes a company's business strategy and defines an IT systems architecture to support that strategy.
3. **Business Process Analyst** - BPM is a systematic approach to improving a company's business processes.
4. **Business Analytics** - In some organizations, analytics are becoming the primary driver of strategy and competitive advantage. Analytics and quantitative decisions are being used to optimize business processes—to identify the best customers, select the ideal price, calculate the best supply chain routing or pick the best person to hire.

1. Digital Marketing:

How to Redesign Your Website to Play to Your Audience

– Meredith Levinson, CIO

When it comes to website look, feel and functionality, many companies have let technology, development tools and hunches do the driving rather than data about customers’ needs. But with e-commerce maturing, some B2C (and B2B) sites have become overloaded with information leading to confused navigation, grandfathered dead ends and, ultimately, frustrated end users. Worse, the site might be playing to the wrong audience, especially if your business model has changed or your audience has matured. If it’s time to update your website, "persona-based design" can put customers rather than servers, GIFs or programming languages at the center of discussions on designing user interfaces.

With persona-based design, ethnographic researchers study the behavior of current and potential customers by conducting interviews with them and by observing not only their use of the website but

their daily routines. Based on these findings, research, design and development teams draw up anywhere from two to five different character sketches known as personas which represent basic types of customers.

When Medco Health Solutions undertook a redesign of its website, Medcohealth.com, in 2002, the pharmacy benefits manager hired a Web design company that employed the persona-based methodology to gear the site toward an aging population and to untangle its labyrinthine taxonomy. Steve Gold, the former CIO of the Franklin Lakes, N.J.-based company, says he saw persona-based design as a way to bring end users to life for the digital design group and pertinent business units. "We wanted the developers and workgroups to have empathy for the individuals they were building the software systems for, having them rally around somebody tangible as opposed to just building a website in a vacuum, which is the more conventional way of doing it."

Working with Cooper, a San Francisco-based Web company that developed the persona-based methodology, Medco Health designers created four fictional characters whose lives and ailments were based on their own research as well as real people Cooper interviewed. They used these characters to guide the redesign of Medcohealth.com and invoked them during meetings or alone in their cubicles when hashing out the layout of the new site. By focusing their redesign efforts on a particular demographic and by conducting in-depth research into this segment's lifestyles, health issues and Web literacy, Medco Health was able to create a website that met its users' needs without disagreements based on gut feelings about what customers wanted and needed. Because the site was so well attuned to the reasons why customers visited, the company was also able to minimize the number of costly changes it had to make to the site after actual users tested it.

Did it work? Since the redesign, Medco Health has increased the number of prescriptions it processes through its website by 26 percent and has boosted online sales.

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2. Enterprise Architect

– China Martens, IDG News Service

An enterprise architect (EA) takes a company's business strategy and defines an IT systems architecture to support that strategy, according to [Jim Lanzalotto](#), vice president of strategy and marketing at talent and outsourcing firm Yoh. To do so, EAs must understand a company's business and be able to dive deeply into technology issues. In recent years, the role has moved out of the banking industry to pop up all over the corporate universe as companies move to align business goals and the IT infrastructure that supports the business and helps achieve those goals.

With more than 50 percent of IT projects typically not achieving their stated goals, having someone to ensure a company's technology objectives are aligned to its business goals is vital. The EA role becomes more important as companies adopt service-oriented architecture (SOA) approaches toward application development. To realize significant cost savings with SOA, issues of software quality and reusability are key. An EA must be able to see whether the application has been built with quality and with reuse in mind. "They don't need to know how to program, but they need to be able to recognize patterns," says David Buckholtz, vice president of planning, enterprise architecture and quality at [Sony Pictures Entertainment](#).

Desired skills - At least a BS, potentially an MS or a PhD. An MBA would be the icing on the cake. Degrees aren't generally offered in enterprise architecture, but some universities and other

organizations provide certification programs focused on underlying concepts, best practices and tools. Other industry certifications are good to see on a candidate's resume, such as the certificate for systems engineer (CSE), says Lanzalotto. Communication is a key skill; self-confidence is a must. Enterprise architects have to talk to both technical developers and business managers. They need to be able to stand up in a meeting and tell the most senior person in the room unwelcome news, like an IT project won't make its deadline. EAs also need to demonstrate they're on the cutting edge of enterprise software and SOA.

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3. Business Process Management

BPM is a systematic approach to improving a company's business processes. For example, a BPM application could monitor receiving systems for missing items, or walk an employee through steps to troubleshoot why an order did not arrive. It is the first technology that fosters ongoing collaboration between IT and business users to jointly build applications that effectively integrate people, process and information.

BPM gives an organization the ability to define, execute, manage and refine processes that:

- involve human interaction, such as placing orders
- work with multiple applications
- handle dynamic process rules and changes, not just simple, static flows, (think tasks with multiple choices and contingencies)

Important components include process modeling (a graphical depiction of a process that becomes part of the application and governs how the business process performs when you run the application), and Web and systems integration technologies, which include displaying and retrieving data via a Web browser and which enable you to orchestrate the necessary people and legacy applications into your processes. Another important component is what's been termed business activity monitoring, which gives reports on exactly how (and how well) the business processes and flow are working.

Optimizing processes that involve people and dynamic change has been difficult historically. One barrier to optimization has been the lack of visibility and ownership for processes that span functional departments or business units. In addition, the business often changes faster than IT can update applications that the business relies on to do its work, thus stifling innovation, growth, performance and so on. But today, the pervasiveness of Web browsers and the emergence of simpler application integration technologies such as SOAP/XML have enabled IT to deploy technology that supports the business process across functional, technical and organizational silos.

The application he uses is powered by a BPM platform that provides tools for:

- business analysts to model (and change) the product return processes and define the business rules that control how those processes behave
- IT to integrate the necessary legacy systems
- joint teams to build applications for the end user that enforce the process and rules
- management to review process performance (for example, time to resolve client return exceptions) and even adjust process parameters in real-time (for example, increasing the dollar threshold during peak periods to trigger management review and approvals of client returns)

With the leading BPM platforms, everyone is working on the same shared model, so changes to the process can be put into production very quickly. These platforms are called BPM suites (BPMS) because they provide integrated process modeling, real-time monitoring, Web-based applications and management reporting—all working together to support rapid process innovation.

From: www.cio.com

4. Business Analytics

The Right Way to Use Business Analytics (Tom Davenport, CIO)

The world is becoming more analytical. Even Lawrence Summers, the president of Harvard, who got into such big trouble recently for making sweeping statements about women in science, got this one right. At a Harvard School of Public Health conference, Summers said, "I suspect that when the history is written 200 years from now, it will emerge that something very important happened in human thinking during the time when we were alive, and that is that we are becoming rational, analytical and data-driven in a far wider range of activity than we ever have been before."

Ah yes, you say. You may not have thought about it this way, but, in fact, you know something of this territory. Business intelligence. Statistics, decision support and all that. It may strike you as a little nerdy, but you'd undoubtedly grant business analytics a place in the pantheon of IT applications.

But in some organizations, analytics are in first place. They're actually becoming the primary driver of strategy and competitive advantage. Analytics and quantitative decisions are being used to optimize business processes—to identify the best customers, select the ideal price, calculate the best supply chain routing or pick the best person to hire. Some companies, organizations and sports teams are clearly competing on analytics.

In his conference speech, Summers mentioned baseball and in particular the Oakland A's as examples of creeping analytical orientation. In Boston, we're more excited about the Red Sox and the Patriots, both of which have done pretty well of late. The Red Sox, in case you need reminding, won the World Series last year for the first time in 86 years. They borrowed some ideas from the A's about analytical player selection and on-field decision making, and combined them with a good deal of money.

The Patriots have managed to win the Super Bowl three times in the past four years—also with an analytical approach. The team uses data and analytical models extensively, both on and off the field. In-depth analytics help the team select players and stay below the NFL salary cap. Patriots coaches and players are renowned for their extensive study of game film and statistics, and Head Coach Bill Belichick reads articles by academic economists on statistical probabilities of football outcomes. Off the field, the team uses detailed analytics to assess and improve the "total fan experience." At every home game, for example, 20 to 25 people have specific assignments to make quantitative measurements of the stadium food, parking, personnel, bathroom cleanliness and other factors.

Success Through Analytics

More important, there are many companies competing on the basis of data, models and prediction, and many have been fantastically successful with this strategy. Wal-Mart, of course, uses vast amounts of data and category analysis to dominate retail. Harrah's has changed the basis of competition in the gaming industry from building megacasinos to analytics around customer loyalty and service. Amazon and Yahoo aren't just e-commerce sites; they are extremely analytical and

follow a "test and learn" approach to business changes. Capital One runs more than 30,000 experiments a year to identify desirable customers and price credit card offers.

In a recent study sponsored by SAS and Intel, a couple of colleagues (Don Cohen and Al Jacobson) and I contacted 32 organizations that were pursuing some analytical activity. Some were using analytics in the time-honored fashion—that is, spottily and in pockets. They had an actuary here, a supply chain simulator there. As one manager of an analytics group put it, "In the past we were like the Aleutian Islands—our analytical activities covered a lot of territory, but they didn't attract much notice."

A third of them, however, were competing on analytics at the highest level. They captured and managed lots of transaction data and had a culture of fact-based decision making. They were using analytics in multiple functional areas; they were using sophisticated statistical analysis and predictive modeling, and managing business intelligence at the enterprise level.

The Right Talent Makes a Difference

Supplying the right kind of hardware environment and analytical software is typically easier to address than creating demand, but just as important. While good data from transactional systems is increasingly available and analytical technology has become easier to use, companies that compete on analytics still require people with substantial quantitative skills—either in-house or contracted from outside. The statistical expert, in order to be useful, will also need to be familiar with the business problems in the function and industry; the quantitative skills of a good analyst are rarely equally applicable across diverse businesses. One pharmaceutical company, for example, attempted to use several bioinformatics experts to pursue analysis of commercial problems in marketing and operations, and found that they were neither motivated nor expert at the applications. Similarly, while statistical analysts from India and China are increasingly available from offshore outsourcing vendors, it's unlikely that they will know your business well.

Indeed, several companies we interviewed stressed the importance of a close and trusting relationship between quantitative analysts and decision-makers. The need is for statistical experts who also understand the business in general, and the particular business need of a specific decision-maker. As one manager at Wachovia Bank put it, "We are trying to build our people as part of the business team; we want them sitting at the business table, participating in a discussion of what the key issues are, determining what information needs the business people have and recommending actions to the business partners."

A consumer products company we interviewed hires what it calls "PhDs with personality" for its analytical group—individuals with not only heavy quantitative skills but also the ability to speak the language of the business and market their work to internal customers. This company believed that the relational aspect of the job made it difficult to outsource or take offshore. To find these people and develop these types of relationships would surely be much more difficult in an outsourcing situation, and virtually impossible with analysts half a world away from the decision-makers.

How Do You Know When You're There?

There are several indications that a company is competing on analytics:

* The CEO has an analytical background. Harrah's Loveman was a business school professor and has an MIT PhD. Amazon's Bezos was an A-plus student in electrical engineering and computer

science at Princeton. When the CEO or vice chair of a company is a rocket scientist, it's a good bet that there will be other scientists on the payroll.

* Nobody's asking about the ROI for each little initiative. What's at stake in analytical competition is not an application, but a corporate strategy. If the analytical activities are succeeding, they will be manifested not in ROI calculations, but in revenue and profits.

* The company is very successful. Certainly there are industries (for example, U.S. domestic airlines) where a lot of analytics don't seem to be the critical success factor. It isn't with Southwest. But the great majority of highly analytical companies that we studied are leaders in their industries and making lots of money.

As more analytically trained managers enter the workforce, it's likely that analytical competition will become more common and intense. However, this capability can't be developed overnight. Most of the companies we interviewed took at least five years to develop their analytical capabilities sufficiently to compete on that basis, and a couple of very successful companies (including Procter & Gamble and Mars) had been pursuing analytics for several decades. Assembling the right data, finding and using the right tools, and developing the right relationships between analysts and decision-makers all take time. Therefore, it makes sense to start pulling them together now. History seems to be on the side of the numbers.

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Companies that Recruit MBA's for Technology Positions

This is a partial list of the companies that have recruited and/or are recruiting in 2007-2008 from BU for MBA technology and technology-related positions:

| | |
|---------------------------------------|---|
| Akamai Technology | Senior Business Analyst |
| AIR Worldwide | Risk Analyst |
| Ascend Consulting (technology) | Analyst |
| American Express | Intern – Interactive Marketing |
| Athena Health | Informatics |
| AT Kearny (data analytics group) | Analyst/Sr. Analyst |
| AT&T | Leadership Development Program |
| Bristol-Myers Squibb | IT Leadership Dvlp. Program (FT/Intern) |
| BuyerZone.com | Associate E-Commerce Business Analyst |
| Citigroup | Technology Management Associate |
| CapGemini (technology) | Consultant/Sr. Consultant |
| Deloitte Consulting (tech practice) | Consultant |
| Digitas | Digital Media Analyst (FT/Intern) |
| Fidelity Investments | IT Audit Analyst |
| Goldman Sachs | Operations, Risk & Technology Analysts |
| Google | Adwords Account Mgr. (retail) |
| IBM | Consultant |
| International Data Corp. (IDC) | Senior Research Analysts |
| International Data Group (IDG) | Management Associate |
| Liberty Mutual | MBA Systems Analyst (FT/Intern) |
| Microsoft | Marketing Intern |
| Navaera Consulting | Business Intelligence Analyst |
| PA Consulting | Consultant (FT/Intern) |
| Parametric Technology (PTC) | Business Analyst & Marketing Manager |
| Pfizer | Senior Internal Auditor |
| Raytheon | IT Leadership Dvlp. Program (FT/Intern) |
| SpiderSplat Consulting (internet) | Search Engine Marketing Manager |
| Tata Consulting (tech outsourcing) | Technology Consultant |
| Teradyne | Product Manager |
| Sungard Consulting (finance/energy) | Technology Consultant |
| United Technologies | Operations Leadership Program |
| Wipro Technologies (tech outsourcing) | Business Development |

Recruiting Timeline

Full-time: Recruiting for technology positions begin with information sessions in late September and interviews in October. Recruiting for other functions continues into the late fall and early winter, depending upon the company. Not all companies recruit on campus, so it is very important to check MITRAC for new postings on a regular basis.

Internships: Recruiting for internships begins in the late fall/early winter and continues into the early spring. Not all companies recruit on campus, so it is very important to check MITRAC for new postings on a regular basis.

Sample Calendar of Events

The following is partial listing of career-related events and workshops that we have held in past years. Please check MITRAC for this year's specific events.

- IBM Consulting Information Session
- Case Interview Workshop – Presented by Marc Cosentino, author of Case in Point
- MBA CareerExpo
- Bristol-Myers Squibb IT Leadership Info Session
- CapGemini Application Deadline
- IBM Application Deadline
- IBM Interviews
- NSHMBA Conference & Career Expo
- Tata Consulting Information Session
- AT Kearney Information Session
- Technology Career Panel – Alumni and industry speakers will discuss their career paths
- Raytheon IT Leadership Information Session
- Technology Internship Presentations – 2nd years will discuss their summer experiences.

Resources

GSM Resources:

- **MS.MBA Association** – Club President is Matt Spewak, GSM 2008, goblue@bu.edu For information on upcoming meeting and events, check smgmba.com or email Matt.
- **Consulting Portfolio Faculty Advisor** – Professor Rick Swanborg, swanborg@icex.com Prof Swanborg is extremely knowledgeable about the technology industry and career trends.
- **Career Advisory Network** – This is a database of BU alumni that have agreed to give career advice to current students. To access CAN follow the steps below:
 - Log on to smgmba.com
 - Click on Feld Career Center (left side)
 - Click on Career Advisory Network
 - Click on “search CAN online” and enter BU student login
- **LinkedIn BU Alumni Network** – This is a great resource for finding alums in your industry, geography and company of interest. To join the BU network, log-on to the URL below and following the instructions.
- <http://www.linkedin.com/groupInvitation?groupID=926&sharedKey=429F031C325E&trk>

Online Resources:

- **CIO Magazine** on-line: <http://www.cio.com/> One of the best resources for information on technology trends and career advice. Provides invaluable insight into the issues facing today’s CIOs.
- **CIO Insight** on-line magazine: <http://www.cioinsight.com/> Articles on technology trends and lists fastest growing technology companies. Also has free subscriptions to industry-specific newsletters.
- **Dice.com** – Technology job posting web site <http://www.dice.com/>
- **Vault Guide** – Includes an overview of the technology industry as well as discussion groups and company specific profiles. The Vault Guide is accessible from MITRAC.
- **Wet Feet** – Profiles of industries and companies. www.wetfeet.com