

General Interview Questions

- Walk me through your background/tell me about yourself.
- If I asked others to describe you to me, what words would they use?
- What is your biggest accomplishment and why do you view it as such?
- What do you consider to be your greatest strengths/weaknesses?
- Describe your most significant success & failure in the last two years.
- What value do you bring to the company?
- How do you determine or evaluate success?
- What are your long-range/short-term career objectives?
- What is the most unusual or creative idea you have come up with? How do you foster creativity in others?
- What have you done in the past year to develop your skills and abilities, beyond getting your MBA?
- What is your personal mission statement?
- Describe your decision making process around the issue of getting your MBA.
- When you go to the Internet, what sites do you look at?
- The last time you did not know what decision to make, what did you do?
- How would you describe your basic leadership style?
- Why do you want to work at _____?

Behavioral Interview Questions

Below please find an assortment of Behavioral questions, followed by what the interviewer is really looking to measure.

- Tell me about a time when you saw an opportunity that required immediate action or the opportunity would be lost. What did you do? > Are you action oriented?
- Tell me about a time when you had a serious disagreement with a co-worker/supervisor. How did you handle it? > Are you composed under pressure?
- Tell me about the most adverse situation you've had at work. What was the situation? How did you handle it? > Conviction/courage
- Tell me about a time when you were assigned a project you had to complete very quickly, yet you didn't have all the information you needed. What did you do? > Dealing with ambiguity
- Tell me about your most intellectually challenging or difficult problem. Why was it difficult? How did you work through it? > Intellect/Problem Solving
- Tell me about a time when you took on a significant risk. How did you determine it was worth taking the risk? > Self confidence
- Tell me about the toughest decision you've made in the past 6 months. What did you consider when making the decision? > Decision Making
- Tell me about a recent project you managed and the systems and processes you put into place to ensure success. > Managing things
- Tell me about a project you owned that crossed group or division boundaries. How did you keep your important parties informed? What problems did you encounter and how did you solve them?
- Tell me about the last time you had an unhappy customer. How did you handle it?
- Tell me about the best/worst team you've worked on. What was your contribution/how did you turn the situation around? > Building team spirit

- What is the most senior and/or challenging audience you've faced? Who was the audience and how did you prepare? > Communication skills
- How do you decide when to hire for potential vs. immediate results? > Hiring skills
- Tell me about a time when you worked with someone who had a different working style than yours. How did you handle the situation? > Interpersonal Skills
- Tell me about the toughest negotiation you've been in. What made it tough and how did you deal with it? > Negotiation and Conflict Mgmt.
- Tell me about a time when you needed to gain support for an idea or program. How did you do this? > Organizational Agility
- Tell me about a time when you had to discipline an employee. What was your approach and what was the outcome? > Developing People
- Describe a time when you had to adjust your leadership style in order to be effective. What was the situation? > Strategic Leadership
- Tell me about one of the most important business problems you currently face. What are you doing about it? > Strategic Thinking
- Tell me about a time when you were involved in bringing a new product or service to market.

Industry- Specific Questions

Marketing

- Why Marketing?
- How would you brand yourself?
- Tell me about a product you think is well marketed. Why is it? If you were a competitor, how would you market in response?
- List 3 products at different stages in their lifecycles. What is next for them?
- Choose a product and illustrate the function of the 4Ps in the marketing process.
- You are a product manager of X, what would you do in your first 30 days?
- You work in marketing for Contadina. The company is evaluating the development and introduction of a branded fresh tomato. What things would you consider?
- Consider yourself as the product and I am your target market. Put together an advertising campaign.

Finance

- Why Finance?
- What's a P/E and how do you use it? What if 2 companies have the same value of P/E ratios, which company do you think is better?
- What is cash flow? How can you utilize the cash flow to evaluate a company?
- How would you value a stock you are considering buying?
- Describe the finance functions within a company and where you see yourself fitting.
- What elements do you consider when doing a valuation?
- Explain net present value to a non-finance major.
- What is our company's stock price? How would you forecast the future stock price for next year?
- You are with Intel finance and you are asked to check out a supplier to see if the company would be a good supplier. What would you look at to make this decision?

Case Interview Questions

Business Case Questions

- You've inherited a small manufacturing company and need to decide to sell it or stay in business. What do you do?
- You are consulting for a major distillery in Canada. They mainly produce a mid-priced vodka product and 2 different brands of mid-priced gin. Every year, their profits are shrinking. What could be causing this?
- You are consulting for a small manufacturer of motorcycles. They hand craft their motorcycles and are well reputed for having some of the best quality on the market. A large multi-national competitor has announced that it will begin selling high-end motorcycles incorporating the newest engine technology. What should your client do?
- You are consulting for one of the largest supermarket chains in the country. This chain is considering opening its own bank branches in its supermarket locations. What is your advice?
- Your client is a small regional bank in the U.S. They are considering closing more and more of their branch locations, and diverting their resources to telephone and internet banking facilities. Should they implement this strategy?
- You are consulting for a major Canadian airline. Every year, they make more sales and every year, they lose more money. What could be causing this?
- (The interviewer puts a product on the table between you.) "Market this product to me".
- A German luxury car manufacturer is interested in entering the sport-utility vehicle market (for example, Jeep Cherokee) after noticing that the market has grown dramatically worldwide in the past two years. How would you advise the manufacturer? What does it need to know before making an entry decision? If it chooses to enter, what might a viable strategy be?
- A North American manufacturer/retailer of high-end glassware experienced a dramatic decline in same-store sales at its retail outlets last year. How would you begin to assess the reasons for the decline? Using your analysis as a basis, what strategy would you recommend for the manufacturer?
- A large public utility formerly had a monopoly in the British electricity market. Now that the market has been deregulated, small power-generation companies have already captured a five percent share from the utility by offering to provide large businesses in the U.K. with their own in-house power-generation capabilities. The CEO of the utility wants to understand whether this trend will continue and how she can prevent further loss of share. How would you answer her question?
- A U.S.-based pharmaceutical company that focuses on discovering, developing, and selling drugs for the treatment of cancer has been experiencing flat growth and is interested in expanding into new businesses. In view of the growth and profitability of stand-alone cancer treatment centers in the U.S., the company is considering establishing and operating similar centers in China. This would be the company's first foray into the cancer treatment center business. How would you evaluate the attractiveness of the opportunity?
- The Swiss Ski Association has been petitioned by an international snowboarding club to permit snowboarding on the ski slopes within its jurisdiction. (Assume that the association currently forbids snowboarding on all Swiss ski slopes.) If the association is interested in maximizing profits, how should it respond to the petition? What factors would the answer depend upon?

Questions YOU can ask the Interviewer

- How would you characterize the culture of the company? Management philosophy? Core strengths?
- What are the traits of a successful (fill in job description here)?
- How are the company's values reflected in everyday activities?
- Describe your experience here (best to be asked of hiring managers, not HR folks).
- Describe a typical day for (fill in job description here).
- Describe a potential career path within the company.