



MBA Student Recruiting Policies (2020-2021)

As of 07/10/20

Missed Class

The [HBS Learning Model](#) and [MBA Honor Code](#) require all students to consistently engage in class; daily attendance is expected and required of each and every MBA student.

Recruiting-related activities – HBS Recruiting Partners have committed to offering interviews and recruiting events around class time. An HBS Recruiting Partner is an organization that utilizes the HBS recruiting platform (12Twenty) to post a job, host an event, or access the Resume Databases.

Company flexibility in interview scheduling is expected. Students should be aware that companies with CPD-assigned interview dates are not required to offer date flexibility for first-round interviews. Students are expected to honor their first-round interview commitments when scheduling second-round interviews and HBS Recruiting Partners have agreed to this policy.

View the full [Student Class Attendance & Absence Policy](#).

Help us help you – Students often have more leverage than they realize and are encouraged to work with the recruiter to come to a mutually agreeable solution. Students have found it useful to help the recruiter understand that despite their sincere desire to accommodate the organization's schedule, they are equally bound by their commitment to be in class. We understand it can be a challenge to negotiate this type of matter with a recruiter. If a recruiter is not willing to consider alternative dates, or if you are having difficulty with any recruiting situation causing a class conflict, please contact HBS Career & Professional Development (617-495-6232 or cpd@hbs.edu); CPD will work with you one-on-one to determine the best way to address the situation.

Interview Cancellation

Skipping interviews or cancelling them at the last minute is unprofessional, diminishes opportunities for other students and negatively impacts your reputation and the School's relationship with the companies. Students are expected to honor all interview appointments. If you must cancel or reschedule a CPD-assigned interview, you must do so by the interview schedule "freeze" date so that other students have an opportunity to fill your time slot. After each interview day, recruiters are asked to provide CPD with the names of any students who did not attend their scheduled interviews.

Upon accepting an offer (verbally or in writing), all interviewing should cease. Students who have accepted an offer will be excused from their interview commitments, but are expected to notify both CPD and the company of the situation immediately, and in advance of the interview date.

Students who have received an offer are expected to attend all scheduled interviews.

Students who have an emergency (e.g., serious illness, birth of a child, major accident) and are forced to cancel an interview after the freeze date must:

- Contact CPD as soon as possible with an explanation of the situation; and
- Email the company to inform them of the extenuating circumstance. Copy CPD (cpd@hbs.edu) on any company correspondence.

Students who do not have an emergency, but cancel an interview after the freeze date:

- Must email the company within 24 hours with a letter of apology. Copy CPD (cpd@hbs.edu) on any company correspondence.
- Must write a letter of apology to the students on the waitlist who missed out on the interview opportunity due to the late cancellation. CPD will send the email on your behalf to the waitlisted students.



Students cancelling more than one interview after the freeze date may be required to meet with the Managing Director of CPD. The student's recruiting privileges may be reviewed.

Evaluating and Accepting a Job Offer

The following offer and decision dates are in place:

EC students - Full-time offers must remain open for two weeks from the date the student receives the written offer. If a written offer is not made, then the verbal offer is considered open in perpetuity. It is permissible to offer incentives to students who accept a full-time position in advance of this date. The base offer (including base salary, guaranteed compensation, job function and location) must remain open until the decision date. For former full-time employees (including sponsored students) students and companies may determine a mutually agreeable decision date.

RC students - Offers must remain open until **February 12, 2021** or two weeks from the date the student receives the written offer, whichever date is later. If a written offer is not made, then the verbal offer is considered open in perpetuity. It is permissible to offer incentives to students who accept a summer internship position in advance of this date. The base offer (including base salary, guaranteed compensation, job function and location) must remain open until the decision date. For former full-time employees (including sponsored students) students and companies may determine a mutually agreeable decision date.

These dates are in place to ensure students have time to make a thoughtful decision. Students do not need to wait until these dates in order to make a decision. We encourage you to hold no more than three offers at one time. As soon as you make a decision, immediately notify all other potential employers that you are no longer a candidate for their positions.

Reneging on Offers

Reneging, up to nine months post-graduation, means that you have accepted a job offer, either verbally or in writing, and then change your mind and reject the offer (for any reason). Reneging is an extremely serious recruiting violation and is inconsistent with HBS Community Values. It will do great damage to your personal reputation and the reputation of HBS. In addition, you place job opportunities for future students at risk.

Depending on the professional integrity you display, the consequences may include some or all of the following for the length of the probation period:

- Loss of CPD and Alumni privileges. This includes use of your hbs.edu email, access to alumni resources and reunion attendance.
- Notation of the violation on your academic transcript.
- A review of your case by the Dean of the MBA Program and the Director, MBA Community Standards, for investigation of the Community Values dimension of your violation.

If you are seriously considering reneging, it is imperative that you contact the CPD Managing Director to discuss your situation – before you make your decision. How you handle your decision is critical. We cannot stress enough how seriously HBS considers the violation of reneging. Your actions will impact you, your classmates, HBS alumni, and the HBS reputation.

Recruiter Standards

As with students, recruiters are expected to follow guidelines as they recruit at HBS. If you are concerned with recruiter actions, you may view the [Recruiter Policies](#) for further clarification or contact CPD for advice in handling the situation.



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Career & Professional Development

Equal Opportunity Statement

In accordance with Harvard University policy, Harvard Business School does not discriminate against any person on the basis of race, color, sex, sexual orientation, gender identity, religion, age, national or ethnic origin, political beliefs, marital status, veteran status or handicap in admission to, access to, treatment in or employment in its programs and activities. All recruiting activity including, but not limited to, job descriptions, communications, events, interviews, questionnaires and assessments, must be free of bias. Accordingly, the School makes its facilities and resources available to recruiting organizations whose practices are consistent with this policy.

Harvard Business School reserves the right to modify its recruiting policies throughout the year.