

people view state employment agencies as providing services for semiskilled or unskilled workers. However, these agencies *do* list jobs in many professional categories and are often intimately involved with identifying job finalists for major new facilities moving to your state. In addition, many of the jobs listed at state employment offices may be with state or federal government agencies and may include professionals, such as accountants, attorneys, health-care professionals engineers, and scientists.

Learning More about Job Opportunities

Carefully study the various employment opportunities you have identified. Obviously, you will like some more than others, but you can examine a variety of factors when assessing each job possibility:

- Actual job responsibilities
- Industry characteristics
- Nature of the company
- Geographic location
- Salary and opportunities for advancement
- Contribution of the job to your long-range career objectives

Too many job applicants consider only the most striking features of a job, perhaps its location or the salary offer. However, a comprehensive review of job openings should provide a balanced perspective of the overall employment opportunity, including both long-run and short-run factors.

BUILDING A RÉSUMÉ

Regardless of how you locate job openings, you must learn how to prepare and submit a *résumé*, a written summary of your personal, educational, and professional achievements. The *résumé* is a personal document covering your educational background, work experience, career preferences and goals, and major interests that may be relevant. It also includes such basic information as your postal address, e-mail address, and telephone number. It should *not* include information on your age, marital status, race, or ethnic background.

Your *résumé* is usually your formal introduction to an employer, so it should present you in the best light, accentuating your strengths and potential to contribute to a firm as an employee. However, it should *never* contain embellishments or inaccuracies. You don't want to begin your career with unethical behavior, and an employer is bound to discover any discrepancies in fact—either immediately or during the months following your employment. Either event typically results in short-circuiting your career path.

Organizing Your Résumé

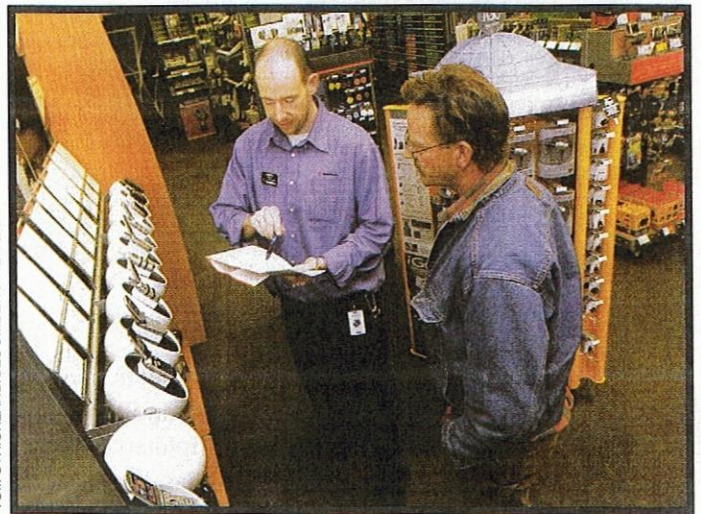
The primary purpose of a *résumé* is to highlight your qualifications for a job, usually on a single page. An attractive layout facilitates the employer's review of your qualifications. You can prepare your *résumé* in several ways. You

"They Said It"

"Everybody looks good on paper."

—John Y. Brown, Jr.
(b. 1933)

American executive, former
governor of Kentucky



TOM STRICKLAND/BLOOMBERG NEWS/ANDOV

Identifying your skills is an important step to locating a great job. RadioShack notifies prospective job seekers that it is looking for people who value teamwork, pride, trust, and integrity for its Sales Management program in its retail chain.

2 Chronological Résumé

FELICIA SMITH-WHITEHEAD
4265 Popular Lane
Cleveland, Ohio 44120
216-555-3296
Felicia_SW@aol.com

OBJECTIVE

Challenging office management position in a results-oriented company where my organizational and people skills can be applied; leading to an operations management position.

WORK EXPERIENCE

ADM Distribution Enterprises, Cleveland, Ohio 2007–Present
Office Manager of leading regional soft-drink bottler. Coordinate all bookkeeping, correspondence, scheduling of 12-truck fleet to serve 300 customers, promotional mailings, and personnel records, including payroll. Install computerized systems.

Merrweather, Hicks & Bradshaw Attorneys, Columbus, Ohio 2005–2007
Office Supervisor and Executive Assistant for Douglas H. Bradshaw, Managing Partner. Supervised four clerical workers and two paraprofessionals, automated legal research and correspondence functions, and assisted in coordinating outside services and relations with other firms and agencies. Promoted three times from Secretary to Office Supervisor.

Conner & Sons Custom Coverings, Cleveland, Ohio 2001–2005
Secretary in father's upholstery and awning company. Performed all office functions over the years, running the office when the owner was on vacation.

EDUCATION

Mill Valley High School, Honors 2001
McBundy Community College, Associate's Degree in Business 2005

COMPUTER SKILLS

Familiar with Microsoft Office and Adobe Acrobat

LANGUAGE SKILLS

Fluent in Spanish (speaking and writing)
Adequate speaking and writing skills in Portuguese

PERSONAL

Member of various community associations; avid reader; enjoy sports such as camping and cycling; enjoy volunteering in community projects.

may use narrative sentences to explain job duties and career goals, or you may present information in outline form. A résumé included as part of your credentials file at the career center on campus should be quite short. Remember to design it around your specific career objectives.

Figures 2, 3, and 4 illustrate different ways to organize your résumé—by *reverse chronology*, or time; by *function*; and by *results*. Regardless of which format you select, you will want to include the following: a clearly stated objective, your work or professional experience, your education, your personal interests such as sports or music, and your volunteer work. While all three formats are acceptable, one study showed that 78 percent of employers preferred the reverse chronological format—with the most recent experience listed first—because it was easiest to follow.

Tips for Creating a Strong Résumé

Your résumé should help you stand out from the crowd, just as your college admissions application did. A company may receive hundreds or even thousands of résumés, so you want yours to be on the top of the stack. Here are some do's and don'ts from the pros:

Do:

- State your objective clearly. If you are applying for a specific job, say so. State why you want the job and why you want to work at this particular company.
- Use terms related to your field, so that an electronic scanner—or busy human resources manager—can locate them quickly.
- Provide facts about previous jobs, internships, or volunteer work, including results or specific achievements. Include any projects or tasks you undertook through your own initiative.
- Highlight your strengths and skills.
- Write clearly and concisely. Keep your résumé to a single page.
- Proofread your résumé carefully.⁵

Don't:

- Offer any misleading or inaccurate information.
- Make vague statements, such as “I work well with others,” or “I want a position in business.”
- Include a salary request.
- Make unreasonable demands.
- Highlight your weaknesses.
- Submit a résumé with typos or grammatical errors.
- Include pictures or graphics, or use fancy type fonts.⁶

Take your time with your résumé; it is one of the most important documents you'll create during your career. If you need help, go to your school's career center. If you are dealing with an employment agency, a counselor there should be able to help as well.

Keep in mind that you will probably have to modify your résumé at times to tailor it to a particular company or job. Again, take the time to do this; it may mean the difference between standing out and being lost in a sea of other applicants.

Preparing Your Cover Letter

In most cases, your résumé will be accompanied by a *cover letter*. This letter should introduce you, explain why you are submitting a résumé (cite the specific job opening if possible), and let the recipient know where you can be reached for an interview. An effective cover letter will make the recipient want to take the next step and read your résumé. Here are a few tips for preparing an outstanding letter:

- Write the letter to a specific person, if possible. A letter addressed “to whom it may concern” may never reach the right person. Call the company or check its Web site for the name of the person to whom you should send your letter. Be sure to spell the person's name correctly.
- Introduce yourself and explain the purpose of your letter—to apply for a job.
- Include a few sentences with information about yourself that is not on your résumé—perhaps describe a project you are currently working on that may be relevant to the job.
- Without boasting, explain why you think you are the right candidate for the job.

Functional Résumé

Enrique Garcia
Five Oceanside Drive, Apt. 6B
Los Angeles, CA 90026
215-555-7092
EGARCIA@hotmail.com

OBJECTIVE

Joining a growth-oriented company that values highly productive employees. Seeking an opportunity that leads to a senior merchandising position.

PROFESSIONAL EXPERIENCE

Administration

Management responsibilities in a major retailing buying office; coordinated vendor-relation efforts. Supervised assistant buyers.

Category Management

Experience in buying home improvement, and sport and recreation categories.

Planning

Chaired a team charged with reviewing the company's annual vendor evaluation program.

Problem Solving

Successfully developed a program to improve margins in the tennis, golf, and fishing lines.

WORK EXPERIENCE

Senior Buyer for Southern California Department Stores	2006–Present
Merchandiser for Pacific Discount Stores, a division of Southern California Department Stores	2004–2006

EDUCATION

Bachelor's Degree

California State University—San Bernardino	2002–2004
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Associate's Degree

Los Angeles City College	2000–2002
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ANTONIO PETTWAY
 101 Beverly Road
 Upper Montclair, NJ 07043
 820-555-1234
 apettway@sbcglobal.net

OBJECTIVE

To apply my expertise as a construction supervisor to a management role in an organization seeking improvements in overall production, long-term employee relationships, and the ability to attract the best talent in the construction field.

PROFESSIONAL EXPERIENCE

- | | |
|--|--------------|
| DAL Construction Company, Orange, NJ | 2007–Present |
| Established automated, on-site recordkeeping system, improving communications and morale between field and office personnel, saving 400 work hours per year, and reducing the number of accounting errors by 20 percent. Developed a crew selected as “first-choice crew” by most workers wanting transfers. Completed five housing projects ahead of deadline and under budget. | |
| NJ State Housing Authority, Trenton, NJ | 2005–2007 |
| Created friendly, productive atmosphere among workers, enabling first on-time job completion in 4 years and one-half of usual materials waste. Initiated pilot materials delivery program with potential savings of 3.5 percent of yearly maintenance budget. | |
| Essex County Housing Authority, Montclair, NJ | 2005 |
| Produced information pamphlets, increasing applications for county housing by 22 percent. Introduced labor-management discussion techniques, saving jobs and over \$29,000 in lost time. | |
| Payton, Durnbell & Associates Architects, Glen Ridge, NJ | 2004–2005 |
| Developed and monitored productivity improvements, saving 60 percent on information transfer costs for firm’s 12 largest jobs. | |

EDUCATION

Montclair State University, Business 2000–2004

COMPUTER SKILLS

Familiar with Microsoft Office and Adobe Acrobat

PERSONAL

Highly self-motivated. Willing to relocate. Enjoy tennis and hiking.

- Request an interview.
- Thank the person for his or her time and consideration.
- Make sure all your contact information is in the letter—name, address, home phone number, cell phone number, and e-mail address.
- Proofread your letter carefully.⁷

Submitting through Automated Systems

Many large—and small—organizations have moved to automated (paperless) résumé processing and applicant-tracking systems. As a result, if you write and design a technology-compatible résumé and cover letter, you’ll enjoy an edge over an applicant whose résumé and cover letter can’t be added to a database. Also, remember that résumés are often transmitted electronically and then placed in a company database with an automated applicant-tracking system. Here are a few rules for submitting your résumé by e-mail:

- Use the words in your “Subject” line carefully. Don’t just say “seeking employment.” If possible, use the job title or a few words from the job description. If you are responding to a published job advertisement, include the job code from the advertisement.

- Include your cover letter in the e-mail.
- Send your résumé following the directions in the instruction.
- If you are answering an ad, read the instructions for application and follow them to the letter.⁸

THE JOB INTERVIEW

Congratulations! You’ve prepared an effective résumé, and you’ve been contacted for an interview. An interview is more than a casual conversation. During an interview, at least one company manager will learn about you, and you’ll learn more about the company and the job.

Although you may feel nervous about the interview, you can control some of its outcome by doing your homework: planning and preparing for this important encounter with your potential employer. Before you meet with an interviewer, learn everything you can about the firm. The simplest way to do this is to visit the company's Web site. You can also check with your school's career center. If you know anyone who works for the company, you may ask the person about the firm. Try to learn the answers to the following questions about the organization:

- What does the firm do—manufacture clothing, market snack foods, produce films, sell cars? If you are applying for a job at a large corporation, zero in on the division for which you would be working.
- What is the company's mission? Many firms include a statement about their purpose in the business world—to supply affordable energy to communities, to serve fresh food, to make communication easier. Understanding why the company exists will help you grasp where it is headed and why.
- Where, when, and by whom was the company founded? Learn a little about the history of the firm.
- What is its position in the marketplace? Is it a leader or is it trying to gain a competitive advantage? Who are its main competitors?
- Where is the firm based? Does it have facilities located around the country and the world, or is it purely local?
- How is the company organized? Are there multiple divisions and products?

Learning about the firm indicates to the interviewer that you have initiative and motivation, as well as an interest in the firm's culture and history. You have taken the time and effort to find out more about the organization, and your enthusiasm shows.

Tips for Successful Interviewing

An interview is your personal introduction to the company. You want to make a good impression, but you also want to find out whether you and the firm make a good fit. Although the interviewer will be asking most of the questions, you will want to ask some, as well. People who conduct interviews say that the most important qualities candidates can exhibit are self-confidence, preparedness, and an ability to communicate clearly.

When you are contacted for an interview, find out the name(s) of the person or people who will be interviewing you. It's also appropriate to ask whether the initial interview will be with a human resources manager, the person to whom you would be reporting on the job, or both. Many people who conduct initial job interviews work in their firms' human resources divisions. These interviewers act as gatekeepers and can make recommendations to managers and supervisors about which individuals to interview further or hire. Managers who head the units in which an applicant will be employed may get involved later in the hiring process. Some hiring decisions come from human resources personnel together with the immediate supervisor of the prospective employee. In other cases, immediate supervisors make the decision alone. At your interview, keep in mind the following:

- **Dress appropriately.** Dress as if it is your first day of work at the firm. Conceal any tattoos or body piercings and wear simple jewelry.
- **Arrive a few minutes early.** This gives you time to relax and take in the surroundings. It also shows that you are punctual and care about other people's time.
- **Introduce yourself with a smile and a handshake.** Be friendly, but not overly familiar.
- **Be yourself—at your best.** Don't suddenly adopt a new personality. But try to be confident, polite, respectful, and interested in the people who are spending time with you. Be sure to thank each person who interviews you.⁹

In a typical format, the interviewer tries to talk as little as possible, giving you a chance to talk about yourself and your goals. You want to present your thoughts clearly and concisely, in an organized fashion, without rambling on to unrelated topics. The interviewer may wait until you are finished or prompt you to talk about certain subjects by asking questions. Be as specific as possible when answering questions. The questions that interviewers ask often include the following:

- “Why do you want this job?”
- “Why do you want to work in this field?”
- “What are your short-term goals? Long-term objectives?”
- “What are your strengths? What are your weaknesses?”
- “What motivates you?”
- “What problem have you solved recently, and how?”
- “Why should my firm hire you?”
- “Are you considering other jobs or companies?”¹⁰

At some point, the interviewer will probably ask you whether you have any questions of your own. It’s a good idea to come prepared with some questions, but others may arise during the interview. Try to keep your list concise, say three or four of your most important questions. The questions you ask reflect just as much about you as the answers you give to the interviewer’s questions. Here is a sample of appropriate questions for the initial interview:

- “Could you clarify a certain aspect of the job responsibilities for me?”
- “Do people who start in entry-level jobs at this company tend to develop their careers here?”
- “In what ways could I perform above and beyond the job requirements?”

At some point during your conversation, the interviewer may give you an idea of the salary range for the job. If not, he or she will do so during a subsequent interview. You may ask about the range, but do not ask exactly how much you will be paid if you get the job. Keep in mind that usually there is little or no negotiation of an entry-level salary. However, you may ask if there is a probationary period with a review at the end of the period. Here are a few other questions *not* to ask:

- “When will I be promoted?”
- “How much time off do I get?”
- “When will I get my first raise?”

A successful first interview often leads to a second. The purpose of this interview is to better determine your specific qualifications and fit with the company. You may be introduced to more people—potential co-workers, people in other divisions, or sales staff. You may have another meeting with human resources staff members in which you’ll learn more about salary, employee benefits, the firm’s code of ethics, and the like. Depending on the type of job, you might be asked to take some skills tests. If you are entering a training program for a bank, you might be required to take some math-oriented tests. If you are going to work for a publisher, you might be asked to take an editing test or do some proofreading. If you are applying for a job as a sales representative, you may be given a test that assesses your personality traits. Don’t be intimidated by these tests; just do your best.

Making the Employment Decision

After receiving your résumé, conducting one or two interviews, and administering a skills test, a potential employer knows a lot about you. You should also know a lot about the company. If the experience has been positive on both sides, you may be offered a job. If you have interviewed at several companies and are offered more than one job, congratulations! You may receive

All of these facts combine to shape a picture of the needs of U.S. society and the workforce available to serve it. As the baby boom generation ages, the United States will need more healthcare services as well as services for the leisure and hospitality industries. We could see the addition of 4.3 million new jobs in healthcare and social assistance fields, along with about 500,000 new positions in leisure and hospitality. Professional and business services are expected to increase nearly 28 percent by 2014, adding 4.5 million new jobs.¹²

Careers in environmental engineering and science are already hot—and expected to get hotter, as the United States and countries around the world place more emphasis on solving and preventing environmental problems. “We expect the U.S. to start exporting environmental expertise to Europe and Asia, including to emerging markets like India,” predicts one industry watcher. Fields that require advanced computer skills such as network systems analysts, personal financial advisors, database administrators, and software engineers are on the rise as well.¹³ Registered nurses, postsecondary teachers, retail salespeople, and customer service representatives can expect an increase in opportunities. But farmers and ranchers, word processors, and stock clerks can expect a decline.¹⁴

As the population changes and technology automates certain tasks or simply alters the way they are accomplished, opportunities will grow or shrink. As you plan your career, it is wise to stay up-to-date on the job market.

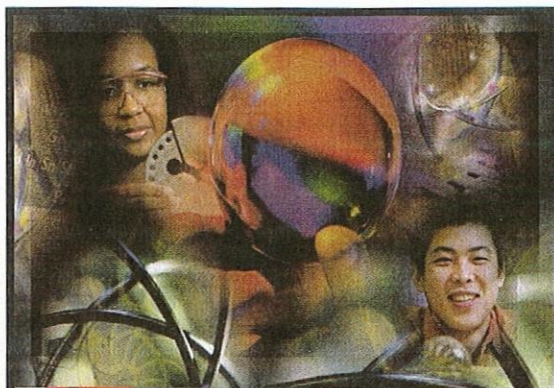
A LONG-RANGE VIEW OF YOUR CAREER

As we said earlier, choosing a career is an important life decision. A career is a professional journey—regardless of whether you want to run an art gallery or a branch bank, whether you are fascinated by language or math, whether you prefer to work with animals or people. In the end, you hope to contribute something good to society while enjoying what you do—and make a reasonable living at it.

Throughout your career, it is important to stay flexible and continue learning. Challenging new skills will be required of managers and other businesspeople during these first decades of the 21st century. Remain open to unexpected changes and opportunities that can help you learn and develop new skills. Keep in mind that your first job will not be your last. But tackle that first job with the same enthusiasm you’d have if someone asked you to run the company itself, because everything you learn on that job will be valuable at some point during your career—and someday you may actually run the company.

Finally, if you haven’t already started your career search, begin now. Do this by talking with various resources, lining up an internship, looking for a part-time job on or off campus, or volunteering for an organization. Register with the campus career center long before you graduate. Then, when you reach your final semester, you’ll be well on your way to beginning the career you want.


We are confident that this textbook will present a panorama of career options for you. Whatever you decide, be sure it is right for you—not your friends, your instructors, or your parents. As the old saying goes, “You pass this way just once.” Enjoy the journey!



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More Career Information on the Contemporary Business Web Site

More career information is available to students using *Contemporary Business* at the following Web site: <http://www.swlearning.com/business/boone>. The “Management Careers” section on the Web site enables you to learn more about business careers and to locate currently posted job opportunities. The site provides a vast number of career resources such as links to job sites and career guidance sites. Many links include extensive career information and guidance, such as interviewing techniques and tips for résumé writing.

1. Prepare your résumé following the procedures outlined earlier in this section. Ask your instructors, friends, and relatives to critique it. Then revise and proofread it.
2. Talk with someone in your community who is working in a profession that interests you. Write, call, or e-mail to request an appointment. The interview should take no more than 15 to 20 minutes. Come prepared with questions to ask. Report to your class about what you learned.
3. Prepare answers to each of the questions that interviewers most often ask. Discuss your answers in class.
4. Select a partner and take turns interviewing each other for a job in front of the class. Use the interview questions mentioned earlier, and develop two or three of your own. After completing the interviews, ask the class to give you feedback on how you looked and acted during your interview. Would they advise you to do or say anything differently?
5. Pick a Web site dealing with careers. Select an employment field and prepare a report on what you learned from the Web site. What jobs are available? From your perspective, were they in desirable locations? What did these jobs pay? Did the information in the Web site agree or conflict with your initial perceptions of the job?

“They Said It”

“Once you say you’re going to settle for second, that’s what happens to you in life, I find.”

—John F. Kennedy
(1917–1963)
35th president
of the United States