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Dedication

This book is dedicated to the many thousands of instructors and students who use Bovée and Thill texts to develop career-enhancing business skills. We appreciate the opportunity to play a role in your education, and we wish you the very best with your careers.

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Business in Action

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New to This Edition

Streamlined Coverage of Essential Business Topics

The Introduction to Business course is tasked with such a wide range of topics that fitting them all in is an endless challenge. To better align the textbook with your course curriculum, the 9th Edition of Business in Action has been streamlined from 20 chapters to 16—without losing any essential coverage.

New Learning and Career-Development Features

Three new activities in every chapter help students prepare for today’s workplace challenges:

- **Growing as a Professional.** These activities encourage students to apply the business concepts they are learning about in each chapter to facets of their academic and personal lives right now. By developing professional behaviors now, they will impress interviewers and be ready to succeed from day one.

- **Resolving Ethical Dilemmas.** Enlightened companies expect their employees to navigate today’s complex business environment with clear ethical thinking. These exercises challenge students with realistic ethical dilemmas that require thoughtful analysis and decision-making.

- **Intelligent Business Technology.** Recruiters are impressed when students show awareness and curiosity regarding the challenges and opportunities in contemporary business. These research activities help students grasp the benefits of the smart systems that their future employers are likely to be using.

Preparing Students to Thrive in the Digital Enterprise

The *digital transformation* is reshaping every functional area in business, and more than three-quarters of executives say that digital technology will have a “major” or “transformative” impact on their industries. Alert companies are scrambling to reinvent themselves by implementing new business models or optimizing existing models. In fact, students will encounter the digital enterprise before they even land a job, because many firms now use artificial intelligence and other smart tools throughout the recruiting and hiring process.

*Business in Action*, 9/e, is the only textbook in this market that helps students appreciate the full scope of this transformation. To give students a competitive advantage, every chapter has a new learning objective that focuses on a key aspect of thriving in the digital enterprise. These nontechnical overviews explain the business implications of innovations that students are hearing about in the media and that they will likely be expected to use on the job.

Extensive Content Enhancements

All new *Behind the Scenes* vignette/case study pairs. These chapter-opening vignettes and end-of-chapter case studies show students how professionals apply the same skills and concepts they are reading about in the chapter. All 16 vignette/case study pairs are new in this edition.

Nearly 30 new exhibits. *Business in Action*’s visual presentation features nearly 150 *Exhibits That Teach*—diagrams, graphs, quick-reference tables, and other exhibits that address the challenge of getting students to read long passages of text by presenting vital concepts visually. The emphasis throughout is on productive learning—on helping students minimize the time they spend reading while maximizing their learning outcome.

More than 275 new questions and student activities. Every chapter has fresh project ideas and evaluation questions.
Numerous revisions and updates. Dozens of chapter sections are new, updated, or substantially revised to reflect the latest research and practices in business; here is a partial list:

The Social Environment
The Technological Environment
The Economic Environment
The Market Environment
Thriving in the Digital Enterprise: Disruptive Technologies and Digital Transformation
The Spectrum of Economic Systems
Fiat Money and Cryptocurrency
The Money Supply
The Fed’s Major Responsibilities
Banking’s Role in the Economy
The Too-Big-to-Fail Dilemma
Time for Another Wall?
Thriving in the Digital Enterprise: Fintech
Making Financial Services More Inclusive
Improving the Efficiency of Financial Activities
Strengthening the Security of Financial Systems
Improving the Customer Experience in Financial Services
Enhancing Financial Decision-Making
Thriving in the Digital Enterprise: AI-Assisted Translation
Forces That Promote Unethical Behavior
Management Pressure and Corporate Culture
A Willful Blindness to Harm
A Sense of Impunity
Strategies for Supporting Ethical Behavior
The Proactive Stance: Moving Beyond CSR
Resolving the CSR Dilemma
The Right to Digital Security
Thriving in the Digital Enterprise: The Ethics of Artificial Intelligence
Human Biases Embedded in AI Systems
The Efforts to Make AI a Force for Good Shareholders
Joint Ventures
Thriving in the Digital Enterprise: Big Data and Analytics
The Big World of Small Business
Innovating Without Leaving: Intrapreneurship
The New-Business Failure Rate
Pivoting: When a Better Idea Comes Along
Business Incubators and Accelerators
The Franchise Alternative
Thriving in the Digital Enterprise: Machine Learning and Deep Learning
Defining the Company’s Purpose and Values
Managing Change
Building a Positive Organizational Culture
Thriving in the Digital Enterprise: Cognitive Automation
Rethinking Organization in the Age of Agility
Cross-Functional Teams
Virtual Teams
Characteristics of Effective Teams
Team Development
Sources of Team Conflict
Thriving in the Digital Enterprise: Taskbots and Robotic Process Automation
Extending Organizations with Value Webs
Supply Chain Systems and Methods
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Appraising Employee Performance
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Thriving in the Digital Enterprise: Workforce Analytics
The Marketing Concept
Involving the Customer in the Marketing Process
Making Data-Driven Marketing Decisions
Marketing as Part of a Sustainable Business Strategy
Creating Satisfying Customer Experiences
The Consumer Decision Process
Thriving in the Digital Enterprise: Marketing Analytics
Algorithmic Pricing
Subscription Pricing
Thriving in the Digital Enterprise: Virtual and Augmented Reality
Inbound Versus Outbound Marketing
Communication Laws and Ethics
Advertising Media
Direct Response Marketing
Personal Selling
Consumer Promotions
Trade Promotions
Marketing Communication Strategies for Social Media
Social Customer Care
Retailing’s Role in the Buying Process
The Challenging Economics of Retailing
The Outlook for Retailing: Innovation, Disruption, and the Great Divide
Thriving in the Digital Enterprise: Augmented and Automated Writing
Thriving in the Digital Enterprise: Distributed Ledgers and Blockchain
Types of Budgets
Venture Capital and Other Private Equity
Thriving in the Digital Enterprise: Smart Contracts
services designed to satisfy customers' needs.

The result of these decisions is a company's value to you. After that wheat is milled into flour, it gets one step closer but is valuable only on the next page). If you want a loaf of bread, for instance, a silo full of wheat isn't of much value now. But the next time you go to the store, you'll see a large display of bread. From this example, you can see that businesses add value to products as they are made. In this chapter, she now heads one of the most intriguing companies in the exploding field of artificial intelligence. This chapter prepares you for the whirlwind tour of the business world you'll get in this course, starting with a quick overview of what businesses do and how they do it.

What kind of company could you and your partners create? How would it be different from the businesses you see today? As businesses create value-added products and offer them for sale to customers, they obviously need to consider competition. As a collective label for the activities of many companies, as in "This legislation is viewed as harmful to American business." A company, as in "Apple is a successful business." Other common synonyms here are corporation, firm, enterprise, and company.

1. LEARNING OBJECTIVE

Explain the concept of adding value in a business, and identify four useful ways to categorize businesses.

CHECKPOINT

LEARNING OBJECTIVE 1: Explain the concept of adding value in a business, and identify four useful ways to categorize businesses.

SUMMARY: Businesses add value by transforming lower-value inputs to higher-value outputs. In other words, they make goods and services more attractive from the buyer's perspective, whether it's creating products that are more useful or simply making them more convenient to purchase. Companies can be categorized by product types and ranges, company size, geographic reach, and ownership.

CRITICAL THINKING: (1) What inputs does a musical group use to create its outputs? (2) Can not-for-profit organizations benefit from practices used by for-profit companies? Why or why not?

IT'S YOUR BUSINESS: (1) Think back to the last product you purchased; how did the companies involved in its creation and sale add value in a way that benefitted you personally? (2) Can you see yourself working for a not-for-profit organization after you graduate? Why or why not?

KEY TERMS TO KNOW: business, revenue, business model, profit, competitive advantage, not-for-profit organizations

High-Efficiency, Objective-Driven Learning. Every chapter is divided into seven concise segments, each focused on its own learning objective and offering a comprehensive checkpoint to help students review and reinforce what they've learned. With this approach, each learning objective segment is treated as a mini-chapter within the chapter, letting students pace their intake and memorization, rather than trying to review an entire chapter at once.

Interpreting and Summarizing the Changes in Contemporary Business. The world of business continues to evolve at a dizzying pace. Business in Action prepares students for these changes with thoughtfully interpretations on subjects ranging from inclusiveness in financial services to the ethics of artificial intelligence.

Thriving in the Digital Enterprise: Disruptive Technologies and Digital Transformation

To a large extent, business strategy revolves around change—whether creating change, capitalizing on change, or surviving change. The basic concept of business is fixed: It's always going to be a question of adding value to satisfy customers in a way that generates a sustainable level of profit. However, the way that companies go about adding value and satisfying customers is always evolving, and the business world is currently going through an extraordinary pace of change from digital technologies. The concept of disrupting an industry is widely used by business analysts and writers; the term describes processes, regardless of what industry it is in or what products or services are involved, that irrevocably change a market's boundaries, customers, suppliers, and competitors. In the 1980s, Michael E. Porter described a disruptive innovation as "a new product or process that breakthroughs to the low end of a given market and eventually works its way to the high end."

A disruptive innovation is a first step into a new market segment. As the new technology advances, it eventually becomes a threat to the market leader. The market leader is then forced to respond by introducing its own disruptive innovation in order to compete.

Fiat Money and Cryptocurrency

The U.S. dollar and other modern currencies are often called fiat money, because they are issued and maintained through government fiat, or proclamation, and their value isn't tied to a physical asset such as gold. The dollar is legal tender in the United States, which means it can be used for any financial obligation. (This doesn't mean that every seller or lender must accept it or accept every form of it. Individuals and companies can accept or refuse to accept credit cards, large bills, coins, cash of any kind, and so on.)

Although each country has an official legal tender, this situation doesn't prevent parties from using alternative money in the form of cryptocurrencies. The practical value of money stems from two key properties: liquidity and trust.
Mini Sims—Real-world simulations that put students in professional roles and give them the opportunity to apply course concepts and develop decision-making skills through real-world business challenges.

These branching Mini Sims strengthen a student’s ability to think critically, help students understand the impact of their decisions, engage students in active learning, and provide students with immediate feedback on their decisions.

Each decision point remediates to the Learning Objective in the eText.

Chapter Warm-Ups

Assessment helps you hold your students accountable for READING and demonstrating their knowledge on key concepts in each chapter before coming to class.

Chapter Quiz

Every chapter has quizzes written by our authors so you can assess your students’ understanding of chapter learning objectives.
EXHIBIT 4.4 Perspectives on Corporate Social Responsibility

The perspectives on CSR can be roughly divided into four categories, from minimal to proactive. Companies that engage in CSR can pursue either generic philanthropy or strategic CSR.

Response: Philanthropy
- Minimalist: Companies do not have social responsibilities beyond earning money and obeying the law.
- Defensive: Companies engage in CSR only after being shamed or forced into it.
- Cynical: Companies use CSR as a marketing ploy to deflect attention from their self-centered behavior.
- Proactive: Companies choose to be a force for good, above and beyond their responsibilities to pay taxes and follow the law.

Response: Strategic CSR
- Giving money to causes unrelated to the company’s lines of business
- Giving money to causes unrelated to the company’s lines of business
- Giving money to causes unrelated to the company’s lines of business
- Giving money to causes unrelated to the company’s lines of business

EXHIBIT 4.5 Expectancy Theory

Expectancy theory suggests that employees base their efforts on expectations of their own performance, expectations of rewards for that performance, and the value of those rewards.

The quality of the effort an employee puts forth depends on...

- Individual performance
- Organizational rewards
- Individual goals

EXHIBIT 5.6 Reinforcement and Punishment

The terminology of reinforcement theory can be confusing because the terms are often used differently in everyday speech than in psychology. Three points will help you keep the terms straight in your mind. First, both positive and negative reinforcement encourage a behavior to be repeated—they reinforce it, in other words. The difference is in how they work. Second, punishment (not negative reinforcement) is the opposite of positive reinforcement. Third, positive reinforcement can encourage undesirable behaviors, so it isn’t necessarily a good thing, despite the “positive” label.

Positive Reinforcement
- Behavior → Outcome
  - Behavior more likely to be repeated
  - Pleasant consequences are experienced

Negative Reinforcement
- Behavior → Outcome
  - Behavior more likely to be repeated
  - Unpleasant consequences are avoided, minimized, or removed

Punishment
- Behavior → Outcome
  - Behavior less likely to be repeated
  - Unpleasant consequences are experienced
Vignettes and Case Studies That Bring Business Concepts to Life. Every chapter is
bookended with a vignette/case study pair that help students grasp the principles covered in the
chapter. The chapter-opening vignette introduces a company faced with a major strategic challenge
or opportunity and encourages students to imagine how they would address that challenge. The
chapter-closing case study describes the strategic choices the company’s leaders made, including
how they applied the concepts students just learned in the chapter. Three critical thinking
questions require students to apply the concepts covered in the text.
Developing Employability Skills

With its comprehensive coverage of contemporary business topics and a broad array of student activities, Business in Action helps students develop the skills that experts say are vital for success in the 21st-century workplace:

- **Communication.** The Sharpening Your Communication Skills activity in every chapter is an opportunity to practice communication skills while exploring real-life business issues and challenges.

- **Critical thinking.** In many assignments and activities, students need to define and solve problems and make decisions or form judgments.

- **Collaboration.** The Building Your Team Skills activity in each chapter provides students with multiple opportunities to work with classmates on reports, presentations, and other projects.

- **Knowledge application and analysis.** The five diverse Practice Your Skills activities in every chapter let students put their developing business skills to work right away.

- **Business ethics and social responsibility.** Ethical choices are stressed from the beginning of the book, and the Resolving Ethical Dilemmas activity in every chapter encourages students to be mindful of the ethical implications that they could encounter in similar projects on the job.

- **Information technology skills.** Projects and activities in every chapter help students build skills with technology, and the Intelligent Business Technology research activity in each chapter encourages students to explore the major tools in use today.

- **Data literacy.** Many of the activities require students to develop data literacy skills, including the ability to access, assess, interpret, manipulate, summarize, and communicate data.
### Instructor Teaching Resources

This program comes with the following teaching resources.

<table>
<thead>
<tr>
<th>Supplements available to instructors at <a href="http://www.pearsonhighered.com">www.pearsonhighered.com</a></th>
<th>Features of the Supplement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor's Manual authored by Maureen Steddin</td>
<td>• Chapter summary&lt;br&gt;• Chapter outline&lt;br&gt;• Teaching notes&lt;br&gt;• Suggested classroom exercises&lt;br&gt;• Test Your Knowledge answers&lt;br&gt;• Expand Your Knowledge answers&lt;br&gt;• Practice Your Skills answers</td>
</tr>
<tr>
<td>Test Bank authored by Susan Schanne from Eastern Michigan University</td>
<td>• Over 1,500 multiple-choice, true/false, and essay questions&lt;br&gt;• Answer explanations&lt;br&gt;• Keyed by learning objective&lt;br&gt;• Classified according to difficulty level&lt;br&gt;• Classified according to learning modality: conceptual, application, critical thinking, or synthesis&lt;br&gt;• Learning outcomes identified&lt;br&gt;• AACSB learning standard identified (Ethical Understanding and Reasoning; Analytical Thinking Skills; Information Technology; Diverse and Multicultural Work Environments; Reflective Thinking; and Application of Knowledge)</td>
</tr>
<tr>
<td>Computerized TestGen</td>
<td>TestGen allows instructors to&lt;br&gt;• customize, save, and generate classroom tests.&lt;br&gt;• edit, add, or delete questions from the Test Item Files.&lt;br&gt;• analyze test results.&lt;br&gt;• organize a database of tests and student results.</td>
</tr>
<tr>
<td>PowerPoints authored by Jeffrey Anderson from Ohio University</td>
<td>Slides include all the graphs, tables, and equations in the textbook. PowerPoints meet accessibility standards for students with disabilities. Features include:&lt;br&gt;• Keyboard and screen reader access&lt;br&gt;• Alternative text for images&lt;br&gt;• High contrast between background and foreground colors</td>
</tr>
</tbody>
</table>
Courtland L. Bovée and John V. Thill have been leading textbook authors for more than two decades, introducing millions of students to the fields of business and business communication. Their award-winning texts are distinguished by proven pedagogical features, extensive selections of contemporary case studies, hundreds of real-life examples, engaging writing, thorough research, and the unique integration of print and digital resources. Each new edition reflects the authors’ commitment to continuous refinement and improvement, particularly in terms of modeling the latest practices in business and the use of technology.

Professor Bovée has 22 years of teaching experience at Grossmont College in San Diego, where he has received teaching honors and was accorded that institution’s C. Allen Paul Distinguished Chair. Mr. Thill is a prominent communications consultant who has worked with organizations ranging from Fortune 500 multinationals to entrepreneurial start-ups. He formerly held positions with Pacific Bell and Texaco.

Courtland Bovée and John Thill were recently awarded proclamations from the Governor of Massachusetts for their lifelong contributions to education and for their commitment to the summer youth baseball program that is sponsored by the Boston Red Sox.
Acknowledgments

The Ninth Edition of Business in Action reflects the professional experience of a large team of contributors and advisors. A very special acknowledgment goes to George Dovel, whose superb writing and editing skills, distinguished background, and wealth of business experience assured this project of clarity and completeness. Also, we recognize and thank Jackie Estrada for her outstanding skills and excellent attention to details.

The supplements package for Business in Action has benefited from the able contributions of numerous individuals. We would like to express our thanks to them for creating a superb set of instructional supplements. We’d like to sincerely thank the following contributors for taking the time to create new content for MyLab Intro to Business for this edition: Susan Leshnower, Patricia Buhler, Storm Russo, Susan Schanne, Chris Parent (accuracy checker), and Kerri Tomasso (copyeditor).

We want to extend our warmest appreciation to the devoted professionals at Pearson Higher Education for their commitment to producing high-value, student-focused texts, including Donna Battista, Vice President, Business Publishing; Stephanie Wall, Director of Portfolio Management; Melissa Feimer, Managing Producer, Business; Yasmita Hota, Content Producer; Ashley Santora, Director of Production, Business; Becky Brown, Product Marketer; and Nicole Price, Field Marketing Manager. We are also grateful to Nicole Suddeth and Liz Kincaid of SPI Global, Angela Urquhart and Andrea Archer of Thistle Hill Publishing, and Melissa Pellerano.

Courtland L. Bovée
John V. Thill
Prologue

Using This Course to Launch Your Business Career

Have you already chosen a business profession or field of concentration? If so, this course will help you see how that specialty fits within the larger environment of business. If you haven’t chosen a particular field, this course will introduce you to the wide range of professional specialties within business and help you explore the possibilities. And even if you’re not planning a career in business, this course will help you put the functions of business in a broader social and economic context and show you how business practices can be put to productive use in not-for-profit, government, and community organizations.

SUCCEEDING IN THIS COURSE

In addition to the study and test-taking skills you’ve developed in your other courses, here are a few specific tips to help you succeed in this course:

• Get organized. This course covers a lot of territory, touching on every aspect of business. Make sure you have a system in place to take notes and study for exams, and schedule enough time for required readings, assignments, and team projects.

• Focus on important themes and concepts. If you find yourself getting overwhelmed by the details of a topic, back up and revisit the introduction to that section. The accounting chapter, for example, presents a number of terms you might be unfamiliar with. If things get confusing, refresh your memory of the basic categories of assets versus liabilities and revenues versus costs.

• Relate what you’re learning to your own experience. As a consumer and an employee, you already know a lot about business, and one of the primary goals of this course is to help you leverage that knowledge by seeing business concepts from the other side—from the perspective of an owner or a manager. As you encounter each new concept, such as how companies set the prices of products, think about the question from both sides. In the case of pricing, for example, think about the value a product offers you as a consumer and about the costs that go into its production and distribution.

• Pay attention to business and economic news, and relate it to course content. Whenever you catch a bit of business or economic news, figure out how it relates to what you’re learning in the course. If you read about a store closing, for instance, think about the possible reasons, from broader shifts in the economy to specific issues that affected the company. As the store’s owner or manager, could you have done anything to prevent its closure?
• **Practice professional behavior.** A vital part of becoming a business professional is learning how to conduct yourself professionally. You’ll have opportunities throughout the course (and in every course) to demonstrate the qualities of professionalism that are described in Chapter 1.

• **Develop your business skills as you learn.** You don’t have to wait until you’re on the job to hone your business skills. At the end of each chapter, you’ll find an activity called *Growing as a Professional*. Use this activity to apply the concepts you studied in the chapter.

### GETTING THE MOST FROM YOUR TEXTBOOK

This book and its supporting media are designed to help you absorb and retain all the fundamental concepts of business.

- **Objective-driven structure.** Each chapter is divided into seven sections, each with its own learning objective and checkpoint. The first six sections focus on various fundamentals of business, and the seventh is a special section that explores the digital transformation that is reshaping virtually every aspect of business today. Each section functions as a self-contained “mini” chapter, so you can study it on its own, without getting overwhelmed by the entire chapter all at once.

- **Learning objectives.** The learning objectives at the beginning of the chapter give you an idea of what you’ll be studying. Each objective is tied to a major section heading, so it’s easy to navigate through the chapter to study specific sections.

- **Checkpoints.** The checkpoints are a major feature to help you confirm what you’ve learned. Read the *Summary* to get a quick rundown on the learning objective, then ponder the *Critical Thinking* and *It’s Your Business* questions to strengthen your understanding. If you need a quick refresher on any chapter, simply browse the checkpoints for a reminder of important concepts and key terms.

- **Behind the Scenes vignette and case study.** Each chapter opens with a brief story about a challenge or opportunity that a real-life professional or company faced. Read this short vignette to get a sense of the subject matter you’ll be exploring in the chapter. At the end of the chapter, you’ll see a more in-depth *Behind the Scenes* case study that describes how the person or firm applied the concepts you studied in the chapter.

- **Exhibits.** The many diagrams and illustrations throughout the book summarize essential information covered within each chapter. Particularly if you are a visual learner, use the exhibits to understand and confirm important concepts.

- **Key terms.** The book offers several ways to learn the most important terms in each chapter. Key terms are in bold type within the chapter, and you’ll see a definition beside each one in the margin. By scanning the margins in each chapter, you can get a quick refresher on these terms. The Key Terms list at the end of the chapter shows the page number where each term is defined and discussed, and the Glossary at the end of the book compiles all the key terms in alphabetical order.

- **Test Your Knowledge.** These 20 questions in each chapter help you review information, analyze implications, and apply concepts. The questions include ethical considerations and concept integration from other chapters.

- **Expand Your Knowledge.** *Discovering Career Opportunities* gives you the chance to learn about various career paths and business specialties. *Intelligent Business Technology* is a brief research challenge involving technologies that are in widespread use in business or on their way to being widely adopted. Knowing about these tools and systems can give you an advantage in job interviews.
• **Practice Your Skills.** Enlightened employers expect you to make ethical choices, and the *Resolving Ethical Dilemmas* activity gives you practice in every chapter. *Growing as a Professional* lets you apply chapter concepts now to develop important analysis skills you can use on the job. *Sharpening Your Communication Skills* lets you practice listening, writing, and speaking in a variety of real-life scenarios. *Building Your Team Skills* teaches important team skills, such as brainstorming, collaborative decision making, developing a consensus, debating, role playing, and resolving conflict. *Developing Your Research Skills* familiarizes you with a wide variety of business reference materials and offers practice in developing research skills.

• **Real-Time Updates.** This free online service connects you with hundreds of media items that supplement your textbook, including articles, interactive websites, infographics, videos, and presentations. Plus, you’ll see *Real-Time Updates Learn More* highlights throughout the book; these are linked to a special set of media items that expands on specific points in each chapter. Visit real-timeupdates.com/bia9 for more information.

• **MyLab Intro to Business.** If your instructor uses MyLab, see page xvi for more information.

### Finding Your Place in the World of Business

The field of business offers a rich and diverse range of opportunities, whether you’re a generalist or someone with specific technical or creative interests. Chapter 1 offers an overview of the primary functions within business, and most of the remaining chapters focus on specific functional areas. To help put all this in context, the following discussions identify what employers look for in new hires and help you find your ideal fit in the world of business.

#### UNDERSTANDING WHAT EMPLOYERS LOOK FOR IN NEW HIRES

An important first step in finding your ideal place in the business world is understanding why companies choose some applicants and reject others. Companies take risks with every hiring decision—the risk that the person hired won’t meet expectations and the risk that a better candidate slipped through their fingers. Many companies judge the success of their recruiting efforts by *quality of hire*, a measure of how closely new employees meet the company’s needs. Given this perspective, what steps can you take to present yourself as the low-risk, high-reward choice?

Of course, your perceived ability to perform the job is an essential part of your potential quality as a new hire. However, hiring managers consider more than just your ability to handle the job. They want to know if you’ll be reliable and motivated—if you’re somebody who “gets it” when it comes to being a professional in today’s workplace. Exhibit 1 lists the attributes companies list most frequently when looking for new employees. Chapter 1 discusses many of these attributes in more detail in the sections on professionalism (pages 18–21) and career skills (pages 25–26).

#### FINDING YOUR BEST FIT

Figuring out where and how you can thrive professionally is a lifelong quest. You don’t need to have all the answers now, and your answers will no doubt change in the coming years. However, start thinking about it now so that you can bring some focus to your job search. Organize your strategic planning with three questions: What do you want to do? What do you have to offer? How can you make yourself more valuable?
EXHIBIT 1 Attributes That Will Help You Stand Out in the Job Market

Employers judge their hiring efforts with a metric known as quality of hire. Develop these attributes, and you’ll stand out as a quality hire in any field.

<table>
<thead>
<tr>
<th>Core Business Skills</th>
<th>Personal Qualities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral and written communication</td>
<td>Committed to excellence; dissatisfied with mediocrity</td>
</tr>
<tr>
<td>Communication with diverse audiences</td>
<td>Dependable and accountable</td>
</tr>
<tr>
<td>Information technology skills</td>
<td>Committed to something greater than oneself</td>
</tr>
<tr>
<td>Data literacy</td>
<td>Confident but not brash</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Curious, driven to learn</td>
</tr>
<tr>
<td>Situation analysis and problem solving</td>
<td>Flexible, adaptable, and open to change</td>
</tr>
<tr>
<td>Time and resource management</td>
<td>Respectful and inclusive</td>
</tr>
<tr>
<td>Project management</td>
<td>Ethical; lives and works with integrity</td>
</tr>
<tr>
<td>Leadership</td>
<td>Positive, resilient, able to roll with the punches and recover from setbacks</td>
</tr>
<tr>
<td>Critical thinking</td>
<td>Sensitive to expectations of etiquette</td>
</tr>
<tr>
<td></td>
<td>Self-reliant</td>
</tr>
<tr>
<td></td>
<td>Proactive; taking initiative without waiting to be told</td>
</tr>
<tr>
<td></td>
<td>Ambitious and goal-oriented</td>
</tr>
</tbody>
</table>


What Do You Want to Do?

Economic necessities and the dynamics of the marketplace will influence much of what happens in your career, and you may not always have the opportunity to do the kind of work you would really like to do. Even if you can’t get the job you want right now, though, start your job search by examining your values and interests. Doing so will give you a better idea of where you want to be eventually, and you can use those insights to learn and grow your way toward that ideal situation. Consider these factors:

The day-to-day activities of different professions can vary widely. Do as much research as you can before you choose a career path to make sure it’s the right path for you.
• What would you like to do every day? Research occupations that interest you. Find out what people really do every day. Ask friends, relatives, alumni from your school, and contacts in your social networks. Read interviews with people in various professions to get a sense of what their careers are like.

• How would you like to work? Consider how much independence you want on the job, how much variety you like, and whether you prefer to work with products, systems, people, ideas, words, figures, or some combination thereof.

• How do your financial goals fit with your other priorities? For instance, many high-paying business jobs involve a lot of stress, sacrifices of time with family and friends, and frequent travel or relocation. If other factors, such as stability, location, lifestyle, or intriguing work, are more important to you, you may have to sacrifice some level of pay to achieve them.

• Have you established some general career goals? For example, do you want to pursue a career specialty such as finance or manufacturing, or do you want to gain experience in multiple areas with an eye toward general management or entrepreneurship?

• What sort of work culture are you most comfortable with? Would you be happy in a formal hierarchy with clear reporting relationships? Or do you prefer less structure? Do you prefer teamwork or individualism? Do you prefer a competitive environment or a more cooperative culture?

You might need some time in the workforce to figure out what you really want to do, but it’s never too early to start thinking about where you want to be. Filling out the assessment in Exhibit 2 can help you get a clearer picture of the nature of work you would like to pursue.
<table>
<thead>
<tr>
<th>Activity or Situation</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>No Preference</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. I want to start or buy a business someday.</td>
<td>_____________</td>
<td>_______</td>
<td>_______</td>
<td>_______</td>
</tr>
<tr>
<td>12. I want regular, predictable work hours.</td>
<td>_____________</td>
<td>_______</td>
<td>_______</td>
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</tr>
<tr>
<td>13. I want to work in a city location.</td>
<td>_____________</td>
<td>_______</td>
<td>_______</td>
<td>_______</td>
</tr>
<tr>
<td>14. I want to work in a small town or suburb.</td>
<td>_____________</td>
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<tr>
<td>15. I want to work in another country.</td>
<td>_____________</td>
<td>_______</td>
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</tr>
<tr>
<td>16. I want to work from home, even if I’m employed by someone else.</td>
<td>_____________</td>
<td>_______</td>
<td>_______</td>
<td>_______</td>
</tr>
<tr>
<td>17. I want to work in a highly dynamic profession or industry, even if it’s unstable at times.</td>
<td>_____________</td>
<td>_______</td>
<td>_______</td>
<td>_______</td>
</tr>
<tr>
<td>18. I want to have as much career stability as possible.</td>
<td>_____________</td>
<td>_______</td>
<td>_______</td>
<td>_______</td>
</tr>
<tr>
<td>19. I want to enjoy my work, even if that means making less money.</td>
<td>_____________</td>
<td>_______</td>
<td>_______</td>
<td>_______</td>
</tr>
<tr>
<td>20. I want to become a high-level corporate manager.</td>
<td>_____________</td>
<td>_______</td>
<td>_______</td>
<td>_______</td>
</tr>
</tbody>
</table>

What Do You Have to Offer?

Knowing what you want to do is one thing. Knowing what companies or clients are willing to pay you to do is another thing entirely. You may already have a good idea of what you can offer employers. If not, some brainstorming can help you identify your skills, interests, and characteristics. Start by listing achievements you’re proud of and experiences that were satisfying, and identify the skills that enabled those achievements. For example, leadership skills, speaking ability, and artistic talent may have helped you coordinate a successful class project. As you analyze your achievements, you may begin to recognize a pattern of skills. Which of these would be valuable to potential employers?

Next, look at your educational preparation, work experience, and extracurricular activities. What do your knowledge and experience qualify you to do? What have you learned from volunteer work or class projects that could benefit you on the job? Have you held any offices, won any awards or scholarships, or mastered a second language? What skills have you developed in nonbusiness situations that could transfer to a business position?

Take stock of your personal characteristics. Are you assertive, a born leader? Or are you more comfortable contributing under someone else’s leadership? Are you outgoing, articulate, and comfortable around people? Or do you prefer working alone? Make a list of what you believe are your four or five most important qualities. Ask a relative or friend to rate your traits as well.
If you’re having difficulty figuring out your interests, characteristics, or capabilities, consult your college career center. Many campuses administer a variety of tests that can help you identify interests, aptitudes, and personality traits. These tests won’t reveal your “perfect” job, but they’ll help you focus on the types of work best suited to your personality.

**How Can You Make Yourself More Valuable?**

While you’re figuring out what you want from a job and what you can offer an employer, you can take positive steps toward building your career. First, look for opportunities to develop skills, gain experience, and expand your professional network. This might involve internships, volunteer work, freelance projects, part-time jobs, or projects that you initiate on your own. You can look for freelance projects on Craigslist and numerous other websites; some of these jobs have only nominal pay, but they do provide an opportunity for you to display your skills. Also consider applying your talents to *crowdsourcing* projects, in which companies and not-for-profit organizations invite the public to contribute solutions to various challenges. Look for ways to expand your employment portfolio and establish your personal brand (see the following sections).

Second, learn more about the industry or industries in which you want to work, and stay on top of new developments. Join networks of professional colleagues and friends who can help you keep up with trends and events. Follow the leading voices in a profession on social media. Many professional societies have student chapters or offer students discounted memberships. Take courses and pursue other educational or life experiences that would be difficult while working full time.

**BUILDING YOUR NETWORK**

Networking is the process of making informal connections with mutually beneficial business contacts. Networking takes place wherever and whenever people talk: at industry functions, at social gatherings, at alumni reunions—and all over the internet, from LinkedIn to Twitter to Facebook. In addition to making connections through social media tools, you might get yourself noticed by company recruiters.

Networking is more essential than ever because the vast majority of job openings are never advertised to the public. To avoid the time and expense of sifting through thousands of applications and the risk of hiring complete strangers, many companies start by asking their employees for recommendations—and these referrals are one of the most important sources of new employees. The more people who know you, the better chance you have of being recommended for one of these hidden job openings.

**Creative Ways to Build Your Network**

Start building your network now. Your classmates could end up being some of your most valuable contacts, if not right away then possibly later in your career. Then branch out by identifying people with similar interests in your target professions, industries, and companies. Read news sites, blogs, and other online sources. Follow industry leaders on Twitter. You can also follow individual executives at your target companies to learn about their interests and concerns. Connect with people on LinkedIn and Facebook, particularly in groups dedicated to your career interests.

Participate in student business organizations, especially those with ties to professional organizations. Don’t overlook volunteering; you not only meet people but also demonstrate your ability to solve problems, manage projects, and lead others. You can do some good while creating a network for yourself.

**Keys to Being a Valued Networker**

Remember that networking is about people helping each other, not just about other people helping you. Pay close attention to networking etiquette:

- Be polite in every exchange. Not only is this the professional way to behave, but people are more inclined to help those who are positive and respectful.
- Don’t speak poorly of your current employer or any past employers. Doing so is off-putting to other people, and it harms your reputation.
• Respect other people’s time. Don’t inundate people with messages, questions, or requests for help.
• Stay away from politics and other volatile topics. Remember that you’re building a business network, not a circle of friends.
• Follow through on your promises. If you agree to make an introduction or provide information, make sure you do so.
• Follow up after meeting people. If you meet someone with shared interests, send a brief message within a day or two to solidify the connection you’ve made.

To become a valued network member, you need to be able to help others in some way. You may not have any influential contacts yet, but because you’re researching industries and trends as part of your own job search, you probably have valuable information you can share via your online and offline networks. Or you might simply be able to connect one person with another who can help. The more you network, the more valuable you become in your network—and the more valuable your network becomes to you.

Finally, be aware that your online network reflects on who you are in the eyes of potential employers, so exercise some judgment in making connections and giving recommendations on LinkedIn.

Developing Your Personal Brand

You have probably heard the advice to develop a “personal brand” but might not know how to proceed or might not be comfortable with the concept of “branding” yourself. This section offers five steps that can make the task easier and more authentic.

Note that the process outlined here isn’t about coming up with three or four words that are supposed to describe you, such as Visionary, Creator, Problem Solver, or things like that, as you may come across in some discussions of personal branding. This is a much more practical and comprehensive process that identifies the specific qualifications you can bring to the job, backs them up with solid evidence, and makes sure you are ready with a concise answer when an employer asks, “So, tell me about yourself.”

DON’T CALL IT PERSONAL BRANDING IF YOU DON’T CARE FOR THE TERM

Some people object to the term personal branding, with its associations of product marketing, the implied need to “get out there and promote yourself,” and perhaps the unseemly idea of reducing something as complex as yourself to an advertising slogan. If you are just starting your career, you might also wonder how to craft a meaningful brand when you don’t have any relevant work experience.

Moreover, although personal branding makes obvious sense for professional speakers, authors, consultants, entrepreneurs, and others who must promote themselves in the public marketplace, those who aspire to professional or managerial positions in a corporate structure may rightly wonder why they need to “brand” themselves at all.

However, the underlying concept of branding as a promise applies to everyone, no matter the career stage or trajectory. A brand is fundamentally a promise to deliver on a specific set of values. For everyone in business, that promise is critical, whether it extends to a million people in the online audience for a TED Talk or a half-dozen people inside a small company. And even if you never think about your personal brand, you are continuously creating and re-creating it by the way you conduct yourself as a professional. In other words, even if you reject the idea of personal branding, other people will form an opinion of you and your “brand” anyway, so you might as well take charge and help create the impression that you want others to have of you.

As an alternative to a personal brand, think of your professional promise. Frame it this way: When people hear your name, what do you want them to think about you and your professional attributes and qualifications?

WRITE THE “STORY OF YOU”

When it’s time to write or update your résumé, step back and think about where you’ve been in your life and your career and where you’d like to go. Helpful questions include Do
you like the path you're on, or is it time for a change? Are you focused on a particular field, or do you need some time to explore?

This is also a great planning tool for developing a personal brand. Outline your story in three sections:

- **Where I have been**—the experiences from my past that give me insight into where I would like to go in the future
- **Where I am now**—where I currently stand in terms of education and career, and what I know about myself (including knowledge and skills, personal attributes, and professional interests)
- **Where I want to be**—the career progress and experiences I want to have, areas I want to explore, and goals I want to achieve

Think in terms of an image or a theme you’d like to project. Am I *academically gifted? A daring innovator? A well-rounded professional with wide-ranging talents? A technical wizard? A dependable, “go-to” problem solver that people can count on? A “connector” who can bring people and resources together?*

Writing this story arc is a valuable planning exercise that helps you think about where you want to go in your career. In essence, you are clarifying who you are professionally and defining a future version of yourself—and these are the foundations of the personal brand or professional promise. Another important benefit is that it makes the personal branding effort authentic, because it is based on your individual interests and passions.

**CONSTRUCT YOUR BRAND PYRAMID**

With your professional story arc as a guide, the next step is to construct a *brand pyramid* that has all the relevant support points needed to build a personal brand message (see Exhibit 3).

Start by compiling a *private inventory* of skills, attributes, experience, and areas for improvement. This should be a positive but realistic assessment of what you have to offer now and a “to-grow” list of areas where you want to develop or improve. Obviously, this inventory isn’t for public consumption. As much as possible, provide evidence to back up each quality you list. If you are diligent and detail oriented, for instance, identify a time that you saved a project by methodically analyzing the situation to find a problem that others had overlooked. If you are a creative thinker, identify a time when you came up with an

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**EXHIBIT 3** Your Personal Brand Pyramid

Build your personal brand at three levels: a private inventory of your skills and assets, a public profile based on that inventory and how you want to present yourself to the world, and a headline that encapsulates what you can do for employers or clients.
unusual new idea at work. Employers want to know how you can apply your skills, attributes, and experience; the more evidence you can provide, the better.

Next, select the appropriate materials from your inventory to develop a public profile that highlights the qualities you want to promote. As “Put Your Promise to Work” explains, this profile can take on a variety of forms for different communication platforms.

Finally, distill your professional promise down to a single, brief headline, also known as a tagline or elevator pitch. The headline should be a statement of compelling value, not a generic job title. Instead of “I’m a social media specialist,” you might say, “I help small companies get the same reach on social media as giant corporations.”

Of course, many students won’t have the relevant job experience to say something like this, and your personal brand might be more an expression of potential. Even if you have no relevant professional experience, you still have personal attributes and educational qualifications that are the foundations of your brand. The key is to make sure it’s realistic and suggests a logical connection between the present and the future. Someone pursuing an MBA in finance can reasonably claim to have a strong toolset for financial analysis, but someone with no corporate work experience can’t claim to be a bold, high-impact executive.

Here’s a good example: “I am a data science major ready to make numbers come alive through leading-edge techniques in deep learning, data mining, and visualization.”

Note that both your public profile and your headline should use relevant keywords from target job descriptions.

REDUCE OR ELIMINATE FACTORS THAT COULD DAMAGE YOUR BRAND

Every brand, no matter how popular and powerful, can be damaged by negative perceptions or performance issues. After identifying all the positives, do an objective analysis of areas that could undermine your career building efforts. For example, someone who tends to overpromise and underdeliver is going to develop a reputation for unreliability that could outweigh whatever positive qualities he or she can bring to the job. Other concerns might be related to specific skills that you need to develop in order to progress toward your career goals.

Be constantly mindful of the “multimedia you” that the world sees—your online presence, your personal appearance, your conduct in business and social settings, the way you sound on the phone, your mannerisms, your vocabulary, and anything else that shapes your reputation. Careers can be derailed by a single misjudged social media post, so always be putting the best “you” on display.

PUT YOUR PROMISE TO WORK

Now it’s time to put the branding message to work. Your public profile could be expressed in a variety of ways—as a conventional résumé, the summary section on LinkedIn, an infographic résumé, or the introductory section of a personal webpage or e-portfolio.

The headline can be adapted and used in multiple ways as well, including in the headline field on LinkedIn, the qualifications summary on your résumé, and your Twitter profile, and as a ready answer to the common interview question “So, tell me about yourself.”

Naturally, your brand message should be consistent across all the platforms and conversations where it used. For instance, an employer reviewing your résumé is likely to visit your LinkedIn profile as well, so it’s important that the messages match. If you complete your branding pyramid first, it’ll be easy to adapt it to a variety of different purposes while keeping your message consistent.
As you progress through your career, bear in mind that all this planning and communication is of no value if you fail to deliver on your brand promise. Remember that branding is only a promise—it’s your performance that ultimately counts. When you deliver quality results time after time, your talents and professionalism will speak for you.

Lastly, your branding pyramid should be a “living document” that is updated whenever you acquire new skills or job experiences or want to move in a different direction. In addition, periodically revisiting it can be a good way to recapture the passion that initially launched you on your career path.

**Crafting Your Résumé, LinkedIn Profile, and Employment Portfolio**

Now that you have a clear idea of where you’d like to go in your career and what you have to offer, you’re ready to craft three communication vehicles that will take you there: your résumé, your LinkedIn profile, and your employment portfolio.

**WRITING AN EFFECTIVE RÉSUMÉ**

Although you will create many messages during your career search, your résumé will be the most important document in this process. You will be able to use it directly in many instances, adapt it to a variety of uses such as an e-portfolio, and reuse pieces of it in social networking profiles and online application forms. Even if you apply to a company that doesn’t request résumés, the process of developing your résumé will prepare you for interviewing and preemployment testing.

Developing a résumé is one of those projects that really benefits from multiple sessions spread out over several days or weeks. You are trying to summarize a complex subject (yourself!) and present a compelling story to strangers in a brief document.

Planning an effective résumé starts with understanding its true function—as a brief, persuasive business message intended to stimulate an employer’s interest in meeting you and learning more about you. In other words, the purpose of a résumé is not to get you a job but rather to get you an interview.3

**Organizing Your Résumé Around Your Strengths**

Although a résumé can be organized in a number of ways, most are some variation of chronological organization, functional organization, or a combination of the two. The right choice depends on your background and your goals:

- In a *chronological résumé*, the work experience section dominates and is placed immediately after your contact information and introductory statement. The chronological approach is the most common way to organize a résumé, and many employers prefer this format because it presents your professional history in a clear, easy-to-follow arrangement.4

- A *functional résumé*, sometimes called a skills résumé, emphasizes your skills and capabilities, identifying employers and academic experience in subordinate sections. This arrangement stresses individual areas of competence rather than job history, and it can help you deemphasize periods of unemployment career stagnation. However, you should be aware that because the functional résumé can obscure your work history, some employment professionals are suspicious of it.5

- A *combination résumé* meshes the skills focus of the functional format with the job history focus of the chronological format. The chief advantage of this format is that it allows you to highlight your capabilities and education when you don’t have a long or steady employment history, without raising concerns that you might be hiding something about your past.

Exhibits 4 through 6 on the following pages show how a job applicant adapted the combination format to work in three job-search scenarios, each of which you might face in your career as well.
Exhibit 4  Crafting Your Résumé, Scenario 1: Positioning Yourself for an Ideal Opportunity

Even in an ideal job-search scenario, where your academic and professional experiences and interests closely match the parameters of the job opening, you still need to adapt your résumé content carefully to “echo” the specific language of the job description.

<table>
<thead>
<tr>
<th>Emma Gomes</th>
</tr>
</thead>
</table>
| **Name:** Emma Gomes  
| **Phone:** (847) 555-2153  
| **Email:** emma.gomes@ulistsystem.net  
| **Address:** 860 North 8th Street, Terre Haute, IN 47809  
| **Permanent Address:** 995 Church Street, Barrington, IL 60010 |

**Summary of Qualifications**
- In-depth academic preparation in marketing analysis techniques
- Intermediate skills with a variety of analytical tools, including Microsoft Excel and Google Analytics
- Front-line experience with consumers and business owners
- Multiple research and communication projects involving the business applications of social media

**Education**
- B.S. in Marketing (Marketing Management Track), Indiana State University, Terre Haute, IN, anticipated graduation: May 2014
- Program coursework
  - 45 credits of core business courses, including Business Information Tools, Business Statistics, Principles of Accounting, and Business Finance
  - 27 credits of marketing and marketing management courses, including Buyer Behavior, Marketing Research, Product and Pricing Strategy, and seminars in e-commerce and social media
- Special projects
  - "Handcrafting a Global Marketplace: The Ery Phenomenon," in-depth analysis of how Ery transformed the market for handmade craft items by bringing e-commerce capabilities to individual craftsmen
  - "Hybrid Communication Platforms for Small Businesses," team service project for five small businesses in Terre Haute, recommending best practices for combining traditional and social-media methods of customer engagement and providing a customized measurement spreadsheet for each company

**Work and Volunteer Experience**
- **Independent math tutor, 2009-present.** Assist students with a variety of math courses at the elementary, junior high, and high school level; all clients have achieved combined test and homework score improvements of at least one full letter grade, with an average improvement of 38 percent
- **Volunteer, LeafSpring Food Bank, Terre Haute, IN (weekends during college terms, 2012–present).** Stock food and supply pantries; prepare emergency baskets for new clients; assist director with public relations activities, including website updates and social media news releases.
- **Customer care agent, Owings Ford, Barrington, IL (summers, 2011–2013).** Assisted the service and sales managers of this locally owned car dealership with a variety of customer-service tasks; scheduled service appointments; designed and implemented improvements to service-center waiting room to increase guest comfort; counseled dealership owners to begin using Twitter and Facebook to interact with current and potential customers.

**Professional Engagement**
- Collegiate member, American Marketing Association; helped establish the AMA Collegiate Chapter at Indiana State
- Participated in AMA International Collegiate Case Competition, 2011-2012

**Awards**
- Dean’s List: 2012, 2013
- Forward Youth award, Barrington Chamber of Commerce, 2010

Notice how Gomes adapts her résumé to “mirror” the keywords and phrases from the job posting:
- Offers concrete evidence of teamwork (rather than just calling herself a “team player,” for example)
- Emphasizes research skills and experience in multiple instances
- Calls out Microsoft Excel, as well as Google Analytics, a key online tool for measuring activity on websites
- Emphasizes in-depth analysis of how a company transformed the market for handmade craft items by bringing e-commerce capabilities to individual craftsmen
- Suggests the ability to plan and carry out projects, even if she doesn’t have formal project management experience
- Indicates some experience working in a supportive or collaborative role with technical experts and sales specialists (the content of the work doesn’t translate to the new job, but the concept does)
- Displays her B.S. degree prominently
- Demonstrates a desire to learn and to expand her skills
- Tracking the progress of her tutoring clients is strong evidence of a detail-oriented worker—not to mention someone who cares about results and the quality of her work
- Lists business-oriented experience with Facebook, Twitter, and other social media

**The Scenario**
You are about to graduate and have found a job opening that is in your chosen field. You don’t have any experience in this field, but the courses you’ve taken in pursuit of your degree have given you a solid academic foundation for this position.

**The Opportunity**
The job opening is for an associate market analyst with Living Social, the rapidly growing advertising and social commerce service that describes itself as “the online source for discovering valuable local experiences.” (A market analyst researches markets to find potentially profitable business opportunities.)

**The Communication Challenge**
You don’t have directly relevant experience as a market analyst, and you might be competing against people who do. Your education is your strongest selling point, so you need to show how your course work relates to the position.

Don’t let your lack of experience hold you back; the job posting mentions that it’s an entry-level position. For example, the first bullet point in the job description says “Become an expert in market data . . .,” and the required skills and experience section says that “Up to 2 years of experience with similar research and analysis is preferred.” The important clues here are “become” (the company doesn’t expect you to be an expert already) and “preferred” (experience would be great if you have it, but it’s not required).

**Keywords and Key Phrases**
You study the job posting and highlight the following elements:
1. Working in a team environment
2. Research, including identifying trendy new businesses
3. Analyzing data using Microsoft Excel
4. Managing projects
5. Collaborating with technical experts and sales staff
6. Creating new tools to help maximize revenue and minimize risks
7. Bachelor’s degree is required
8. Natural curiosity and desire to learn
9. Detail oriented
10. Hands-on experience with social media

Gomes includes phone and email contacts, along with a blog that features academic-oriented writing.

Her education is a much stronger selling point than her work experience, so she goes into some detail—carefully selecting course names and project descriptions to echo the language of the job description.

She adjusts the descriptions and accomplishments of each role to highlight the aspects of her work and volunteer experience that are relevant to the position.

The final sections highlight activities and awards that reflect her interest in marketing and her desire to improve her skills.
If you can’t find an ideal job opening, you’ll need to adjust your plans and adapt your résumé to the openings that are available. Look for opportunities that meet your near-term financial needs while giving you the chance to expand your skill set so that you’ll be even more prepared when an ideal opportunity does come along.7

EXHIBIT 5
Crafting Your Résumé, Scenario 2: Positioning Yourself for Available Opportunities

Emma Gomes
(847) 555–2153
emma.gomes@mailsystem.net
emmarumes.blogspot.com

Address:
860 North 8th Street, Terre Haute, IN 47809

Permanent Address:
993 Church Street, Barrington, IL 60010

Summary of Qualifications
• Front-line customer service experience with consumers and business owners
• Strong business sense based on work experience and academic preparation
• Intermediate skills with a variety of software tools, including Microsoft Excel and Google Analytics
• Record of quality work in both business and academic settings

Education
B.S. in Marketing (Marketing Management Track), Indiana State University, Terre Haute, IN; expected graduation May 2014

Program coursework
• 45 credits of core business courses, including Business Information Tools, Business Statistics, Principles of Accounting, and Business Finance
• 27 credits of marketing and marketing management courses, including Marketing Fundamentals, Buyer Behavior, Marketing Research, Retail Strategies and seminars in e-commerce and social media

Special projects
• “Handcrafting a Global Marketplace: The Etsy Phenomenon,” in-depth analysis of how the Etsy e-commerce platform helps craftpeople and artisans become more successful merchants
• “Hybrid Communication Platforms for Small Businesses,” team service project for five small businesses in Terre Haute, recommending best practices for combining traditional and social–media methods of customer engagement and providing a customized measurement spreadsheet for each company

Work and Volunteer Experience
• Independent math tutor, 2009–present. Assist students with a variety of math courses at the elementary, junior high, and high school level; all clients have achieved combined test and homework score improvements of at least one full letter grade, with an average improvement of 58 percent
• Volunteer, LeafSpring Food Bank, Terre Haute, IN (weekends during college terms, 2012–present). Stock food and supply pantries; prepare emergency baskets for new clients; assist director with public relations activities, including website updates and social media news releases
• Customer care agent, Owings Ford, Barrington, IL (summers, 2011–2013). Assisted the service and sales managers of this locally owned car dealership with a variety of customer-service tasks, scheduled service appointments, designed and implemented improvements to service-center waiting room to increase guest comfort, convinced dealership owners to begin using Twitter and Facebook to interact with current and potential customers

Professional Engagement
• Collegiate member, American Marketing Association; helped establish the AMA Collegiate Chapter at Indiana State
• Participated in AMA International Collegiate Case Competition, 2011–2012

Awards
• Dean’s List: 2012, 2013
• Forward Youth award, Barrington Chamber of Commerce, 2010

Notice how Gomes adapts her résumé to “mirror” the keywords and phrases from the job posting:

1. Suggests strong awareness of the needs of various businesses
2. Examples of experience with written business communication; she can demonstrate oral communication skills during phone, video, or in-person interviews
3. Results-oriented approach to tutoring business suggests high degree of professionalism, as do the two awards
4. The ability to work successfully as an independent tutor while attending high school and college is strong evidence of self-motivation and good time management
5. Indicates ability to understand problems and design solutions
6. Suggests the ability to work with a variety of software tools
7. Demonstrates a desire to learn and to expand her skills
8. Highlights customer service experience
9. Offers concrete evidence of teamwork (rather than just calling herself a “team player,” for example)
10. Tracking the progress of her tutoring clients is strong evidence of someone who cares about results and the quality of her work; Dean’s List awards also suggest quality of work; record of working while attending high school and college suggests strong productivity
When you have a few years of experience under your belt, your résumé strategy should shift to emphasize work history and accomplishments. Here is how Emma Gomes might reshape her résumé if she had held the two jobs described in Exhibits 3 and 4 and is now ready for a bigger challenge.8

EXHIBIT 6  Crafting Your Résumé, Scenario 3: Positioning Yourself for More Responsibility

When you have a few years of experience under your belt, your résumé strategy should shift to emphasize work history and accomplishments. Here is how Emma Gomes might reshape her résumé if she had held the two jobs described in Exhibits 3 and 4 and is now ready for a bigger challenge.8

Gomes stays with a summary of qualifications as her opening statement but gives it a new title to reflect her experience and to focus on her career path as a market analyst.

Work experience is now her key selling point, so she shifts to a conventional chronological résumé that puts employment ahead of education. She also removes the part-time jobs she had during high school and college.

She updates the Education section with a listing for the MBA program she has started (selecting points of emphasis relevant to the job opening) and reduces the amount of detail about her undergraduate degree.

She updates the Professional Engagement and Awards section with timely and relevant information.

Notice how Gomes adapts her résumé to "mirror" the keywords and phrases from the job posting:

1. Highlights her experience in market and business analysis and her continuing education in this area
2. Mentions skill at coordinating cross-functional projects
3. Lists experiences that relate to the collection and analysis of retail data
4. Emphasizes the work she has done with fashion-related retailing and retailing in general
5. Identifies experience and education that relates to quantitative and qualitative analysis (this point overlaps #1 and #3 to a degree)
6. Mentions project management experience
7. Lists areas that suggest effective communication skills
8. Lists education, with emphasis on coursework that relates most directly to the job posting
9. Mentions work experience and educational background related to these topics

Includes these programs in the list of software tools she uses

The Scenario
Moving forward from Exhibits 3 and 4, let’s assume you have worked in both those positions, first for two years as a seller support associate at Amazon and then for almost three years as an associate market analyst at LivingSocial. You believe you are now ready for a bigger challenge, and the question is how to adapt your résumé for a higher-level position now that you have some experience in your chosen field. (Some of the details from the earlier résumés have been modified to accommodate this example.)

The Opportunity
The job opening is for a senior strategy analyst for Nordstrom. The position is similar in concept to the position at LivingSocial, but at a higher level and with more responsibility.

The Communication Challenge
This job is an important step up, a senior strategy analyst is expected to conduct in-depth financial analysis of business opportunities and make recommendations regarding strategy changes, merchandising partnerships with other companies, and important decisions.

You worked with a wide variety of retailers in your Amazon and Living Social jobs, including a number of fashion retailers, but you haven’t worked directly in fashion retailing yourself.

Bottom line: You can bring a good set of skills to this position, but your financial analysis skills and retailing insights might not be readily apparent, so you’ll need to play those up.

Keywords and Key Phrases
You study the job posting and highlight the following elements:

1. Provide research and analysis to guide major business strategy decisions
2. Communicate across business units and departments within Nordstrom
3. Familiar with retail analytics
4. Knowledge of fashion retailing
5. Qualitative and quantitative analysis
6. Project management
7. Strong communication skills
8. Bachelor’s required; MBA preferred
9. Advanced skills in financial and statistical modeling
10. Proficient in PowerPoint and Excel

Prologue  xxxvii
Composing Your Résumé

Write your résumé using a simple and direct style. Use short, crisp phrases instead of whole sentences, and focus on what your reader needs to know. Avoid using the word I, which can sound both self-involved and repetitious by the time you outline all your skills and accomplishments. Instead, start your phrases with strong action verbs such as created, managed, and transformed. Whenever you can, quantify the results with carefully selected evidence that confirms your abilities, such as “Led the department in customer acquisition three years in a row.”

Most résumés are now subjected to keyword searches in an applicant tracking system (ATS), in which a recruiter searches for résumés most likely to match the requirements of a particular job. Résumés that don’t closely match the requirements may never be seen by a human reader, so it is essential to use the words and phrases that a recruiter is most likely to search for. Identifying these keywords requires some research, but you can uncover many of them while you are researching various industries and companies. In particular, study job descriptions carefully.

The following sections offer brief tips on composing each section of your résumé.

Name and Contact Information

Your name and contact information constitute the heading of your résumé; include the following:

- Name
- Address (both permanent and temporary, if you’re likely to move during the job-search process)
- Email address (something simple and professional, such as deborahwhite@gmail.com)
- Phone number(s)
- The URL of your LinkedIn profile

Introductory Statement

You have three options for a brief introductory statement that follows your name and contact information:9

- Career objective. A career objective identifies either a specific job you want to land or a general career track you would like to pursue. Some experts advise against including a career objective because it can categorize you too narrowly, and it is essentially about fulfilling your desires, not about meeting the employer’s needs. However, if you have little or no work experience in your target profession, a career objective might be your best option. If you do opt for an objective, word it in a way that relates your aspirations to employer needs.

- Qualifications summary. A qualifications summary offers a brief view of your key qualifications. The goal is to let a reader know within a few seconds what you can deliver. You can title this section generically as “Qualifications Summary” or “Summary of Qualifications,” or, if you have one dominant qualification, you can use that as the title. Consider using a qualifications summary if you have one or more important qualifications but don’t yet have a long career history. Also, if you haven’t been working long but your college education has given you a dominant professional “theme,” such as multimedia design or statistical analysis, you can craft a qualifications summary that highlights your educational preparedness.

- Career summary. A career summary offers a brief recap of your career with the goal of presenting increasing levels of responsibility and performance (see Exhibit 6 on the previous page for an example). A career summary is particularly good for people who have demonstrated the ability to take on increasing levels of responsibility in their chosen field and who want to continue in that field.

Whichever option you choose, make sure it includes the most essential keywords you identified in your research—and adapt these words and phrases to each job opportunity as needed.
Education

If you are early in your career, education is probably your strongest selling point. Present your educational background in depth, choosing facts that support your professional theme. Under the heading “Education,” list the name and location of each school you have attended, the month and year of your graduation (say “anticipated graduation: _____” if you haven’t graduated yet), your major and minor fields of study, significant skills and abilities you’ve developed in your coursework, and the degrees or certificates you’ve earned. List courses that are most relevant to each job opening, and indicate any scholarships, awards, or academic honors you’ve received.

Work Experience, Skills, and Accomplishments

Like the education section, the work experience section should focus on your overall theme in a way that shows how your past can contribute to an employer’s future. Use keywords to call attention to the skills you’ve developed on the job and to your ability to handle responsibility. Emphasize what you accomplished in each position, not just the generic responsibilities of the job.

List your jobs in reverse chronological order, starting with the most recent. Include military service and any internships and part-time or temporary jobs related to your career objective. Include the name and location of the employer, and if readers are unlikely to recognize the organization, briefly describe what it does. When you want to keep the name of your current employer confidential, you can identify the firm by industry only (“a large video game developer”). If an organization’s name or location has changed since you worked there, state the current name and location and include the old information preceded by “formerly . . .” Before or after each job listing, state your job title and give the years you worked in the job; use the phrase “to present” to denote current employment. Indicate whether a job was part-time.

Activities and Achievements

You can use this optional section to highlight activities and achievements outside of a work or educational context—but only if they make you a more attractive job candidate. For example, traveling, studying, or working abroad and fluency in multiple languages could weigh in your favor with employers that do business internationally.

Because many employers are involved in their local communities, they tend to look positively on applicants who are active and concerned members of their communities as well. Consider including community service activities that suggest leadership, teamwork, communication skills, technical aptitude, or other valuable attributes.

Personal Data

In most cases, your résumé should not include any personal data beyond the information described in the previous sections. When applying to U.S. companies, never include any of the following: physical characteristics, age, gender, marital status, sexual orientation, religious or political affiliations, race, national origin, salary history, reasons for leaving jobs, names of previous supervisors, names of references, Social Security number, or student ID number. Expectations differ in other countries, so research the job application process in specific countries if you need more information.

References

For professional and managerial positions, nearly all employers ask for and check references, so you need to be prepared with a list of people who are willing to speak on your behalf. (The availability of references is assumed, so you don’t need to put “References available upon request” at the end of your résumé.)

Plan to gather three types of references as you begin your job search:

- Professional references are people who have had the opportunity to evaluate the knowledge and skills that you can bring to the jobs you are applying for. Professors and instructors, supervisors, colleagues, and even customers are all good candidates to approach for serving as professional references.
• Some employers may ask for personal references, people who are willing to vouch for your character. Good candidates here include people outside your family who have interacted with you in meaningful ways, including coaches, volunteer coordinators, and religious leaders. As appropriate, you may also ask any of your professional references to serve as personal references.

• To complete your LinkedIn profile, you will also need LinkedIn recommendations (see the next page).

Producing Your Résumé

Leave yourself plenty of time to finalize your résumé by revising it for clarity and conciseness, producing it in one or more formats, and proofreading it carefully. Your résumé is one of the most important documents you will ever write, and it must reflect a high level of care and quality. Recruiters and hiring managers want to find key pieces of information about you, including your top skills, your current job, and your education, in a matter of seconds. Don’t make them work to find or decode this information. Weed out minor details until your résumé is tight, clear, and focused. Above all else, your résumé must be easy to read and easy for recruiters to skim quickly.12

You’ll find a wide range of résumé designs in use today, from text-only documents that follow a conventional layout to full-color infographics with unique designs. Don’t choose a style just because it seems trendy, flashy, or different. For example, you can find some eye-catching infographic résumés online, but many of those are created by graphic designers applying for visually oriented jobs in advertising, fashion, web design, and other areas in which graphic design skills are a must. In other words, the intended audience expects an applicant to have design skills, and the résumé is a good opportunity to demonstrate those. In contrast, a colorful, graphically intense résumé might just look odd to recruiters in finance, engineering, or other professions—and it’s almost guaranteed to get rejected by an ATS. You can certainly supplement your conventional résumé with an infographic, a video, or other media elements, but don’t submit one of these in place of a résumé.

The sample résumés in Exhibits 4 through 6 use a classic, conservative design that will serve you well for most business opportunities. Notice how they feature simplicity, an easy-to-read layout, effective use of white space, and clear typefaces. Recruiters can pick out the key pieces of information in a matter of seconds.

Writing Application Letters

Whenever you email a résumé to a recruiter or other contact in a company, use the body of your email message as an application letter, also known as a cover letter. (Even though this message is often not a printed letter anymore, many professionals still refer to it as a letter.) Note that not all recruiters take the time to read application letters, particularly at companies that receive a high volume of applications.13 However, if you are emailing someone directly, it’s good practice to include one anyway. It might catch the recruiter’s eye, and the hiring manager who eventually gets your résumé may be interested in reading it.14 (Some online application systems allow you to upload an application message, but many don’t, so when you apply online, you might not have the opportunity to include an application letter.)

An application letter has three goals: to introduce your résumé, to persuade an employer to read it, and to request an interview. Recognize that this message is a great opportunity, too. You can communicate in a more personal and conversational way than you can with your résumé, you can show that you understand what an employer is looking for, and you can demonstrate your writing skills. Another key opportunity here involves soft skills such as interpersonal communication, which are difficult to quantify in a meaningful way on your résumé. In the letter, you can briefly describe a situation in which you used these skills to reach a measurable business result, for example, which is more compelling than simply listing skills.15

If the name of an individual manager is at all findable, address your letter to that person rather than to something generic such as “Dear Hiring Manager.” Search LinkedIn,
the company’s website, industry directories, Twitter, and anything else you can think of to locate an appropriate name. Ask the people in your network if they know a name. If another applicant finds a name and you don’t, you’re at a disadvantage.

Remember that your reader’s in-box is probably overflowing with résumés and application letters, and respect his or her time. Avoid gimmicks, and don’t repeat information that already appears in your résumé. Keep your letter straightforward, fact based, short, upbeat, and professional.

DEVELOPING A COMPELLING LINKEDIN PROFILE

LinkedIn (www.linkedin.com) is the most important website to incorporate in your job search. Employment recruiters search LinkedIn for candidates far more than any other social network, and companies doing background checks on you are almost certain to look for your LinkedIn profile.16

You can think of LinkedIn as a “socially networked multimedia résumé.” An effective LinkedIn profile includes all the information from your conventional résumé, plus some additional features that help you present yourself in a compelling way to potential employers. Here are nine tips for building an effective profile:17

1. **Photo.** Add a photo that says “professional” without being overly formal. You don’t need to hire a professional photographer, but the photo needs to be clear and lit well enough so that your face isn’t in shadow. Stand against a visually “quiet” background that won’t distract viewers, dress appropriately for the jobs you are pursuing, and remember to smile.

2. **Headline.** Write a headline that expresses who you are or aspire to be as a professional, such as “Data science major ready to make data come alive through leading-edge techniques in data mining, visualization, and AI.” Include keywords that target employers are likely to be searching for. As with other text fields on LinkedIn, you have a limited number of characters to work with here, so focus on your most valuable attributes. Erica Baker, for instance, establishes herself as a technically astute, creative problem solver with her LinkedIn headline: “I like to slay big problems and puzzles. My weapons of choice are logic, data, curiosity, and code.”18

3. **Summary.** Write a summary that captures where you are and where you are going. Imagine that you are talking to a hiring manager in a personal and conversational tone, telling the story of where you’ve been and where you would like to go—but expressed in terms of meeting an employer’s business needs. Highlight your job experience, education, skills, accomplishments, target industry, and career direction. Unlike the introductory statement on your conventional résumé, which you can fine-tune for every job opportunity, your LinkedIn summary offers a more general picture of who you are as a professional. Be sure to work in as many of the keywords from your research as you can, while keeping the style natural. Employers can use a variety of search tools to find candidates, and they’ll look for these keywords.

4. **Experience.** Fill out the experience section using the material from your conventional résumé. Make sure the details of your employment match your résumé, as employers are likely to cross-check. However, you can expand beyond those basics, including linking to photos and videos of work-related accomplishments.

5. **Recommendations.** Ask for recommendations from people you know on LinkedIn. You may have a limited number of connections as you start out, but as your network expands you’ll have more people to ask. A great way to get recommendations is to give them to the people in your network.

6. **Featured skills.** List your top skills and areas of expertise. As you expand your network, endorse the skills of people you know; many users will endorse your skills in return.

7. **Education.** Make sure your educational listing is complete and matches the information on your conventional résumé.

8. **Accomplishments.** LinkedIn offers a variety of categories that let you highlight academic achievements, special projects, publications, professional certifications, important coursework, honors, patents, and more. If you don’t have an extensive work
history, use this section to feature academic projects and other accomplishments that demonstrate your skills.

9. **Volunteer experience and causes.** Add volunteering activities and charitable organizations that you support.

For the most current instructions on performing these tasks, visit the LinkedIn Help center at [www.linkedin.com/help/linkedin](http://www.linkedin.com/help/linkedin). Remember that the more robust you make your profile, the better your chances are of catching the eye of company recruiters.

**BUILDING AN EMPLOYMENT PORTFOLIO**

Employers want proof that you have the skills to succeed on the job, which can be challenging if you don’t have a lot of relevant work experience in your target field. Fortunately, you can use your college classes, volunteer work, and other activities to assemble compelling proof by creating an *employment portfolio*, a collection of projects that demonstrate your skills and knowledge.

Your portfolio is likely to be a multimedia effort, with physical work samples (such as reports, proposals, or marketing materials), digital documents, web content, blog posts, photographs, video clips, and other items. As appropriate, you can include these items in your LinkedIn profile, bring them to interviews, and have them ready whenever an employer, client, or networking contact asks for samples of your work.

You have a variety of options for hosting a portfolio online. Your LinkedIn profile can function as your portfolio home, your college may offer portfolio hosting, or you might consider one of the many commercial portfolio hosting services. To see a selection of student e-portfolios from colleges around the United States, go to [real-timeupdates.com/bia9](http://real-timeupdates.com/bia9), select Student Assignments, and locate the link to student e-portfolios.

Your portfolio is also a great resource for writing your résumé, because it reminds you of all the great work you’ve done over the years. Moreover, you can continue to refine and expand your portfolio throughout your career; many independent professionals use portfolios to advertise their services.

As you assemble your portfolio, collect anything that shows your ability to perform, whether it’s in school, on the job, or in other venues. However, you must check with employers before including any items that you created while you were an employee and also check with clients before including any work products (anything you wrote, designed, programmed, and so on) they purchased from you. Many business documents contain confidential information that companies don’t want distributed to outside audiences.

For each item you add to your portfolio, write a brief description that helps other people understand the meaning and significance of the project. Include such details as these:

- **Background.** Why did you undertake this project? Was it a school project, a work assignment, or something you did on your own initiative?
- **Project objectives.** Explain the project’s goals, if relevant.
- **Collaborators.** If you worked with others, be sure to mention that and discuss team dynamics, if appropriate. For instance, if you led the team or worked with others long distance as part of a virtual team, point that out.
- **Constraints.** Sometimes the most impressive thing about a project is the time or budget constraints under which it was created. If such constraints apply to a project, consider mentioning them in a way that doesn’t sound like an excuse for poor quality. If you had only one week to create a website, for example, you might say that “One of the intriguing challenges of this project was the deadline; I had only one week to design, compose, test, and publish this material.”
- **Outcomes.** If the project’s goals were measurable, what was the result? For example, if you wrote a letter soliciting donations for a charitable cause, how much money did you raise?
- **Learning experience.** If appropriate, describe what you learned during the course of the project.
Assume that potential employers will find your e-portfolio site, even if you don’t tell them about it, so don’t include anything that doesn’t represent you at your professional best.

### Interviewing with Potential Employers

An employment interview is a meeting during which you and a potential employer ask questions and exchange information. The employer’s objective is to find the best talent to fill available job openings, and your objective is to find the right match for your goals and capabilities.

The interview process can vary from company to company, but most firms interview candidates in stages as they narrow down the list of possibilities. The process usually starts with a screening stage designed to filter out applicants who lack the desired qualifications or who might not be willing to accept the salary range or other parameters of the position. Study the job description carefully, and be ready to respond to questions about the major qualifications of the position, using key points from your résumé. Bear in mind that you’re not going to win the job at this point; your goal is to make it past the filter and on to the next stage. Note that in some cases you may be required to pass an assessment before you are allowed to begin the application process, so be prepared to do some online testing.\(^1\)

Candidates who make it past screening are invited to more in-depth interviews in the selection stage that help the company select the person who is most likely to succeed in the position. Employers take various approaches to the selection stage, but a typical next step is a telephone interview with the hiring manager. The manager will want to dig a little deeper into your qualifications and start to determine your fit with the company’s culture. This conversation also gives you the opportunity to see whether you can build rapport with your future boss. During these interviews, show keen interest in the job, relate your skills and experience to the organization’s needs, listen attentively, and ask questions that show you’ve done your research. The most promising applicants are usually invited to visit the company for in-person interviews with a variety of staff and managers.

Be prepared to encounter a variety of interviewing approaches, often within the same interview or set of interviews. These approaches can be distinguished by the way they are structured, the number of people involved, and the purpose of specific questions.

- **In a structured interview**, the interviewer (or an app or online system) asks a set series of questions in a fixed order. By asking every candidate the same set of questions, the structured format helps ensure fair interviews and makes it easier for an employer to compare and rank candidates.\(^2\) In contrast, an unstructured interview doesn’t follow a predetermined sequence. It is likely to feel more conversational and personal, as the interviewer adapts the line of questioning based on your answers. Even though it may feel like a conversation, remember that it’s still an interview, so keep your answers focused and professional.

- Interviews can also vary by the number of people involved. Most of your interviews are likely to be one-on-one conversations, but you may encounter a panel interview, where you answer questions from two or more interviewers in the same session. In a group interview, one or more interviewers meet with several candidates simultaneously. These sessions can involve group discussions and problem-solving activities. In addition to being an efficient way to interview a number of candidates, group interviews allow employers to see how individuals function in a group or team setting.\(^2\)

- Effective interviewers use a variety of question types to elicit specific types of answers. **Behavioral interview questions**, such as “Tell me about a time you had to deal with a teammate who refused to do his or her share of the work,” require you to
Prepare for your next interview using these Pinterest pins

The Pinterest pinboard maintained by St. Edward’s University offers dozens of helpful resources. Go to real-timeupdates.com/bia9 and select Learn More in the Students section.

REAL-TIME UPDATES
Learn More by Visiting This Website

Succeeding in Your First Job

Your first job sets the stage for your career and gives you an opportunity to explore how you want to position yourself for the long term. If you are already working or are changing careers, you can combine these skills with the professional perspective you already have to take your career to a new level.

If the first job you land isn’t quite as exciting as you’d hoped for, don’t make the mistake of treating it as an “entry-level” position that is beneath your talents. Instead, view it as an opportunity to learn new skills, expand your business acumen, and demonstrate your professionalism. Remember that most people can succeed in jobs that are easy or fun, but it takes a real pro to succeed when things are difficult or uninspiring.

As you progress along your career path, the time and energy you have invested in this and other business courses will continue to yield benefits year after year. As you tackle each new challenge, influential company leaders—the people who decide how quickly you’ll get promoted and how much you’ll earn—will be paying close attention to how well you communicate and collaborate. They will observe your interactions with colleagues, customers, and business partners to see how you treat people and take advantage of opportunities to learn. They’ll take note of how well you can collect data, find the essential ideas buried under mountains of information, and convey those points to other people. They’ll observe your ability to adapt to different audiences and circumstances. They’ll be watching when you encounter tough situations that require careful attention to ethics and etiquette. The good news: Every insight you gain and every skill you develop in this course will help you shine in your career.
Endnotes


7. Job description keywords and key phrases quoted or adapted in part from “Seller Support Associate” job opening posted on Amazon website, accessed 12 July 2012, us-amazon.icims.com/jobs.


