

American Careers

BUSINESS



EXPLORE CAREER CLUSTERS

FIND A GREAT CAREER



Food scientist
Environmental engineer
Landscape



City manager
Parks director
Regional planner



Attorney
Police officer
Paralegal



Contractor
Electrician
Architect



Physical therapist
Medical assistant
Pediatrician



Machinist
Production engineer
Automated process technician



Video producer
Graphic artist
Telecommunications technician



Lodging manager
Chef
Entertainment facility director



Buyer
Customer service representative
Real estate broker



Accountant
Administrative assistant
Manager



Social worker
Employment counselor
Childcare worker



Chemical engineer
Medical researcher
Biologist



Teacher
Corporate trainer
Librarian/media specialist



Software engineer
Network administrator
Web site developer



Automotive technician
Pilot
Logistics manager



Insurance agent
Financial planner
Tax examiner

While this publication features careers in Business Management & Administration, there are other career clusters to explore as well. To find out more about career clusters, go to <http://www.careerclusters.org>.

SECOND EDITION

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ACKNOWLEDGEMENTS

We gratefully acknowledge the contributions of the following individuals for their assistance with *American Careers Business*: Lysa Allman-Baldwin, Sandra Moran, Carol Patton, Dan Rafter, Joan Rhine, Mark Rowh, Ed.D., Lyn Sirota

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THINKING ABOUT A CAREER IN BUSINESS?

Businesses rely on the knowledge, skills and talents of young leaders to help them succeed and grow. Whether they're multinational conglomerates or national, regional or local companies, many of them were created by entrepreneurs. And all of these companies offer many benefits in addition to income, insurance and paid vacations.

Because businesses operate in every sector of the economy – from agriculture to transportation – you can live and work anywhere you choose. And jobs are available in settings that meet the interests and needs of most individuals, from hectic headquarters buildings, to huge developments under construction, to government and nonprofit agencies, to bustling retail establishments and warehouses, to small, quiet offices.

A variety of businesses, both large and small, include travel as part of the job – to sales meetings, grand openings and national or international events. In fact, you may want to create your own business to provide services or products at home or abroad.

A world of opportunity awaits if you understand the needs of business and have developed the knowledge and skills to respond to business challenges. And challenges abound.

The environment in which companies conduct business is constantly changing. The economy, competition, industry trends, government regulations,

new technology, customer wants and needs – all affect business operations.

To handle today's business demands, employers look for people skilled in accounting and financial analysis, administration, information technology, human resources, management, marketing and other business-related specialties. They also look for individuals with a combination of people skills, thinking skills and personal qualities needed to help the business succeed. And entrepreneurial businesses, particularly the small start-ups, require all of those skills of the founders themselves.

Want to Be an Entrepreneur?

Entrepreneurs are people who see an opportunity, create a new business, assume risks, manage the business and profit from it. Four in 10 young people ages 8-21 have started or would like to start a business, according to a Harris Interactive YouthPulse poll for the Kauffman Foundation.

The foundation, in its *Kauffman Index of Entrepreneurial Activity*, also reported that 2009 might be remembered as the year business startups reached their highest level in 14 years – even exceeding the number of startups during the peak 1999-2000 technology boom.



Consider a Business Pathway

If you think you have what it takes to make things happen in business, it will pay you to explore occupations and entrepreneurial opportunities in these Business Management & Administration career cluster pathways:

- General Management
- Business Information Management
- Human Resources Management
- Operations Management
- Administrative Support

Inside this publication, you'll discover that each of these pathways provides many good opportunities for those who have needed education, experience and skills. And if you want to start your business career right away, you'll find entry-level jobs that require less than four years of college.

Typically, however, the more you learn, the more you'll earn. So it will pay you to start taking advantage of business-related programs like these:

- High school career-technical education programs
- One- and two-year certificates from community college or technical education programs
- Community college associate degree programs and
- Bachelor's and master's degrees at colleges and universities

Think About It

Do you like to plan projects, organize them and get others to join in the fun? A career in business could be for you.

Wise Words
 "To succeed, you will soon learn, as I did, the importance of a solid foundation in the basics of education – literacy, both verbal and numerical, and communication skills."
 – Alan Greenspan, former chairman of the Federal Reserve

Still interested? Review the knowledge and skills needed for business. Also think about becoming an entrepreneur. To explore further, work with your school counselor, teachers and family members to create your personal business plan.

In each section of this publication, you'll find stories of men and women who became entrepreneurs. If you're thinking about entrepreneurship, you'll find that their struggles and successes will provide needed insights.

Knowledge and Skills Needed in Business

Mastery of the following career cluster knowledge and skills can lead to business success:

- Strong academic foundations
- Good communications skills
- Problem-solving and critical-thinking skills
- Ability to use information technology applications and other technology related to one's job
- Knowledge of how one's job fits into bigger systems
- Safety, health and environmental knowledge related to one's occupation and business field
- Leadership and teamwork skills
- Ethics and legal responsibilities related to one's job and to customers and clients
- Employability and career development skills needed to succeed and advance in a career
- Technical skills related to one's career



Career Quiz

EXPLORE BUSINESS INTERESTS

P sychologist John Holland studied the problem of making career choices. He concluded that people are drawn to certain career interests according to their personality types. He identified six general types and designed a national career guidance exam to help people make the right choices.

Our checklist is adapted from Holland's work which, he points out, grew out of his own career crisis.

"I was baffled about my future for so long that I got interested in how people decide their careers."

To help you size up your career interests, follow these three steps:

MAKE AN INVENTORY OF YOUR INTERESTS.

Not everybody falls into just one type, Holland explains. You may have the character traits and interests of two or even three personality types.

But chances are you belong to one general type more than the other five.

After all, there are certain activities you'd rather do than anything else, right? When you discover a pattern to your interests, you end up with a focus for your career future.

ADD UP YOUR SCORES.

You'll see a pattern that will help you to evaluate your career-related personality type.

EVALUATE YOURSELF.

When you have determined the one or two types that seem to best represent you, turn to pages 6 and 7, and study the career information related to your top two personality types. You'll find some specific fields that suggest what you may want to be when you're an adult, after you have had the education and training that will prepare you to succeed.



MAKE AN INVENTORY OF YOUR INTERESTS.

Check the activities or career fields that interest you, whether you know much about them or not.

- | | |
|---|---|
| 1. Work on a farm or help save a rainforest <input type="checkbox"/> | 25. Work outside in a national park <input type="checkbox"/> |
| 2. Solve complicated math problems <input type="checkbox"/> | 26. Research a law case <input type="checkbox"/> |
| 3. Act in a movie or play <input type="checkbox"/> | 27. Play a musical instrument <input type="checkbox"/> |
| 4. Study social groups in society <input type="checkbox"/> | 28. Work with babies or children <input type="checkbox"/> |
| 5. Interview strangers for the TV news <input type="checkbox"/> | 29. Run for class office <input type="checkbox"/> |
| 6. Learn about and study the economy <input type="checkbox"/> | 30. Work after school to save money <input type="checkbox"/> |
| 7. Study "how-to" mechanics manuals <input type="checkbox"/> | 31. Set up a sound system <input type="checkbox"/> |
| 8. Perform science lab experiments <input type="checkbox"/> | 32. Read science fiction <input type="checkbox"/> |
| 9. Manage an art gallery <input type="checkbox"/> | 33. Write a short story, play or novel <input type="checkbox"/> |
| 10. Conduct a religious service <input type="checkbox"/> | 34. Entertain at a party <input type="checkbox"/> |
| 11. Bargain at a flea market <input type="checkbox"/> | 35. Work in a politician's office <input type="checkbox"/> |
| 12. Write up graphs or charts with statistics <input type="checkbox"/> | 36. Enter documents into computers <input type="checkbox"/> |
| 13. Build cabinets or furniture <input type="checkbox"/> | 37. Build a jet aircraft model <input type="checkbox"/> |
| 14. Study nature outdoors or trace the effects of pollution on the environment <input type="checkbox"/> | 38. Use an electron microscope or high-tech medical instrument <input type="checkbox"/> |
| 15. Write a movie screenplay <input type="checkbox"/> | 39. Design a new line of clothes <input type="checkbox"/> |
| 16. Lead a club or scout troop <input type="checkbox"/> | 40. Read and discuss literature <input type="checkbox"/> |
| 17. Buy merchandise for a store <input type="checkbox"/> | 41. Debate political and social issues on TV <input type="checkbox"/> |
| 18. Work nine to five in a corporate office <input type="checkbox"/> | 42. Keep accurate records of a business <input type="checkbox"/> |
| 19. Operate heavy machines <input type="checkbox"/> | 43. Repair a car engine <input type="checkbox"/> |
| 20. Play chess <input type="checkbox"/> | 44. Identify constellations of stars <input type="checkbox"/> |
| 21. Work on an art or a music magazine <input type="checkbox"/> | 45. Take pottery classes <input type="checkbox"/> |
| 22. Get involved in a charity or community organization <input type="checkbox"/> | 46. Work with senior citizens <input type="checkbox"/> |
| 23. Do fast-paced, high-pressure sales work <input type="checkbox"/> | 47. Sell products on commission <input type="checkbox"/> |
| 24. Design computer games and programs <input type="checkbox"/> | 48. Set up a budget for running a large company or government agency <input type="checkbox"/> |

ADD UP YOUR SCORES.

Below, circle the numbers you checked. Count the number of circles in each line. Then put that total number of circles in the blank space at the end of each line.

PERSONALITY TYPES										TOTAL
a. REALISTIC	1	7	13	19	25	31	37	43		
b. INVESTIGATIVE	2	8	14	20	26	32	38	44		
c. ARTISTIC	3	9	15	21	27	33	39	45		
d. SOCIAL	4	10	16	22	28	34	40	46		
e. ENTERPRISING	5	11	17	23	29	35	41	47		
f. CONVENTIONAL	6	12	18	24	30	36	42	48		

EVALUATE YOURSELF.

In what two personality types did you score the highest? Write their names in the blank spaces below.

How can knowing your personality type lead you to a satisfying career future? Read on ...

a. Realistic

If you love working with your hands, chances are you're a "realist." You like to build and fix things. Using tools comes naturally. You may prefer solving concrete rather than abstract problems. Many realists grow up to have "hands-on" business careers.

General Management

- Chief executive officer
- Company president
- Entrepreneur/business owner
- Government agency director

Business Information Management

- Budget analyst
- Information systems manager
- Management analyst

Human Resources Management

- Employer relations representative
- Human resources manager
- Personnel recruiter

Operations Management

- Assistant store manager
- Construction manager
- Fulfillment manager
- Product manager
- Sales manager

Administrative Support

- Administrative assistant
- Computer network technician
- Customer support specialist
- Executive assistant

b. Investigative

Investigators are observant and curious. They have a feel for gathering and figuring out information. Many love science, math or history. They may prefer to work more on their own than with others. Does that sound like you? Perhaps you'd like one of the following careers.

General Management

- Acquisitions manager
- Chief financial officer
- Chief operating officer

Business Information Management

- Auditor
- Billing supervisor
- Computer and information systems manager
- Computer security specialist
- Contract administrator
- Financial manager
- Purchasing agent

Human Resources Management

- Human resources specialist
- Human resources recruiter

Operations Management

- Operations research analyst
- Requirements specialist
- Logistics analyst
- Wholesale and retail buyer

Administrative Support

- Administrative assistant
- Paralegal/legal assistant/legal secretary

c. Artistic

Artists are creative, imaginative and like to express themselves. They may work with words and pictures or music and dance. They also may work with materials and machines that produce artistic products. The following business careers may be a way to use your artistic talents.

General Management

- Archivist
- Art gallery owner
- Museum curator
- Fashion merchandising director
- Public relations director
- Sales and marketing vice president

Business Information Management

- Information systems manager
- Project manager
- Web administrator/developer

Human Resources Management

- Agent/business manager of artists, performers and athletes
- Training and development manager

Operations Management

- Broadcast producer
- Creative director
- Editor in chief
- Interactive media coordinator
- Marketing director
- Merchandising manager
- Museum collections manager
- Publisher
- Sales promotion manager
- Trade show manager
- Visual merchandise manager

Administrative Support

- Audio and video equipment technician
- Desktop publisher
- Production assistant
- Public relations specialist, assistant

FIND A BUSINESS CAREER THAT RESPONDS TO YOUR MANY INTERESTS

Did you have similar scores in more than one personality category? You've just discovered something about you. Like many people, you have more than one interest and more than one facet to your personality. Many business careers appeal to people like you. That's why you see some of them repeated in more than one column. That's also why it's a good idea to think about how you can combine careers to create your special opportunity.

d. Social

Social people are expert communicators. They work well in groups and interact well with all kinds of people. Do you see yourself working with the public or on a sales or management team? Can you imagine helping customers understand new products? A career on this list may be right for you.

General Management

Association executive director
Financial development director
Health care center/hospital executive director
Nonprofit agency program director
Salon manager/owner

Business Information Management

Accounting supervisor
Claims examiner
Information technology director
Investment planner
Librarian
Property manager

Human Resources Management

Affirmative action coordinator
Conciliator/mediator/arbitrator
Corporate training coordinator
Employment interviewer
Human resources manager
Industrial relations director
Labor relations specialist
Training and development manager

Operations Management

Client relationship manager
Convention manager
Field representative
Marketing information specialist
Product manager
Regional sales manager
Resident care supervisor
Retail store/department manager
Sales promotion specialist
Security director

Administrative Support

Administrative assistant
Computer support specialist
Customer service representative
Help desk technician
Receptionist

e. Enterprising

Do you have strong leadership qualities? Are you a creative problem solver? Can you organize and prioritize? Are you competitive, a risk taker? Can you persuade others to see things your way? Enterprisers have the social skills of helpers and the hands-on skills of realists. If all of that describes you, you may want to try one of these enterprising careers.

General Management

Chief executive officer
Company president
E-commerce entrepreneur/chief executive officer
Entrepreneur/business owner
Franchise operator
Merger and acquisitions manager
Nonprofit agency founder/executive director

Business Information Management

Certified public accountant
Computer systems analyst
Controller
Financial manager

Human Resources Management

Compensation and benefits manager
Employment law attorney, consultant
Human resources analyst
Human resources information system specialist

Operations Management

Business development manager
E-merchandising manager
Marketing analyst
Marketing communications director
Marketing manager
Merchandising manager/supervisor
Logistics manager/coordinator
Operations analyst
Purchasing manager
Retail store manager
Route salesperson
Sales manager
Wholesale and retail buyer

Administrative Support

Administrative assistant
Computer support specialist
E-merchandising specialist
Sales engineer

f. Conventional

Conventional people have great focusing skills. They're detailed and can analyze facts and numbers. They're observant and able to evaluate what they perceive. The business world offers many career opportunities for detailers.

General Management

Acquisitions manager
Business owner/entrepreneur
Environmental health and safety manager
Facilities manager
General manager
Industrial production manager

Business Information Management

Accountant
Actuary
Auditor
Budget analyst
Business intelligence analyst
Chief technology officer
Computer systems analyst
Computer security specialist
Insurance appraiser
Tax accountant

Human Resources Management

Occupational analyst
OSHA/ADA compliance officer

Operations Management

Business analyst
Computer network security analyst
Computer systems analyst
E-merchandising manager
Fulfillment manager
Inventory manager
Logistics manager/coordinator
Marketing research director
Operations research analyst
Warehouse manager

Administrative Support

Administrative assistant
Accounts payable/accounts receivable/payroll supervisor
Data entry specialist
Medical secretary
Paralegal/legal assistant/legal secretary
Shipping and receiving assistant

Career Chart

RESEARCH BUSINESS INFORMATION



Wherever your career interests lie, it is important to know how much jobs pay. On the next page, you'll see a list of typical jobs found along Business Management & Administration career cluster pathways. You'll also see information on education needed to get these jobs and the income you can expect after a few years of experience.

However, there are other things to consider when exploring careers:

- Employment prospects vary by locality. Do you want to stay in your area? What's available to you there?
- How much competition will you face? How will this affect your chances for employment? What can you do to increase your chances?
- Some careers require workers to pass a state or national examination and take continuing education courses to maintain certification or licensure. Are you willing to do this to stay in the field?

You can read more about these and other business careers in the 2010-11 *Occupational Outlook Handbook* (<http://www.bls.gov/oco>) and O*Net Online (<http://online.onetcenter.org>). They're the sources for the information you see.

Abbreviations: *A* = two-year associate degree; *B* = four-year bachelor's degree; *cert.* = certificate; *CTE* = career technical education; *exp.* = experience; *hr.* = hour; *HS* = high school diploma; *M* = master's degree; *OJT* = on-the-job training; *pref.* = preferred.

Business Data	Education Needed	Median Income
General Management		
Chief executives	B, M pref., exp.	\$ 160,720
City managers/chief administrative officers	M, exp.	94,992
Education administrators	M, exp.	83,880
General and operations managers	B, M pref., exp.	91,570
Medical and health services managers	M, exp.	80,240
Business Information Management		
Accountants and auditors	B, cert.	59,430
Analysts, including:		
- Budget	B, M pref.	65,320
- Computer systems	B, M	75,500
- Management	B, M pref.	73,570
- Operations research	B, M pref.	69,000
Financial managers	B, M pref.	99,330
Human Resources Management		
Compensation and benefits managers	B, exp.	86,500
Compensation, benefits and job analysis specialists	B	53,860
Employment, recruitment and placement specialists	B	45,470
Human resources managers	B, M pref., exp.	96,130
Training and development managers	B, exp.	87,700
Training and development specialists	B	51,450
Operations Management		
First-line supervisors, managers of		
- Nonretail sales workers	B, A, CTE, OJT, exp.	68,100
- Retail sales workers	A pref., CTE, OJT, exp.	35,310
- Transportation and material moving workers, hand	HS, some college	43,000
Managers, including:		
- Administrative services	exp., CTE, A, B	73,520
- Computer and information systems	B, M pref.	112,210
- Industrial production	B pref.	83,290
- Lodging	B, exp.	45,800
- Property, real estate and community association	B, M, OJT, exp.	46,130
- Purchasing	B	89,160
- Sales	B, M pref.	97,260
Urban and regional planners	M	59,810
Administrative Support		
Bookkeeping, accounting and auditing clerks	OJT, CTE, A	32,510
Computer support specialists	OJT, CTE, cert., A	43,450
Customer service representatives	HS, A, B	14.36/hr.
Executive secretaries and administrative assistants	FT, CTE, A, B	40,030
Medical transcriptionists	CTE, A, certification exam	15.41/hr.
Office and administrative support supervisors and managers	Some college, A, B pref.	45,790

MANAGEMENT

What you need to know to make it to the top

Do you aspire to be a top manager? Or do you want to start your own business? Either way, you're among friends.

Is management your goal? You're not alone. Seventy-seven percent of female middle managers and 82 percent of male middle managers aspire to senior management positions, according to a 2008 survey by Hudson, a global staff recruitment and talent management firm.

In fact, a lot of people currently hold high-level management positions. According to the Bureau of Labor Statistics, top executives held about 2.1 million jobs in 2008. More than 1.7 million of them were general and operations managers, and more than 400,000 were chief executives. However, there's keen competition for these high-paying jobs.

General and operations managers earned median annual wages of \$91,570 in 2008. Chief executives earned \$73,990-145,600. Typically, pay varies due to length of service, level of management responsibility and the type, size and location of the company.

Education also is important if you're pursuing a top job. Office managers, for example, may be promoted to the position based on past performance. However, other administrative services managers in the areas of audiovisual, graphics and other technical activities may need postsecondary technical school training or an associate degree. Managers of highly complex services, such as information technology, engineering, health care or other specialties, generally need at least a bachelor's degree and experience in business and in the company's specialty field.

Expertise and business savvy also are required of entrepreneurs, including Bill Gates and Oprah Winfrey, whom you hear about almost every day. The same is true for other successful entrepreneurs as well, including Melissa Minchala, Joe France and others whose stories appear in this publication or who work in your local community.

So if you really want to make it to the top, start now to choose the education and experiences you need to succeed.

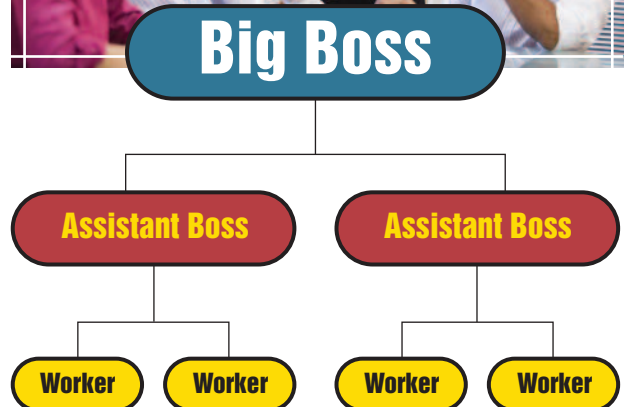
How Do Companies Work?

Companies organize leadership and staffing patterns to get jobs done. So if you're interested in pursuing a top job, it's wise to examine a few organizational charts. You can find some on the Internet, or request some from family, friends or local businesses.

Observe the job titles, their positions on the chart and who reports to whom. Think about why the jobs were created and about how and why the chart might change over time.

Do you have a job or know someone who works in a small business? Create an organizational chart based on what you know about the business. How would you change the staffing pattern to help the business work more efficiently and effectively?

Now imagine yourself as an entrepreneur. Create an organizational chart to provide an at-a-glance look at how your company might work. You'll be ready to include it in a business plan. And you can use it to help future employees understand their place in your business.



What It Takes to Be a Top Executive

The Bureau of Labor Statistics says that chief executives determine and formulate policies and provide the overall direction of companies or organizations. They also plan, direct or coordinate operational activities at the highest level of management with the help of subordinate executives and staff managers.

Are you interested in a job like that? Check to see how many of the following characteristics you share with top executives:

- Ability to analyze large amounts of information and data quickly
- Ability to communicate clearly and persuasively
- Ability to evaluate the relationships among numerous factors
- Decisiveness
- Determination
- Flexibility
- Highly developed personal qualities
- Leadership
- Motivation
- Self-confidence
- Sound business judgment

For more information about top executives, go to <http://www.bls.gov/oco/ocos012.htm>.

It's a Fact!
Entrepreneur Fred DeLuca founded Subway when he was only 17. Why? He needed money to go to college. Read more at <http://encyclopedia.jrank.org/articles/pages/6179/DeLuca-Fred>.



Corporate Questions

What's a public company? What's a private company? What's the difference between a sole proprietorship, a partnership and the two types of corporations? Learn more at:

- <http://www.investopedia.com/ask/answers/162.asp>
- <http://www.sba.gov/smallbusinessplanner/start/choosestructure/index.html>
- <http://www.irs.gov/businesses/small/article/0,,id=98359,00.html>

Business Talk

Every career field has its own special words. Here are some management-related words:

Acquisition	Chief executive officer	Glass ceiling	Schedule
Administrator	Compensation	Incentive	Spreadsheet
Analyst	Coordinator	Investment	Stakeholders
Assess	Department director	President	Strategy
Board of directors	Downsize	Productivity	Subsidiary
Change agent	Entrepreneur	Presentation	Vice president
Channel	Franchise	Representative	

BUILDING BRIDGES

A beautiful new bridge spans the Mississippi River as it threads its way through the city of Minneapolis, Minnesota. Built in record time with the help of Linda Figg, the new bridge opened September 18, 2009, replacing a bridge that collapsed during an evening rush hour.

Figg is both a civil engineer and the president and chief executive officer (CEO) of FIGG Engineering Group, a national company founded by her father that specializes in bridges. She's also director of bridge art. However, she didn't start at the top. She joined the company after graduating from college and worked in several different departments to learn the business.

As a profession, civil engineers design and supervise the construction of everything from roads, buildings and airports, to tunnels, dams, and water supply and sewage systems.

"I knew I wanted to be an engineer when I was in high school," Figg said. "Math and science were the classes I enjoyed the most because they challenged me. It wasn't obvious to me at the time, but now it is easy to see that my analytical, visual and spatial skills just naturally attracted me to want to 'make' things."

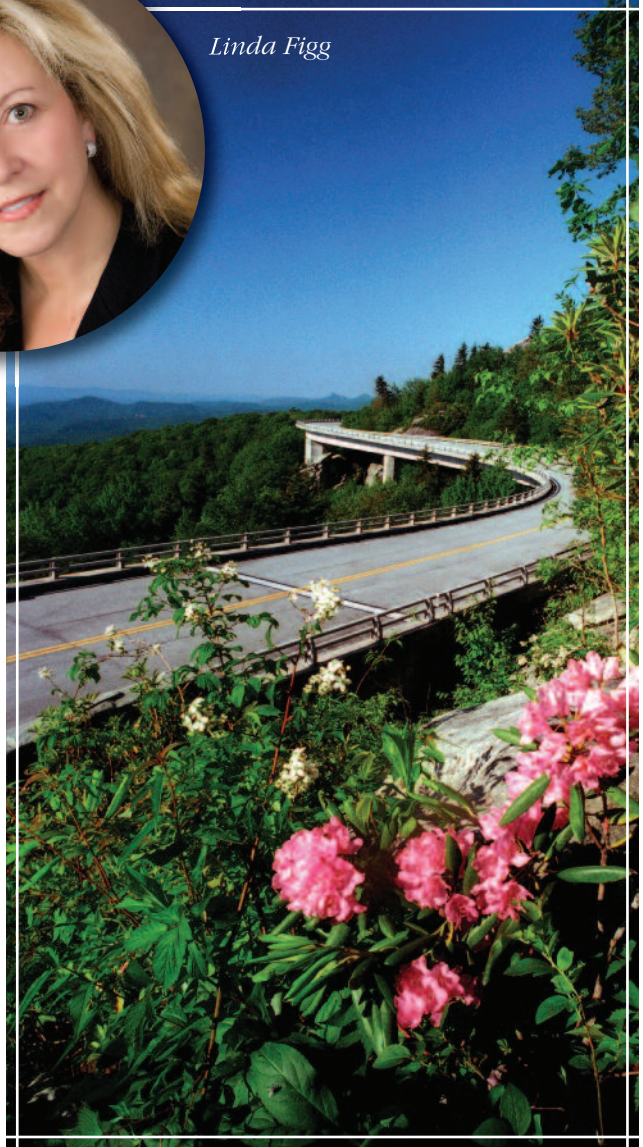
As the head of a firm with headquarters in Tallahassee, Florida, and five regional offices, Figg works each day to successfully juggle the duties of civil engineering with those of running a successful company that has won more than 300 awards for state-of-the-art engineering and artistry.

"Some days I am meeting with customers, along with other FIGG team members, to share bridge design concepts," she said. "Other days I am working with our team in community meetings to get input on how the community would like to have the bridge look ..."

"When designing a bridge, I work with all kinds of people – from engineers of all levels, to CADD designers, graphic artists on renderings, model makers, marketing people, website designers and accounting people. We all work together to ensure that we are providing our customers with the bridge they want – efficiently, within budget and with the aesthetics they want." – *Sandra Moran*



Linda Figg



Blue Ridge Parkway Viaduct around Grandfather Mountain

Award-Winning Bridges

Only five bridges have been recognized with a Presidential Design Award through the National Endowment for the Arts. Three of them were designed by FIGG Engineering Group, according to an October 2008 *Structure* magazine article. Those bridges include the:

- Blue Ridge Parkway Viaduct around Grandfather Mountain in North Carolina
- I-275 Bob Graham Sunshine Skyway Bridge in Florida
- Natchez Trace Parkway Arches in Tennessee

MANUFACTURING WINDOWS

Windows offer more than a view, and Mark Wherry, vice-president of manufacturing for Simonton Windows, considers it his job to manufacture windows that clearly meet all their potential.

“Every single day, with every window and door we make at Simonton Windows, we know how we are doing. It’s like getting a report card every single day.”

While interest in high-efficiency replacement windows is on the rise, it’s still a very seasonal industry, with windows generally purchased during good weather seasons. This presents a challenge that Wherry’s group must consider each day in developing and prioritizing a plan in an environment with highly variable demand. Part of his job is to help Simonton manage a year-long operation that makes custom windows while taking into account weather conditions, economics, geography and the overall calendar.

Wherry works from the corporate headquarters in Parkersburg, West Virginia, but is responsible for four window assembly plants and a vinyl extrusion facility. He works with managerial team members, plant floor supervisors and individual employees on the manufacturing front line.

Wherry’s experience includes various levels of manufacturing engineering and plant supervision.



Mark Wherry

He started at Simonton 12 years ago as a general manager reporting to the director of manufacturing at the Ritchie County, West Virginia, facilities. At the smaller manufacturing plant, he had to wear many hats, which he found a terrific background for gaining experience. In particular, he’s worked in operations related to human resources, purchasing/inventory, traffic and logistics, maintenance and engineering as well as production and employee relations.

Wherry’s education is in chemical engineering, but he said engineering-type math is not essential to operations management. But solid business math is. Also important are skills in oral and written communication. And critical-thinking skills allow him to see relationships and patterns in data and identify what data are important.

Wherry uses fundamental desktop computer programs daily and recommends a solid knowledge of Excel and PowerPoint. He says these are helpful as the business world “speaks” in these systems.

“Manufacturing new construction and replacement windows specifically offers opportunities to support ‘green’ solutions, is technically challenging and more complex than most might think,” Wherry said.

So, if you like having almost immediate feedback, being involved with large teams and seeing materials transformed into products that help people and save energy, take a look at a career in manufacturing management. – *Joan Rhine*



Think About It
Linda Figg and Mark Wherry didn’t start at the top. What did they have to do before achieving high-level leadership positions in their companies?



CONSIDER ENTREPRENEURSHIP



From architects to electricians, to restaurateurs, to Google cofounders Larry Page and Sergey Brin, thousands of people have become entrepreneurs. So if you're interested in being your own boss, consider this:

"Small business ownership isn't for everyone," says Jania Bailey, president and chief operating officer at FranNet. "But, for the right type of person, in the right circumstances, owning a business can bring financial and personal rewards."

Based on Bailey's "Entrepreneur's Checklist," the following considerations can help you discover if you might want to become an entrepreneur:

- Think about the the advantages and disadvantages of starting a business. Do the positive things you expect to gain from business ownership outweigh the disadvantages? Make lists of both, and compare the results.
- Assess your determination. Are you willing to put in the hours needed to get your business started? Are you willing to invest more in your business than your lifestyle? Is your family willing to support you?
- List your business strengths and weaknesses. Do you have the skills, experience and qualifications

to handle your own marketing, finance, planning and management tasks? Are you willing and able to learn the skills that you don't have, or will you need to hire others to handle those tasks?

William E. Jennings reported the results of a study that identified personal qualities important to success as an entrepreneur in his book, *Entrepreneurship: A Primer for Canadians*. Do the following qualities apply to you? To what extent?

- Perseverance
- The desire and willingness to take initiative
- Competitiveness
- Self-reliance
- A strong need to achieve
- Self-confidence
- Good physical health

Does small business ownership seem right for you? Look for more information online, including the URLs you see on page 17. Then start now to plan experiences and the future education you will need to succeed.

Wise Words

"Hold fast to dreams, for if dreams die, life is a broken-winged bird that cannot fly."

– Langston Hughes, American writer

INFORMATION TECHNOLOGY – IT’S HER BUSINESS

Although today she’s recognized as one of New Jersey’s premiere information technology gurus, Melissa Minchala’s career beginnings were far from glamorous.

The oldest of four children born to educated, successful first-generation Hispanic Americans, Minchala was instilled with a strong work ethic and knew that if she wanted a career, she would need to create it. So she applied and was accepted at Brooklyn Technical High School. Once graduated, she went to work as a receptionist to save money for her postsecondary education. And it was here, unexpectedly, that her actual “career” began.

The company for which Minchala worked was using an expensive new computer program called Excel. Minchala taught herself not only to use it, but she also figured out how the program actually worked. And her career in computers was born. Minchala enrolled in technology school and became certified as a Microsoft Certified Systems Engineer (MCSE).

Today, after many years of working for other organizations and consulting, Minchala and her husband own and operate DataVelocity, a company that helps small businesses with their information technology needs. She believes they created their



Melissa Minchala

company at the right time because often small businesses don’t need a full-time position dedicated to keeping their technology system running.

In addition to helping run the company, Minchala works alongside her staff of five. So when asked to describe an average day, she had to make it clear that she has two very different job descriptions.

“Being a business owner is very different from working as a tech,” she explained.

“When I was working as a tech in the corporate world, I would generally get in at 9 a.m. and not get out until 1 or 2 in the morning ... You’re always on call if you’re a tech. You always have a cell, and someone is sending you a message – or the system is sending you updates.

As a business owner and a technician, Minchala does a lot of infrastructure planning and some system implementation, working with telecommunications people, professionals who handle the wiring of the system and Web designers. She also networks, making contacts, prospecting for new clients and handling the marketing of the company.

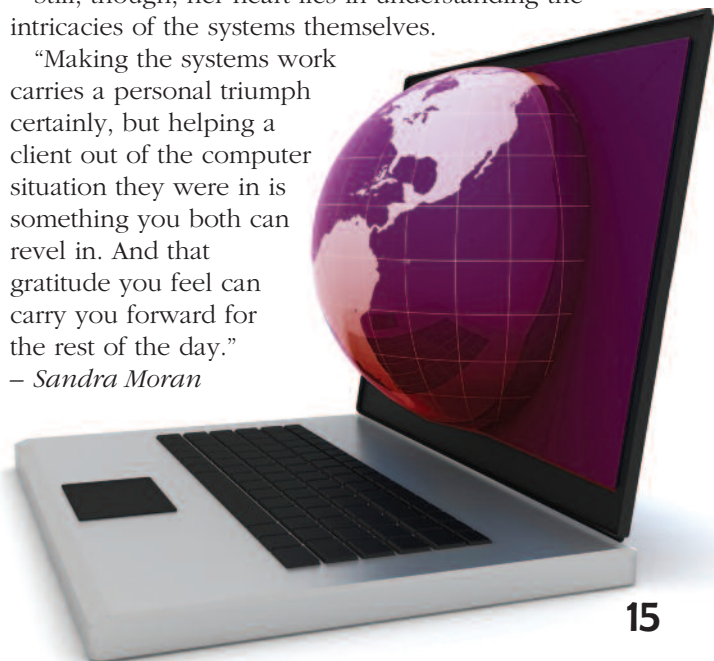
Still, though, her heart lies in understanding the intricacies of the systems themselves.

“Making the systems work carries a personal triumph certainly, but helping a client out of the computer situation they were in is something you both can revel in. And that gratitude you feel can carry you forward for the rest of the day.”

– *Sandra Moran*

“A huge part of what I do is troubleshooting,” she said. “You have to have a mastery of linear thinking ... breaking down the formulas.”

– *Melissa Minchala*



ENSURING A SAFE ENVIRONMENT

As owner and president of France Environmental, Inc., based in Richmond, Virginia, Joseph France is the guy businesses call to find out if they have hazardous materials and, if so, what to do about them.

“Primarily, I do environmental sampling,” he explained. “We test for radon, mold, asbestos, lead ... leakage from underground storage tanks. We do the initial testing.”

He describes the process like this:

Say, for example, a state agency or a commercial group wants to renovate or demolish an old building. Before they can do that, they have to commission environmental testing – which is where France Environmental, Inc., enters the picture.

France or one of his licensed employees goes into the building and takes samples. These are sent to an independent laboratory that runs the necessary tests and sends the results to France’s company. At the office, staff members compile the results into a report for the company or agency that hired them.

It’s the last thing France ever thought he’d be doing for a career. He wanted to build roller coasters.

But after earning a bachelor’s degree in civil engineering, France found the search for his dream job to be a challenge. So, he accepted a job working for an environmental engineering company.

There he conducted hazardous-waste management studies to evaluate the significance of hazards and advised clients on treatment and containment. This included researching the environmental impact of proposed construction projects, analyzing scientific data and performing quality-control checks.

Then, in 2002, France struck out on his own. At first, he worked out of his house. Today, however, he has a thriving business and employs several environmental engineering technicians.

For an occupation like this, France recommends taking math and science classes in high school. But he also encourages participation in extracurricular activities – particularly sports.

“I know what made me go into engineering in college was math,” he said. “But I know sports had a lot to do with my success in business – especially the competitive aspect of it.”

– Sandra Moran

Think About It
What kind of education and experience did Melissa Minchala and Joseph France have before they decided to become entrepreneurs?

Joseph France

Personal Reflections

MANAGEMENT

Is it the pathway for you?

1 Because they represent their companies, managers and business owners must have high-level knowledge, skills and personal characteristics to excel at their jobs. What academic classes, career-technical education programs, student associations, postsecondary education and personal experiences do these individuals need to develop into respected leaders? Would you enjoy these experiences?

2 As a top manager or business owner, you likely would be the person to deal with the heads of other companies, organizations and government agencies. You would sign on the line for purchases or loans of thousands of dollars and be responsible for tons of equipment and real estate, hundreds of employees and more. Imagine the challenges that managers must face every day. Now do you want to be the boss?

3 Research and make a list of what top managers and business owners expect in an employee. What must you do to meet those expectations? If you were a top manager, how would you work with employees to meet expectations? What do your answers to questions in these first three reflections tell you?

4 Do you want to establish your own company, write a business plan, find a mentor and get other help to start a business? Check out Small Business Administration resources at <http://www.sba.gov>. Now do you still want to start a business?

Researching Business Interests? Look Here!

Business Professionals of America:

<http://www.bpa.org>

DECA – An Association of Marketing Students:

<http://www.deca.org>

Future Business Leaders of America:

<http://www.fbld-pbl.org>

Innovation Daily: <http://www.innovation-america.us/index.php/innovation-daily>

The Wall Street Journal Careers Site:

<http://online.wsj.com/public/page/news-career-jobs.html> (Click on “Career Strategies,” “Career Guides” and other menu items.)

The Wall Street Journal Small Business Site:

<http://online.wsj.com/public/page/news-small-business-marketing.html>

Wharton School, University of Pennsylvania:

<http://knowledge.wharton.upenn.edu>





INFORMATION

– IT'S GOOD FOR BUSINESS

Your company's most popular toy had been a big seller for several holiday seasons until sales tanked this year. The warehouse still holds thousands that are boxed and ready to ship while retailers are taking big markdowns. How did that happen?

It could be anybody's guess. And guessing might likely be part of the problem.

Creating achievable business plans for the future, while making good business decisions on a day-by-day basis, is important for a company's success. And good planning and decision making depends on gathering good information and analyzing it to answer questions like these:

- Does my company have month-to-month and year-to-year consumer trend data and sales figures that will help me predict a growing or a declining demand for the company's products?
- Does my company's advertising still reach the target markets for our major products? If not, where and how should the company advertise?

Or is advertising the solution? Should the company upgrade the product? Change the product? What should the company do?

- Based on target market and sales data, how fast is demand changing for each of my company's products and how should the company respond?
- Do my company's top products still have an advantage over my competitors' products in areas such as price, features, ease of use, etc.? If not, what should my company do?
- Does my company depend on income from any one product to survive? If so, how should the company respond in case of recession, lack of consumer demand, etc.?
- How should I price my products so they will produce future profits, taking into account production, marketing and distribution costs?
- How many and what kind of products should my company continue to produce to meet current and future needs? Which products should be

redesigned or retired? What new kinds of products should we develop?

- How well do my company's suppliers perform in areas such as quality, cost and delivery?
- Does my company have the staff and cash flow needed to support our current product mix and future product development and sales? What mix of staff or staff training do I need?
- If my company must borrow money to cover production of current and new products, will future income projections convince a lender to invest in my company?

Good planning and decision making can mean the difference between products that succeed, those that produce only average results and those that finally fail. The same can be said for businesses themselves. Obviously collecting, organizing, analyzing and sharing useful information are important to business success.

Pricing a Product

Learn more at <http://www.entrepreneur.com/encyclopedia/term/82380.html>.



How Businesses Handle Data

Data can be found almost everywhere in a business environment – from survey results, to production cost figures, to sales trends and more. But data are useful only when they're gathered for a purpose and transformed into useable information. To handle the job, companies on the move typically hire business information professionals including:

- Accountants
- Budget analysts
- Computer and information systems managers
- Financial analysts
- Financial managers
- Information technology project managers
- Logistics analysts
- Management analysts
- Market research analysts
- Operations research analysts and
- Project managers in a wide variety of industries

Opportunities are growing for jobs like these, and you can find more information about them on the *Occupational Outlook Handbook* website, O*NET OnLine and WetFeet.com.



Analyzing Words

Words to know if you want to be part of the business information world:

Allocation	Credit	Depreciation	Investment
Amortization	Data	Distribution	Liability
Asset	Debit	Equity	Principal
Capital	Debt	Expenditure	Production
Cash flow	Deduction	Income	Profit
Contract	Demand	Interest	Projections

THE FINANCIAL PICTURE

Although both accounting and finance are numerically driven, you don't necessarily have to love math to consider financial services as a career. Carol Zoellner considers her role as more of a problem solver.

Zoellner started out as a certified public accountant, learning the fundamentals of numbers and financial systems. She later moved into financial analysis. Now she is corporate controller at Hallmark Cards, a century-old company known worldwide for greeting cards, wrapping paper, ornaments, gift and home decorating items, and more – even a cable television channel.

Zoellner has held several career positions at the well-known company. As finance director, operations, she was in charge of accounting and analysis within the operations division, which includes manufacturing, graphic arts, purchasing and distribution. She worked with capital expenditure requests and allocations, supervised cost accounting data collection and produced financial statements.

“It’s a very multidimensional decision-making environment where you have lots of different things to weigh,” she says. “The financial piece is the most concrete, but other things such as consumer, distribution and marketing issues are equally important. There are layers of data, a search and discovery process, an analysis, then an answer. To me, it’s like a big puzzle, and I love it when it all works out in the end.”

Carol Zoellner



Today, as corporate controller, Zoellner joins the ranks of chief financial officers of major companies throughout the world. These top executives are responsible for the financial activities of their multifaceted organizations and for forecasting and making recommendations to the president and board of directors regarding investments and other major business decisions. – *Lysa Allman-Baldwin*

Accounting Information

Actuaries: <http://www.beanactuary.org>

(includes some sample exam questions to try)

American Institute of Certified Public Accountants:

<http://www.aicpa.org> (click on “Become a CPA”) and <http://www.startheregoplaces.com>

Business Professionals of America:

<http://www.bpa.org>

Future Business Leaders of America:

<http://www.fbla-pbl.org>

Occupational Outlook Handbook:

<http://www.bls.gov/oco>

Try Some Personal Financial Management

Business financial managers have many responsibilities. They must keep up with the company’s income and expenses. How well you manage your own personal financial affairs will tell you a lot about how well you’d enjoy a career as a business financial manager or accountant. Answer these questions or build your personal yearly budget to see if you enjoy the process:

- Do you know your average income and expenses for the year?
- Does your annual budget reflect any big expenses in certain months, such as concert tickets, holiday gift purchases or a school dance or trip?
- Does your budget reflect any extra income possibilities in holiday and birthday months?
- Does your income exceed expenses? If not, how will you balance your budget?

Now consider this. To become a financial manager, basically you’ll need a bachelor’s degree in accounting or a related field. Some employers prefer applicants with a master’s degree. What will your education cost, and how do you plan to incorporate that into your budget?

GLOBAL INFORMATION TECHNOLOGY

“Leading a global information technology (IT) team is one of the most demanding jobs in any industry,” according to Mark Hill, Senior Director of Global Information Technology at Schering-Plough Corporation in New Jersey. The global, science-based pharmaceutical company discovers, develops, manufactures and markets prescription, consumer and animal health care products. Popular brands include Dr. Scholl’s®, Vytorin® and Coppertone®.

Constant communications are critical as Hill strives to ensure that computer systems are available 24/7 to track key projects, conduct drug testing and store documents for review by regulators such as the U.S. Food and Drug Administration. Each day he works with his staff to solve problems, communicates with upper management and works with vendors to make certain all these systems are functioning properly.

“I work with a diverse set of professionals in clinical data management and statistics. I enjoy the daily interactions with people and helping them solve real business problems that enable the corporation to attain its goals and meet commitments,” said Hill.

His job also has an international element – having to manage operations in the European time zones while living in the United States – which creates another level of challenge. Hill typically reviews e-mail prior to leaving for work. Even his morning commute is buzzing with activity. He spends it teleconferencing with European colleagues instead of listening to news or music.



Mark Hill

Prior to working at Schering-Plough, Hill worked in IT for five years in the army as an information systems coordinator. After his army term, he obtained a bachelor’s degree in organizational

management from Tusculum College and an executive master’s in business administration in information technology management from Christian Brothers University. Starting as a senior programmer analyst, Hill has spent the last 18 years advancing at Schering-Plough. His current position is in the Research Institute, where he provides IT services to the Clinical Operations and Clinical Development organizations.

One of the biggest challenges in Hill’s changing technological world is replacing outdated computer systems and business applications. “In IT, there isn’t the luxury of becoming used to or getting excited about different types of technology – iPhones, for example – simply because technology changes so rapidly,” Hill said.

Yet the constant evolution in IT has its advantages for those working in the field. As technology changes, jobs change.

Information technology is a broad field and exists in every organization. There are opportunities for IT professionals in many different industries – finance, health care, manufacturing, sports, education and more. And there are a variety of career paths. Specialties in IT include software and application development, security, and database, telecommunication and project management.

Depending on the size of the organization, it’s possible for professionals to enjoy multiple careers within the same company simply by changing their IT focus every few years.

“Students who are interested in IT should learn everything they can about technology and begin by selecting areas where they have previous experience,” said Hill.

“The key is to do your best work, regardless of the subject, while in high school.” – Lyn Sirota



PRODUCT ANALYST AT WORK

Amanda Walker

Huron Consulting Group is a leading provider of consulting services in the business, legal, health care and education sectors, and the company has offices throughout the world. Amanda Walker, a recent college graduate, works in the Portland, Oregon, office as a product analyst where she relies on her education in information technology to assist her with her daily tasks.

One of Huron's services within the health care sector is to provide specialized software and a staff of experts to work with their clients in a way that improves operational efficiency. Walker is one of those experts.

"I like a good challenge ... and knowing my background in technology can actually help others," she said.

Describing one of the two proprietary software packages Huron provides, Walker explained that Revenue Cycle focuses on increasing hospital revenue. It helps ensure that hospitals receive payment for the services they provide. The Patient Flow solution, which Walker specifically works with, generates a variety of reports that address several issues many hospitals often encounter.

For example, Patient Flow reports enable hospital executives to analyze patient placement, ensuring that patients are placed on a unit specialized to care for their particular needs. Patient Flow reports also allow managers to analyze the average admission/discharge time of patients, the capacity of a hospital at any given time, as well as how efficiently beds are being cleaned and prepared for the next patient. Providing this level of detail allows hospital executives to determine whether or not they should hire additional help and/or expand the facility to accommodate the average number of patients seen each week.

"Increasing hospital efficiency by monitoring the flow of patients through the hospital from the time they enter to the time they are discharged – that's what our Patient Flow solution helps to examine," said Walker.

As the environment within clients' facilities continues to change, software modifications need to be made. For example, if a unit closes down for



renovations, Walker helps make adjustments to maintain accurate reporting.

Walker's work allows her to use technology such as Microsoft Reporting Services, Word and Excel in the Microsoft Office Suite and Microsoft SQL Server.

"Even though my job is very difficult, it is inspiring for me to resolve complex technical issues because I want to help," she said. – *Mary Pitchford*

Trying to Decide on a Career?

Heading to college without a career in mind? Don't panic, says Randall S. Hansen, Ph.D., founder of Quintessential Careers at <http://www.quintcareers.com>. Like Amanda Walker, you can build a career as you explore a variety of majors throughout your college experience.

Walker, who wanted a career in health care, changed her major several times. She explored pharmacy, criminal justice/crime scene investigation and psychology. The problem? All involved chemistry. So she finally decided to pursue a degree in business.

"My first Introduction to Business class was Management Information Systems. I was hooked by the professor. My mother, a project manager at Microsoft, also played a big role in my decision to pursue information technology as I was introduced to computers at a young age," she said. Other degrees, such as business administration, health care administration, computer science or industrial engineering, will work as well, she added.

INFORMATION ENTREPRENEUR

The chief executive officer of Orchid, Tanya Renne can truly be called an information entrepreneur. She originally founded the company to develop software that would help businesses and not-for-profit organizations design and manage their own websites.

Today the software development company offers a suite of technical services that include event management, commerce, collaboration, content distribution and content management, Renne explained. These services help clients handle a variety of business communication needs.

“Orchid’s clients tend to be bigger nonprofit organizations or mid-sized businesses,” Renne said. Describing one client that has 200 sites, she explained that all of the sites share content and data, all look special and different, and all can be managed from one interface.

A typical day on the job for Renne consists of working with designers and developers, programmers and some help desk and quality assurance staff. Reflecting on her role as CEO, she said, “Basically I do a lot of operations – I drive revenue, deal with personnel needs, make all of the big decisions and some of the small ones, and take all of the heat.”

Renne also handles company marketing. “I do a fair amount of speaking and some writing, and I’ve gotten



Tanya Renne

more involved in different communities, so potential clients hear about us through those means. We don’t do a lot of direct marketing. Our services are not something you would buy if you clicked on an ad,” she said.

Renne credits her success to her communication skills and the ability to anticipate issues. She has a bachelor’s degree in art and women’s studies and a master’s degree in sociology.

And, she added, “Over time, you start to recognize the risks and try to avoid the things that will cause problems. There’s just nothing to substitute for experience, and the best experience is failure. I like to say that I’ve been wrong often enough to know when I’m right.”

That’s why Renne recommends an internship, job shadowing, a gap year and other work experiences for students in addition to preparation for a trade or profession. In her case, entrepreneurship became her career path, but “it’s not for the faint of heart,” she said.

If you can manage the insecurities, Renne added, entrepreneurship provides a tremendous amount of freedom, the ability to set your own timeframes and the ability to do what you want without having to answer to anyone else. – *Mary Pitchford*

Entrepreneurship Traits

Do you think you have what it takes to be an entrepreneur? The quizzes on these websites will provide some insight:

- <http://www.bankrate.com/brm/news/biz/soho/20010710a.asp>
- <http://www.successmagazine.com/Entrepreneurship-Quiz/PARAMS/article/581/channel/20>
- <http://www2.gsu.edu/~wwwsbp/entrepre.htm>

Still interested? Hard work, a willingness to learn and a desire to achieve have created many successful entrepreneurs. Find out more at <http://www.sba.gov>.

Personal Reflections

CONSIDERING A CAREER IN BUSINESS INFORMATION MANAGEMENT?

Wise Words

“Destiny is not a matter of chance, it is a matter of choice; it is not a thing to be waited for, it is a thing to be achieved.”

– William Jennings Bryan,
American politician



If you're considering a career in business information management, think about what it's like to work in the field and whether you'll enjoy getting the education and skills needed for the job. This tool will help.

If you can answer yes to the following statements, simply check the related box. Ten or more checks could mean a future career for you in business information management.

- I have good writing, speaking, mathematics and technology skills. In fact, these are among my favorite school subjects.
- I'm good at listening and asking questions to find out about business needs. I'd like to figure out how best to deal with problems and present a well-researched, well-thought-out, well-written approach to solutions.
- I would enjoy helping people with data gathering and technical assistance and doing a little one-on-one or small group training.
- I enjoy learning about computer hardware and software, and how it can be used to generate information for the company.
- I can see myself assessing data and proposing solutions in areas such as finance, advertising and marketing, production and distribution.
- I'm organized, I pay good attention to details, and I'm highly accurate in my work.
- I'd enjoy working at a computer most of the day.
- I wouldn't mind working overtime to meet a job deadline.
- I'm good at prioritizing my work and managing my time.
- I'm able to evaluate the quality of my work and figure out what to do to make any needed changes. I'd be embarrassed to turn in a not-so-good project.
- Some people would be bored entering data, coding or processing information all day. Not me.
- I'm sensitive to security needs and would work to safeguard network security.
- I'm reliable, responsible and dependable.
- I know deadlines can be stressful, but I can handle challenging situations fairly well.
- Working indoors is a plus, although I wouldn't mind traveling to other locations from time to time to help when needed.

To learn more about business information management jobs, go to <http://online.onetcenter.org>, and type “business information managers” in the “Occupation Quick Search” box.



Step-by-Step

FUTURE PLANNING GUIDE

Complete this guide to help achieve your educational and career goals.

1

Which business careers interest you? Make a list.

You've had a chance to learn about business careers and to do business-related projects that require academic, career-technical, problem-solving and teamwork skills. Now it's time to reflect. Are you interested in one of the Business Management & Administration career cluster pathways below? Check one or two. Then list a few careers you'd like along any of the pathways you've checked.

Business Pathways that Interest Me

- General Management
- Business Information Management
- Human Resources Management
- Operations Management
- Administrative Support

Related Careers that Interest Me

2

Which education options do you need to consider?

Whatever career choice you make, it's important to consider the education you need to achieve your goals. What options does your high school offer to students who want to pursue a business career? What postsecondary education programs will lead to employment in an occupation that interests you?

High School Business Preparation Programs

- College prep program
 - Career-technical education program
 - Dual high school/college credit program
 - Other _____
-

Postsecondary Preparation for Business

- On-the-job training
 - Apprenticeship
 - Postsecondary career-technical education
 - Two-year associate degree
 - Four-year bachelor's degree
 - Master's degree
 - Doctoral degree
 - Other _____
-

3

What are your high school graduation requirements? Check with your school counselor for a list.

You must earn a certain number of "credits" to fulfill state and local graduation requirements. Some of the courses you must take are "core" or required courses. Others are "elective" courses. If you plan well, the courses you choose not only will add up to the number of credits you must have for graduation, but also will give you the background to prepare for the future.

Subject Area	Credits Required
English language arts	_____
Fine arts	_____
Foreign language	_____
Health	_____
Math	_____
Physical education	_____
Science	_____
Social studies	_____
Technology	_____
Other	_____
Total Required Credits	_____

Please turn the page to draft your educational plan ...



GRADUATION REQUIREMENTS

4

Work with your school counselor, teachers and family to complete a high school plan that will help you reach your career goals.



Review courses that meet the requirements you listed in item 3 on the previous page. Then copy the courses you've taken or that you plan to take in the boxes below. Using information from item 2 on the previous page, select high school business preparation programs that offer classes which provide both required and elective credits. To complete your record, place a check next to courses that fulfill requirements. Then list your career interest activities and your achievements in the space provided.

9th Grade			
Semester 1 Courses	Credits ✓	Semester 2 Courses	Credits ✓
Total credits		Total credits	
Career interest activities (school organizations, employment, etc.)			
Awards / honors / achievements			

10th Grade			
Semester 1 Courses	Credits ✓	Semester 2 Courses	Credits ✓
Total credits		Total credits	
Career interest activities (school organizations, employment, etc.)			
Awards / honors / achievements			

11th Grade			
Semester 1 Courses	Credits ✓	Semester 2 Courses	Credits ✓
Total credits		Total credits	
Career interest activities (school organizations, employment, etc.)			
Awards / honors / achievements			

12th Grade			
Semester 1 Courses	Credits ✓	Semester 2 Courses	Credits ✓
Total credits		Total credits	
Career interest activities (school organizations, employment, etc.)			
Awards / honors / achievements			



5 Now research accredited or approved postsecondary education programs. Find information in your school counselor's office and on the Internet.

Freshman / Year 1

Courses/Credits (Include semester and summer school courses. Check courses required for certificate/degree.)

Semester 1 Courses	Credits	✓	Semester 2 Courses	Credits	✓
Total credits			Total credits		
Career-related professional organizations, internships and employment experiences					
Awards / honors / achievements					

Sophomore / Year 2

Courses/Credits (Include semester and summer school courses. Check courses required for certificate/degree.)

Semester 1 Courses	Credits	✓	Semester 2 Courses	Credits	✓
Total credits			Total credits		
Career-related professional organizations, internships and employment experiences					
Awards / honors / achievements					

Junior / Year 3

Courses/Credits (Include semester and summer school courses. Check courses required for certificate/degree.)

Semester 1 Courses	Credits	✓	Semester 2 Courses	Credits	✓
Total credits			Total credits		
Career-related professional organizations, internships and employment experiences					
Awards / honors / achievements					

Senior / Year 4

Courses/Credits (Include semester and summer school courses. Check courses required for certificate/degree.)

Semester 1 Courses	Credits	✓	Semester 2 Courses	Credits	✓
Total credits			Total credits		
Career-related professional organizations, internships and employment experiences					
Awards / honors / achievements					



RESOURCEFUL OCCUPATIONS

Human Resources Managers and Specialists



What do human resources (HR) departments actually do? Read résumés and handle job application forms? Give presentations about the company and handle office tours? Maintain records of vacation and sick days? Explain company benefits and cover any changes to the employee handbook? Keep track of compliance with federal and state employment laws and regulations?

Although these day-to-day tasks often are the responsibility of HR departments, the purpose of human resources in an organization is much broader and more important. Business organizations can't succeed without hiring knowledgeable and talented people who can meet company needs. Talented people also need to be trained in the purposes of the organization and its systems, placed in appropriate positions and coached in their work, and provided with competitive salaries and benefits.

In a small organization, an HR generalist may handle all aspects of human resources work. In a large corporation, a nonprofit organization headquarters or a government agency, the top HR executive usually

develops and coordinates personnel programs and policies. A director or manager of human resources carries out these programs and policies at offices throughout the country or internationally with the help of specialists in a variety of HR fields including employment, compensation and benefits, employee relations or training and development.

A compensation and benefits analyst, for example, studies employee salaries, vacation and sick leave, and health and life insurance benefits and compares them with the offerings of other companies. An employment specialist like Jessica Brooks, whose story appears on the next page, recruits people who might best fill a company's vacant positions.

Human resources positions typically require a bachelor's degree and a variety of other skills including "people skills," public speaking and other verbal communication skills, writing skills, "techie" skills and time management skills. If you have them, or are willing to build them, you'll enhance your chances at an HR career.

Communicating Resourcefully

These words are part of the vocabulary of in-the-know human resources professionals:

Absenteeism	Contract	Merit pay	Power
Applicant	Cost-of-living allowance	Moonlighting	Probation
Application	Credentials	Negotiation	Qualifications
Apprenticeship	Disability	Notice	Resign
Aptitude	Disciplinary measure	Overtime	Retire
Bargaining unit	Fired	Part-time	Strike
Candidate	Laid off	Pension	

EMPLOYMENT SPECIALIST A ‘TRUE BUSINESS PARTNER’

Jessica Brooks helps make other people's career dreams come true. As an employment specialist with Highmark, a health insurance company in Pittsburgh, Pennsylvania, she works in the area of human resources, or HR. Her job includes managing an internship program, developing recruitment plans and working with colleges and universities to identify new employees for her company.

“I partner with organizations in the community, visit college campuses and research resources or tools out there to help me do my job better,” she says.

When she was in high school, Brooks didn't have a specific career plan of her own. But she thought the business world sounded interesting and decided to enroll at Penn State as a business management major. While in college, she landed two internships with the company that would eventually become her current employer. And she loved the work.

“After the real-world experience, it was a no-brainer that I was meant to be in HR. It's more than just hiring and firing. I have the opportunity to shape the organization as a true business partner.”

Brooks says that if she wants to do analytical work, she can work in compensation or organizational development. If she prefers to be a problem solver, she can specialize in employee relations. Or if her main interest is helping people to start and continue their careers, she can work in staffing.

“There are opportunities in every industry. Almost every company big or small has an HR department.”

– Jessica Brooks

Jessica Brooks



“There is so much more to HR than you can imagine,” Brooks says. “You don't have to get bored.” She also likes the fact that this field offers great potential for the future.

“It's fast-growing, and it's changing,” she says. “There are opportunities in every industry. Almost every company big or small has an HR department.”

Like any role, the job includes less-desirable tasks such as completing a good deal of paperwork. But she feels that is more than offset by pluses including the chance to be creative and to meet new people virtually every day.

“I learn something new all of the time,” she says. “And it's really awesome to help take people a step closer to their dream job and be a part of making a difference in someone's life.”

According to Brooks, helpful traits or skills for breaking into human resources include integrity, listening skills, problem-solving skills and the ability to be customer focused. She also advises getting involved in internships while in school.

“If you can get experience through an internship or externship, you have a much greater chance of getting into this area,” she says. “I also recommend seeking out companies with leadership development/rotational programs that will enable you to experience the different sides of HR that will best suit your skill set.” – Mark Rowb, Ed.D.

Learn More

Employment is expected to grow much faster than average for all human resources, training and labor relations managers and specialists. College graduates and those who have earned certification should have the best job opportunities, according to the *Occupational Outlook Handbook*. Learn more at <http://www.bls.gov/oco/ocos021.htm> and at the Society for Human Resource Management website at <http://www.shrm.org>.

PROVIDING STAFFING SOLUTIONS

Successful manufacturing companies pay really good attention to maintenance, installation and repair. And workers involved in this field are valued. Yet some companies don't have enough ongoing maintenance work to hire full-time employees. So what's the solution?

Advanced Technology Services, Inc. (ATS) in Peoria, Illinois, hires highly trained men and women who provide factory maintenance, component repair and calibration services, according to Jim Hefti, vice president of human resources. And they send them "on the road" to do preventive maintenance, as needed, at manufacturing companies across the country. Several large clients include Caterpillar and Honeywell, as well as TRW, a safety product supplier for the automotive industry, and Textron, a group of companies well-known for designing and manufacturing Bell helicopters, Cessna aircraft and more.

"We are the staff onsite who keep manufacturers up and running," says Hefti. "We improve the output of their machines and computers." And that's important. Downtime can cost manufacturers an average of \$22,000 per minute, according to ATS data.

Behind all of the innovative services that ATS provides are well-trained, innovative people who love to learn.

"We have a kind of apprenticeship program, our WorkForce Ready training program, for men and



Jim Hefti

women who want to go into manufacturing maintenance," Hefti says. The program recruits high school or technical school students. Those who pass the interviewing and testing process are hired as full-time employees during the paid training period of 10 months. After intensive training, the reward is a full-time job upon graduation.

"We also employ all kinds of different people – people with two-year college degrees related to factory maintenance and people who've had Military Occupational Specialty training and worked in the military," Hefti adds. "And we employ men and women who are really focused on their jobs every day, people who are very safety conscious. It has to be on top of their minds."

However, recruiting quality people is challenging. "The biggest thing we're finding out – the real loss from the employment standpoint – is that students are lacking two educational components, science and math. They're an extremely important part of working in this environment," says Hefti.

Contrary to popular misconception, Hefti points out that "Manufacturing workplaces today are air conditioned, very clean and very sterile. And employees are working with their minds on some pretty sophisticated machines with some very sophisticated controls."

Always recruiting, Hefti says, "If you are open to moving around, travel is definitely an option in our company." – *Mary Pitchford*

More About Staffing Agencies

Many people think a staffing agency is simply a job placement agency. However, a specialty staffing agency like ATS offers a variety of services. One of them is to hire and train its own full-time staff to help major manufacturing clients.

A similar agency, Robert Half International, employs professionals in accounting, financial and other fields to assist its clients. Nursing, IT and other agencies hire "staff on call" to serve their target markets.

Interested in human resources? You could join a specialty staffing agency's team or create your own agency someday.

COACHING FOR SUCCESS

Life Coach/Talent Strategist Rosanna M. Durruthy lives her life by the following rules:

- “Be impeccable with your word.”
- “Don’t take anything personally.”
- “Don’t make assumptions.”
- “Always do your best.”

They’re lessons Durruthy also works to instill in her clients as she helps them realize their aspirations and make a difference in their lives. She explains her career as a life coach like this:

“I help individuals, many of them rising executives, realize their full potential at work and in life, regardless of the systemic barriers encountered in any environment,” she said.

The result is a more confident, committed and productive workforce. And being productive is a skill at which Durruthy is enormously accomplished.

The product of the New York City public school system, Durruthy graduated from high school when she was 16 and immediately entered Harvard University. However, she had to take a leave of absence from college so she could help support the family.

“Suddenly, my life plans were different,” she said. “I couldn’t rely on formal education to prepare for my future.”

Over the next six years, Durruthy worked as a commission-based advertising salesperson, a placement specialist in a personnel agency, a marketing representative at a technology training and consulting firm, and for a government-funded, not-for-profit organization that provided job training and placement services to economically disadvantaged individuals.

“I learned a series of important lessons through this period,” she said. “People matter a lot, and even those you do not know well will help you get ahead when they trust you.”

The experience and life lessons added up to what became an 18-year corporate career in the field of talent management for companies like Citibank, Merrill Lynch, Blockbuster, Seagram and Vivendi.



Rosanna M. Durruthy

And those experiences are what led her to start AEQUUS Group, LLC.

As a talent strategist, Durruthy coaches clients and provides support and “follow-ups,” which may include interviews with the clients’ managers and colleagues to obtain feedback and input on a client’s progress.

She also leads corporate projects that include planning and facilitating group meetings and delivering management-level workshops. She periodically collaborates with other consultants to develop and deliver leading-edge practices and approaches.

It is, she admits, an incredibly fulfilling career. And even though she never was able to return to Harvard University to complete her degree, she believes she ended up where she was supposed to be. – *Sandra Moran*

Life Coaching?

Find out more at <http://coachfederation.org>.

Follow Your Dreams

“Be curious, be positive and be committed to doing things well,” Rosanna M. Durruthy said when asked what advice she had for students. “Appreciate the different ways success is created and find your own style ... Don’t let fear stop you from trying, and never let someone convince you that your dreams are impossible.”

Personal Reflections

RESOURCEFULNESS IS A PLUS

Does that describe you?



Career Wisdom

“You shouldn’t be too narrow-minded as you set out on your career path.

It’s important to discover things you like to do and know your strengths, but then explore all of the options available to you ...

Part-time jobs, internships and job shadowing are great ways to launch yourself onto a career path, even if sometimes your only discovery is that you need to back up and take a different route. Also, don’t forget to seek mentors and role models along the way. They will be a tremendous help to you. Finding someone you admire and trust as you set forth on your path to career exploration will be invaluable for years to come.”

– Jennifer Floren,
CEO, Experience, Inc.,
Boston, Massachusetts

1

Do a self-assessment by asking:

- Do I have people skills?
- Am I a “belonger” who enjoys groups and organizations?
- Do I like to debate and negotiate?
- Do I analyze people and situations well and discover and solve any problems I find?
- Can I deal with people who have problems?
- Am I a great organizer of people and paper?
- Do I handle details well and follow up if I see something missing?

A preponderance of yeses will tell you whether or not you’d like a job in human resources.

2

Use your people skills, negotiation skills, listening skills and others described in this section to arrange an interview with a human resources professional.

- Ask the person to describe what a typical day on the job is like or if there is a typical day on the job.
- Also ask about education and experience needed for the job.
- Be sure to write a thank-you note and share the insights you gained from the experience.

Did you enjoy the interview experience? Interviewing is an important skill for both human resources staff and others who hire new employees.

WHAT DOES IT TAKE TO OPERATE A BUSINESS?



Some businesses may consider the term operations management to include activities involved in product creation, development, production and distribution. Others apply it more broadly to all of the operations within an organization. And, of course, those may differ depending on the type of organization – retail, manufacturing, nonprofit and others.

In regard to the operations management career cluster pathway, it's helpful to think of operations management as the concerted activities that must be done to keep a business in business. And as you scan the following job titles from the Business Management & Administration career cluster model at <http://www.careerclusters.org>, you'll recognize many typical careers:

- Assistant store managers
- Department managers and assistants
- E-commerce managers and entrepreneurs
- International distribution managers
- Logistics managers and supervisors

- Marketing managers
- Marketing information managers
- Merchandising managers and supervisors
- Operations analysts
- Product managers
- Project managers
- Public relations specialists
- Purchasing agents
- Sales managers and representatives
- Supply chain managers
- Training and development managers
- Warehouse managers
- Wholesale and retail buyers

Together, these and other behind-the-scenes managers and employees work to keep businesses, small and large, going and growing. And the huge variety of operations provide opportunities for you to explore and achieve a successful career in business.

Operations Research

American Marketing Association: <http://www.marketingpower.com>

Association for Operations Management: <http://www.apics.org/default.htm>

Association of International Product Marketing and Management: <http://www.aipmm.com>

Dictionary of Logistics Terms: <http://lscms.org/scm-dictionary>

Dictionary of Marketing Terms: http://www.marketingpower.com/_layouts/Dictionary.aspx

Institute for Supply Management: <http://www.ism.ws> (click on "Career Center")

Inventory Operations Dictionary: <http://www.inventoryops.com/dictionary.htm>

Operations Management Glossary: <http://webuser.bus.umich.edu/Organizations/rpa/GlossaryMay02.pdf>

Project Management Institute: <http://www.pmi.org/About-Us.aspx>



Adam Kraber



MOVING MILK

Adam Kraber is a problem solver. And on the morning he was interviewed, the problem he faced was a big one.

Kraber, who works as the logistics manager for Oberweis Dairy in North Aurora, Illinois, found out early that the dairy’s production line broke down. The company couldn’t produce any of its milk or ice cream products until it received the right part to get the automated line up and running again.

For Kraber, this meant a lot of work. As logistics manager, his job is to make sure that Oberweis’ dairy products reach the stores, restaurants and warehouses waiting for the ice cream and milk. If the products aren’t being produced, he obviously can’t guarantee their delivery.

Kraber had to call the dairy’s customers to let them know that their products may arrive later than usual. He then had to call Oberweis’ delivery drivers to shift their schedules, possibly moving their deliveries back an entire day. He also had to map out new routes for these drivers.

And as hectic as Kraber’s day was, it really wasn’t all that unusual.

“What happened this morning was crisis mode,” Kraber said. “But 30 percent of my job is problem

solving. You have to think fast. Sometimes things happen quickly. There’ll be an accident on the road, a driver will get sick, someone will get hurt, and you have to make a quick decision. You can’t wait until tomorrow.”

Kraber has been working at Oberweis since he was a high school senior. Back then he delivered milk during the third shift, late at night when everyone else was sleeping. Today, he oversees two departments: wholesale, where he makes sure drivers get Oberweis’ products to restaurants and stores; and intercompany, where drivers deliver to Oberweis’ own dairy stores and warehouses.

Kraber makes sure that drivers work the right number of hours, that their trucks meet all state and federal regulations and that Oberweis’ customers are happy with their delivery service. He keeps his cell phone on 24 hours a day, seven days a week, in case one of his drivers has a question at 3 o’clock in the morning.

It’s not an easy job, but it is one that Kraber loves.

“You have to be patient in this job,” he said. “I’m overseeing more than 20 people. I have to work with everyone’s personality if I’m going to be successful.”

– Dan Rafter

Operational Vocabulary

Back order	Contract	Niche	Segmentation
Benefit	Consumer	Order	Specifications
Brand	Discount	Packaging	SWOT
Client	End-user	Point of sale	Warranty
Commission	Feature	Promotion	Wholesale
Competitiveness	Logistics	Purchase order	
Contingency	Merchandising	Retail	

CONSIDER A CAREER IN MARKETING



Cheryl Pletcher:
Strategic Marketing Manager

Think about how many people are involved in the sale of your new Nikes or other favorite brands. If you said, “the sales clerk,” you’d be right. You’d also be right if you named any of the hundreds of people who develop products you want to buy, let you know they’re available and get them from the manufacturer to you. Cheryl Pletcher and entrepreneur Linda Merrick are two people who play a role in marketing.

Find Your Place in the Marketing Cycle

You have a new product idea. How do you know someone will want to buy it? Is it priced to sell?

Obviously your product must be available in stores, on e-commerce sites and in catalogs the day people first see your ads. And before that happens, you need to show retailers the new product, tell them about it and arrange purchasing and shipping details. And you need to create buzz about your product using trade shows, giveaways, news releases, advertising, coupons, blogs and other kinds of marketing communications.

Here’s what successful companies know: Marketing is a continuum – an ongoing, interrelated cycle involved in meeting customer needs. From research to concept to development to promotion to sales and distribution, there are many opportunities for career success in a field that helps grow both our economy and your business – marketing.



With a bachelor’s degree in business administration and a major in accounting Cheryl Pletcher’s first job with John Deere was as a dealer management representative. Over time, she was promoted within the company, which included serving as the company’s first female factory manager, until she reached her current position as a strategic marketing manager.

According to the Bureau of Labor Statistics, marketing managers determine the demand for products and services and identify potential customers. They help develop pricing strategies to maximize the firm’s profits or share of the market while ensuring that customers are satisfied. They also oversee product development and monitor trends that indicate the need for new products and services. Pletcher performs each of these duties.

“As a strategic marketing manager, I am responsible for guaranteeing John Deere’s long-term viability in the marketplace by identifying unmet customer needs that can be turned into growth opportunities,” she said.

Her job requires a lot of travel both inside and outside of the U.S., a lot of e-mailing and teleconferencing, and a lot of market research. It also involves a lot of “face time” – with market researchers, pricing analysts, channel managers, accountants, engineers, operations managers, senior executives and, of course, customers. It also requires developing and “selling” new ideas and growth opportunities to the senior managers of Deere.

Pletcher’s job constantly challenges her – but in a good way. “I work with wonderful people with great minds,” she said. And, no two days are the same for me. I like the variety.” – *Sandra Moran*



Linda Merrick:
Product Manager and Entrepreneur

Have you ever wondered how some products end up on store shelves? While many people are involved, one person in particular coordinates most of the activity. Called a product manager, the person in this position helps companies transform ideas into products, working with marketing, sales and advertising teams to determine the best way to sell products to other people or businesses.

A college degree in marketing, business or a related field will help you stand out among job candidates. Then you'll be able to work your way up from various positions in marketing or sales. Another way to

become a product manager is to be a subject matter expert, knowledgeable in a specific area like accounting or software games, for example. And, according to Linda Merrick, co-founder of P5 Group®, Inc., in Seattle, Washington, some big companies like Microsoft, one of her company's clients, also require a master's degree in business administration since product managers deal with accounting issues.

As partner in charge of product management services for her company, Merrick both consults and manages products for software companies. "I love working with a whole host of different people every day, from customers to engineers," she says. "It's really gratifying for me to touch all of these different groups and get them to work together on my product."

Other times, product managers conduct research. Merrick, for instance, researches what kind of software customers need, what they will most likely buy and what price they'll pay. Using this information, she develops a sales forecast or predicts how much of the product the company will sell and at what price. After the product hits the stores, she also monitors how well it's selling, determines whether or not it needs to be improved and whether it's reaching the right customer market.

"It's the most fun job in the world," she says.
– Carol Patton

Make a Marketing Decision

Look at the chart below. You'll see sales trends for three very similar products sold by your company, its top two competitors and other companies in the industry. Your task is to analyze these trends and present your findings at the next management meeting.

How would you describe the situation to the managers? What would you recommend for each of the products – kill it, keep it "as is" or invest in and promote an updated version?

SALES TRENDS

	Year 1					Year 2				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Avg.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Avg.
Product #1										
My company	(23.0%)	(21.0%)	(29.7%)	(35.4%)	(27.3%)	(34.4%)	(40.2%)	(37.6%)	(39.0%)	(37.8%)
Competitor A	(32.7%)	(27.7%)	(24.9%)	(17.2%)	(25.6%)	(19.6%)	(16.5%)	(15.4%)	(16.5%)	(17.0%)
Competitor B	(11.9%)	(16.3%)	(34.1%)	(24.7%)	(21.8%)	(26.1%)	(34.3%)	(30.1%)	(36.6%)	(31.8%)
Industry average	(35.8%)	(33.2%)	(29.1%)	(30.0%)	(32.0%)	(29.2%)	(35.5%)	(33.2%)	(36.3%)	(33.6%)
Product #2										
My company	3.7%	(2.6%)	(7.4%)	(6.4%)	(3.2%)	(4.7%)	(23.2%)	(17.2%)	(20.2%)	(16.3%)
Competitor A	4.8%	18.1%	21.4%	12.1%	14.1%	11.4%	6.3%	4.8%	4.4%	6.7%
Competitor B	9.2%	(4.6%)	3.4%	(4.1%)	1.0%	8.5%	6.3%	6.0%	4.9%	6.4%
Industry average	2.2%	(0.7%)	1.1%	(2.8%)	(0.2%)	1.1%	(12.3%)	(7.4%)	(9.6%)	(7.0%)
Product #3										
My company	16.0%	19.1%	23.7%	21.2%	20.0%	20.0%	16.8%	19.4%	23.6%	20.0%
Competitor A	28.7%	22.7%	25.8%	22.3%	24.9%	23.1%	19.3%	21.2%	23.4%	21.8%
Competitor B	18.1%	21.3%	24.1%	20.2%	20.9%	19.6%	16.5%	15.4%	16.5%	17.0%
Industry average	28.7%	20.9%	22.8%	20.2%	23.1%	21.6%	17.5%	18.6%	20.1%	19.5%

ENSURING SAFETY

Doug Reynolds' job appears simple – to ensure the “safety and security of guests, tenants and employees” at the Minneapolis area’s Mall of America in Bloomington, Minnesota. But, as Director of Security for the nation’s largest retail/entertainment complex and its 40 million yearly visitors, Reynolds’ job is much like being police chief of a small city.

“There are many similarities between what I do in security for Mall of America and what law enforcement employees do,” he explained.

In his role, Reynolds oversees a staff of about 100 that includes patrol officers, dispatchers, trainers, K-9 handlers and administrative workers. His department also works with the Bloomington Police Department, which maintains a station on-site at Mall of America.

Reynolds works with the public relations team as well, in order to make sure that messages to guests, staff and the media are consistent. And he works with departments such as events, marketing, housekeeping and operations.

“I usually start my day off by answering about 50 e-mails. I then proceed to make rounds, or take



Doug Reynolds

laps, up in the mall to make sure that everything is going well. Then I'll come downstairs to my office and answer voice mails before taking another lap upstairs ensuring the safety of everyone at the mall. Sometime within those tasks, I always check in with my co-workers in mall management to see how things are going on their end and/or if they have any concerns they would like me to address,” Reynolds explained.

“If you are choosing this career because you truly enjoy interacting with the public on a daily basis and are concerned about the safety and well-being of others, then you are choosing this career for the right reasons,” he said – *Sandra Moran*

Personal Reflections

WANT TO MANAGE OPERATIONS?

1 Operations managers, depending on their specialty, create policies and manage daily operations, review financial statements, analyze sales or other data and make projections, determine staffing requirements and manage staff, coordinate activities with other departments, write reports and proposals, make presentations and handle a variety of other duties. Would you enjoy these responsibilities?

2 Operations managers have personal attributes that make them good at their jobs. They're strong leaders, great listeners and communicators, perceptive observers and analyzers, detailed planners and problem solvers, and good negotiators and decision makers. Do you demonstrate many of these strengths?

3 Are you interested in education? An associate degree may lead to a job as an office manager in a small business. Undergraduate and graduate degrees in business may be required for jobs in a larger company. Some businesses – health care, logistics, facilities management and others – may require degrees in these fields as well. Certification and continuing education also are “musts” in some fields.



While top executives make headlines, members of the business team quietly and efficiently keep companies and the economy moving ahead. There were thousands, even millions, of these workers in 2008, and their numbers are projected to grow from 10 to 28 percent by 2018, as you can see:

Bookkeeping, accounting and auditing clerks –

2 million/10 percent

Office and administrative support supervisors and managers –

1.5 million/11 percent

Secretaries and administrative assistants –

4.3 million/11 percent. That includes medical and legal secretaries, fields where jobs are growing even faster.

Receptionists and information clerks –

1.1 million/15 percent

Paralegals and legal assistants –

263,000/28 percent

These are only a few of many jobs in the administrative support career pathway, and some of them are a great way to gain work experience.

Administrative Language

Administrative	Invoice
Analytical	Network
Arbitration	Proceedings
Certified	Purchase order
Clerical	Secretarial
Consultant	Stenographic
Deposition	Troubleshoot
Document	Verbatim
Economy	Transcript
Hearing	

For example, high school graduates who have office skills, language arts skills and office software skills may qualify for entry-level clerical and secretarial positions.

However, employers increasingly look for business team members with special training and certification or, depending on the field, an associate or a bachelor's degree.

Most medical and legal secretaries, for example, participate in specialized training programs at career-technical schools and community colleges to learn the language of these industries. For paralegals, also called legal assistants, community college paralegal programs are the most common entry into this field, although colleges and universities, law schools and proprietary schools offer formal paralegal training programs as well.

Education opens doors to advancement, and, as the chart on page 42 indicates, the more you learn, the more you'll earn.

Problem-solving, analytical and communication skills are also important, as are good interpersonal skills, judgment, organizational ability and a professional appearance. For higher-level positions, employers expect management ability, initiative and the ability to work independently, conduct research, prepare statistical reports, train employees and supervise other clerical staff.

So, with experience and education, you'll be able to find a place on the business team in whatever work setting or industry appeals to you.

Want to Know More?

Look for more information on the *Occupational Outlook Handbook* website at http://www.bls.gov/oco/oooh_index.htm. Also go to O*NET OnLine at <http://online.onetcenter.org>.

HELP WANTED: OFFICE ATHLETE

Although few people would describe “office manager” as a high-energy job, Howard Semones tells a very different story. Like any skilled athlete, Semones has the needed training, experience and mental agility to excel at office management.

“My job requires me to wear several hats including executive assistant, human resources, IT support, bookkeeping, procurement, accounts payable/receivable and maid. That last one isn’t as bad as it sounds since it only involves making sure the office looks good to clients,” he said.

Semones works for Richard Male & Associates, a fundraising and management consulting firm based in Denver, Colorado. On a typical day, he schedules appointments for the president, pays bills, “runs” payroll, answers phones, edits documents, creates contracts, sends invoices, assists with the weekly newsletter, updates the website and answers a constant stream of technology requests.

“In this day and age, you have to be computer literate,” Semones added. He uses the Microsoft Office suite (Microsoft Word, Excel and PowerPoint) as well as Photoshop and Dreamweaver software. He also has



Howard Semones

networking and server skills that he picked up in two past positions in the technology industry. These skills have been valuable to the company, he added, because the firm no longer has to pay consultants.

“You also have to have some sense of organization, the ability to switch between several tasks, the mental agility to take on problems immediately and a lot of patience for those who don’t understand the systems as well as you do,” he said. “A valuable mental ability is adapting quickly to change. The days are almost never the same.”

Office management jobs fall into the nontraditional category for men. In fact, Semones said, “It’s surprising to run into another guy who is doing my type of work. However, it hasn’t affected my career.”

Semones stressed that “My jobs have all been won through demonstration of skills I’ve learned, and I can’t emphasize the interview process enough. Be as positive as possible. Employers look for individuals who balance a good, fun attitude with a strong work ethic. They want someone who will be able to handle the stress but won’t complain.”

The rewards of being an office manager are great for Semones.

“There’s a sense of accomplishment when you have helped keep someone on track or guided them to be successful themselves,” he said. And there are the small rewards – “the ‘thank you’ in a return e-mail or finding out from others that your boss thinks you’re invaluable.” – *Mary Pitchford*

Skills Students Need

Office software. “Make sure you know a couple of office productivity suites,” office manager Howard Semones said. “I looked for jobs through ‘temp’ agencies, took their battery of tests and scored very well. This in turn got me administrative jobs.”

English language skills. “No ‘admin’ job I’ve taken has ever been without the need to edit documents, whether they be reports, proposals or contracts; respond to correspondence; and represent your office, your department, those you are assisting and the company itself,” said Semones, who started his career journey in the U.S. Navy as a broadcast journalist.

Math and computer skills. You’ll need these skills to handle bookkeeping, company projects, IT problems and communication.

'THANK YOU FOR CALLING!'

Ashley Wolfe loves helping people. And so, when she began looking for a job, it seemed only natural to seek out a career that allowed her to help others.

When she saw an advertisement in the newspaper that T-Mobile was hiring customer care representatives for their Chattanooga call center, she went online and applied that night. After an interview, tests in typing, reading comprehension and math skills, and an eight-week training course, Wolfe was brought on board.

"I love to help people and this is a great environment," Wolfe said as she explained why she enjoyed coming to work. "My co-workers are great, and T-Mobile has good amenities like a café inside the building and a gym for working out."

Customer service representatives interact with a company's customers using the telephone, e-mail or regular mail. As the first person with whom customers have contact, a customer service representative is responsible for responding to questions, providing information about products or services and working to resolve complaints. Because of this level of customer interaction, a positive attitude and excellent problem-solving and communication skills are a must.

This holds true for Wolfe. On a typical day, she handles calls that range from customers with questions about their phone bills to helping people troubleshoot problems they're having with their phones. Patience and a good attitude are essential – especially when callers are upset. When that happens, she said, it's important to listen, to let them know you understand their frustration and to assure them that you'll do whatever you can to help.

Wolfe described a call in which a customer had signed up for one phone plan, for example, but went over the plan's allotted minutes. After discussing the situation with the customer, Wolfe was able to help him choose a plan that better met his needs.

"We were able to go in and fix that for him," she said. "It really makes you feel good when you're able to do something like that." – *Sandra Moran*



Ashley Wolfe

Thinking About a Customer Service Career?

Ashley Wolfe is one of more than 2.2 million customer service representatives in the United States. And the good news is that job prospects for customer service representatives are expected to be excellent through the year 2018 – especially for representatives who speak more than one language, according to the Bureau of Labor Statistics.

Most customer service representative jobs require only a high school diploma. However, more and more employers are requiring an associate or a bachelor's degree, particularly for management positions. And, of course, classes in computing, English and business are helpful when pursuing a job.



COURT REPORTER BECOMES AN ENTREPRENEUR



Chris Artman

Imagine the following scene:

It's a crowded courtroom. The defense and prosecution have been battling back and forth all day. Witnesses are questioned and cross-examined. Both the defense and the prosecution have protested their objections to particular lines of questioning. At times, people have talked over each other in an unintelligible tangle of words.

And through it all, the stalwart court reporter sits, calmly documenting everything that's being said. Everything. Verbatim.

"It's extremely stressful," admits Chris Artman, a former official court reporter who worked in Atlanta, Georgia, for the U.S. Bankruptcy Court before making the switch to self-employment. As a freelancer, Artman works outside the courtroom providing verbatim documentation at depositions, arbitration hearings and other formal proceedings that require an official legal transcript.

Not all court reporters work in a legal capacity, however. Some provide real-time transcripts for public events, religious services, webcasts and real-time closed captioning of live programs for people who have hearing impairments.

There are several methods of court reporting, the most common of which is stenographic – in which a stenotype machine is used to type in combinations of letters that represent sounds and words. The resulting symbols are later translated into text. There also is electronic reporting, where the audio is recorded and later transcribed, and voice writing, where the reporter speaks into a soundproof mask containing a microphone.

Educational requirements for each method differ. The most rigorous is stenographic reporting, which is what Artman does.

"It was probably the most difficult program I could imagine," Artman said of his court reporter training at

Brown College – as was the four-part testing necessary to become certified. But for Artman, the rewards are well worth it.

Not only are his hours fairly flexible, but the variety of topics on which he reports and his salary make it the perfect job for him. A seasoned court reporter can make a six-figure income.

When Artman works, he travels to the location where the deposition is being taken. His steno machine is hooked up to his laptop, which digitally records the proceedings. As the participants speak, he "writes" what he hears verbatim into the steno machine. Generally, he writes between 200 and 240 words a minute with 98 percent accuracy. However, some days, when the people are speaking fast, that figure jumps to 300 words a minute. Over the course of the day, this averages out to a 400- to 500-page document. But that's only part of the job. The real work begins when he returns home.

"I'm a full-timer, which means I probably go out about 15 to 25 hours a week," he explained. "But for every hour out, you can figure two to four hours worth of work at home."

In his home office, Artman edits the transcript. He looks at every single word and then compares the transcript to the audio to make sure it's verbatim. Next, he checks the spelling of the document. Then, he prints off a hard copy and physically reads the hard copy for punctuation errors and to ensure accuracy. After correcting any mistakes, he reads the transcription again.

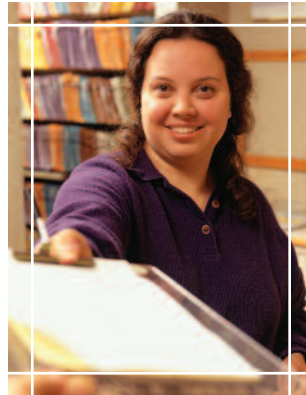
As you can guess, accuracy is vital.

Errors hurt your credibility, Artman said. That's why it's important for any stenographer to have exceptional listening skills, the ability to pay attention and a strong grasp of punctuation, grammar and the English language. – *Sandra Moran*

Personal Reflections

WANT A SUPPORTIVE CAREER?

Consider the job requirements and personal characteristics needed to succeed in a multifaceted work environment.



1 Howard Semones' job title is office manager. This sought-after job requires several years of experience and a variety of skills and abilities. Look up ads for this position and for administrative assistant and executive secretary positions on company websites or Internet job sites, such as CareerBuilder.com or Monster.com. Consider the qualifications needed. Would you like to pursue an administrative job?

2 Because they represent their companies, administrative and legal assistants, and similar workers, must have high-level knowledge, skills and personal characteristics to excel at their jobs. What academic classes, career-technical education programs, student associations, postsecondary education and personal experiences do these individuals need to develop into respected employees? Would you enjoy these experiences?

3 Administrative support personnel must be able to stay focused while faced with constant interruptions, changes in work priorities and workloads, and other "office emergencies." As Howard Semones said, "You have to have some sense of organization, the ability to switch between several tasks, the mental agility to take on problems immediately and a lot of patience ..." Does that describe you? Or would you prefer another kind of work environment?

Find Professional Support

The Association of Medical Secretaries, Practice Managers, Administrators and Receptionists: <http://www.amspar.com>

The International Association of Administrative Professionals: <http://www.iaap-hq.org>

Legal Secretaries International, Inc.: <http://www.legalsecretaries.org>

National Association of Legal Assistants: <http://www.nala.org>

National Court Reporters Association: <http://www.ncraonline.org>

National Federation of Paralegal Associations: <http://www.paralegals.org>

Wise Words

The three great essentials to achieve anything worthwhile are, first, hard work; second, stick-to-itiveness; third, common sense.

— Inventor
Thomas Edison

CREATE YOUR PATHWAY TO THE FUTURE



Wise Words

“Don’t be afraid of the space between your dreams and reality. If you can dream it, you can make it so.”

– Belva Davis,
American journalist

By the time you’ve completed *American Careers Business*, you’ll be closer to knowing if you want to pursue a business career. High school is a great time to explore your interest further, to develop business knowledge and skills and to think about needed postsecondary education.

In fact, business knowledge and skills are important for all students. As an adult, you’ll either be working in a small or large for-profit business environment – and that includes education, health care, government or nonprofit agencies – or in a business of your own. And with each promotion or a decision to become an entrepreneur, you will need to know how to:

- Create business plans and budgets when seeking funding from higher management or lenders
- Write and present quarterly reports to higher-level managers or lenders
- Develop department plans and budgets related to company growth and marketing goals
- Draft proposals and other communications to clients
- Learn about customer wants and needs to develop new or more useful products and related marketing plans
- Deal with staffing matters
- Lead project teams

In addition to core subjects needed for graduation, typical high school business classes include:

- Accounting
- Management and entrepreneurship

- Business law
- Advertising and marketing
- Business technology applications

Often business classes are part of high school programs like these:

- **Career-technical education:** A program that prepares students for jobs in a variety of career clusters and pathways (<http://www.careerclusters.org/list16clusters.php>).
- **Cooperative education:** A school- and work-based program that’s usually offered to juniors and seniors.
- **Youth apprenticeship:** A program similar to cooperative education that offers school- and work-based learning.
- **Career academies:** Schools within schools that focus on a particular career theme such as business or finance.
- **Dual credit:** Programs where you can earn high school and college credit at the same time, which saves tuition money and time in college.

To begin creating your pathway to a business career, ask your school counselor and business teachers about classes and programs that your high school has to offer. They can give you a head start on postsecondary education and a career.

HIGH SCHOOL:

Your Business Career Begins Here

As you consider classes and programs like the ones described on the previous page, remember the “must-dos” to take care of before you graduate:

- **Credits.** Sign up for challenging academic and business classes. Together they provide the credits you need to graduate and pursue postsecondary education. And good grades count!
- **Tests.** Get comfortable with tests. Employers test job skills. And colleges ask for ACT or SAT test results.
- **Experience.** Postsecondary admissions staff and job interviewers look for experience on a résumé. Internships, career-technical education programs, volunteer or paid part-time jobs and student organization memberships can help provide it.

When it comes to business careers, a program of study might look something like the one below. Or it might look like the ones at <http://careerclusters.org>. (Click on “Resources,” then “Plans of Study,” then the “Business” link.)

Your school counselor can help with information about graduation requirements and career classes and programs. Your family also can help you

decide on high school options and future educational possibilities.

However, you can use these models to complete the planning guide in the center of this publication and provide a blueprint to build a foundation for the future.

Memberships

Networking counts when it comes to getting references, finding jobs or clients, or meeting someone who would make a great employee or business partner. Many high schools provide opportunities to join one or more organizations like these:

- Business Professionals of America
- DECA
- Family, Career and Community Leaders of America
- Future Business Leaders of America
- Health Occupations Students of America
- National FFA Organization
- SkillsUSA
- Technology Student Association

Requirements to Position Yourself for a Business Career

	FRESHMAN	SOPHOMORE	JUNIOR	SENIOR
1st Period	English I	English II	English III	English IV
2nd Period	Algebra I	Geometry	Algebra II	Trigonometry, Calculus or Statistics
3rd Period	World History	American History	Government/ Economics	Psychology/ Sociology
4th Period	Biology	Chemistry	Physics	Other Graduation or Business Requirements
5th Period	Health/PE	Fine Arts/Other Graduation or Business Requirements	Other Graduation or Business Requirements	Co-op/Other Work-Related Program/Other Graduation or Business Requirements
6th Period	Introduction to Business/ Business Technology Applications	Foreign Language I/Other Graduation or Business Requirements	Foreign Language II/Other Graduation or Business Requirements	

IS COLLEGE REQUIRED?

When it comes to your future career, “Is college required?” is the second question to ask. The first one is “What career would I like to pursue?” That’s because career goals and educational choices often go hand in hand.

If you’re interested in business-related careers, you’ll find that many demand a bachelor’s degree or higher while others require less than a four-year college commitment. And, while you are thinking about the future, keep in mind that your level of educational preparation will have an impact on lifestyle choices, career advancement, income and job security, as the “Education Pays” chart shows.

So, do you know what you want to do? Do you know if your career interest requires a four-year bachelor’s degree from a college or university? Or do you know what other kinds of postsecondary education you’d like to pursue?

Do Your Research

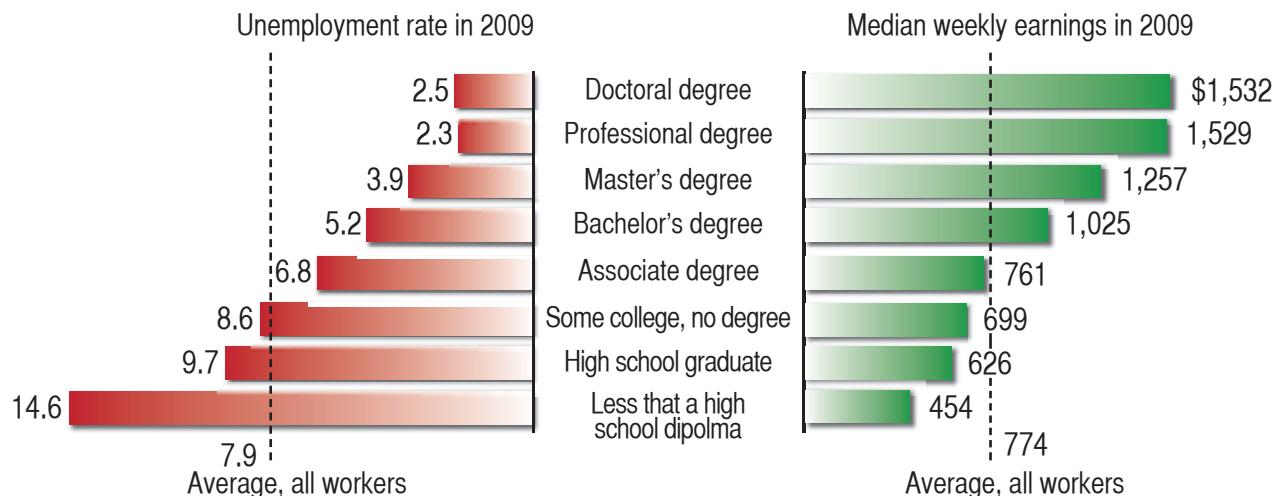
The interest inventory, career chart, career articles and case studies in this program, plus volunteer and work experiences, will help you discover your career interests. Job descriptions also tell a lot about work expectations, tasks and qualifications. These are great tools for finding out the kind of work you’d like to do.

To research jobs, go to:

- **Company career websites.** You’ll find employment opportunities and qualifications needed on many company sites. Search “Microsoft careers,” “Mattel careers,” “Garmin careers” or the career sites of companies near you. When you think “company,” also think about nonprofit and government agencies.
- **Job-finding websites.** Monster.com and Careerbuilder.com are two popular job placement services. Professional organizations, both at the national and local levels, also have career websites. Search the American Accounting Association or the American Marketing Association, for example.
- **The Occupational Outlook Handbook.** This guide provides information on hundreds of different jobs, plus the training and education needed, earnings, expected job prospects, what workers do on the job and working conditions. Find it at <http://www.bls.gov/oco>.

Then, depending on your career interests, compare postsecondary schools and program options.

EDUCATION PAYS



Source: Bureau of Labor Statistics, Current Population Survey. (<http://www.bls.gov/emp/emptab7.htm>). **Note:** Data are 2009 annual averages for persons age 25 and over. Earnings are for full-time wage and salary workers.

Consider Postsecondary Options

If you are interested in pursuing postsecondary education, school websites will provide you with lots of information about “majors” or “concentrations,” a list of courses to take and more.

Many of these schools offer campus-based and online classes leading to certificates and associate, bachelor’s and master’s degrees in a choice of majors. And credits toward an associate degree usually can be transferred to four-year college programs if the school is accredited. But be sure to visit with your counselor.

Check schools in your area, state or other locations to see if their programs meet your business interests. The chart below includes a sampling of offerings found at schools throughout the U.S.

As you research postsecondary programs, look at entrance requirements. For high school students who want to pursue a bachelor’s degree in economics, for example, entrance requirements at one university include:

- 4 units of English
- 4 units of mathematics
- 3 units of social sciences
- 3 units of natural sciences



Applicants also must rank in the top half of their high school class, or have an ACT composite score of 20 or higher, or have an SAT total score of 950 or higher.

Once you decide on a career pathway and specialty, begin to prepare today. Your school counselor can help you develop a plan.

Find Out More

Go to <http://www.college.gov>.

Sample Postsecondary Credentials and Majors

CERTIFICATE	ASSOCIATE DEGREE	BACHELOR’S DEGREE
A 1- to 2-year credential in a career-related specialty. Usually granted by community colleges and career-technical schools.	A 2-year academic or technical degree. Usually granted by a community college, college or university.	A 4-year academic degree. Usually granted by a college or university that also may grant master’s degrees requiring additional study.
Accounting applications Administrative support Office information technology Retail management Computer infrastructure-related Cisco, CompTIA, Microsoft and Novell certifications Small/micro business development Web designer and web developer Customer service Sports management Business specialist Marketing operations Office specialist Medical office management	Accounting technology Business administration Entrepreneurship International business management Application programmer Health information management Restaurant management Hospitality and tourism management Computer systems specialist Internet services technology Marketing management Paralegal and legal assisting Office management Logistics management	Accounting Business administration Economics, including institutional, labor and monetary economics, and quantitative economics and econometrics International trade and finance Management Marketing, including research/information systems, sales management, other majors Finance, including banking, risk management and insurance, other majors Health care management and policy Human resource management International management Managing electronic commerce Operations and information management Transportation

FINDING FUNDING

Some students have college savings accounts funded over the years by family members, but most don't. According to the College Board at <http://www.collegeboard.com/student/pay/add-it-up>, "About three-quarters of full-time undergraduate college students receive some type of financial aid in the form of grants, scholarships, loans or work-study."

So when it comes to decisions about postsecondary education, you will need to determine not only the program you intend to pursue, but also where you plan to go to school and how much your choices will cost.

Some four-year public colleges and universities charge about \$9,000 a year for tuition and fees, some private colleges about \$35,000 a year and some community colleges about \$2,700 a year. Additional educational expenses include books and supplies and, for out-of-towners, room and board. That's why it's important to ask yourself:

- Can I afford my first-choice postsecondary school?
- Will my first choice, above any other choice, benefit me in the future, no matter what the cost?
- Are any scholarships available to me so I won't have to borrow much money?
- Is it possible to study and work so I can pay for my education along the way?
- Do I have options, such as dual high school and college credit? Or is it possible to earn a less-expensive associate degree at an accredited community college followed by two more years at a four-year school?

Beware of Scams

If you are shopping for financial aid, remember to watch out for bad deals. You don't have to pay anyone for financial aid or scholarship information. Read about scholarship scams at:

- http://www.collegezone.com/studentzone/416_874.htm
- <http://www.ftc.gov/scholarshipscams>
- <http://www.studentaid.ed.gov/PORTALSWebApp/students/english/lsa.jsp>



- Will I be able to live at home if I choose to go to college, or will I have to pay for room and board?
- After graduation, can I afford the monthly college loan payments on the amount I would earn in my field? How will that affect my lifestyle?

A Healthy Approach to Credit

Popular financial advisers often talk about "good debt" and "bad debt." As you can guess, debt may be good if it brings a large return on your investment. That could include a college degree.

However, while some college majors can be considered good debt, others don't result in a job that provides enough income to pay off a loan and

Need-to-Know Info About Credit Cards

High school seniors and college freshmen alike are bombarded with credit card offers. The Consumer Credit Counseling Service of South Texas wants you to know that:

- Credit card purchases are not free.
- Credit card officials are keeping score.
- There are cheaper ways to get a tee-shirt than to sign up for a credit card that has an annual fee and a high interest rate.
- All credit cards are not the same.
- Carrying a credit card balance is costly.
- Credit cards are helpful during emergencies.
- Credit counseling is available.

Learn more at <http://www.ccsstx.org/wiki/CCC/PressTeensCredit>.

cover living expenses. To learn more about problems related to that issue, access “The Debt That Won’t Go Away” at <http://www.cnbc.com/id/40680905>.

For example, a \$50,000 four-year college loan with an interest rate of 6.8 percent could result in a \$575.40 payment per month if paid over 10 years. What would be your total loan amount? How much interest would you pay? Try different scenarios at <http://www.finaid.org/calculators/loanpayments.phtml>.

Do you think your post-college budget would accommodate a \$575.40 loan payment each month, plus other expenses? Look at the “Average Annual Household Expenses” chart below. Then use the blank form to create your projected post-college expenses.

Take-Home Pay?

You won’t see the salary an employer offers in your paycheck. Like the income figures on pages 9 and 42, the salary offer is your gross income. What you get – your take-home page – is your net income after deductions.

Stressing About College?

View this video, and you’ll feel better about your college options: <http://www.youtube.com/watch?v=-Z3whjuLCA8>.

AVERAGE ANNUAL HOUSEHOLD EXPENSES

Item	Amount
Food at home	\$ 3,753
Food away from home	2,619
Housing	16,895
Apparel and services	1,725
Transportation	7,658
Health care	3,126
Entertainment	2,218
Personal insurance, pensions	5,471
Other expenditures	5,127
Annual after-tax expenditures	\$ 48,592

2009 Average Annual Consumer Expenditures, U.S. Department of Labor Bureau of Labor Statistics (<http://www.bls.gov/news.release/cesan.nr0.htm>). The average household includes 2.5 persons, 1.3 earners and 2.0 vehicles. Before-tax income was \$62,857.

Part of being a “money smart” college student is to do your research to achieve future goals. Here’s how:

- Start with the federal government at <http://studentaid.ed.gov>. And, when it’s time to apply, fill out a Free Application for Federal Student Aid (FAFSA) at <http://www.fafsa.ed.gov>.
- Go to <http://www.finaid.org>. The site leads to financial aid and scholarships. To find information on state aid, go to <http://www.finaid.org/otheraid/state.phtml>.
- Some businesses offer training programs or financial aid for education, such as the UPS Earn & Learn program. If you’re looking for a job, try to find one at a company that offers educational benefits.

In your search to find funding, involve your family, your school counselor and financial aid directors at schools you’d like to attend. They can tell you about aid available to you.

Wise Words

By failing to prepare, you are preparing to fail.
– Benjamin Franklin

MY ANNUAL ADULT EXPENSES

Item	Amount
Food at home	\$ _____
Food away from home	_____
Housing	_____
Apparel and services	_____
Transportation	_____
Health care	_____
Entertainment	_____
Personal insurance, retirement savings	_____
Other expenditures	_____
Total annual expenses	\$ _____
Annual take-home pay for one of your job choices	\$ _____
Less annual expenses (see above)	– _____
Balance (+/-)	\$ _____

SEARCHING FOR YOUR FIRST BIG JOB



Soon you'll be looking for a job. So where do you start?

Business Networks. Networking is one of the best ways to access the “hidden job market.” You already have a network that’s ready and willing to work for you – family, friends, neighbors, school counselors, teachers, mentors, student organization members and former employers who liked your work. Professional and business associations, college placement centers (a great place to find recruiters) and online networks like LinkedIn will become important parts of your network as well.

“Conventional wisdom holds that at least 80 percent of all job openings go unadvertised,” said Stephen Rothberg in a blog at CollegeRecruiter.com. “Yet at least 80 percent of job seekers focus almost all or even all of their efforts on the 20 percent of jobs which are advertised.”

In a *Wall Street Journal* article, Dennis Nishi advised job-seekers to create a list of companies you’d like to work for by researching career sites. Then you can check for job opportunities on the companies’ websites – another hidden market.

Résumés and Applications. When you find a job opportunity, be ready to fax or e-mail a résumé and, in some cases, a cover letter. Résumés describe career and educational history, accomplishments, leadership experiences, honors, awards and other qualifications. QuintCareers.Com is a good place to search for sample résumés, cover letters and thank-you letters.

If you get an interview, you may have to complete an application – a legal document that will become part of your file. In addition to education and work history, you’ll be asked for the names and contact information of people who will provide you with a reference. Your signature certifies that your information is true.

Speaking of References ...

Before applying for a job, find three good references from your network who aren’t relatives. Ask permission to use their names, let them know the kinds of jobs you’re seeking and remind them of your qualifications.

Sample Résumé

Sarah Jones
1310 Rock Ledge Street
Hamlet, Large State 41112
454-555-5555

CAREER OBJECTIVE
To use my marketing education and experience to support the marketing efforts of a growing company.

RELATED EXPERIENCE AND ACCOMPLISHMENTS
Chaired the marketing committee for an event that raised \$20,000
Developed and monitored the event's marketing budget
Researched potential donor lists in the children's charity market
Developed direct mail, social media and advertising campaigns
Produced media kits for broadcast and print media

SKILLS
Excellent communication skills
Administrative, teamwork and organizational skills
Customer service skills
Proficient in Microsoft Office

EDUCATION
Large State College
B.A. in Business Administration, Marketing Emphasis
Graduation: May 2011
G.P.A.: 3.6/4.0

HONORS, AWARDS, MEMBERSHIPS
Marketing Internship, Hamlet Advertising Agency
Media Internship, KAPE-TV News
Large State Advertising Club
Volunteer, Food for Kids

WORK HISTORY
Table Server, Good Food Restaurant, Hamlet, Large State, 2008-09
Cashier, MegaXtraValue, Hamlet, Large State, 2009-present

Annotations:

- Develop an objective statement that addresses position applied for (points to Career Objective)
- Leave adequate margins on all sides (points to contact info)
- Use bold capital letters to emphasize major headings (points to section headers)
- Begin statements with action verbs (points to Related Experience)
- Identify major skills required for the position (points to Skills)
- Include specific achievements (points to Honors/Awards)
- Place work history at the end (points to Work History)

STAYING HIRED



Getting a job is one thing. Keeping it is another. And people who leave their jobs or get fired too many times have a hard time finding future work.

That's why it's a good idea, whether you're an employee or an entrepreneur, to consider work behavior from a manager's perspective. For example, what would you think if you saw an employee ...

- Roam the halls and chat with co-workers?
- Turn up in restricted areas or private offices?
- Take long breaks and often call in sick, particularly on Mondays and Fridays?
- Text or make personal phone calls frequently?
- Use the Internet to access social media sites or play games?
- Make faces or inappropriate gestures, harass other employees or play pranks all the time?

Business Ethics Required

Would you buy from a company that sold shoddy merchandise or was known for bad business practices? Not likely. Good companies know that ethical practices, by ethical employees, are both the right thing to do and good for business, too. So it's a good idea to review what your company expects, whether it's just a few sentences in an employee handbook or published guidelines like these:

- BellSouth: http://www.ethics.bellsouth.com/OVIA_K00801W.02.pdf
- Boeing: http://www.boeing.com/company/offices/aboutus/ethics/ethics_booklet.pdf
- Institute for Supply Management: <http://www.ism.ws>. Click on "About ISM" and "Principles and Standards of Ethical Supply Management Conduct."

Your boss isn't the only watchdog. From security cameras to computer keystroke tracking software, the eyes of the company are upon you. So if you want to stay hired, follow this advice from career experts:

- Be on time, ready to begin work.
- Dress and act appropriately, and speak politely. Business etiquette is a plus.
- Learn more about company goals and priorities and how your job fits into the big picture.
- Demonstrate energy, confidence and flexibility, and display your problem-solving, leadership and communication skills.
- Build your reputation as a trustworthy, reliable, productive worker.
- Be a responsible team member, and complete your contribution on time.
- Give your boss or team leader a progress report. Ask for information or help as soon as you need it. Then your finished work will be acceptable, and you'll be able to meet your deadline.
- Read the employee handbook, and play by the rules when it comes to company requirements.
- Sick? Call your boss if you're too ill to come to work, and let your boss know when you'll return.
- Vacation? Let your employer know in advance.
- Use the phone, computer and company equipment for business purposes only.
- Don't gossip about the company, either online or with others. Rumors spread fast, can create false impressions of the company and ultimately hurt your reputation.
- Keep your skills up to date. Read the latest information, and participate in workshops and classes. People will view you as an expert.

Following these tips can earn you a promotion and prepare you for management or business ownership in the future.



TAKE A CLOSER LOOK AT **BUSINESS** **OPPORTUNITIES**

From entry-level occupations to top jobs that could be yours someday, the business world offers a wide array of opportunities. If you're interested in Business Management & Administration, look here for jobs that the government predicts will grow the fastest between 2008-2018:

Job Opportunity	% Growth Rate
Accountants and auditors	22
Administrative services managers	12
Advertising, marketing, promotions, public relations and sales managers	13
Budget analysts	15
Computer and information systems managers	17
Cost estimators	25
Customer services representatives	18
Executive secretaries and administrative assistants	13
Human resources, training and labor relations managers and specialists	22
Legal secretaries	18
Management analysts	24
Medical secretaries	27
Operations research analysts	22
Paralegals and legal assistants	28
Receptionists and information clerks	15
Research analysts, marketing	28
Secretaries and administrative assistants	11



Get a Head Start in **BUSINESS**

Getting ahead in business takes a good education. Getting ahead also takes leadership skills, people skills and more. Student organizations are a great way to learn and practice those special business skills. They're also a great place to build a network of friends and mentors who can give you a head start in business.

Build your own personal business opportunities. Join a business student organization today.

DECA – An Association of Marketing Students
<http://www.deca.org>

Business Professionals of America
<http://www.bpa.org>

Future Business Leaders of America
<http://www.fbla-pbl.org>