

CAREER GUIDE

KELLEY SCHOOL OF BUSINESS INDIANAPOLIS



**KELLEY SCHOOL
OF BUSINESS**

INDIANA UNIVERSITY
IUPUI

Career Planning Office Introduction

Career Counseling

Walk-in hours: Tuesday–Thursday
9:00–11:00 am and 3:00–4:00 pm
Appointments Available: 317.278.0506
Evening appointment hours are available upon request.

Overview of the Career Planning Office (CPO) Services

- Résumé and cover letter assistance
- Job and internship search strategies
- Mock interviews
- Interview techniques and practice
- Networking strategies and events
- Salary negotiation
- Self-assessment
- MBTI and Strong Interest Inventory assessments
- On-campus interviews
- Career fairs
- Business etiquette
- Career development and management strategies
- KelleyCareers (online job board)



Self-Assessment

Self-assessment is the first step in an effective career or job search, and it is often ignored. You might think that you are participating in assessment continuously by choosing courses, majors, professional organizations, and so on. In fact, all of your choices require some level of assessment, but many times the success of your choices is dependent on your ability to make a thorough and accurate assessment of the issues involved. This is where the Career Planning Office can help guide you. Some areas for you to consider are:

Skills

Transferable skills are skills acquired through school- or community-related activities, work, internships, and volunteering that can be transferred to a professional work environment. Specialized skills are specific and can be clearly demonstrated, for example, fluency in a foreign language or knowledge of industry-specific software.

Values

Your work values, as well as your personal values, come in to play when choosing a career, job, or work environment. You might desire a high salary, for example, but find that a position with a higher salary will require more time away from your family than you are willing to take.

Interests

A thorough assessment of your interests can help you to identify areas of work that will provide the greatest level of satisfaction. Your interests in the classroom, at work, and in your personal life can provide direction when it comes to making important career decisions.

Self-Assessment Tools Available in the CPO

The Myers-Briggs Type Indicator (MBTI) is a well-researched and respected instrument used to help you to determine your inborn preferences for interacting in the world. Administration and evaluation of the MBTI requires the assistance of a qualified professional. All the CPO counseling staff members are Certified Practitioners of the MBTI. There is no cost to Kelley students and alumni for the MBTI.

The Strong Interest Inventory is an examination of your interests at this point in time. It provides actual job titles of people who have responded to the questions in the manner that you did. The CPO counseling staff is qualified to administer and evaluate this assessment at no cost to Kelley

students and alumni.

Skills, Values, and Interests Inventories are available in the CPO and give you an inventory of areas that you should consider when making career choices.

Career Counseling can be a good opportunity for you to discuss your concerns and questions with a career professional. Career counselors understand the career pitfalls and can provide resources to help you avoid them. Another advantage to seeking counseling assistance is the objectivity of a third party.

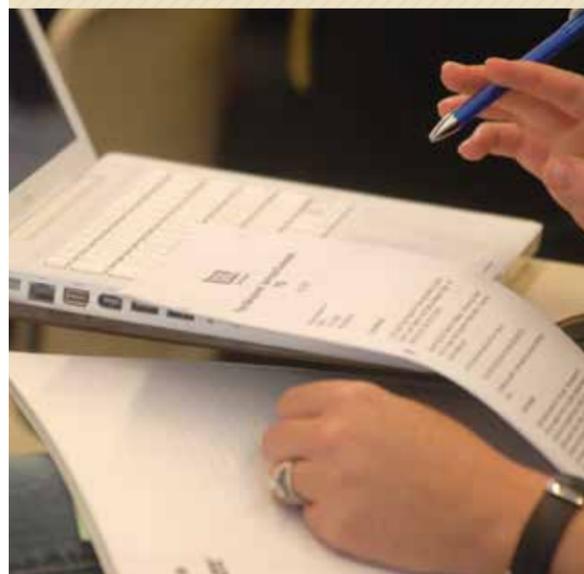
Industry & Occupational Research

Career research and exploration is the next step in an effective career development process. It is also one that many people choose to skim through or skip entirely because it demands that you take the time to locate and review information on fields of interest, job titles, and educational opportunities. However, if you start early (continuing to explore options throughout your career) and throw yourself into research and exploration with a positive attitude, this is a step that you will enjoy. It is all about the attitude you take.

Some of the information that you will discover includes, but is not limited to:

- Requirements for working in an industry or field (e.g. skills, education, experience)
- Job outlook and future projections
- Potential for growth in the field (i.e. career paths and promotional opportunities)
- Salary ranges, including cost-of-living considerations
- Financial health of specific companies in the field
- Working environments (e.g. culture, hours, locations)

As you collect this information, you should begin weighing it against what you already know about yourself—your skills, interests, personality type, values, and more. After completing some research on your own, talking to people in your network, and conducting informational interviews, you will have the knowledge you need to assess the likelihood of your potential fit. You will also be in a position to objectively examine your strengths and weaknesses to determine what areas, if any, you should address before applying for a job or graduate program.



Résumés

Your résumé is the most important document in your job or internship search. It is an introduction to a potential employer and must be impressive in order to get you an interview. Your résumé is a marketing tool that distinguishes you from the competition by highlighting your major accomplishments and related experience. It is a presentation targeting the potential employer's needs and emphasizing your contribution to previous organizations.

To help you get started in writing your résumé, listed below are sample components of a résumé. You should select sections to include based on the employer's needs and your qualifications. Each section also should use strong, descriptive words to describe your experiences, skills, and qualifications.

Contact Information

The first section of your résumé should include information on how the employer can contact you.

First and Last Names
Street Address (no abbreviations)
City, State, and ZIP
Phone (Landline or Cell)
Email Address

Education

In the education section of your résumé, list the colleges you attended, the degrees you attained, any special awards and honors you earned, and relevant academic projects.

Indiana University, Kelley School of Business, Indianapolis, IN
Bachelor of Science in Business
Majors, Minors
Expected Graduation Date
Awards, Honors

Experience

This section of your résumé includes your work history. List the companies you've worked for, dates of employment, the positions you've held, and a bulleted list of responsibilities and achievements. If you have completed internships, it's fine to include them in this section of your résumé. You can also list summer jobs.

Avoid merely listing job responsibilities—state what you did and the impact that your actions had on the organization. Use action words and phrases.

Company #1, City, State
Job Title
Dates Worked

- Responsibilities / Achievements
- Responsibilities / Achievements

Company #2, City, State
Job Title
Dates Worked

- Responsibilities / Achievements
- Responsibilities / Achievements

Additional Sections

You may choose to include additional sections, depending on your background and the requirements of the position to which you are applying. Possible sections include Skills, Activities, Honors/ Awards, and Professional Organizations.

References Available upon Request

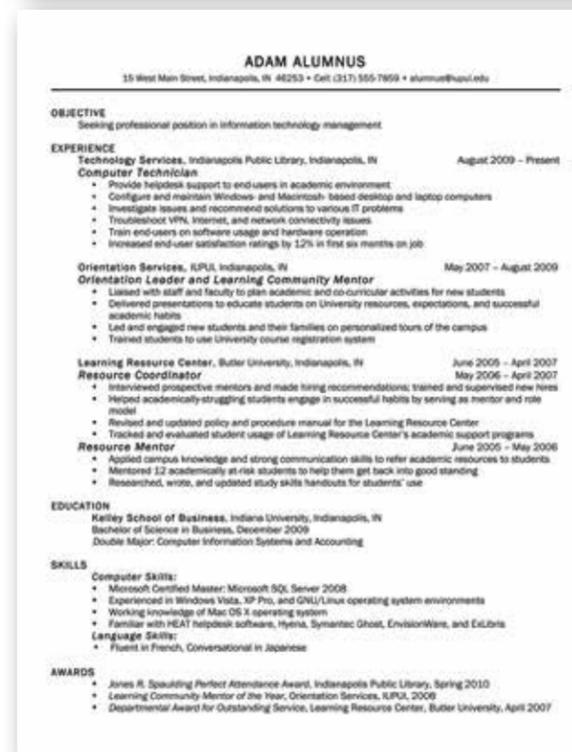
References do not belong on a resume. Instead, you prepare a separate document that lists your references and provides their contact information. When employers request references, you may forward your references list.

What NOT to include on your résumé

Limit the amount of personal information on your résumé. In the U.S., it is recommended that you do not include items such as age, gender, marital status, religious affiliations, or pictures.



Sample Résumés



Research Resources

There are several resources which provide the information that you will be seeking as you research industries. This information may include where you may like to work, the job titles or occupations within that industry, and/or the graduate schools that will provide you with further skills. A selection of the best of these sites includes:

- Vault:
www.ulib.iupui.edu
- Career Guide to Industries:
www.bls.gov/oco/cg
- Occupational Outlook Handbook:
www.bls.gov/OCO
- My Plan:
www.myplan.com
- The Riley Guide:
www.rileyguide.com
- Hoover's Online:
www.hoovers.com/free

Informational Interviews

Informational interviews are the most valuable and underutilized tool in the job search. An informational interview is an interview where you identify the professional with whom you want to speak and take charge of the discussion. It's not the time to ask for a job, but it's a great time to ask for advice and other potential contacts. You get the double benefit of first-hand research and expanding your network.

Informational interviews don't just happen. You have to be proactive. Identify who you want to talk to, make the initial contact, set up a time to talk, prepare questions, etc. You can start with someone you already know or with a friend-of-a-friend, but you can also contact people you have no connection with and who are at the highest levels of an organization. If you are professional in your approach and are able to articulate why you are interested in talking with someone, you'll be surprised at how willing people are to meet with you.

Résumé Action Verbs

Management Skills

administered
analyzed
assigned
attained
chaired
contracted
consolidated
coordinated
delegated
developed
directed
evaluated
executed
improved
increased
organized
oversaw
planned
prioritized
produced
recommended
reviewed
scheduled
strengthened

Communications Skills

addressed
arbitrated
arranged
authored
corresponded
developed
directed
drafted
edited
enlisted
formulated
influenced
interpreted
lectured
mediated
moderated
motivated
negotiated
persuaded
promoted
publicized
reconciled
recruited

spoke
translated
wrote

Clerical or Detailed Skills

approved
arranged
catalogued
classified
collected
compiled
dispatched
executed
generated
implemented
inspected
monitored
operated
organized
prepared
organized
prepared
processed
purchased
recorded
retrieved
screened
specified
systematized
tabulated
validated

Research Skills

clarified
collected
critiqued
diagnosed
evaluated
examined
extracted
identified
inspected
interpreted
interviewed
investigated
organized
reviewed
summarized
surveyed
systematized

Technical Skills

assembled
built
calculated
computed
designed
devised
engineered
fabricated
maintained
operated
overhauled
programmed
remodeled
repair
solved
trained
upgraded

Teaching Skills

adapted
advised
clarified
coached
communicated
coordinated
developed
enabled
encouraged
evaluated
explained
facilitated
guided
informed
initiated
instructed
persuaded
set goals
stimulated

Financial Skills

administered
allocated
analyzed
appraised
audited
balanced
budgeted
calculated
computed
developed

forecasted
managed
marketed
planned
projected
researched

Creative Skills

acted
conceptualized
created
designed
developed
directed
established
fashioned
founded
illustrated
instituted
integrated
introduced
invented
originated
performed
planned
revitalized
shaped

Helping Skills

assessed
assisted
clarified
coached
counseled
demonstrated
diagnosed
educated
expedited
facilitated
familiarized
guided
referred
rehabilitated
represented

Cover Letters

Cover letters are your introduction to the employer, and if your cover letter isn't excellent, the employer may not proceed to your résumé. You should always write and send a cover letter with your résumé. Rather than being a summary of your résumé, a cover letter is used to expand on the information in your résumé. It allows you to personalize your qualifications and demonstrate to the reader how you meet the company's needs.

Cover Letter Outline

Street Address (no abbreviations)
City, State, and ZIP

Date of Letter

Mr. John Smith (Contact Name)
Vice President (Contact Title)
XYZ Company (Company Name)
123 Main Street (Street Address)
Indianapolis, IN 46202 (City, State, and ZIP)

Dear Mr. Smith: (use Mr. or Ms. Last Name)

Paragraph #1: The purpose of the letter

- State the reason that you are writing; name the position to which you are applying and how you heard about the opening
- Indicate why you are interested in this position
- Lay the groundwork of why you are a strong candidate (focus on your fit with the company)

Paragraph #2: Tell your story

- Illustrate your worth and value to the company
- Highlight your skills and experiences that are relevant to this position
- Match your skills to the position
- Provide examples from your work and/or academic experiences

Paragraph #3: Close the deal

- Thank the reader for his/her time
- Restate your interest in the position
- Suggest an interview or a meeting to discuss the position and your qualifications
- Identify follow-up steps
- Provide contact information

Sincerely,

Your Name Typed

References

When you are asked by a potential employer to submit a list of references, you should supply a list of three to four people who can verify and elaborate on your professional experience. Previous employers, professors, and advisors are usually the best professional references to have. Be sure to contact your references and ask for their permission before you include them on your list. Only select people who you believe will have positive things to say about you, and make sure to inform them of the types of positions to which you are applying.

References for Ian Indiana

Mr. Joe Smith, President
XYZ Corporation
123 Main Street
Greenwood, IN 46237
317.555.1234
smith@xyz.com
Former supervisor

Ms. Lucy Galahad, Director of Operations
AT&T
5896 South Shadeland Avenue
Norwood, MA 01896
781.536.8964
galahad@att.com
Former supervisor

Professor Sophia Wilson
Kelley School of Business, Indiana University
800 West Michigan Street
Indianapolis, IN 46202
317.278.2697
wilson@iupui.edu
Former professor



Thank You Notes

You should e-mail a thank you note within 24-48 hours after an interview. A thank you note should thank the interviewer for his/her time spent with you as well as reiterate your interest in the position. If you met with several people during the interview, a separate email should be sent to each person with whom you've met.

Sample Thank You Email

To: june.cleaver@duke.com
From: jaguar@iupui.edu
Subject: Thank you

Dear Ms. Cleaver:

Thank you for taking the time to interview me today for the Staff Accountant position. It was enjoyable meeting you and learning more about your company.

My background and experience make me well qualified for this position. Our meeting left me enthusiastic about the accounting position with your company. I have been handling month-end duties for the past year and could step into this position with little or no training. This is a tremendous opportunity, and I am excited about the possibility of forming a mutually beneficial relationship with Duke Realty Corporation.

Again, thanks for your time and consideration. I am very interested in this position and look forward to hearing from you.

Sincerely,
Jonathan Jaguar



Developing an Effective Job Search Strategy

Use a variety of methods to search for jobs.

Applying to positions listed on KelleyCareers and public websites is only a small part of a comprehensive job search strategy. To tap into the "hidden job market," you need to incorporate other job search strategies in your plan. Identify and research your target organizations. Use Internet resources to research your field and identify potential positions. Make contact with other professionals in these organizations through networking and professional development opportunities. Expand your search beyond the use of only general Internet sites.

Research industries, companies, and positions.

Identify those organizations and positions that match your own career interests and goals. Use what you have learned through your research to demonstrate your accomplishments effectively, articulate your match to the company's culture and mission, and ask informed questions.

Develop excellent promotional and marketing tools.

You are the product, and your résumé and cover letter are the tools that you will use to reach your potential market. Be specific about your relevant skills and experiences and how you will contribute to the organization. Tailor each cover letter and résumé to the position and company where you are seeking employment. Employers can immediately identify a résumé and cover letter that are generic and unspecific. Use specific examples from your academic and work history to demonstrate your fit for the job. Have your materials reviewed by a career counselor at the Career Planning Office.

Register for and utilize KelleyCareers.

Check KelleyCareers regularly for job and internship postings, recruiting schedules, and career events such as career fairs and employer information sessions.

Build your network.

Begin with who you know and personal referrals including alumni, faculty, family, and peers. Put the word out that you are seeking a job in a particular field and follow up promptly on any leads you receive. There are many opportunities to make new contacts. Take part in opportunities on campus, such as student organizations, panels, alumni events, career fairs, and employer information sessions. Utilize the alumni network and professional organizations to expand your network.

Conduct informational interviews.

Interview individuals who work at companies that interest you by following up with contacts that you have met at career fairs, information sessions, and networking events. Gather advice about career paths and job opportunities in a specific field, industry, or organization. Remember, the



purpose of an informational interview is to obtain information, not to ask for a job. Always be sure to follow up informational interviews with thank you notes and keep these contacts updated on your progress.

Consider pursuing internships or volunteer work.

Skill development is an on-going process. Part-time jobs, internships, and volunteer positions can be worthwhile opportunities for you to develop your skills and gain the professional experience that you need to be a competitive candidate.

Get organized.

To stay organized, it is essential that you have a system for keeping track of your contacts, correspondence, and follow-up actions. Create a system to keep track of names, addresses, titles, emails, résumés sent, and responses received. You can use a daily planner or create a spreadsheet, but choose a system that works well for you.

Follow up.

The most important part of the job search process is what you do with the names you have gathered and contacts you have developed. Follow up on all contacts you make, on all résumés and cover letters you send, and on all interviews that you have. Follow-up shows enthusiasm and ambition and could distinguish you from other candidates.

Networking

Networking is simply getting information or developing contacts from people you know. The process is no different than trying to find out about a movie or a good place to go for dinner. You ask around, and sooner or later you find someone who knows somebody who can provide the information you seek. Similarly, everyone knows someone who can help him or her in the job search process.

Networking is not contacting everyone you know when you are seeking a new job and asking if they know of any job openings. Instead, it is an exchange of information. When you develop a networking contact, you may not have any pertinent information to share immediately; however, you can always be available to help in the future.

Who Do I Contact?

- Family, friends, and neighbors
- Alumni
- Professional, community, religious, political, or social organizations
- Networking groups
- Faculty, advisors, and staff members
- Your classmates and former classmates
- Former employers and co-workers
- Your friends' parents and your parents' friends

How Do I Network?

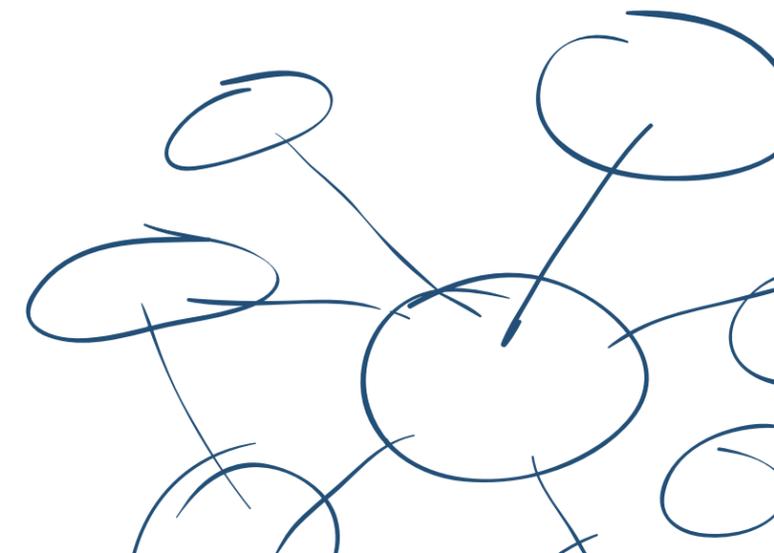
Decide what market, function, and industry you are going to target. Make sure that you can state clearly your objectives.

Make a list of your contacts. Do not ignore people because they do not seem to be in the right industry or field. They may know someone who is.

Call or e-mail your contacts, be specific about what you are seeking, and ask if they know anyone who can help you with advice, information, or a referral.

Keep adding to your network list. Your goal is to talk to anyone who is in a position to influence your research.

Ask key contacts for informational interviews. Obtain information about the industry or organization, and learn what it takes to break-in to the field.



Networking

Networking Tips

Remember, you are not asking for a job. Some contacts may be resistant if you approach them with the sole intent of obtaining a job in their companies. They might not be in a position to offer you a job. Instead, your goal should be to obtain advice, information, and referrals in the industries or organizations you have targeted.

Leverage contact names as a door-opener. Use names you are given to get a contact in your chosen field, but make sure you ask permission first. Then, with the person's permission, you can lead with, "Jenny Jaguar suggested I contact you."

Most people are flattered by requests for help or guidance. However, do not hound potential contacts with constant messages or e-mails. Busy people need time to respond. Use the opportunity to learn as much as you can. This process will prepare you for actual job interviews. Spend time preparing questions and conducting informational interviews with key contacts.

Always ask for other contacts. The name of the game in networking is to talk to as many people as possible. You can ask your contacts if there is anyone else they know who may be able to offer you advice and information.

Be certain to follow-up on every lead you get and acknowledge your appreciation (send thank you notes!) for the assistance that you have received.

Informational Interviews

Informational interviewing is a form of networking that gives you access and knowledge of a certain career field. Obtaining information about your target career fields, industries, and markets saves valuable job search time and resources. Additionally, you will be establishing a contact in the industry for later reference if needed.

Here are some quick points on how to get started:

- Contact possible interviewees by phone or e-mail. Explain who you are, who referred you, why you are interested in learning more about the job/field or industry, and request a 20-30 minute meeting. An in-person informational interview will gain you more information than an e-mail. This also will allow you to see the workplace and get a true sense of culture and mission.

- Emphasize that you are just trying to gain more information and keep to your agenda. Do not ask for a job or send a résumé unless specifically requested.
- Develop questions to fit the organization, the industry you are exploring, and your particular situation and experience level.
- Be prepared to take the lead in the conversation. Remember, you asked for this meeting, and you are the one doing the interviewing.
- Always send a thank you note after the meeting to thank the contact for taking the time to meet with you and sharing information.

Questions to Ask in an Informational Interview

- How did you enter the field? How long have you been in it?
- On a typical day in your position, what do you do?
- How did you reach your current position?
- What part of this job do you find most satisfying? Most challenging?
- What are the hiring trends like in this field and are there any suggestions you would make to get into this industry or career field?
- What are typical entry-level jobs in your field, and what skills, education, and experience are required for those positions?
- What is the career path in your field/organization?
- Can you recommend anyone that I could contact for additional information? May I mention your name?



Interviewing

The interview provides an opportunity for the applicant and the employer to exchange information. It enables the employer to find an employee whose knowledge, skills, and personality traits fit the qualifications for the position. Job applicants have the opportunity to determine if the position will meet their expectations.

A good résumé gets you the interview. A successful interview gets you the job.

Before the Interview Research

Do your homework! The applicant who can express knowledge of the company during the interview is at an advantage. The following is a guideline for information that should be researched before the interview.

- Major competitors
- Size of company
- Product line/services
- Number of employees
- Organizational structure
- Union/non-union organization
- Major clients
- Major competitors
- Company history

Dressing for the Interview

Strive for a neat and clean appearance in the interview. It is important to dress appropriately for the job for which you are applying. Many times this means dressing in a more conservative fashion than your usual style.

Clothing:

Clean and pressed

Conservative in color and pattern

Men: Suit or sport jacket, dress shirt, and tie

Women: Suit, skirt and jacket, or business-like dress (skirt length below the knee)

Shoes:

Clean and polished

Conservative style

Jewelry:

Limited in quantity

Conservative style (avoid large flashy items, clinking bracelets, dangling earrings, and watches with alarms)

Makeup/Cologne:

Apply sparingly

Strive for a natural look

Hair:

Washed

Neat and trimmed

Conservative style (avoid hair hanging over your eyes)

Nails:

Clean/Manicured

What to Bring to the Interview

Include in a standard sized portfolio with paper and pen:

- Copies of your résumé
- Five to six questions to ask the interviewer regarding the position and/or company
- Reference list
- Copies of certificates, transcripts, or other related documents, if asked to bring.
- Sample of your work, if applicable

Frequently Asked Questions

The following list is an inventory of questions that are often asked during the interview. Be prepared!

- Tell me about yourself.
- Tell me about your education/work experience.
- What are your short-range/long-range career goals?
- Why are you interested in our organization?
- What is your greatest professional strength/weakness?
- What are the most important considerations for you in choosing a job?
- Why do you want to leave your current job?
- How do you feel you can contribute to our organization?
- What led you to choose your college major?
- What do you know about our company?
- Do you have plans for continued study? An advanced degree?
- How do you work under pressure?
- Describe two or three accomplishments that have given you personal satisfaction.
- What motivates you to put forth your greatest effort?
- What were your favorite/least favorite college courses?
- What would your co-workers say about you?



Interviewing

Behavioral-Based Interviewing

Behavioral-based interviewing is one of the most commonly used interview techniques. This technique is based on the premise that your past performance (at work, in school, in leadership roles, and in athletics) is the best predictor of your future performance. How well you behaved or performed in past activities will help the interviewer decide how well you would do in the new position.

In a behavioral-based interview, you will be asked to describe situations where you displayed the skills, abilities, and personal traits that are sought for the position for which you're applying. Questions will be open-ended and tend to begin with phrases such as "Tell me about a time when . . ." or "Give me an example of a time when you . . ."

The questions are best answered using the S.T.A.R. framework: Situation, Task, Action, and Result. Begin by describing the situation, the task at hand, the action you took, and wrap up your answer by describing the results of your actions.

Sample Behavioral Questions

- Tell me about a situation when you persuaded someone to accept your ideas or point of view.
- Describe a time when you had to convince a person or group to re-evaluate their decision.
- Tell me about a situation where you did not get along with your supervisor.
- Provide an example of how you've used creativity and analytical skills to solve a problem.
- Describe a situation in which you faced an ethical challenge in the workplace and how you resolved it.

Questions to Ask the Interviewer

Asking questions during the interview is very important. The nature of your questions can indicate your interest in the job, can help you to determine if the job is "right" for you, and can convey your verbal communication skills to the interviewer. Salary and benefits should not be discussed unless the employer initiates the conversation. Listed below are topics to consider when formulating your questions.

- Employee evaluation and promotion
- Company plans for future growth
- On-the-job training or further education opportunities
- Advancement opportunities
- Typical career path in the organization
- Duties of a typical work day
- About the people with whom you would be working



Tips for Success

- Get good directions and drive by before.
- Get a good night's sleep. You need to be mentally alert for the interview.
- Dress appropriately.
- Go alone and leave your cell phone in the car.
- Arrive 10-15 minutes early.
- Know your résumé.
- Remember and correctly pronounce the name of the interviewer(s).
- Offer a firm handshake.
- Speak clearly and use good grammar.
- Maintain good eye contact.
- Don't smoke or chew gum.
- Listen carefully and answer all questions completely.
- Focus on your qualifications rather than your need for the job.
- Do not discuss personal issues.
- Do not criticize former employers/instructors.
- Express appreciation for the interview.
- Follow up the interview with a thank you note.

Receiving a Job Offer

When you receive an offer for an internship or full-time position, always let the employer know that you have received the offer and ask how long you have to make a decision.

If you get an offer from your second or third-choice employer, and have not yet heard from your first-choice employer, you can always do the following:

- Ask for additional time to consider the offer. Explain that you want to give the offer full consideration, but you need time to do that. They may or may not give you more time.
- Contact your first-choice company and ask if a decision can be made within the timeframe given by the other employer. Sometimes you can nudge them to move on their offers when faced with the prospect of losing a top candidate.
- Investigate all the offers and evaluate the information on each. Talk to someone you trust. Make sure you understand the opportunity. If you have any questions about the offer, call the employer and ask.

There are many things to consider when you get job offers. Salary isn't everything. You should also consider:

- Type of position: Does it match your skills, values, and interests?
- Work environment, mission, and culture

- Benefits: What are they and what will they cost me?
- 401K and pension plans
- Vacation
- Location
- Reputation of employer and industry
- Developmental/growth opportunities
- Freedom on the job
- Discounts, commissions, bonuses, incentive awards, expense accounts, and other perks

Should You Negotiate?

Not everyone should negotiate. Whether you should negotiate depends upon several factors:

- Your professional experience or lack thereof
- Major subject, degree level, and grades
- Leadership activities
- The employer's internal salary schedule

If you do negotiate, you need to keep it professional and know your BATNA: Best Alternative to a Negotiated Agreement. In other words, what is the next best alternative for either of the parties, you and the employer, if both parties cannot reach an agreement? What are your alternatives if you cannot agree to terms with this employer? What are the employer's alternatives if you do not accept the offer?



Receiving a Job Offer

What Can You Negotiate?

Money is not the only thing you can negotiate. There are other items you can negotiate:

- Vacation time and flexible work schedules
- Review periods
- Promotion/salary increase time frames
- Continuing education expenses
- Start dates
- Title
- Telecommuting
- Bonuses, commissions, and stock options
- Expense accounts
- Specialized training

When and How to Negotiate

Keep in mind that an offer can be withdrawn at any time before acceptance. Be reasonable and realistic about your leverage in negotiations.

- Do your research first. You should have comparable information based on sound research to allow you to know your honest, realistic worth before you go back to the employer and ask for something. Estimate how the employer will calculate your worth. Good websites to use are <http://salary.com> and <http://www.payscale.com>, but try to expand your research beyond these and be sure to factor in cost-of-living and relocation costs.
- Negotiate only if you sense they really want you. There could be a second candidate waiting who will accept the offer as is.
- When you call the employer back (use the phone, not through e-mail), let him/her know you are interested in the job and tell him/her that you have some questions. Your first question is simple and straightforward: "Is there any flexibility in this offer?"
- If the employer says yes, then be prepared to tell him/her what you want within reason. State your reasons to justify a higher salary or more vacation. Be articulate and to the point
- The employer may have to get back with you.
- Don't negotiate if you aren't seriously considering the offer. You could burn bridges that way.
- Close negotiations after the second counter offer. Only go back one time.



If the offer you receive is much lower than you expect, try not to take it as a personal insult. Companies sometimes offer a set amount, often in the low end of a possible salary range, to all candidates. After reviewing the offer and conducting some research, come up with an acceptable number and be prepared to let them know why they should increase their offer.

Accepting the Offer

- Call and accept the offer. Make sure to let him/her know how excited you are to start.
- Ask to get everything in writing if you don't have it already.
- Do not accept if you don't plan on honoring your acceptance. You will burn bridges that way.
- After accepting, stop interviewing and looking for other jobs.
- Inform other employers that you are off the market.
- Never take a counter-offer from your current employer.
- Find out the preferred start date, time, appropriate dress, where to report, and paperwork needed.
- Keep in touch with the employer until your start date, especially if it's more than two to three weeks.

Declining the Offer

- Make sure you explored all avenues of the offer before declining it.
- Notify the company immediately as soon as you decide you are going to decline it.
- Call the employer on the phone and tell him/her. Do not send an email to decline an offer.
- Have your reasons ready and be very professional and polite. You do not want to burn a bridge. You never know when, in the future, you will run into that hiring authority again.
- Thank him/her for the offer and his/her time.

Career Management

Tips for Starting a New Job

- Get to know the people with whom you will work directly and indirectly. Listen more than you talk. Don't assume anything. Ask questions.
- Never say, "That's not the way we did it at my last job." Learn the method of your new company before you suggest a better way.
- Discover the new boss' expectations of you and try to live up to them.
- Eat lunch with your new co-workers, not your old ones.
- Talk to people who have been with the company the longest to learn how the company culture works.
- Identify key employees in the organization and get to know them. Offer your help when possible.
- Identify the critical aspects of your new job. Make a plan for addressing them and share it with your new boss.
- Make notes. Keep track of your successes. Confidence is an important part of success in any job.

Professional Organizations

Accounting

Indiana CPA Society: www.incpas.org

American Institute of Certified Public Accountants: www.aicpa.org

Finance

Association of Financial Professionals: www.afponline.org

The Global Association of Investment Professionals: www.cfainstitute.org

Human Resources

Human Resource Association of Central Indiana: www.hraci.org

Society of Human Resource Management: www.shrm.org

Management

Academy of Management: www.aonline.org

Marketing

American Marketing Association (Indianapolis Chapter):

www.indyama.com

Business Marketing Association (Indianapolis):

www.bmaindy.org

Supply Chain Management

The Association for Operations Management (Central Indiana):

www.apics-cind.org

National Association of Purchasing Management (Indianapolis):

www.napm-indianapolis.org

Continuing Education

In some form, continuing education is likely to be a part of your future professional development, even if you do not currently plan on formally continuing your education. Options may include graduate degree programs, company-sponsored development programs, and self-directed learning.

A few resources you may want to use in identifying programs include:

- www.gradschools.com
- www.graduateguide.com
- www.businessweek.com
- www.usnews.com (a great site, if you subscribe to the Premium Content)



CAREER PLANNING OFFICE

317.278.0506
ksbcpo@iupui.edu
KelleyCareersOnline.com
@KelleyCareers



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