



Bentley University
McCallum Graduate School of Business

Resume Guide:
Creating Resumes That Provide a Competitive Edge

Graduate Career Services
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Chapter One: Introduction

The Purpose of this Guide

Your resume is an essential part of your job search; it is your first opportunity to market yourself and make a great impression. This guide will teach you:

1. What to do before you begin to write your resume
2. How to prepare a resume that differentiates you from your competitors
3. How to prepare a resume that is concise, easy to read, and has an attractive layout
4. How to address typical resume concerns
5. How to prepare an electronic resume
6. How to prepare a resume for Bentley's on campus recruiting system

The Purpose of a Resume

Your resume is your "brochure" in marketing terms and is your first introduction to a potential employer. Often, employers will scan your resume very quickly and make an immediate assessment. Therefore, the purpose of your resume is to whet the reader's appetite and entice them to meet you in person. The resume is your "marketing tool" to help position you confidently, honestly, and persuasively.

You will achieve this by writing a resume that:

- Is visually appealing and easy to read
- WINS the interview
- Presents you in the best possible light
- Convinces the reader that you have the best skills and experience to be successful at a specific position

<i>A Resume Is</i>	<i>A Resume Is Not</i>
<ul style="list-style-type: none">• A concise presentation of yourself targeted to the needs of a specific employer	<ul style="list-style-type: none">• A history of your life from high school to business school
<ul style="list-style-type: none">• A marketing tool that distinguishes you from the competition (highlights your major accomplishments)	<ul style="list-style-type: none">• An autobiography which describes your life to date
<ul style="list-style-type: none">• A document that focuses on "the whole person" (your unique qualities, experience and strengths)	<ul style="list-style-type: none">• A laundry list of everything you have ever done
<ul style="list-style-type: none">• A results-oriented document, which highlights not just what you did but the IMPACT your efforts had on previous employers	<ul style="list-style-type: none">• A long (2+ pages) document that is dense and difficult to read; 2 pages are fine if your work experience requires two pages.
<ul style="list-style-type: none">• A document that demonstrates career progression or an increasing level of complexity in your work experience	<ul style="list-style-type: none">• A detailed list of all your job responsibilities

SUMMARY

Experience in the financial services sector complemented by a Master of Science in Finance. Specific expertise in bridging the gap between finance and marketing through successful cost analysis and budget reduction. Seeking a position as a Financial Analyst in a multinational corporation. Additional strengths include:

- Independent contributor as well as team player and leader.
- Multicultural skills gained via diverse travel abroad in Europe and South America; fluent in Spanish.
- Proficient in Bloomberg, Reuters, First Call, MultexNET.

EDUCATION

Bentley University – McCallum Graduate School of Business, Waltham, MA

Master of Science in Finance, candidate

May 2010

- Concentration: Quantitative Finance
- GPA: **3.76**
- **Vice President and Controller**, Graduate Finance Association

Boston College, Chestnut Hill, MA

Bachelor of Science Major: Marketing

May 2006

- **Founder**, Marketing Club

PROFESSIONAL EXPERIENCE

Company A, Waltham, MA

Spring 2010

Financial Analyst, Intern

Global financial management and advisory firm with offices in 37 countries and total assets of \$1.4 trillion.

- Developed custom asset allocation strategies by analyzing mutual funds and stocks to present alternatives to high net worth clients. Several clients invested in new mutual funds and stocks, increasing net worth by 12%.
- Added five new high technology clients to the financial advisor’s corporate client base through effectively marketing Company A’s corporate services along with research on the technology sector.

Company B, Boston, MA

2007-2009

Marketing Specialist

Full-service investment banking firm servicing the Biotechnology, Pharmaceutical and Retail industries.

- Partnered with management to establish first regional office in Boston, marketing institutional brokerage and investment banking services.
- Prioritized marketing plan and eliminated unnecessary expenses, resulting in a 30% reduction in projected costs.
- Collaborated with Sales Team to develop marketing collateral and PowerPoint presentations to present to prospect clients including Pfizer, Gillette, and Millennium Pharmaceuticals.

Company C, Waltham, MA

2006-2007

Market Analyst

A start-up offering an online planning tool for hikers throughout New England.

- Collaborated with senior management team on the development of a new business plan, with an emphasis on financial analysis, which resulted in raising \$500 K in angel funding.
- Analyzed new business opportunities through competitive and market analysis. Recommended and signed three strategic partnerships, resulting in a 30% increase in website traffic and greater customer satisfaction.

COMMUNITY LEADERSHIP

- Volunteer, Big Brother - Boston Big Brother Big Sister Association of Greater Boston, 2008-present
- Reading Mentor, Literacy Volunteers of America, Boston, MA, 2007-present

SUMMARY

Master of Science in Accountancy candidate with auditing and accounting experience from multinational companies in the U.S. and China. Demonstrated strong work ethic, ability to learn quickly and team spirit. Seeking an Auditing position within public accounting. Additional strengths include:

- Strong multicultural skills, fluent in Mandarin Chinese and English
- Proficient in Auto Audit, ACL, CCH, SPSS and Microsoft Excel

EDUCATION

Bentley University – McCallum Graduate School of Business, Waltham, MA

Master of Science in Accountancy, candidate

December 200X

- Merit-based Graduate Assistantship; GPA: **3.5**

Jiangnan University, Wuhan, China

Bachelor of Science in Accountancy

June 2005

- Graduated with Honors in top 5% of class
- Awarded Annual Academic Excellence Scholarship

PROFESSIONAL EXPERIENCE

Johnson & Johnson, New Brunswick, NJ

May 2006 – August 2006

Corporate Audit Intern

A global pharmaceutical and medical devices company that provides products and services to customers in more than 175 countries

- Assisted the clients in better management of fixed assets by reviewing the fixed assets register, physically examining the assets in the plant, and effectively communicating with all levels of employees. Discovered 33% unidentified fixed assets which were reported to senior management.
- Reviewed travel expense reimbursement policy and performed analytical testing. Uncovered 30% of the travel expense reports not strictly following the company policy. Recommended solutions to strengthen the travel expense reimbursement process control which included two layers of sign off for expenses over \$3,000.
- Analyzed the payment process through sample selection and three-way match testing. Discovered 54% of random sample taken were late in payment. Communicated results and made recommendations for improvement saving the company a significant amount in late payment penalties.

Bentley University, Waltham, MA

September 2005 – August 2006

Graduate Assistant, Department of Accountancy

- Conducted research and literature reviews in auditing behavior. Expedited professor's research process by using various databases to search recent publications and summarized findings.
- Assisted in survey analysis by organizing questionnaires from public accounting firms, using SPSS to summarize survey data, examining relationships among variables, and graphing results.

Nanchuan Minerals Group, Chongqing, China

May 2004 – August 2004

Accounting Assistant (Intern)

One of China's leading mining, manufacturing and processing groups and export trading corporation

- Recorded, classified, and summarized financial transactions and events in accordance with Chinese Accounting principles. Effectively communicated with management on treatment of contingency items, leading to their accurate reporting.
- Audited expenses for departmental accounts which revealed nearly \$500,000 in mistaken billings.

COMMUNITY LEADERSHIP

Vice President, Jiangnan University Service Learning Association, Wuhan, China

2001-2002

- Met with area business leaders to promote sponsorship for middle school students unable to afford tuition. Successfully raised funds to support the students through their education.

SALLY SMITH

333 Chinaberry Lane • Danvers, MA 01111

508-222-2222 • sallysmith@bentley.edu

SUMMARY

Results oriented finance professional and MBA candidate complemented by prior financial management experience with Fortune 100 company. Returning to workplace after personal sabbatical to raise family. Strengths include:

- Proven ability to handle complex responsibilities in a fast-paced environment through multi-level relationship building and strong analytical skills
- Proficient in Bloomberg, Reuters, First Call; SPSS, SAS; Microsoft Excel, Access, PowerPoint; Dreamweaver

EDUCATION

Bentley University – McCallum Graduate School of Business, Waltham, MA

Master of Business Administration, candidate Cumulative GPA: **3.8** May 200x

- Concentration: **Finance**

Babson College, Wellesley, MA

Bachelor of Science Major: **Finance** May 1983

- GPA: **3.60**
- National Honor Society

PROFESSIONAL EXPERIENCE

ARAMARK, Norwell, MA 200x-200x

Team Lead

Business process analysis project for year-long Business Process Management course

- Led five person team in the assessment and implementation of a standardized monthly financial reporting process in each of six operational areas; collaborated with Senior Finance Directors, Vice Presidents of Operations, and Division Vice Presidents.
- Recommendations improved process efficiency by reducing duplication of effort and improving resource productivity by over 48 hours per month.

FORTUNE 100 COMPANY, CT and NY 1983-1990

Financial Analyst, Product Quality Department, Stamford, CT (1988-1990)

- Developed excellent relationship with Department Vice President through accurate, detailed forecasts and financial analysis of \$80M operating plan resulting in improved financial management of business plan.
- Recipient of award for outstanding cross-functional communication and customer relationship management (a company-wide recognition).

Manager, Information Systems Analysis, Elmira, NY (1985-1988)

- Managed team of four employees while transitioning to new system; responsible for accurate analysis of over 10,000 invoices, totaling \$60M annually.
- Developed and implemented streamlined procedures which resulted in increased financial control and accuracy.
- Analyzed and consolidated monthly and year-end closing statements which enabled the proper sizing of the network.
- Collaborated extensively with operations, external vendors, customers and headquarters staff resulting in improved efficiencies across all levels.

Financial Management Training Program (1983-1985)

- Recruited to this distinguished Management Training Program which incorporated seven courses and three positions in a fast-paced business learning environment with strong ties to senior management.

COMMUNITY LEADERSHIP

- Professional Development Committee Chair, Boston Women in Finance (2006 to Present)
- Vice President, Graduate Finance Association, McCallum Graduate School of Business (2006 to 2007)
- Treasurer, Kennedy Middle School PTO (2000 to 2002)

Tips for Creating Resumes That Provide a Competitive Edge

- Think of your resume as one element in your marketing kit.
 - Think of yourself as the product, prospective employers as customers, and your resume as your brochure.
 - Focus on the features and benefits of the product (You!) in your resume. What makes you unique and why should the customer (prospective employer) buy the product (You!).
- Be clear about your job search objective before writing your resume.
 - Once you have determined your objective, then write your resume around that objective.
 - If you write your resume without a clear objective in mind, it will appear unfocused.
- Match the customer's needs to what you are selling.
 - Review job descriptions for positions you are interested in.
 - Use the keywords listed in job descriptions throughout your resume.
- Use your resume to get an interview, not a job.
 - Strive to be clear and concise; you do not need to highlight every detail about every accomplishment and job responsibility.
 - Use the interview to convey a more detailed explanation of your accomplishments and to convince the prospective employer that you are the candidate for the job.
- Write accomplishment statements in bulleted format to highlight your strengths.
 - Use bullets with short sentences; avoid job duties and responsibilities; make your bullets results oriented.
 - Start each bullet with an action verb and be sure to include an accomplishment statement, which supports your job search objective.
- Make your resume visually appealing.
 - Use a font that is easy to read and use quality resume paper.
 - Leave adequate white space in the margins for the prospective employer to take notes.
- Proofread your resume several times before sending it out.
 - Accuracy is key in resume writing.
 - Spellcheck every word, ensure accurate grammar and punctuation.

Chapter Two: Before You Write Your Resume - Writing Accomplishment Statements

Before you begin writing, you should complete two key steps:

1. Perform a comprehensive self-assessment and self-reflection
2. Develop and write accomplishment statements

Perform a comprehensive self-assessment with your career advisor.

Before you begin writing your resume, it is very important to do some self-reflection and self-assessment. Taking the time now to do this will help you:

- Get to know yourself better so you can be objective about your strengths and weaknesses
- Effectively communicate your accomplishments and transferable skills
- Target the right job for you that combines your interests, skills, values, and personality

NOTE: The purpose of this guide is to help you develop a winning resume. If you wish to perform a self-assessment, you should contact your career advisor.

Develop and Write Accomplishment Statements

Why Write Accomplishment Statements?

Accomplishment statements or "success stories" are written proof of the results, achievements, and successes from your past work experience. They are the heart of your marketing campaign and demonstrate what is **UNIQUE** about you as well as provide proof of the **VALUE** you can bring to a prospective employer.

Accomplishments can be drawn from your professional work experience or from experiences in other areas, such as:

- Community Leadership (i.e., volunteer activities)
- Military experience
- Education (undergraduate or graduate)
- Personal or home life
- Extensive travel, living or working abroad
- Hobbies (such as running a marathon)

Ask Yourself These Questions to Help You Write Your Accomplishment Statements

"Have I ever.....?"

- Invented something or improved something?
- Achieved more with fewer resources or money?
- Saved my company money or reduced costs?
 - Improved the productivity or operation?
 - Saved time?
 - Increased sales?
 - Did something newsworthy or noteworthy?
 - Designed a new process, program or product?
- Developed and implemented a new procedure or program?
- Completed something on time or ahead of schedule?
 - Completed something ahead of budget?
 - Identified new markets?
- Demonstrated outstanding leadership skills?

What is the Difference between Duties/Responsibilities and Accomplishments?

Duties and responsibilities typically refer to items that were listed on your job description, i.e., what you were supposed to do.

Accomplishments or success stories give specific examples of what **YOU** actually did and the **IMPACT** your efforts had on your employer.

Examples:

<i>Duties and Responsibilities From Job Description</i>	<i>Accomplishment Statements on Your Resume</i>
Responsible for sales in Northeast region.	Managed a team of three account executives and two inside sales representatives. Produced \$6M in new revenue in less than 12 months.
Responsible for relationships with benefits providers. Provide competitive benefits plans to employees.	Researched new dental providers and managed the RFQ process with providers. Signed contract with local firm resulting in a 10% cost savings to the company.
Responsible for the startup of a manufacturing facility.	Led the planning, design, and construction of a multi-purpose manufacturing facility in Japan. Improved product quality and delivery time for local customers.
Responsible for implementing a new IT system for a growing firm.	Planned, designed, and implemented a comprehensive business and IT strategy to shift growing firm to a decentralized IT architecture. Reduced operating costs by 40% saving the firm \$1 million over three years.

Is it necessary for each statement on the resume to be accomplishment oriented?

While it is strongly suggested to include accomplishments making resumes more substantive, incorporating a combination of accomplishment statements with descriptions of duties and responsibilities is acceptable.

How to Write Accomplishment Statements

There are three steps to writing an accomplishment statement. The first is to identify the **Problem, Action and Results (PAR)** for each one of your work experiences. The second is to write out your PAR statement, and the third is to transform your PAR statement into a bullet that can be used on your resume.

1. **P**= Problem, challenge or opportunity that existed
2. **A**= Action you took to solve the problem
3. **R**= Result or Outcome of your efforts

Example:

Problem

- Company was experiencing many customer complaints (20+) on a monthly basis. They complained that the software was hard to install and the installation instructions were difficult to understand.

Action

- Collaborated with R&D to develop a more user-friendly installation package.
- Established a "hot line" to handle these complaints.
- Purchased and implemented software to track customer complaints and resolution.

Result

- Decrease in customer complaints from 20 to less than five complaints per month.

Resulting Accomplishment Statement on Resume:

Decreased customer complaints by 75% monthly by initiating the design of a new user-friendly installation package. Recommended and implemented a new customer hotline and software application, resulting in increased customer satisfaction and more timely resolution of customer complaints.

Example:

Problem

- Summer camp facilities owned by non-profit Community Outreach were no longer adequate. They were too small and there was not enough outdoor equipment.

Action

- Organized a community event that raised money to build new camp facilities. Managed a team of 30 volunteers for a local fundraising event.

Result

- Raised over \$65,000 in one weekend which allowed Community Outreach to build two new camp facilities.

Resulting Accomplishment Statement on Resume:

Organized a highly successful fundraising event for Community Outreach and managed a team of 30 volunteers. Raised over \$65,000 in one weekend, which allowed this local nonprofit to design and build two new inner-city camp facilities.

Examples of **"Hard" Accomplishment Statements**

Using numbers, percentages and facts to convey accomplishments and results

- Grew loan portfolio from \$75M to \$225M and managed \$50M in deposit accounts; portfolio generated over \$3M in revenue.
- Assisted clients with achieving portfolio growth rate of 25-30%, a higher return than market trends.
- Reduced day's sales outstanding (DSO) by 10% through attentive relationship management, frequent credit review, and proactive collection initiatives.
- Revamped invoicing system to reduce processing time from three weeks to five days.
- As Sales Manager, produced \$6.5M in revenue in 2003 with aggressive client development.
- Developed aggressive marketing campaigns and channel marketing programs that increased revenue from \$5M to \$25M over a four-year time period.
- Initiated revolutionary lead tracking system that resulted in a 25% increase in new sales leads being transferred to direct sales team. New leads resulted in \$2M in incremental revenue over two years.
- Managed all merchandising decisions across four product categories and 13 stores. Restructured product lines, renegotiated vendor agreements and spearheaded new sales programs, resulting in a 45% increase in new product sales over a three-year period.
- Selected and installed a new purchasing, receivables, and payables solution. Reduced purchase order time from four weeks to one, while staff productivity increased by 35% and company saved over \$90K in annual overpayments.
- As part of management team, successfully completed Customer Relationship Management (CRM) project one month ahead of schedule and \$250K under budget.
- Developed and implemented strategic manufacturing plan including the realignment and consolidation of six plants worldwide. New plan resulted in a 40% reduction in headcount and a 25% increase in inventories.
- Managed data center for hosted small business applications. Reduced hosting costs by 35% while maintaining superior service levels.
- Led a team of three IT analysts in the analysis of firm's software maintenance costs. Made recommendations to senior management team that ultimately led to a yearly cost savings of \$55K.

Examples of
"Soft" Accomplishment Statements
Using words to convey accomplishments and results

- **Developed profitable relationships with clients** based on excellent customer service, plus thorough understanding and assessment of client's credit needs for working capital, acquisition, and investment purposes.
- **Improved cash reporting system and internal control procedures.**
- **Exceeded revenue goals** by maintaining volume, increasing business, and renegotiating contracts with multinational accounts.
- **Played a pivotal role in landing ABC account** in pharmaceutical industry. Convinced ABC to leave competitor by substantially improving perception of firm with ABC.
- Developed and implemented innovative marketing communication plans which **significantly increased firm's coverage and reputation** in national, business, and trade publications.
- Led the development of a "New Product Introduction" kit to assist account executives with assimilating information on new products. The kit's comprehensive nature **significantly reduced follow-up calls to product and marketing teams** and **increased sales team's ability to introduce new products** more effectively.
- Performed primary and secondary research on worldwide competitors and created internal knowledge management system to disseminate information rapidly. Up-to-date competitive positioning **caused positive changes in product strategy** and **resulted in releases of products more suited to customer requirements.**
- Implemented new employee training program that dramatically **increased productivity and morale in key business unit.**
- Led a cross-functional team to evaluate customer complaints; identified sources of dissatisfaction and recommended new workflow process that **greatly enhanced employee morale and customer retention.**
- Designed and implemented competitive compensation programs resulting in **improved employee productivity and morale.**

Chapter Three: Standard Resume Guidelines

I. Technical Specifications

General

Graduate Career Services suggests a one-page format, *however a two-page resume is perfectly acceptable as long as one has the experience and substantive content to warrant two pages.*

We recommend you use a traditional easy-to-read font such as Times New Roman or Garamond.

Use the same font throughout the resume, preferably 11 point, but NEVER smaller than 10.

Margins

Keep your margins even on your resume, using an appropriate balance of white space.

Standard Resume Section Headings (headings should be all caps, bold, 11 font)

The following section headings should appear on your resume:

- Contact information
- **SUMMARY**
- **EDUCATION**
- **PROFESSIONAL EXPERIENCE**
- No more than two to three additional sections to highlight additional information (See Additional Resume Sections)

II. Content Guidelines

Contact Information

Your contact information section should be at the top of your resume. It should include the following information:

- Name
- Local Address
- Telephone number (provide only **one** phone number)
 - Be strategic about the contact information you provide. Your cell telephone may not provide the privacy you need to have discussions with prospective employers. Your work number may not be appropriate for a confidential search.
- Email address
 - A long term/permanent email address is suggested.

Do NOT include personal information such as height, weight, age or marital status. This information is standard in many international locations but is not appropriate in the U.S.

To save space on a full resume, consider the following technique to streamline your contact information section.

BRIAN BENTLEY

175 Forest Street • Waltham, MA 02452

Cell: 781-891-0000 • brianbentley@bentley.edu

(NOTE: 14 font is suggested for your name.)

SUMMARY

The purpose of the summary is to get the reader's immediate and favorable attention, so they will read the remainder of your resume. The summary statement should be concise, punchy, and convey the essence of the "*value proposition*" you offer the prospective employer. You are presenting your "core values" as a professional and your summary statement may include some or all of the following components:

- Introductory phrase which conveys the program you are in and the number of years of relevant professional experience
- Transferable skills you bring to an organization
- Technical skills or knowledge you have acquired in previous positions or in school
- Personality traits or unique characteristics that differentiate you
 - NOTE: Avoid "fluff" statements such as "Dynamic team-oriented MBA with excellent communication skills."
- If you speak several languages, use this section to highlight your language skills as well
- Concluding phrase which summarizes the type of position you are seeking. If you feel you need to provide more details on the type of job you are seeking, then use the cover letter to outline your objective in more detail

SUMMARY...continued

Examples:

Master of Science in Marketing Analytics candidate with seven years experience in public and investor relations for financial services firms including interfacing with the SEC and financial community. Additional strengths include:

- Design of Public Relations and communications programs
- Collaboration and contract negotiation with outside vendors
- Proficiency in Perseus, SPSS, Tapscan, Qualitap, QuarkXpress

MBA candidate with a concentration in Human Factors in Information Design. Six years professional experience in business performance analysis, process engineering and consulting, resulting in improved operational excellence and client satisfaction. Seeking a position as a Director of Business Process in a Fortune 500 technology firm.

One of Bentley's distinct competitive advantages is the superior IT skills of its business students. These should be clearly highlighted on your resume. We suggest that you lead with the IT skills you have acquired in your concentration and then follow with others that may be relevant to the position for which you are applying.

Master of Science in Information Technology candidate with five years multi-industry experience in strategic planning, system development, and ecommerce implementation.

Strong multicultural background, with fluency in Mandarin, Japanese, and English. Seeking a position as a Project Manager in the telecommunications sector. Technical skills include:

- Finance: Bloomberg, Reuters, First Call, MultexNET
- Web Development: HTML, JavaScript, Dreamweaver, Ms Front Page
- ERP: SAP

EDUCATION

This section contains information about your educational history and should appear in reverse chronological order. Include only degree programs from institutions of higher education. Certificates and other educational and professional development can also be included in this section or a separate section if you prefer. Information about your high school should not be included, unless it is from a very well recognized institution (and is quite recent).

In the Education section, include the following information:

- Institution name
- Location (City, State and/or Country)
- Anticipated or obtained degree
- Year of graduation

You may also highlight some of the following information in the Education section:

- Your concentration
- Leadership roles (i.e. Vice President Marketing, Graduate Finance Association)
- Academic Scholarships or Achievement
- Student Organization Memberships
- GMAT score if it is 700 or higher
- GPA if it is 3.5 or higher

EDUCATION...continued

- NOTE: It is helpful for employers to see your cumulative GPA and we recommend that you include your cumulative GPA if it is 3.5 or higher. Your cumulative GPA is the average of all your grades in all courses taken toward your degree.

- Relevant Courses

- NOTE: Only consider listing your relevant courses if you do not have any other information to include in this section, or if you have limited work experience. If you do list your relevant courses, consider listing the higher level courses and those that students from other schools will not have taken. Remember the purpose of the resume is to differentiate yourself from your competition!

EDUCATION

Bentley University – McCallum Graduate School of Business, Waltham, MA

Master of Business Administration, candidate Concentration: Marketing May 2008

- Vice President, Graduate Marketing Organization
- First Place, Lowe’s Cineplex Consulting Case Competition
- Cumulative GPA: **3.7**

Boston College, Chestnut Hill, MA

May 2001

Bachelor of Science in Marketing

- Founder, Marketing Club and Member, Investments Club
- Elected to Beta Gamma Sigma National Honor Society
- Managed finances for campus philanthropic event that raised \$100K

NOTE: As you progress in your career, the focus on your undergraduate accomplishments should diminish.

*If your degree is not from an American university, translate it into English and **do not** include the degree name in the foreign language.*

PROFESSIONAL EXPERIENCE

The Experience section highlights your transferable skills. It should also focus on areas that relate to the position you are seeking and provide evidence that you are able to assume responsibility and achieve positive outcomes (accomplishments/results).

This section should include the following:

- Company Name
- Location where you worked
 - City and State or City and Country (if outside the U.S.)
- One line company description (*when appropriate*)
 - If the company you worked for is not well-known, use a one-line description of the company and the industry.
 - If you are an international student, prospective employers may not recognize the firms you worked for overseas, so include a very brief company description.

PROFESSIONAL EXPERIENCE...continued

- A great way to write the company description is to Google the company and/or go to the company's website and see how they describe themselves in their marketing materials. Three examples of a short description are noted below:
 - (1) *Lionbridge helps enterprises deliver products, applications, and eLearning content to global audiences.*
 - (2) *Medical device company with over \$15B in sales.*
 - (3) *A family-owned real estate company.*
- Job Title
 - If you were an Intern, then include this information in your title
Market Research, Intern
- Dates of employment
 - Years only, except for Internships which may be listed as "Spring 2008," or "Summer 2009."

Recruiters typically scan a resume very quickly and only read the first two bullets under each job. That being the case, place your best accomplishments first and only use three to five bullets and accomplishments for each job.

Lycos, Inc., Latin American Division, Waltham, MA	2006-2008
Marketing/Web Development Consultant (Internship)	
<i>Multinational web portal offering information on people, shopping, careers and news.</i>	
<ul style="list-style-type: none"> • Shaped the Division's Internet communication strategy and created identity as part of a strategic marketing plan. • Developed Latin American web site and documented maintenance procedures. New site significantly increased visibility of the Latin American Division, resulting in over 5,000 hits in less than 4 days. 	

III. Additional Resume Sections (caps, bold, 11 font)

Add additional sections to your resume if the information will differentiate you from other candidates and highlight skills of interest to the prospective employer. For example, some additional resume sections may include:

- Bentley Field-Based Learning Projects (*Note: these projects can be listed under a separate heading or under Professional Experience as long as it is clear this work was in connection with a year-long academic course.*)
- Internships (*Note: Internships can be listed under a separate heading or included under Professional Experience as long as it is clear it was an internship.*)
- Research Papers
- Community Leadership (i.e., volunteer activities)
- Professional Affiliations/Associations
- Certifications and Licenses
- Honors and Awards (*Note: it may be more appropriate to include this information in your Education and/or Professional Experience section.*)
- Publications
- Patents
- Military Experience

NOTE: As mentioned, for some of the items above it may be more appropriate to include this information in one of your other sections rather than create a separate section. If you are unsure about where to include particular information, review your options with your career advisor.

Bentley Field-Based Learning Projects

(Business Process Management and Management Consulting Teams courses)

Note: Only use the actual company name if you have been given permission to do so.

There are **three different faculty approved options** for including your Bentley Business Process Management and Management Consulting Teams projects on your resume:

1. Include the projects in the Professional Experience section
2. Include the projects in a new section called Project Experience
3. Include the projects in the Education section

Examples:

Option One:

Once complete, include your project experience in the PROFESSIONAL EXPERIENCE section, as you would with any other professional experience.

Note: If you were designated by your team as Team Lead, you can say **Team Lead**

PROFESSIONAL EXPERIENCE

ABC Networks, Boston, MA

2007-2008

Team Member

Strategic consulting team project in conjunction with year-long Management Consulting Teams course.

- Negotiated and executed the scope of work regarding company's strategic approach to market.
- Reviewed go-to-market strategy and recommended changes in approach. Team recommendations were immediately implemented.

EMC Corporation, Marlborough, MA

2006-2007

Team Member

Business process analysis project in conjunction with year-long Business Process Management course.

- Mapped and analyzed the current business process for handling customer sales inquiries.
- Made recommendations to senior management for changes in the customer inquiry process that resulted in decreased customer response time and increased sales.

Option Two:

Insert a separate section between the Education and Professional Experience sections of your resume:

PROJECT EXPERIENCE

ABC Networks, Boston, MA

2007-2008

Management Consulting Teams Course Project

- Negotiated and executed the scope of work regarding company's strategic approach to market.
- Reviewed go-to-market strategy and recommended changes in approach. Team recommendations were immediately implemented.

EMC Corporation, Marlborough, MA

2006-2007

Business Process Management Course Team Project

- Mapped and analyzed the current business process for handling customer sales inquiries.
- Made recommendations to senior management for changes in the customer inquiry process that resulted in decreased customer response time and increased sales.

Bentley Field-Based Learning Projects...continued

Option Three:

Include the projects in the Education section of your resume—this is generally advisable for candidates who have strong prior work Experience:

EDUCATION

Bentley University – McCallum Graduate School of Business, Waltham, MA

Master of Business Administration, candidate Concentration: Marketing

May 2008

- Vice President, Graduate Marketing Organization
- **ABC Networks** - Negotiated and executed the scope of work regarding company's strategic approach to market as part of a year-long Management Consulting Teams Course project. Reviewed go-to-market strategy and recommended changes in approach. Team recommendations were immediately implemented.
- **EMC Corporation** – Mapped and analyzed the current business process for handling customer sales inquiries as part of a year-long Business Process Management course team project. Made recommendations to senior management for changes in the customer inquiry process that resulted in decreased customer response time and increased sales.

INTERNSHIPS

The most appropriate way to showcase your internship experiences (whether they occurred during a semester or during the summer) is to include them in the PROFESSIONAL EXPERIENCE section of your resume:

Example:

PROFESSIONAL EXPERIENCE

Staples Corporation, Framingham, MA

Fall 2008

Marketing Intern, Human Resources

- Developed new section of website for 30+ benefits providers which highlighted new service offerings. Collaborated with IT Department and providers to design and produce new prototype in less than 90 days.

ABC Insurance Company, Boston, MA

Summer 2008

Market Research, Intern

- Performed primary and secondary research to evaluate the potential of introducing a new insurance product into existing customer segments. Revised marketing and financial plan to forecast impact on business operations for new launch.

RESEARCH PAPERS

If you collaborated on a research paper with a Professor and the subject of this paper would be of interest to a potential employer, you should include this information on your resume. It can be included in the EDUCATION sector or you can include this information in a separate section.

RESEARCH

Research paper with Marketing Professor on corporate elearning/training market. Presented findings at ASTD.

2008

COMMUNITY LEADERSHIP

Community Leadership (volunteer activities) provides the opportunity to highlight your leadership skills as well as demonstrate that you are a well-rounded candidate.

COMMUNITY LEADERSHIP

Big Sister Association of Boston, Volunteer 2003-Present

Literacy Volunteers of America, Tutor 2001-Present

St. Paul's School, Concord, NH, Fundraiser 2004-2008

If you have accomplishments that demonstrate leadership, or a unique skill set, you can combine these with Community Leadership. But these must be noteworthy (must differentiate you) in order to be included on your resume. Examples of such accomplishments are noted below:

Completed Boston Marathon in 2005 and 2007.

Competitive swimmer and triathlete.

Climbed Mt. Kilimanjaro in Africa.

NOTE: If you are pressed for space, use commas and list your accomplishments one after another.

Note: If you held a leadership position in graduate school or currently have a leadership role in a professional or nonprofit organization, you should include this information in your resume. As previously noted, this information can be included in your EDUCATION section or COMMUNITY LEADERSHIP section.

COMMUNITY LEADERSHIP

President, Literacy Volunteers of New England, 2005-present

Treasurer, Barker College Alumni Association, 2002-present

Volunteer, Marketing Consultant to three local nonprofit organizations, 2005-2008

PROFESSIONAL AFFILIATIONS

If you are active in professional associations that would be of interest to potential employers, you may list them as a separate section as follows:

PROFESSIONAL AFFILIATIONS

Usability Professionals Association, 2005-Present

American Marketing Association, 2002-Present

CERTIFICATIONS AND LICENSES

Professional certifications and licenses should be included in this section and should not be included in your Education section.

CERTIFICATIONS AND LICENSES

NASD Series 7

Certified Public Accountant, registered in Maryland

Microsoft Certified Systems Engineer (MCSE)

Note: If space is an issue you can use the style below:

NASD Series 7 • Certified Public Accountant, registered in MD • Microsoft Certified Systems Engineer

HONORS AND AWARDS

If you have received Awards, either in graduate school or from a company, you can include this information under Professional Experience, or Education, or a separate section.

HONORS AND AWARDS

Recipient of the first award for “Outstanding Customer Service,” Northeast Sales Region, given by IBM Corporation (2008)

Red Cross Volunteer of the Quarter (Fall 2008)

PUBLICATIONS

Include a list of publications of which you are/were an author if you think this information would be of interest to a potential employer. For example, perhaps you were a co-author on a professor’s journal article as an undergraduate biology major, and now you are seeking a marketing job in the biotechnology sector.

We suggest you use The American Psychological Association (APA) Citation Style, or an alternative relevant to your discipline.

The American Psychological Association (APA) Citation Style

PUBLICATIONS

Smith, M.R., Jones, D.R., & Delaney, R.S. (2003). Name of article, Name of Publication, Volume (Issue), Pages.

If you have written numerous articles and books, you may summarize your experience as:

PUBLICATIONS

Co-author of two children’s books
Numerous articles published in *Marketing News*
and *Direct Marketing News*.

PATENTS

If you have patented an invention or have a patent pending, include this information if it would be of interest to a potential employer.

PATENT

Patent Pending, 2002, Double-Sided Bicycle Lock, designed for International Cycles, Boston, MA

MILITARY EXPERIENCE

Military Experience is valuable and always include this on your resume. Be sure to translate this experience into business terms that will resonate with prospective employers, especially if your work experience and/or training during military duty are relevant to the type of work you are seeking in civilian life.

MILITARY

U.S. Army, E-5, Paratrooper, 2008

MILITARY

United States Navy, 2007, Lieutenant Commander

Chapter Four: Common Resume Challenges- How to Address Them

I. Joint or Dual Degrees

If you are pursuing a dual degree at Bentley, list one degree after the other with the relevant graduation dates.

EDUCATION

Bentley University – McCallum Graduate School of Business, Waltham, MA

Master of Business Administration, *candidate* Concentration: **Finance** May 2009

Master of Science in Finance, *candidate* May 2008

II. Multiple Undergraduate Institutions

If you transferred schools as an undergraduate, you may list the schools as follows:

EDUCATION

Boston University, Boston, MA

Bachelor of Arts, Foreign Languages, *summa cum laude* May 2007

University of Massachusetts, Amherst, MA

Coursework toward Bachelor of Arts in Romance Languages 2004-2005

Note: You can choose to only list the undergraduate school you graduated from (degree and year of graduation); this is a widely accepted approach particularly if space is a concern.

III. Study Abroad

If you studied abroad and this global exposure could interest a potential employer, include this information in your Education section.

Wellesley College, Wellesley, MA

Bachelor of Arts, Romance Languages May 2007

University of Grenoble, Grenoble, France

Junior Year Abroad 2005-2006

IV. Gaps in Employment

If you have a gap in employment for a short period of time (three to six months), you do not need to explain this on your resume.

If you have gaps on your resume for personal reasons (maternity, illness, relocation with a spouse), you do not have to explain this on your resume.

Gaps in Employment...continued

If you have a long gap on your resume due to unemployment, work with your career advisor to package other experiences in the most compelling way.

If you did something interesting while unemployed, you may include this on your resume in the Community Leadership section.

V. Multiple Temporary Jobs

If you worked for a temporary agency for a few months between jobs (for example, two to four months), we recommend that you do not include this experience on your resume, unless it is especially relevant to the target position.

If you worked for a temporary agency for a significant amount of time (for example, 12-24 months) and you need to account for this time on your resume, you have two options for including this information on your resume:

PROFESSIONAL EXPERIENCE

Accountemps, Boston, MA

Accounting Contractor

2006-2008

- Performed accounting functions for a variety of companies including EMC Corporation, IBM Corporation, Fidelity Investments and State Street Corporation.

PROFESSIONAL EXPERIENCE

Accountemps, Boston, MA

2006-2008

Contractor

- EMC Corporation, Project Manager--Implemented and trained sales and customer service personnel on Siebel CRM solutions.
- IBM Corporation, Business Analyst--Primary interface between IT and Business Development in the design of a new solution for tracking interactions and results with strategic business development partners.

VI. Self-Employment or Consulting Experience

If you were self-employed as an independent consultant, include this information on your resume. Provide a description of the type of service you offered and an overview of some of your client projects.

PROFESSIONAL EXPERIENCE

BB Affiliates, Boston, MA

2006-2008

Independent Consultant

Particular focus on development of strategic marketing plans for a range of industry sectors.

- Provided start-up technology companies with assistance in developing strategic marketing plans.
- Developed marketing plan for local international nonprofit to target customers in new geographical regions.
- Developed marketing communications strategy for a medical device company aimed at increasing visibility among a variety of new constituencies.

VII. Entrepreneurial Experience

If you founded or started a company, describe your business and highlight the major skills and activities required to launch the business.

PROFESSIONAL EXPERIENCE

ABC Software Company, Boston, MA

2004-Present

Founder and President

Internet-based business to support sales professionals with online collaboration tools.

- Developed business and financial plan to raise capital; secured \$2M in venture capital funding in less than 18 months.
- Analyzed competitive landscape in the U.S. and abroad through in-person and telephone interviews.
- Collaborated with R&D to produce a demonstration website for potential clients and business partners. Signed two new clients within six months, valued at \$1.3M.

VIII. Short Term Experiences or Summer Jobs

Short-term professional experience, such as a seven-month assignment, should be included on your resume as any other professional experience. When the short-term experience is as an independent consultant, include this experience as outlined in the section above on Self-Employment or Consulting Experience.

Summer jobs and internships should be included in the Experience section. Refer to the section on Internships for details on how to write up this experience.

IX. Career Change with Limited Experience in New Field

If you are switching careers (i.e., from finance to marketing) and have limited experience in your new field, you have several options to demonstrate your skills and experience in the new field:

1. Demonstrate newly minted skills in your Education section by listing relevant courses.
2. Use the Summary section to highlight new IT skills you have acquired for the new field. For example, when switching from finance to marketing, you should list your marketable finance skills.
3. Use an internship or consulting team experience, listed under the Education or Professional Experience section, as a way to demonstrate that you have direct experience in the new field. Refer to Chapter Three (Internships) for more details on how to do this.
4. Write up a relevant project (case or paper) and include this information in the Education section.
5. Demonstrate your skills and professional experience in a new field through Community Leadership (which includes volunteer activities).
 - a. For example, if you are switching from finance into marketing and have been a marketing volunteer for the American Red Cross, then use this volunteer experience to demonstrate that you have direct professional experience in marketing.

Career Change with Limited Experience in New Field...continued

6. Prioritize your bullets and accomplishments in the Professional Experience section. For example, if you worked on a marketing project while in a finance role, make sure that this marketing project is listed in the first few bullets under the company for which you worked. Remember, recruiters have indicated that they tend to only look at the first few bullets.

X. Little or No Professional Experience

If you have limited Professional Experience, you have several options to highlight your skills and experience in your field/concentration.

1. Demonstrate newly minted skills in your Education section by listing relevant courses.
2. Use the Skills section to highlight new IT skills you have acquired for your field. For example, if you are a finance major, you should list your finance skills first and then list your other IT skills.
3. Use an internship or consulting team experience, listed under the Education or Experience section, as a way to demonstrate that you have direct professional experience in finance. Refer to Chapter Three (Internships) for more details on how to do this.
4. Write up a relevant project (case or paper) and include this information in the Education section.

XI. International Students

General:

Personal information is not included on American resumes. Be sure NOT to include any personal information such as marital status, family information, height, weight, etc. Additionally, do not include a picture on your resume as this is not considered a norm in the U.S.

Work Authorization:

If you have the ability to work in the U.S. (without sponsorship), you should list this information on your resume. The best place to include this information is in your Summary.

Sample:

U.S. Permanent Resident

Chapter Five: Grammar Rules

Grammar Heading	Rule	Example	Comments
Capitalization	<ul style="list-style-type: none"> Capitalize the names of foreign countries, nationalities and languages Do not capitalize industries or disciplines such as marketing, finance or biotechnology 	<ul style="list-style-type: none"> French, not french Australia Spanish national Performed market research on high technology and medical device firms 	
Abbreviations	<ul style="list-style-type: none"> Abbreviate states for employer locations For percentages, consider using the percentage sign Do not abbreviate co. or corp. Spell them out 	<ul style="list-style-type: none"> MA for Massachusetts Increased sales by 25% over a three-year period. Company or corporation 	<ul style="list-style-type: none"> Except in the body of a job description, e.g., responsible for sales in Massachusetts
Dates	<ul style="list-style-type: none"> Write out years completely It is not necessary to include months 	<ul style="list-style-type: none"> 2001-2004, not 2001-04 June 2001-Nov 2003 	
Spelling	<ul style="list-style-type: none"> It is best to spell out months but when space is an issue you can abbreviate. Spell out address information, such as street, unless space is an issue 	<ul style="list-style-type: none"> February, not Feb. 15 Tenth Street, not 15 Tenth St. 	
Writing Numbers	<ul style="list-style-type: none"> Numbers less than eleven should be written out Numbers beginning a sentence should be written out Use numbers for large monetary amounts When referring to monetary amounts from overseas, translate the amount into U.S. 	<ul style="list-style-type: none"> Two, not 2 Ten, not 10 Six percent increase in sales \$250,000 in sales \$15.2M US\$15.2M 	<ul style="list-style-type: none"> You can either spell out million or use upper case "M"

Chapter Six: Electronic Resumes

Electronic resumes have become an integral part of today's job search. It is important to understand what an electronic resume is and how it will be used.

What is an electronic resume?

An electronic resume is a resume that is designed to be used on a computer, searched for keyword, and most importantly, converted into database files.

What are Resume Databases and how are they used?

Resume databases are electronic "file cabinets" used by companies to store resumes. Typically the resume is input and stored in a database and then the database is searched by "keywords," by either the hiring manager or the recruiter in Human Resources.

What are Keywords and Why are They Important?

Keywords are the key component to successfully searching a database. Most databases have a built-in search engine that is set up to look for keywords associated with a particular job opening. Keywords highlight important information about you and include:

- Technical knowledge
- Management skills
- Industry and functional knowledge
- Education, training, certifications

There is no one standard set of keywords; they will vary by the type of position and the skills/knowledge that the position requires. Keywords are determined by the recruiter or hiring manager and entered into the database when seeking to fill a position.

Once the database has been given a list of words to search, it will locate all resumes that contain the keywords and then rank them accordingly.

How to Make a List of Keywords for Your Resume

- Make a list of keywords in each of the following headings:
 - Technical Knowledge
 - Management Skills
 - Industry and functional knowledge
 - Education, training, certifications
- List your keywords as nouns and not verbs
 - "Facilitation" or "group facilitation," not "facilitate"
- Spell out acronyms to ensure that the search does not miss a skill because you have not spelled it out
 - For example, Wide Area Network, not WAN
- Look for opportunities to incorporate your keywords in various parts of your resume
 - Summary Statement, Skills, Education, Professional Experience

Electronic Resumes...continued

Formatting Your Resume for Emailing and Online Postings

To ensure your resume is readable by an employer, format it correctly. Refer to the following website for exact details on how to format your resume (1) as an attachment, and (2) in the text of an email message. Electronic Resume Guide:
www.susanireland.com/eresumework.htm

Refer to the following sections: [Posting Your Resume Online](#). The tricks of the trade for filling out online job e-forms and posting your resume and cover letter online.

[Emailing Your Resume](#). The eight steps for preparing your resume as a document that can be emailed.

I. Instructions for Creating an Electronic Resume

Follow the instructions below to create your own electronic resume.

1. Open WordPad or any basic text editor, such as Notepad or Simpletext, that is available on your computer. The text editor lets you view your resume in the same simple format that the recipient will see. To open WordPad, go to the Start button, choose Programs, select Accessories, then choose WordPad.
2. At this time, you can compose a resume from scratch or open an existing resume. If you open an existing resume, WordPad will automatically convert proportional fonts to a fixed font (understood by most email programs), and it will indicate which parts of your text are unsupported ASCII characters, such as bullets or underlining. Replace all unsupported characters with their ASCII equivalent. Hint: any character found on your keyboard is an ASCII-equivalent character. For example, instead of bullets, try using * or + .
3. Select all of the text, and then change the font to Courier, size 12, or any non-proportional 12 pitch font.
4. Put your name in all capital letters, as well as the section headers in your resume such as KEY WORD SUMMARY, EXPERIENCE, EDUCATION.
5. Do not exceed 60 characters per line. Use hard character returns at the end of each line. We suggest making 2" margins on the left and right.
6. Your resume will be a left justified document. If you want to indent, do not use the tab key. Instead use the space bar and use 5 spaces as a standard.
7. Save your resume as a "text only" file.
8. Once you are satisfied with the way your resume looks in the text editor, copy and paste the text of the resume into the body of a test e-mail message.
9. You should always include a short cover letter with your resume. Create a short cover letter using the same steps described above. Insert this text above the resume in the email message. Do not send the cover letter separately as an email attachment.

Send a copy of this email message to yourself for review and make any necessary changes. Then, send it to a friend (or your GCCS advisor) for feedback. Once finished you are ready to forward your electronic resume to an employer!

Chapter Seven: Managing Your References

BRIAN BENTLEY

175 Forest Street • Waltham, MA 02451

781-891-0000 • brianbentley@bentley.edu

REFERENCES

Note: Your reference page should replicate your resume in style; that is, if you use Times New Roman, 11 font for your resume you should do the same for your reference sheet. You should also follow the same grammar rules. It is advisable to have 3-5 references.

Suggestions regarding who to include:

- Your boss or supervisor, direct report, team member, client, external vendor.
- Consider asking one professor who knows you well and, particularly, if you have received a good grade in his course and the course is related to your career goals.
- If you are having trouble coming up with 3-5 references you can also list a family friend or friend from college. NOTE: This person *must be in a position of authority* whether in a business or civic capacity to ensure she/he is viewed as credible.

How to list your references:

- Even though most employers will call your references, it is proper etiquette to list the reference name in full--first and last name including Mr./Ms., or any relevant degrees after their name, i.e., Ph.D.
- Full title, mailing address, email address and telephone--be sure to note if it is a direct phone number--see model below.
- It is appreciated by most employers if you write one or two lines stating what your relationship is/was with the person you are listing as a reference.

Mr. John Smith
Director
XYZ Company
409 Lexington Street
Waltham, MA 02459
Direct: 781-521-3854
JohnSmith@xyzco.com

I was a member of Mr. Smith's management team when I worked at the XYZ Company.

Managing your references:

- This is a golden opportunity to let the people whom you would like to use as references know you are actively in the job market.
- You should contact each person via email or phone and update them on your career and recent completion of your graduate program (or portion of your program completed, whichever is appropriate for your situation).
- Politely inquire as to their willingness to serve as a reference and share how you would greatly appreciate their support. Also, mention you would provide references when you are a finalist for a position, at which point you would contact them to give a heads up and provide an overview of the opportunity for which you are a candidate.
- Give your reference a good sense of what you are seeking in your next career step. It is all right to attach your resume in this case. You might say something like, "Attached is my current resume so you can see how I am positioning myself and my past experience."

Chapter Eight: Resume Action Verbs

Management and Leadership Skills	Communication	Research	Technical Skills	Teaching	Organizational	Financial	Creative	Helping
administered analyzed assigned attained chaired contracted consolidated coordinated delegated developed directed evaluated executed improved increased organized oversaw planned prioritized produced recommended reviewed scheduled strengthened supervised	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	clarified collected critiqued diagnosed evaluated examined extracted identified inspected interpreted interviewed investigated organized reviewed summarized surveyed systematized	assembled built calculated computed designed devised engineered fabricated maintained operated overhauled programmed remodeled repaired solved trained upgraded	adapted advised clarified coached communicated coordinated developed enabled encouraged evaluated explained facilitated guided informed initiated instructed persuaded set goals stimulated	approved arranged catalogued categorized chartered classified coded collected compiled corrected corresponded distributed executed filed generated incorporated inspected logged maintained monitored operated ordered organized provided purchased reviewed verified	administered allocated analyzed appraised audited balanced budgeted calculated computed developed forecasted managed marketed planned projected researched	acted conceptualized created designed developed directed established fashioned founded illustrated instituted integrated introduced invented originated performed planned revitalized shaped	assessed assisted clarified coached counseled demonstrated diagnosed educated expedited facilitated familiarized guided referred rehabilitated represented