

rise to CEO, however, will have many of these professionals shifting their career goals.

Questions

1. Because Mary Barra's father also worked at General Motors, was her hiring an example of nepotism? If you were a business owner, would you want to hire relatives of your employees? What would the pros and cons of doing so be?

2. What role did Mary Barra play in advancing her career? What role did GM play in "growing" her career?

Sources: Dee Ann Durbin and Tom Krisher, "Barra Inherits a Stronger GM," Associated Press (December 29, 2013): www.ap.org; Dee Ann Durbin and Tom Krisher, "GM Picks Woman CEO," Associated Press (December 29, 2013): www.ap.org; Chris Woodyard, "Who Is Mary Barra, the Next CEO of GM?" USA Today (December 10, 2013); www.usatoday.com; Mary Pyrellis, "Mary Barra, General Motors' Next CEO Breaks Ground for Women and HR," Workforce (December 11, 2013), <http://www.workforce.com>.

Case Study 2 Preparing a Career Development Plan

Mike Scott was a high school graduate who worked as a receptionist at the headquarters of a large corporation. Scott did not have any particular plan for career development; nevertheless, he wanted very much to improve his economic position. Recognizing his educational limitations, he began taking accounting courses on a random basis in an evening adult education program.

Scott also took advantage of the corporation's job bidding system by applying for openings that were posted, even though in many instances he did not meet the specifications listed for them. After being rejected several times, he became discouraged. His depressed spirits were observed by Sonya Munoz, one of the department managers in the corporation. Munoz invited Scott to come to her office for a talk about the problems he was having.

Scott took full advantage of this opportunity to express his frustrations and disappointments. As he unburdened himself, it became apparent to Munoz that during interviews he repeatedly apologized for having "only a high school education," an attitude that had probably made it difficult for the interviewers to select him over other candidates who were more positive about their backgrounds and skills. Munoz

suggested that Scott might try taking a more positive approach during interviews. For example, he could stress his self-improvement efforts at night school and the fact that he was a dependable and cooperative person who was willing to work hard to succeed in the job for which he was applying.

Following Munoz's advice, Scott applied for a position as an invoice clerk, a job for which she felt he was qualified. He made a very forceful and positive presentation during his interview, stressing the favorable qualities he possessed. As a result of this approach, he got the job. While the pay for an invoice clerk was not much more than that for a receptionist, the position did offer an avenue for possible advancement into the accounting field, in which the accounting courses he was taking would be of value.

Questions

1. What are some of the possible reasons Scott did not seek or receive advice from his immediate supervisor?
2. After reviewing the chapter, suggest all possible ways that Scott can prepare himself for career advancement.

Notes and References

1. Edward P. Lazear, Paul Oyer, Internal and External Labor Markets: A Personnel Economics Approach, *NBER* (Working paper, 2003), accessed at <http://www.nber.org/papers/w10192>; Debbie Mack, "P&G Fights to Protect Its Bounty," *Corporate Legal Times* 13, no. 135 (February 2003): 64.
2. Debbie Mack, "P&G Fights to Protect Its Bounty," *Corporate Legal Times* 13, no. 135 (February 2003): 64.
3. Jeff Tanner and Mary Anne Raymond, *Principles of Marketing* (Nyack, NY: FlatWorld Knowledge, 2010): 77.