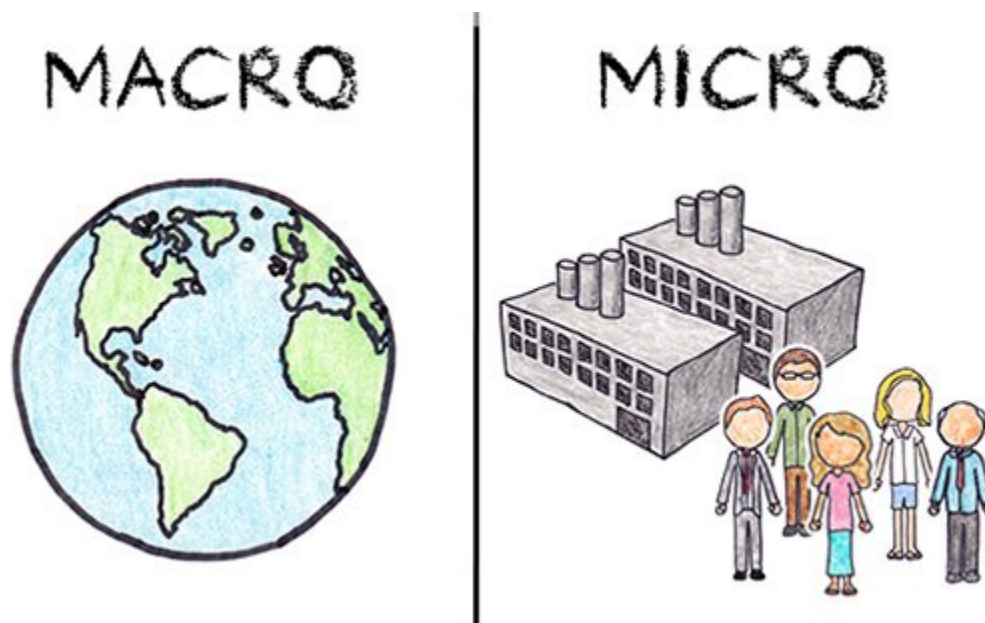


# Table of Content

	<b>Table of Content</b>	<b>1</b>
<b>Lesson 1</b>	<b>Introduction to Economics</b>	<b>2</b>
<b>Lesson 2</b>	<b>Choosing Right Path</b>	<b>8</b>
<b>Lesson 3</b>	<b>Recognition for Performance Creates Work Motivation</b>	<b>14</b>
<b>Lesson 4</b>	<b>Recruitment</b>	<b>20</b>
<b>Lesson 5</b>	<b>Curriculum Vitae and Cover Letter</b>	<b>30</b>
<b>Lesson 6</b>	<b>Facing Interview</b>	<b>38</b>
<b>Lesson 7</b>	<b>Bargaining Power and Being Assertive</b>	<b>43</b>

## Introduction to Economics



Economics focuses on the behavior and interactions of economic agents and how economies work. Consistent with this focus, textbooks often distinguish between microeconomics and macroeconomics. Microeconomics examines the behavior of basic elements in the economy, including individual agents and markets, their interactions, and the outcomes of interactions. Individual agents may include, for example, households, firms, buyers, and sellers. Macroeconomics analyzes the entire economy (meaning aggregated production, consumption, savings, and investment) and issues affecting it, including unemployment of resources (labor, capital, and land), inflation, economic growth, and the public policies that address these issues (monetary, fiscal, and other policies).

### 1. Microeconomics

What determines how households and individuals spend their budgets? What combination of goods and services will best fit their needs and wants, given the budget they have to spend? How do people decide whether to work, and if so, whether to work full time or part time? How do people decide how much to save for the future, or whether they should borrow to spend beyond their current means?

What determines the products, and how many of each, a firm will produce and sell? What determines what prices a firm will charge? What determines how a firm will produce its products? What determines how many workers it will hire? How will a firm finance its

business? When will a firm decide to expand, downsize, or even close? In the microeconomic part of this book, we will learn about the theory of consumer behavior and the theory of the firm.

## 2. Macroeconomics

What determines the level of economic activity in a society? In other words, what determines how many goods and services a nation actually produces? What determines how many jobs are available in an economy?

An economy's macroeconomic health can be defined by a number of goals: growth in the standard of living, low unemployment, and low inflation, to name the most important. How can macroeconomic policy be used to pursue these goals? Monetary policy, which involves policies that affect bank lending, interest rates, and financial capital markets, is conducted by a nation's central bank. For the United States, this is the Federal Reserve. Fiscal policy, which involves government spending and taxes, is determined by a nation's legislative body. For the United States, this is the Congress and the executive branch, which originates the federal budget. These are the main tools the government has to work with. Americans tend to expect that government can fix whatever economic problems we encounter, but to what extent is that expectation realistic?

It should be clear by now that economics covers a lot of ground. That ground can be divided into two parts: Microeconomics focuses on the actions of individual agents within the economy, like households, workers, and businesses; Macroeconomics looks at the economy as a whole. It focuses on broad issues such as growth of production, the number of unemployed people, the inflationary increase in prices, government deficits, and levels of exports and imports. Microeconomics and macroeconomics are not separate subjects, but rather complementary perspectives on the overall subject of the economy.

To understand why both microeconomic and macroeconomic perspectives are useful, consider the problem of studying a biological ecosystem like a lake. One person who sets out to study the lake might focus on specific topics: certain kinds of algae or plant life; the characteristics of particular fish or snails; or the trees surrounding the lake. Both approaches are useful, and both examine the same lake, but the viewpoints are different. In a similar way, both microeconomics and macroeconomics study the same economy, but each has a different viewpoint.

**Economics and the Real World**

Modern economics is a subject which, at its best, does not theorize in a vacuum but addresses issues of real world importance and attempts to make its concepts and theories consistent with the facts. When economists make policy recommendations these address issues of current importance and concern. Furthermore, the effectiveness of economic policy is increasingly subject to empirical evaluation. Sometimes this happens by piloting a policy on a restricted scale before it is rolled out nationally.

Almost always government departments, private sector analysts and academic economists attempt to evaluate the consequences of policy in the months or years after implementation. If you pursue your study of economics to a more advanced level you will learn how applied economists attempt to test the relevance and accuracy of their theories and the success or failure of economic policy using statistical techniques broadly known as econometrics. However, even at this early stage of your study you should attempt to familiarize yourself with actual facts about the economy and think about what these imply for economic theory and the formation and evaluation of economic policy.

1. What is the term of the person who expert in economics?
  - a. Economies
  - b. Master economy
  - c. Economist
  - d. Ecology
2. Which answer is explaining the incorrect information?
  - a. Real world attempts to make its concepts and theories consistent
  - b. Private sector analysts attempt to evaluate the consequences
  - c. Governments evaluate the consequences of policy in the years
  - d. Economist make polices.
3. What is the closest meaning of attempt?
  - a. Become
  - b. Effortless
  - c. Challenge
  - d. Goal

4. What is the closest meaning of evaluate?
  - a. Assess
  - b. Uncountable
  - c. Mean
  - d. Arise
5. In which line explained that the effectiveness of economic policy is happened by direct.
  - a. 1-3
  - b. 4-5
  - c. 5-6
  - d. 7-10

### Fill the blank of this passage

Demand ..... the quantity of a product that buyers wish to purchase at any given price, while supply is the quantity of a product that suppliers are willing to sell at any given price. Demand and supply come together in a market and this ..... the price and quantity of goods sold. Since we have all bought (and maybe also sold) goods before, many of these ..... are quite intuitive. Nonetheless, it is important to become familiar with the language economists use to explain these ideas and the way that economics ..... with them. Graphical analysis is very important in economics and you will need to become very comfortable with drawing demand and supply curves and using them to ..... changes in various influential factors.

- |                  |                    |
|------------------|--------------------|
| 1. a. is         | c. is idea         |
| b. are           | d. my idea         |
| c. were          | 4. a. deals        |
| d. will          | b. be dealed       |
| 2. a. determined | c. dealing         |
| b. determines    | d. deal that       |
| c. be determined | 5. a. demonstrates |
| d. determining   | b. demonstrated    |
| 3. a. ideas      | c. demonstrate     |
| b. idea          | d. demonstrating   |

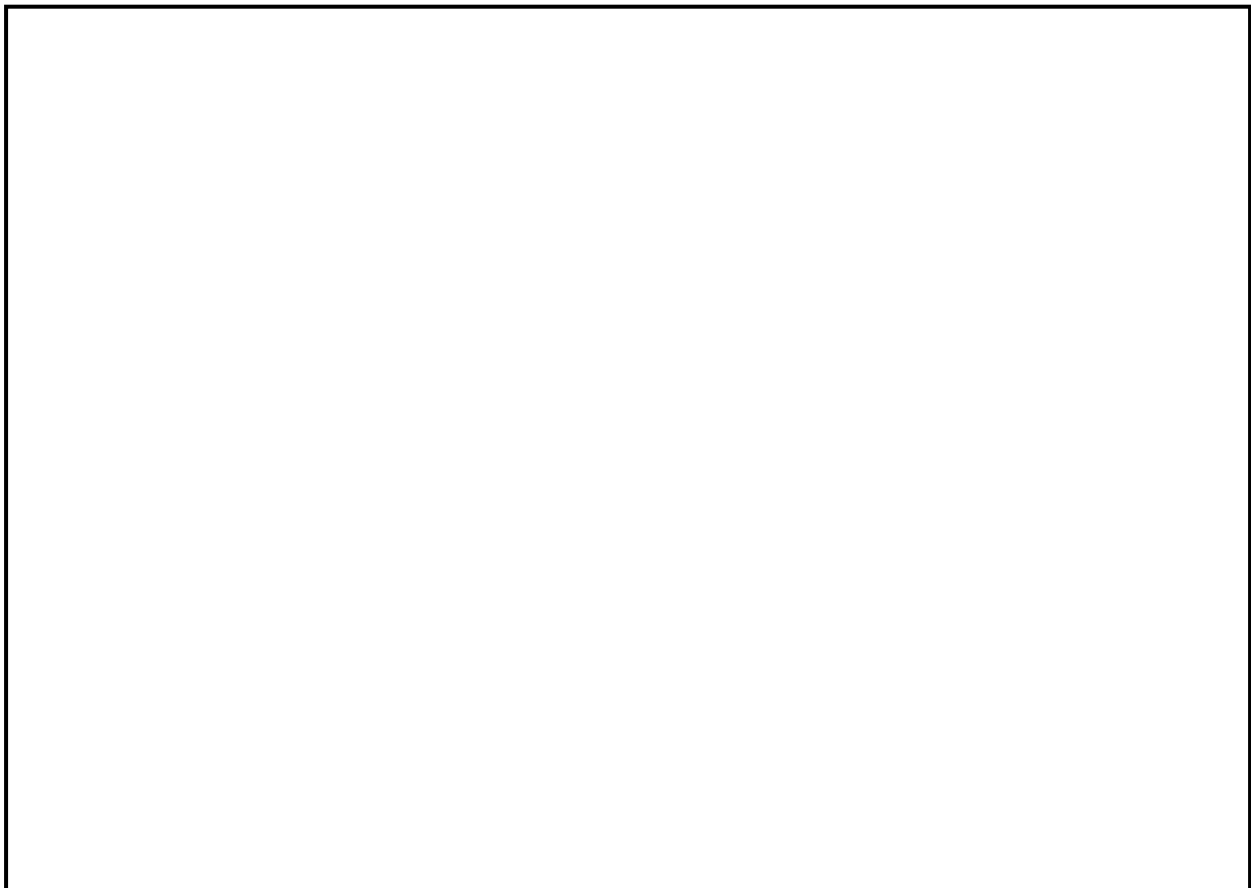
Draw the micro and macroeconomics using mind mapping concept.

**a) Microeconomics**

- Markets
- Production, cost, and efficiency
- Specialization
- Supply and demand
- Uncertainty and game theory
- Market failure
- Public sector

**b) Macroeconomics**

- Growth
- Business cycle
- Inflation and monetary policy
- Fiscal policy



**Discussions**

- What would be another example of a “*system*” in the real world that could serve as a metaphor for micro and macroeconomics?
- What is the difference between microeconomics and macroeconomics?
- What are examples of individual economic agents?
- What are the three main goals of macroeconomics?

**References**

Blanchard, Olivier, Giovanni D., and Paolo M. (2010). “*Rethinking Macroeconomic Policy*,”  
IMF Staff Position Note 10/03. Washington: International Monetary Fund.

Andrew Caplin and Andrew Schotter. (2008). *The Foundations of Positive and Normative Economics*. Oxford University Press.

Marshall, A., and Marshall M. (1879). *The Economics of Industry*. Macmillan.

Jevons, W. Stanley (1879). *The Theory of Political Economy, 2nd ed.* Macmillan.

<http://www.economicshelp.org/blog/6796/economics/difference-between-microeconomics-and-macroeconomics/>

## Choosing Right Path



*Deciding on a career path can be one of the most important choices you make in your life. A career that you are not only successful in, but also enjoy doing will affect all aspects of your life in a positive way. But do we explore all the options before making a decision?*

Statement above will switch career paths several times within their lifetime for various reasons. But when making the choice, it's important to consider all the different factors that play out in a career, including job security, financial stability, and the job market.

The technical definition of an entrepreneur is someone who “undertakes an enterprise.” An entrepreneur is someone who starts a new organization – a business, or takes on an existing organization with the intent to revitalize it. Entrepreneurship most commonly manifests in the form of self-employment.

Employment is a relationship between two parties, usually based on a contract – one being an employer and the other being an employee. The employee will contribute labor and expertise to an endeavor for the employer and is usually hired to perform specific duties which are packaged into a job. In this case, the employee has less freedom over their time and earnings, as it is set by the employer and the organization they are working with.

On the other hand, being self-employed means having more freedom in deciding the workload and work hours, as well as having less supervision in terms of how the work is done. If you are working as a contractor or an independent service provider, you have the opportunity to decide what clients you want to take on, when you work, and how you and your future organization (if you decide to expand your business practice) operate.

Being self-employed is not that simple. One aspect that differentiates entrepreneurship and employment is the amount of risk incurred. An employee has a relatively low amount of risk. In most situations, the employee is only responsible for his/her work responsibilities during the designated business hours, and they are often entitled to certain benefits from the organization. This form of employment is ideal for an individual who wants a higher degree of stability and predictability within for their career.

Being an entrepreneur means taking on a challenge and working hard to get through it. “Getting a new career or building a business is never easy, and not everybody will support you in your journey,” shares Bill Murray, an independent financial planner. And he is right: with any business venture, it takes a while to gain the knowledge, establish yourself as a business owner, and gain the reputation to attract the clients. “It can be a long process. They say every business needs at least 2-5 years to grow and prosper and start getting significant return on investments; and I’m talking about 2-5 years of dedication and hard work,” adds Bill. “But to be honest with you, the results are worth the struggle.”

Entrepreneurs’ days don’t go from 9am till 5pm, and they are always working on ways to improve their organization. In addition, the entrepreneur can also be held legally liable for the organization, which is a personal risk, as well as a business risk.









Another important aspect of successful entrepreneurship is mentorship. Having someone in the field who can teach you and guide you through the needs and responsibilities of the industry is incredibly important. So don’t be afraid to join various networking events, or to pursue employment in the field first, before venturing out on your own.

One more tip to becoming a successful entrepreneur is to be properly educated. A strong educational foundation is good for any career, whether you would prefer to just be an employee or start your own business. Studying can help you be more knowledgeable and more confident in your field, while having the practical skills and certifications in your industry will help you gain credibility and stand out among other self-starters.

Mindset Discussions

# EMPLOYEE VS ENTREPRENEUR

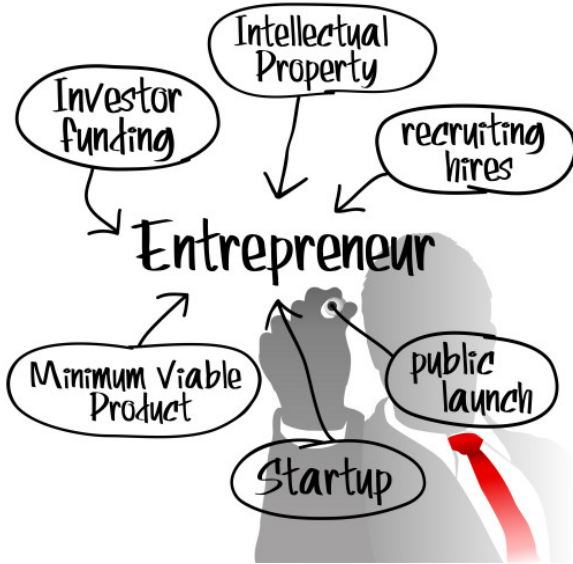
**EMPLOYEE** VS **ENTREPRENEUR**

 <b>WORK</b> "Something to get away from"	 <b>SERIOUS EFFORT</b> "Something to do for a short period of time"	 <b>WORK</b> "Something to be excited about"	 <b>SERIOUS EFFORT</b> "Something to do all the time"
 <b>SUPPORT</b> "Something they deserve"	 <b>INCOME</b> "Something to be received immediately"	 <b>SUPPORT</b> "Something they create"	 <b>INCOME</b> "Something to be earned later"

Handwriting practice area with 12 horizontal dotted lines.



Handwriting practice area with 12 horizontal dotted lines.



.....

.....

.....

.....

.....

.....

.....

.....

.....

.....



.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

**Write your suggestion to these situations. Should you stay or leave?**

1. I am the employee of Telecommunication Company. I almost work as engineer in 15 years. Now, I am 45 year old. Should I stay or leave?

.....  
.....  
.....

2. I am entrepreneur since 5 years ago. My turnover is about \$150.000. I have not got more passion to continue my business. Should I stay or leave?

.....  
.....  
.....

3. My brothers borrows my money almost \$10.000. I need my money back to open my new saving. Should I stay or leave?

.....  
.....  
.....

4. I have a challenge to enclose my resume to benefit company. By my father asks me for being entrepreneur. Should I stay or leave?

.....  
.....  
.....

5. I am fresh teaching graduated. I have experiences since I was on seventh semester in company as part-time employee. Should I stay or leave?

.....  
.....  
.....  
.....

**References**

- Backes-Gellner, U.& Moog, P. (2008). Who Chooses to Become an Entrepreneur? The Jacks-of-AllTrades in Social and Human Capital. (February 2008). Available at SSRN: <http://ssrn.com/abstract=109108>.
- Buera, Francisco. (2004). "A *Dynamic Model of Entrepreneurship with Borrowing Constraints*," University of Chicago: Mimeo.
- Braun, Ernest and Stuart Mc. (1982). *Revolution in Miniature*. Cambridge, MA: Cambridge University Press.

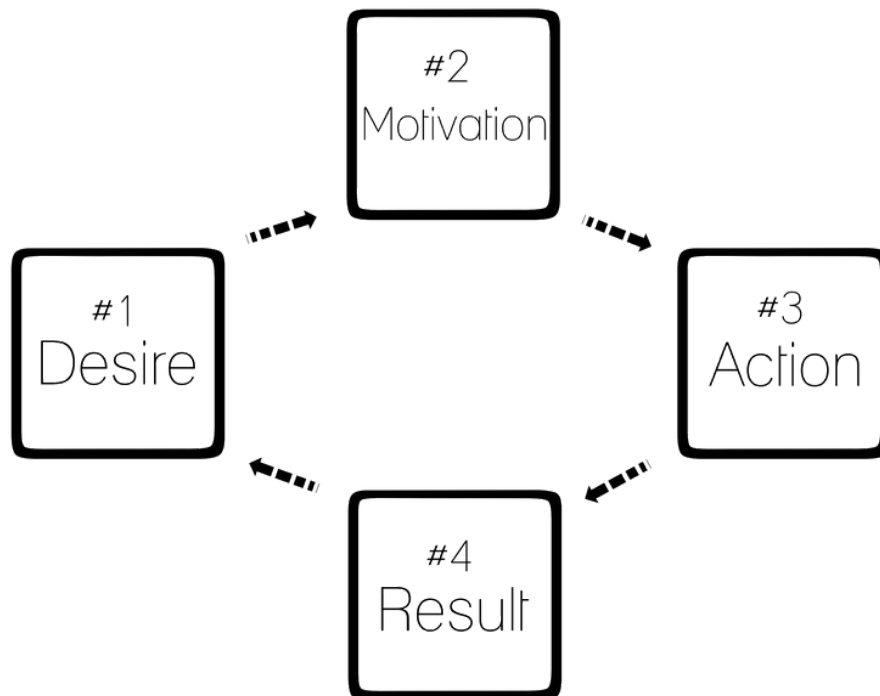
<http://www.australiannationalreview.com/wp-content/uploads/2015/07/time-management-e1437437491257.jpg>

<http://www.nateleung.com/assets/employees-vs-entrepreneurs-1024x961.png>

<http://earlboyd.com/wp-content/uploads/2015/10/12318895-employee-vs-entrepreneur.jpg>

## Recognition for Performance Creates Work Motivation

Motivation is not something that you can force. Closing your eyes, stamping your feet, and shouting to yourself, “BE MOTIVATED! BE MOTIVATED! BE MOTIVATED!” is never going to work. It’s not something that just randomly, magically, and mythically appears out of thin air. It has to be created. It has to come from a source.



This is what it calls “The Motivation Merry-Go-Round”. It works like this:

1. **DESIRE:** First, you create a Desire for something: A clean room, losing weight, a job promotion, passing an exam, or winning a sports competition. It can be whatever you want it to be, or whatever you need it to be.
2. **MOTIVATION:** Once you have a Desire for something, that Desire you have for that something creates the Motivation you need; the energy, the drive, and the enthusiasm.
3. **ACTION:** Once you have the Motivation you need, that gives you the energy to take Action: clean your room, exercise, work over-time, study hard, or train/perform.
4. **RESULT:** Once you take Action, you’re going to get a result. The Result you get then reinforces your Desire and allows you to either go further, look for new things to go after, or set new goals to achieve, repeating and restarting the cycle. Because you got the result you wanted, now your Desire is stronger, your Motivation goes higher, you

**take even more/better Action, and you get an even more/better Results. Round, and round, and round.**

All you have to do is use yourself as an example.

Have you ever had a strong Desire for something? I mean, have you ever had a Desire for something that was so strong, you stopped at nothing until you got exactly what it was that you wanted? How motivated were you to get that thing? As a result of your high level of Motivation, how much Action did you take? What kind of result did you get?

On the opposite side of the coin, have you ever had a Desire to do something that was so low you could've cared shit-less about whether or not you got it done? As a result of that extremely low Desire, how Motivated were you take to Action and get a Result, if you took Action at all? Even if you did take Action and see it all the way through, was the end Result what you would have wanted it to be or hoped it might be?

There's something very important that you need to keep in mind:

***The weaker your Desire, the weaker your Motivation. The stronger your Desire, the stronger your Motivation.***



If you just kind of wish you could accomplish something, you're going to have very little, if any, Motivation to take Action and get a Result.

If you really want something, you're going to have a much more Motivation to take Action and get a Result.

If you're **obsessed** with getting something, if you absolutely have to have it, and the Desire is a burning one, you're going to be absolutely motivated to take Action and get the Result. Nothing will stop you.

How can you build up your level of Desire so that you can create the Motivation you need?

**1) Visualize**

Corny, cheesy, and stupid, right? Well, have it your way. Don't do it if you don't want to. However, in doing so, you're sabotaging yourself. Visualization is incredible. It doesn't have to be anything super fancy. It can be something as simple as lying in bed at night seeing and feeling yourself getting the things you want in your life. Seeing yourself accomplishing the aims you have for yourself.

**2) Vision Board**

Create a Vision Board. Print out pictures of things you want to do, get, and achieve and post them into a collage that you can hang on your wall and look at every single day. It's like Visualization, except not inside your head. If you can't or don't want to print anything out, that's fine. Go online, or into magazines, and save pictures of the things you want. Look at them every day.

**3) Model**

Who is someone or some people who have achieved/gotten the things you want? Go find them. Have conversations with them. Get their advice. Learn from them. Model them. Let them rub off onto you.

**4) Read, Watch, and Listen**

Go to Youtube and watch videos of people achieving. Watch movies that have stories about accomplishing things. Read books that can help you get what you want. Listen to music that inspires you and makes you feel good. Surround yourself with positive forms of media and reading material.

**5) Interact**

Want a new car? Go to a car dealership and test drive some. Sit in the car and feel it. You better believe your Desire will go up when you do that. Go to events, networking groups, and social gatherings. Interact directly with the things you want. Want to be an actor? Go watch some live theatre. Want to be an author? Join a writer's club, or go to a book signing. Get in direct touch with the things you want.



In *The Human Capital Edge*, authors Bruce Pfau and Ira Kay say that people want recognition for their individual performance with pay tied to their performance.

Employees want people who don't perform fired; in fact, failure to discipline and fire non-performers is one of the most demotivating actions an organization can take - or fail to take. It ranks on the top of the list next to paying poor performers the same wage as non-performers in deflating motivation.

Additionally, the authors found that a disconnect continues to exist between what employers think people want at work and what people say they want for motivation. "Employers far underrate the importance to employees of such things as flexible work schedules or opportunities for advancement in their decision to join or leave a company.

"That means that many companies are working very hard (and using scarce resources) on the wrong tools," say Pfau and Kay. (p. 32) People want employers to pay them above market rates. They seek flexible work schedules. They want stock options, a chance to learn, and the increased sharing of the rationale behind management decisions and direction.

**Choose the best answer**

1. What is the main idea of this passage?
  - a. Performance in motivation
  - b. Motivation at work
  - c. Create atmosphere
  - d. Sharing motivation
2. What author found in performance motivation?
  - a. employee think and share
  - b. disconnected and continue
  - c. Schedule opportunity and judge
  - d. employee think and want
3. What does “They” refer to in last paragraph?
  - a. Company
  - b. Employee
  - c. Government
  - d. Culture
4. What is synonym of “Seek” in last paragraph?
  - a. Check
  - b. Search
  - c. Throw
  - d. Tick
5. What is synonym of “Employer” in last paragraph?
  - a. Worker
  - b. Author
  - c. People
  - d. Owner

**Fill the blank the passage below!**

Every person ..... different reasons for working. The reasons for working ..... as individual as the person. But, we all ..... because we ..... something that we need from work. The something obtained from work impacts morale, employee motivation, ..... the quality of life.

1. a. Have
  - b. Had
  - c. Has
  - d. Have been
2. a. Is
  - b. Am
  - c. Are
  - d. Them
3. a. Working
  - b. Works
  - c. Work
  - d. Be working
4. a. Obtain
  - b. Obtained
  - c. Obtaining
  - d. Be obtained
5. a. When
  - b. And
  - c. That
  - d. So

**Fill the blank the passage below!**

To ..... positive employee motivation, ..... employees as if they matter - because employees matter. .... ideas will ..... you fulfill what people ..... from work and create employee motivation.

- |                  |                   |
|------------------|-------------------|
| 1. a. Create     | c. These          |
| b. Creating      | d. That           |
| c. Created       | 4. a. Will helped |
| d. To be created | b. Be helping     |
| 2. a. Treat      | c. Help           |
| b. Treated       | d. Helped         |
| c. Treats        | 5. a. Want        |
| d. Is treating   | b. Wanted         |
| 3. a. This       | c. Wanting        |
| b. Those         | d. Is wanting     |

**Discussions**

Please work as pair and make work motivation in 20 minutes.

**References**

Pfau BN, Kay IT (2002). The five key elements of a total reward and accountability orientation.

Ben. Q. 3 rd Q.

<https://www.thebalance.com/top-ideas-about-what-employees-want-from-work-1919064>

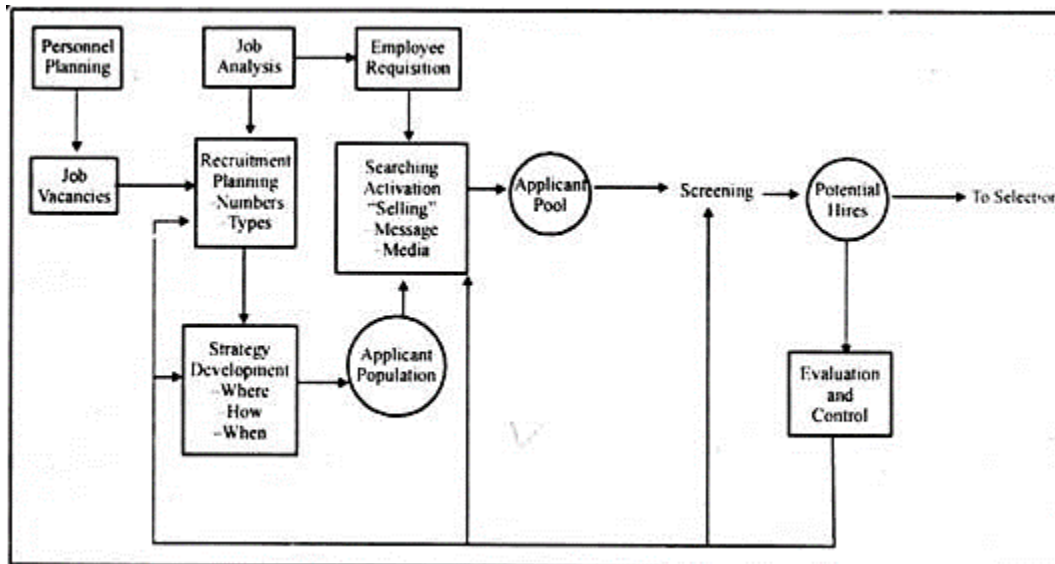
<https://willjonathan.com/2014/08/01/why-you-lack-motivation-how-you-can-create-it/>

## Recruitment



When HR planning indicates the need for additional labor, organizations have a number of choices to make. This may be the first step in a full-scale recruitment and selection process, but sometimes hiring additional employees is not the best method to obtain additional labor. It may be appropriate for an organization to consider alternatives to recruiting, such as outsourcing or contingent labor, instead of hiring regular employees. If this is a temporary fluctuation in work volume, the simplest solution may be part-time labor or overtime by existing employees. The costs of recruitment and selection can be staggering; hiring new employees should occur only after careful consideration and only when the organization anticipates a long-term need for additional labor. Estimates on the cost to replace supervisory, technical and management employees run from 50 percent to several hundred percent of employee salaries. Careful HR planning must consider the overall growth prospects of the organization and accurate forecasting of future labor needs.

Recruitment planning begins only when other alternatives have been considered and eliminated. Here, the picture of recruitment processes.



## A. Internal Environment

### 1. Promotion From Within

Your organization's promotion policy will have a significant effect on the recruitment process. If the open position is above entry level, it may be appropriate to promote someone already working for the organization. Many organizations use promotion from within as a motivation tool and a reward for good work or longevity with the organization. When employees see their co-workers being promoted, they become more aware of their own career opportunities. Promotion may be especially important in a stagnant economy where people have little chance of improving their lot by changing organizations. Their only opportunity for career growth and increased income is to move up within their current organization. The problem with promotion from within is that the promoted person leaves a staffing gap in his or her former position, so there is still a position to be filled. However, that gap is likely to be at a lower, less-skilled position, and therefore it may be an easier position to fill.

The advantage of promotion from within is that your promoted employee is already comfortable with the corporate culture, knows organization policies and will likely get up to speed much faster than a person new to the organization. The disadvantage of promotion from within is that the organization loses out on the chance for new ideas

and the creativity that can come from a new person entering the organization for the first time. Clearly, there are pros and cons to both promotion from within and outside hiring. It's not that one way is right and the other is wrong—it simply depends on organizational policy, the type of job being filled and its level within the organization. Higher-level jobs are more likely to be filled by promotion than are lower-level jobs.

## **2. Nepotism**

Nepotism is the hiring of relatives. Be sure you know your organization's policy on nepotism before one of your staff approaches you about hiring a member of his or her family. If you hire staff relatives (or if you don't), be careful of civil rights violations because in many states it is illegal to discriminate in hiring based on a person's marital status. So when your administrative assistant asks you to hire her husband, refusing to hire him just because he's married to her may be an inappropriate and an illegal employment decision. Many organizations have nepotism policies, so find out where your employer stands on the issue. When hiring relatives, most employers require family members to work in different areas of the organization to prevent issues of favoritism and possible morale problems among employees. It is never appropriate for family members to be in supervisory positions where they are required to manage their own relatives.

## **B. External Environment**

### **1. Internal Recruitment**

#### **a. Job Posting**

The most common method used to find qualified applicants from inside the organization is job posting. The traditional method to announce a job opening was to post notice of the job on the HR bulletin board; no doubt this is the origin of the term job posting. Today, many organizations post jobs electronically through organization-wide intranets or send e-mails to all employees about the job vacancy. Other employers publish employment newsletters or distribute job announcement flyers. Whatever the method used, the job announcement should include information about the position, the required qualifications and instructions on how to apply.

It is important that the job announcement is made available to all employees. Adequate job posting can ensure that minority workers and other disadvantaged groups are aware of opportunities within the organization. The downside to job posting is employee cynicism that occurs when jobs are posted as open, but in reality, the organization has already selected a strong internal candidate. Such practices create resentment and mistrust among employees when they believe the job posting is just a formality with little real opportunity for advancement.

#### **b. Employee Referrals**

Some managers believe that the best method to find top performers is to hire individuals referred by existing employees. Current employees can play an important role in recruiting new employees, and some organizations pay a bonus to employees for successful referrals. Bonuses typically range anywhere from a \$25 gift certificate to a \$200 cash reward, but employers have been known to pay several thousand dollars for the referral of a successful employee in a position particularly difficult to fill. It sounds like everyone wins—the organization gets a successful new hire, the new employee has a job, and the referring employee has a bonus in his or her pocket. There is a downside to extensive use of employee referrals, though. The 2006 EEOC Compliance Manual updated guidance on the prohibition of discrimination under Title VII of the Civil Rights Act of 1964. The manual clearly warned that relying on word-of-mouth recruiting may generate applicant pools that do not reflect the diversity of the labor market and may be discriminatory. Therefore, it would seem prudent to use employee referrals sparingly.

### **2. External Recruitment**

Applicant pools can be generated in a number of ways. Depending on your organization's policies and the size of your hiring budget, you may want to use an employment agency. Private agencies and executive search firms are usually used for recruiting white-collar employees, but they can be used for virtually any type of position. Using job criteria provided by your organization, an agency will generate the

applicant pool and do the preliminary interviews, thereby screening out unqualified candidates and sending you only those who are actually qualified.

This can save a great deal of time; however, private agency fees can be costly because they are often a percentage of the position's annual salary. This can be a significant expense, particularly when filling executive-level positions. If you register your job opening with your state employment office, it may send you similarly qualified referrals at no charge. Depending on the nature of the position, you may also get some unsolicited walk-in applicants, but these still may not generate a large enough applicant pool without further recruitment efforts.

You may choose to advertise the open position in local newspapers, trade journals, radio and television. Advertising can range from a simple help wanted ad in the classifieds to an extensive multimedia campaign. Help wanted ads often include a URL for online applications well as more traditional methods for reply. Some organizations have eliminated traditional methods altogether and accept only online applications. Historically, local newspaper advertising was the common recruitment method, particularly for entry-level positions, because it was low cost and could generate a good number of applicants. If the job you are hiring for requires technical skills not commonly found in your local labor force, you will have to broaden your search geographically by advertising in other areas or working with employment specialists outside of your local area. In general, the more technically specific the job, the wider the geographic recruitment area.

## Assessments

Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting.]

Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to “head hunt”; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

Public service agencies enjoy greater exposure to scrutiny than most private sector organizations; therefore, openness and transparency in recruitment and selection practices are crucial. The discussion that follows will identify some of the options available for attracting applicants to the public service job market and discuss strategies for managing the process.

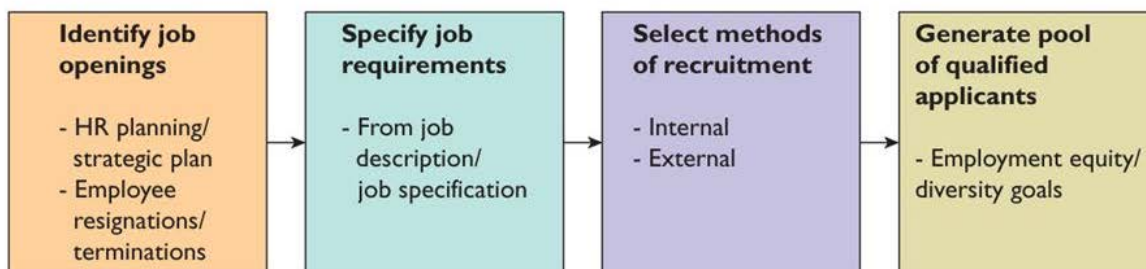
1. What kind of recruitment do you find?
  - a. External and collage recruitment
  - b. Internal and agency recruitment
  - c. Internal and external recruitment
  - d. Agency and job fair
2. What do you know about “Internal Recruitment” based on passage?
  - a. Process
  - b. Family
  - c. Procedural
  - d. Instance
3. What do you know about “External Recruitment” based on passage?
  - a. Identify
  - b. Export

- c. Select
  - d. Manage
4. What is antonym about hire?
- a. Cut
  - b. Recruit
  - c. Notice
  - d. Keep
5. What is the best title of this passage?
- a. Open Recruitment
  - b. Recruitment Management
  - c. Recruitment Strategies
  - d. Closed Recruitment

**Explain the terms below in your own word**

## The Recruitment Process

**FIGURE 6.1** | An Overview of the Recruitment Process



Copyright © 2011 Pearson Canada Inc.



# Strictly Confidential

**APPLICATION FOR THE POST OF**

**No.**

**TO BE RETURNED TO THE ADDRESS BELOW NO LATER THAN**

Please complete this form in black ink and return it to the Human Resources Department at the address below.

Please do not attach your CV.

**PERSONAL DETAILS**

Mr/Mrs/Miss/Ms/Dr

Surname

First Name(s)

Home Address

Address for Correspondence (if different)

Post code

Email address

Post code

Telephone (home)

Telephone (mobile)

May we contact you at work? YES/NO\*

Telephone (office)

National Insurance No.

Date of birth

Do you hold a current full Driving Licence? YES/NO\*

Do you have a vehicle? YES/NO\*

Have you ever been convicted of a criminal offence including any driving offences?

(Convictions considered spent under the Rehabilitation of Offenders Act 1974 need not be disclosed). YES/NO\*

If YES, please state offences

If the position you are applying for is subject to a Criminal Records Bureau (CRB) check (see application pack) you are required to disclose any criminal convictions you have whether they are "spent" or "unspent". This information, which should be provided below, will be treated in the strictest confidence.



## Curriculum Vitae and Cover Letter



## Thomas Anderson

---

956, 31st Street  
NYC - 10001  
United States

**E-mail:** thomas.a@thecompany.com  
**Website:** <http://cvmk.com>  
**Phone:** (123) 456 789  
(456) 789 125

### COMPUTER SKILLS

---

Microsoft Word, Excel, Access, PowerPoint, Outlook Express, Microsoft Windows XP and Microsoft Office XP Professional

### OBJECTIVE

---

"I can work independently using my own initiative or as part of a team."

### EDUCATION

---

<b>MS in Accounting</b> University of Washington Obtained the MS degree summa cum laude, with GPA 4.0 - <a href="http://google.com">http://google.com</a>	<b>Sep 1997 – Sep 2001</b>
<b>BS in Accounting</b> Columbia University	<b>Sep 1993 – Sep 1996</b>
<b>BS in Computer Science</b> Columbia University	<b>Sep 1989 – Sep 1992</b>

#### A. Which CV style to choose

The CV style you use depends on the job you are applying for and your circumstances. You can choose to emphasize either your work history (work-focused CV) or your skills (skills-focused CV). This website considers these two CV styles, although you can use a combination of the two or other approaches.

The skills-focused CV emphasizes your skills by having a well-developed section on skills at the front of your CV. The work history information in your CV can be kept to a minimum.

If you have no work experience, you can leave the work history section out altogether, but make sure you give evidence of how your skills were developed.

Use a skills-focused CV if:

- You want to place emphasis on your skills over your work history
- You are applying for your first job or only have limited employment history
- You are re-entering the job market after a long absence.
- Figure out what skills you have

- Skills gained outside the workforce - find out more
- Skills employers are looking for

## B. Cover letter

You would generally include a cover letter as part of a job application.

### 1. Standard, conservative style

This is ideal for sectors such as business, law, accountancy and retail. For more creative sectors, a letter like this might be less appealing, and could work against you.

*Dear Mr Black,*

*Please find enclosed my CV in application for the post advertised in the Guardian on 30 November.*

*The nature of my degree course has prepared me for this position. It involved a great deal of independent research, requiring initiative, self-motivation and a wide range of skills. For one course, [insert course], an understanding of the [insert sector] industry was essential. I found this subject very stimulating.*

*I am a fast and accurate writer, with a keen eye for detail and I should be very grateful for the opportunity to progress to market reporting. I am able to take on the responsibility of this position immediately, and have the enthusiasm and determination to ensure that I make a success of it.*

*Thank you for taking the time to consider this application and I look forward to hearing from you in the near future.*

*Yours sincerely*

### 2. Standard speculative letter

This may vary according to the nature of the organization and the industry you're applying to.

*Dear Mr Brown,*

*I am writing to enquire if you have any vacancies in your company. I enclose my CV for your information.*

*As you can see, I have had extensive vacation work experience in office environments, the retail sector and service industries, giving me varied skills and the ability to work with many different types of people. I believe I could fit easily into your team.*

*I am a conscientious person who works hard and pays attention to detail. I'm flexible, quick to pick up new skills and eager to learn from others. I also have lots of ideas and enthusiasm. I'm keen to work for a company with a great reputation and high profile like [insert company name].*

*I have excellent references and would be delighted to discuss any possible vacancy with you at your convenience. In case you do not have any suitable openings at the moment, I would be grateful if you would keep my CV on file for any future possibilities.*

*Yours sincerely*

### 3. Letter for creative jobs

We've used the example of a copywriter but you can adapt it for your profession. The aim of a creative letter is to be original and show you have imagination, but understand what the job entails. Balance is essential: don't be too wacky, or it will turn off the reader.

*Dear Ms Green,*

- *Confused by commas?*
- *Puzzled by parenthesis?*
- *Stumped by spelling?*
- *Perturbed by punctuation?*
- *Annoyed at the apostrophe? (And alliteration?)*

*Well, you're not alone. It seems that fewer and fewer people can write. Unfortunately, there are still a lot of people who can read. So they'll spot a gaffe from a mile off. And that means it's a false economy, unless you're 100% sure of yourself, to write your own materials. (Or to let clients do it for themselves.*

*To have materials properly copywritten is, when one considers the whole process of publishing materials and the impact that the client wishes to make, a minor expense. Sloppiness loses clients, loses customers.*

*There is an answer. Me. Firm quotes are free. You can see some of what I do on my multilingual website at [insert web address]. If you'd like, I can get some samples out to you within 24 hours. And, if you use me, you'll have some sort of guarantee that you can sleep soundly as those tens of thousands of copies are rolling off the presses. Luck shouldn't come into it!*

*With kindest regards*

## Assessments

### Writing Curriculum Vitae

A curriculum vitae allows you to showcase yourself and your academic and professional achievements in a concise, effective way. You want to have a compelling CV that is well-organized and easy to read, yet accurately represents your highest accomplishments.

Academic CVs differ from the CVs typically used by non-academics in industry, because you need to present your research, various publications and awarded funding in addition to the various other items contained in a non-academic CV.

This guide provides advice and tips on how best to write a CV for the academic field. The advice and tips are organized into categories as could be used to structure a CV as well. You do not need to follow the format used here, but it is advised to address the categories covered here somewhere in your CV.

1. What is information which allow to write in CV (except)?
  - a. Your interests
  - b. Academic information
  - c. Personal delinquent
  - d. Achievement
2. What is goal of Curriculum Vitae?
  - a. To inform your achievement
  - b. To impress your rival
  - c. To communicate with your friend
  - d. To show off your transformations
3. In which paragraph you can find kind of CV?
  - a. One
  - b. Two
  - c. Three
  - d. All paragraph

4. What does “Represents” mean?
  - a. Appearance
  - b. Save
  - c. Fund
  - d. Move
5. What does “Accomplish” mean (except)?
  - a. Process
  - b. Done
  - c. Complete
  - d. Thru

**Match the following:**

Words
1. Prospective
2. Responsibilities
3. Experience
4. Referrals
5. Resume
6. Energetic
7. Delegated
8. Constraints
9. Ownership
10. Collaborated

Meanings
a) a person recommended to someone or for something
b) expected
c) limitation
d) to work, one with another
e) A particular instance of Personally encountering
f) to send or appoint (a person) as deputy or representative
g) exhibiting energy
h) occupy again
i) the state being responsible
j) authorized right of possession

**Given below are some tips for resume writing. Mark them as correct and incorrect. Also rewrite the ones that are incorrect after correcting them.**

1. Use headings and words that match the job you are aiming to get.
2. Mention your qualities and strengths in the resume.
3. Use paragraphs and long sentences in your resume. Save time and do not proof read your resume before sending it to ensure that there are no errors in it.
4. Put the most important things first.
5. You can add minor and irrelevant information in the resume to make it look good.
6. Avoid using negative statements in your resume.
7. Briefly mention your skills in the resume. Do not mention how these skills will help you do the job.
8. Use numbers and percentages where ever possible.
9. The resume should be four or five pages long.
10. Make sure that all the information you give looks good in the resume. It may or may not be correct or true

Fill the blank using Your Own Word into Curriculum Vitae Template Below

**(Your Name)** .....

*Curriculum Vitae*

**PERSONAL DETAILS**

---

*Birth* :

*Address* :

*Phone* :

*Mail* :

**EDUCATION**

---

**MSc. Name of Education**

*Name of University* (.....)

(Descriptive text goes here)

.....  
.....

**BSc. Name of Education**

*Name of University* (.....)

(Descriptive text goes here)

.....  
.....

**WORK EXPERIENCE**

---

**Job name**

*Company Name inc.*, (.....)

(Descriptive text goes here)

.....  
.....

**Job name**

*Company Name inc., (.....)*

(Descriptive text goes here)

.....  
.....

**SKILLS**

---

*Languages* ..... (mother tongue)

..... (fluent)

..... (fluent)

*Others* .....

**REFERENCES**

---

*(Available upon request)*

1. ....
2. ....
3. ....
4. ....

**References**

<https://www.theguardian.com/careers/covering-letter-examples>

<https://www.prospects.ac.uk/careers-advice/cvs-and-cover-letters>

## Facing Interview



An interview is a conversation between two or more people where questions are asked by the interviewer to elicit facts or statements from the interviewee. It is used to analyze the candidates aspiring to join an organization. But on an important day like a job interview, many lose confidence. First impression may or may not be the last one, but it definitely is a lasting impression. Make sure, you get it right. Nervousness is natural, but the trick is to project self-confidence and prove that you're worth it.

Therefore, to help you face the interview with confidence, here's a list of tips:

1. **Be yourself:** Do not try to be someone you are not. The interviewer is an expert of his job and will immediately catch hold of any dishonest statement or action you portray. Do not pretend to be someone you are not.
2. **Maintain an eye contact:** One of the best to project confidence is to maintain an eye contact with the person who is interviewing you. Do not look here and there or up and down for it shows nervousness.
3. **Body language:** Most of the communication that we do during an interview is non-verbal. Sit straight. Do not shake your legs or tap your feet in nervousness. Do not fiddle with

your hair or rub your hands. After all, the interviewer is also just another human being. He is sure to have some flaws too.

4. **Dress appropriately:** Remember, you are going for an interview, not a fancy dress competition or party. Dress smartly and neatly. Do not wear a lot of jewelry. If ladies are wearing a nice dress, pin it properly. Do not walk in for the interview shabbily. Tuck your hair properly. Do not wear any uncomfortable dress. Wearing formals is always suitable for appearing in an interview.
5. **Know your CV, job and company:** Have a firm grasp on your CV, the job you're applying for and the company. Be specific about your achievements and your growth so far. Set examples of events that set you apart from others. Think of a reason why the interviewer should hire you. Give them a reason to choose you. Also, know the company well. You are required to work for them; therefore they expect you to be well-informed of the organization, its products, services and industry as a whole.

While there are as many different possible interview questions as there are interviewers, it always helps to be ready for anything. Which is why we've taken the time to prepare this list of 100 potential interview questions.

*Will you face them all? We pray no interviewer would be that cruel.*

*Will you face a few? Probably.*

Candidates may also be asked to deliver a presentation as part of the selection process. One stress technique is to tell the applicant that they have 20 minutes to prepare a presentation, and then come back to room five minutes later and demand that the presentation be given immediately. The "Platform Test" method involves having the candidate make a presentation to both the selection panel and other candidates for the same job. This is obviously highly stressful and is therefore useful as a predictor of how the candidate will perform under similar circumstances on the job. Selection processes in academic, training, airline, legal and teaching circles frequently involve presentations of this sort.

## Assessments

Choose the correct answer to each question. Each question has only one correct answer.

1. When interviewing for a job, one of the keys to success is the first .....you create.
  - a. impression
  - b. handshake
  - c. expression
2. When going for interview, you should dress for .....
  - a. impress
  - b. progress
  - c. Success
3. To display good command of language, use proper grammar and .....to communicate with the interviewer
  - a. words
  - b. accent
  - c. vocabulary
  - d. words
4. Always make sure you ..... for your interview.
  - a. arrive on time
  - b. present on time
  - c. get to time
5. Firm..... is a key part in making good first impression.
  - a. greeting
  - b. handshake
  - c. eye contact
6. Pre-interview nervousness is common. It is important to demonstrate .....to get your first job
  - a. integrity
  - b. timely arrival
  - c. confidence

7. .... about the company is an important part of a successful interview preparation.
  - a. collecting data
  - b. gathering knowledge
  - c. searching
8. In interview, you should avoid using..... . Use of grammatically correct English demonstrates good education of the candidate.
  - a. slang language
  - b. long sentences
  - c. punch lines
9. Maintaining interview .....can increase your chances of getting the job
  - a. dress code
  - b. perfume
  - c. wardrobe
10. As part of job preparation, prepare answers to typically asked interview questions and .....them with a friend.
  - a. Rehearse answers
  - b. Rehearse responses
  - c. Rehearse waiting

**For getting ready for the interview, circle true or false for the following statements:**

1. Carry a brief case or handbag to interview. Backpacks are also acceptable. (T/F)
2. Wearing t-shirt, jeans and sneakers is appropriate (T/F)
3. It is acceptable to chew gum or candy at the interview (T/F)
4. Remove body piercings if they are visible and cover tattoos before the interview. (T/F)
5. Demonstrate a positive attitude and be friendly at the interview (T/F)
6. Clothing that is too casual and distracting can be worn for the interview (T/F)
7. Always carry extra copy of your resume to the interview. (T/F)
8. It is considered appropriate to interrupt the interviewer if you have a question (T/F)
9. Arrive at least one hour before the interview and inform the front desk of your arrival (T/F)
10. Hair should be clean, neatly combed and trimmed (T/F)

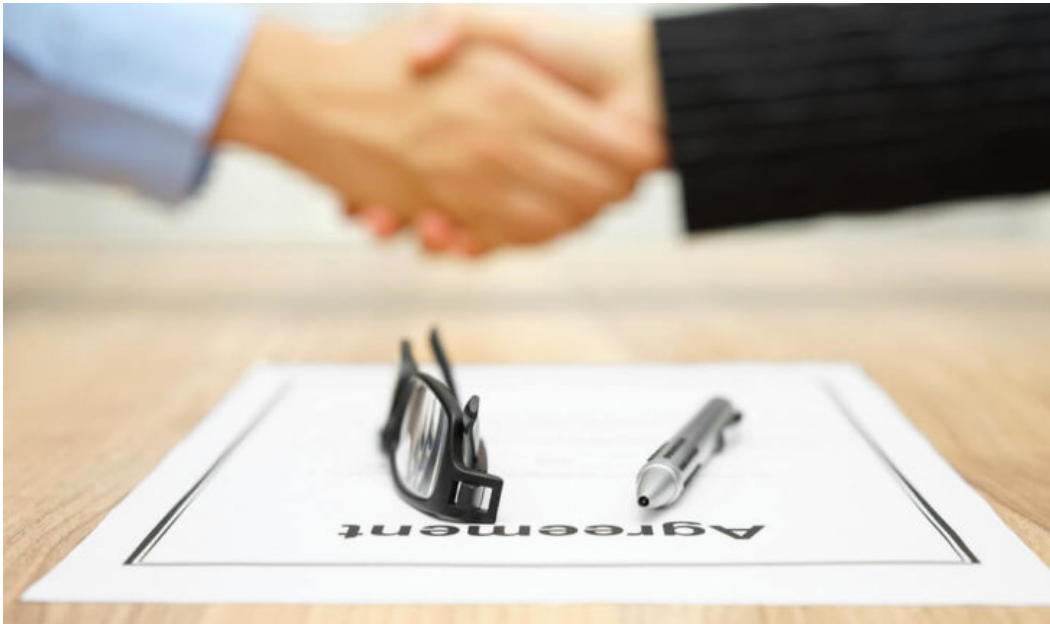
**The following sentences show people during an interview. Read them and see if the body posture is correct. If not give the reason why.**

1. Michael is sitting on a chair with her back straight and her arms crossed.
2. Laura is tapping his fingers on the table while answering questions.
3. While listening a question, Jude drops is eyeglasses to the lower bridge of his nose and pear over them.
4. Mr. Brown does not maintain any eye contact with his interviewers during the interview.
5. He keeps nodding his head all the time even when the interviewers were not speaking.
6. Her breathing became faster as the interview progressed.
7. Danny could not help but bite his nails when the interviewers asked him tough questions.
8. When the interviewers asked Mathew a question about his education, he pinched the bridge of his nose before answering.
9. Julia kept touching her hair and looking into the reflective surface of a window pane to make sure she looked good during the interview.
10. Kat's shoulders were curved forward during most of the interview.

## References

- Nail, T. H., & Scharinger, D. (2002). *Guidelines on interview and employment application questions [SHRM White Paper]*. Retrieved from [www.shrm.org/hrresources/whitepapers](http://www.shrm.org/hrresources/whitepapers).
- Society for Human Resource Management. (2002). *Basic interviewing [SHRM white paper]*. Retrieved from [www.shrm.org/hrresources/whitepapers](http://www.shrm.org/hrresources/whitepapers).
- <https://www.theguardian.com/careers/covering-letter-examples>

## Bargaining Power and Being Assertive



### A. Bargaining Power

Discussions of inequalities of bargaining power between the two parties of an exchange transaction have rarely attempted to explain the meaning of the term "bargaining power. Apparently it has often been assumed that everyone knows.

From personal experience in shopping or selling what it means to possess a distinct advantage or disadvantage. When definitions have been attempted, wide variation in usage has made it difficult to attach a precise meaning to the term; economic literature reveals a serious lack of agreement as to its definition and importance.

While any internally consistent definition cannot be regarded as incorrect, a wide diversity of usage encourages misunderstanding of the concept and weakens attempts to deal explicitly and systematically with it.

Critique of alternative definitions of bargaining power. Marshall attributes the inequality in bargaining strength between the employer and the worker to a wide variety of factors, including inadequate training, immobility, perishability, and lack of reserve fund. Thus, Marshall views bargaining power-defined only implicitly-as a general concept which includes all forces determining the wage rate.

## B. Assertive

Creating good bargaining in economic dealing, we must learn to how we should say in bargaining assertively.

The term “*assertive*” is used to describe a communication style that is respectful of others but clear and firm in intent. Assertiveness is sometimes confused with aggressiveness – being rude, hostile, blaming, threatening, demanding, or sarcastic is not being assertive – these are all examples of aggressive communication styles. Assertive communication does mean standing up for yourself but doing so in a way that does not trespass on the rights of others and respects your own rights and feelings and the rights and feelings of others. When you communicate assertively, you communicate honestly but appropriately. Assertiveness is often correlated with good self-esteem and confidence and is a very valuable skill to develop if you don’t already use assertive communication. Here is a handy sentence structure to enable you to communicate assertively:

1. **When you** (*describe the other person’s action or the event of concern in a purely factual way – don’t embellish!*)
2. **I feel/I felt** (*describe your own feelings in response to the above action or event – for example, sad, angry, hurt, frustrated*)
3. **Because** (*describe your interpretation of the event and the reason why you feel the way you do*)
4. **And what I would like in the future is or what I would prefer is** (*offer a future alternative that better meets your needs whilst not infringing on the needs/rights of the other person*).

For example: “When you didn’t respond to my suggestion in the meeting, I felt hurt and angry because it seemed that you did not value what I had to say and what I would like in future is to be given space to express suggestions and ideas”.

As you become more skilled at communicating in this format, you’ll feel more comfortable and sound natural. Sometimes you can decrease tension in problem situations with humor, the tone of your voice and a smile, as you make your point.

## Assessments

Read the following sentences. Mark the ones which are assertive.

1. I am busy at the moment but if you insist I will go out for lunch with you.
2. I understand that you are busy and do not want more work, but this is urgent and you need to do this.
3. You are right, I think I can finish my report later. I will help you with your work right now.
4. I am upset to find out that none of you took what I said seriously.
5. Sure, I am leave work early and go for a walk with you. My boss will not be pleased but that is okay.
6. Joe, you are right but I cannot take any more work. I am already over stretched.
7. Tom you have convinced me, I will let you have the work station near the Air conditioner. I can manage in your work station.
8. I know that Julia is a very busy person but I do not appreciate when she orders me around.
9. I would appreciate if you could keep the racket down.
10. Thomas will like it if we buy him a tie for his birthday.

Write an assertive response to each of the situations given below.

1. You are working on a project. It is a very important and prestigious project and you are happy to be on the team. You receive a call from a friend who wants to go out for a dinner.  
.....  
.....  
.....
2. Tara is a close friend who works in another town. She is in your town for the weekend and you meet over lunch. She wants you make a project report for her. You think that is unethical.  
.....  
.....  
.....
3. Harry is your boss. He always gives you unimportant things to do. You feel you can handle more responsibilities.  
.....

.....  
.....  
4. Thomas and Kate are your colleagues. They are talking loudly about a party they went to the previous evening. You are getting disturbed.

.....  
.....  
5. Kate is a client. Your company is developing a software program for her. She wants to add some additional features to the program but does not want to pay for them.

**Given below are a few sentences. Rewrite them as assertive sentences.**

1. Get out of my office now!!

2. Please let me work.

3. Can you please stop smoking here? I have an allergy and the office is a non – smoking zone.

4. No! I will not help you.

5. That was a bad presentation. You did not let us ask any questions.

**Discussions**

Please make a good presentation about bargaining power and assertive communication based on the themes chosen.

**References**

M. Alfred. (1980). *Principles of Economics, (8th ed.)*. New York: The Macmillan Co.

S. Adam. (1933). *The Wealth of Nations. (Everyman's ed.)*. London. p. 59.

## References

- Andrew Caplin and Andrew Schotter. (2008). *The Foundations of Positive and Normative Economics*. Oxford University Press.
- Backes-Gellner, U. & Moog, P. (2008). Who Chooses to Become an Entrepreneur? The Jacks-of-All-Trades in Social and Human Capital. (February 2008). Available at SSRN: <http://ssrn.com/abstract=109108>.
- Buera, Francisco. (2004). "A Dynamic Model of Entrepreneurship with Borrowing Constraints," University of Chicago: Mimeo.
- Blanchard, Olivier, Giovanni D., and Paolo M. (2010). "Rethinking Macroeconomic Policy," IMF Staff Position Note 10/03. Washington: International Monetary Fund.
- Braun, Ernest and Stuart Mc. (1982). *Revolution in Miniature*. Cambridge, MA: Cambridge University Press.
- Jevons, W. Stanley (1879). *The Theory of Political Economy, 2nd ed.* Macmillan.
- Pfau BN, Kay IT (2002). The five key elements of a total reward and accountability orientation. Ben. Q. 3rd Q.
- Marshall, A., and Marshall M. (1879). *The Economics of Industry*. Macmillan.
- Mondy, R. W. (2008). *Human Resource Management (10th ed.)*. Prentice Hall, NJ: Pearson.
- Nail, T. H., & Scharinger, D. (2002). *Guidelines on interview and employment application questions [SHRM White Paper]*. Retrieved from [www.shrm.org/hrresources/whitepapers](http://www.shrm.org/hrresources/whitepapers).
- Rynes, S. L., Colbert, A. E., & Brown, K. G. (2002). HR professionals' beliefs about effective human resource practices: Correspondence between research and practice. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 41(2), 149-174.
- Society for Human Resource Management. (2002). *Basic interviewing [SHRM white paper]*. Retrieved from [www.shrm.org/hrresources/whitepapers](http://www.shrm.org/hrresources/whitepapers).

**Web References:**

<http://www.australiannationalreview.com/wp-content/uploads/2015/07/time-management-e1437437491257.jpg>

<http://www.nateleung.com/assets/employees-vs-entrepreneurs-1024x961.png>

<http://earlboyd.com/wp-content/uploads/2015/10/12318895-employee-vs-entrepreneur.jpg>

<http://www.economicshelp.org/blog/6796/economics/difference-between-microeconomics-and-macroeconomics/>

<https://www.thebalance.com/top-ideas-about-what-employees-want-from-work-1919064>

<https://willjonathan.com/2014/08/01/why-you-lack-motivation-how-you-can-create-it/>

[www.dol.gov/cfbci/turnover.htm](http://www.dol.gov/cfbci/turnover.htm)

[www.eeoc.gov](http://www.eeoc.gov)

[www.dol.gov](http://www.dol.gov)

<http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN021814.pdf>

<http://www.CareerOne.com>

<https://www.communitydirectors.com.au/files/.../StaffRecruitmentPolicy2015.doc>

<http://www.nestle.com/jobs/your-career-at-nestle/recruitment-process>

<https://www.theguardian.com/careers/covering-letter-examples>

<https://www.prospects.ac.uk/careers-advice/cvs-and-cover-letters>

<https://www.theguardian.com/careers/covering-letter-examples>