



COMD5001

University of New South Wales

Faculty of Business



7ci fgY`Cj Yfj JYk

`GHUZZ7cbhUW`i8YHU]`g`

`7cbj Ybcfg`

B Ua Y	9a Uj`	5j Uj`UVj]`m	@cWUjcb	D\cbY
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7 fYX]hDc]bfg`*`

Gi a a UfmicZ`hY'7 ci fgY

5fY`mci`]bhYfYghYX`hc`i` bXYfghUbX`k` \mihYfY`]g`U`f]WX`k` cF`X`UbX`hYfY`]g`U`dccc`f`k` cF`X`3`K` \Uhi`md`Y`c`Z`gc`W]c!`
Y`W`bca`]W`UbX`Y`bj`]f`c`ba` Y`bhU`d`c`]W]Y`g`W`b`V`Y`]X`Y`bh`]Z`Y`X`Ub`X`]a` d`Y`a` Y`bh`Y`X``hc` U`X`X`f`Y`g`g`a` Y`c`Z`h`Y`g`Y`
X`Y`j` Y`c`da` Y`bh`W`X`U`Y`b` [Y`g`3` `b`h`]g`W`c`i` fg`Y`z`mci` `k`]`W`]h`W`]m`Y`b` [U` [Y`k`]h`]g`Y`j` Y`f`U`c`Z`h`Y`f`V`]`]g`gi` Y`g`f`i`
W`c`b`W`f`b`]b` []bh`f`b`U`h`c`b`U`X`Y`j` Y`c`da` Y`bh`d`c`]W`i`Ub`X`]\`]` \`]h`g`h`Y`]`]b`_`V`Y`h`k` Y`Y`b`]X`Y`U`g`z`d`c`]W`i`Ub`X`h`Y`f`Y`U`]m`
c`Z`X`Y`j` Y`c`da` Y`bh`k`]h`]U`b`Y`a` d` \U`g`]g`c`b`h`Y`]W`X`U`Y`b` [Y`g`]Z`W`]b` [`c`W`]W`c`a` a` i` b`]h`Y`g`]b`]X`Y`j` Y`c`d`]b` [`W`c`i` b`f`]Y`g`"
H`Y`]W`c`i` fg`Y`]V`Y`b`X`g`h`Y`c`f`]Y`g`c`Z`X`Y`j` Y`c`da` Y`bh`k`]h`]h`Y`]f`U`d`]X`m`Y`i` d`Ub`X`]b` [`X`]g`W`]d`]b`Y`c`Z`d`i` V`]W`d`c`]W`i`h`c`
Y`b`U`V`Y`m`c`i`]h`]Y`i` U`a`]b`Y`]U`b`X`]Y`i` d`U`]b`h`Y`]f`U`h`z`c`f`a`]U`b`X`]d`U`h`f`b`g`c`Z`gc`W]c!`Y`W`bca`]W`UbX`Y`bj`]f`c`ba` Y`bhU`
X`Y`j` Y`c`da` Y`bh`W`X`U`Y`b` [Y`g`]U`b`X`]c`d`d`c`f`i` b`]h`Y`g`" M`c`i` `k`]`Y`i` d`c`f`Y`h`Y`]b`Z`i` Y`b`W`g`i` d`c`b`h`]g`d`U`h`f`b`]b` [`U`b`X`h`Y`
f`Y`g`d`c`b`g`Y`V`m`c`W`]W`c`a` a` i` b`]h`Y`g`z`g`h`U`h`]c`f` [U`b`]g`U`h`c`b`g`]U`b`X`]c`h`Y`f`]b`g`h`i` h`c`b`g`" H`Y`]W`c`i` fg`Y`k`]`U`g`c`]b`W`i` X`Y`
Y`b` [U` [Y`a` Y`bh`k`]h`]g`Y`j` Y`f`U`]g`Y`W`c`f`U`d`c`]W`i`]g`gi` Y`g`c`b`]g`i` g`f`U`]b`U`V`Y`X`Y`j` Y`c`da` Y`bh`g`i` W`X`]U`g`d`U`f`h`W`]d`U`h`c`b`z`i` f`V`U`b`
d`c`j` Y`f`m`z`]c`X`]g`Y`W`]f`]m`z`]Y`e`i`]m`z`]W`]a` U`h`]W`X`U`b` [Y`]U`b`X`]X`]g`U`g`h`Y`f`g`"

7 ci fgY`@YUfb]b[`Ci hWc`a Yg

%` 9`i` d`U`]b`_`Y`m`W`c`b`W`]d`h`z`]U`d`d`f`c`U`W`X`Y`g`z`]g`gi` Y`g`]U`b`X`]U`W`X`]Y`j` Y`a` Y`b`h`g`c`Z`X`Y`j` Y`c`da` Y`bh`h`Y`c`f`]Y`g`]U`d`d`]Y`X`]U`g`
X`Y`j` Y`c`da` Y`bh`d`c`]W`i`]b`]X`Y`j` Y`c`d`]b` [`W`c`i` b`f`]Y`g`
&` 8`Y`j` Y`c`d`]U`]W`]h`W`]d`Y`f`g`d`Y`W`]j` Y`c`Z`X`Y`j` Y`c`da` Y`bh`d`c`]W]Y`g`]a` d`Y`a` Y`bh`Y`X``hc` U`X`X`f`Y`g`g`_`Y`m`U`g`d`Y`W`]g`c`Z`
i` b`Y`j` Y`b`]X`Y`j` Y`c`da` Y`b`h`z`]c`W`]g`]b` [`c`b`]a` U`c`f`]a` d`]W`U`h`c`b`g`]c`f`h`Y`]`c`W`]W`c`a` a` i` b`]h`Y`g`
'` "] b`X`Y`f`U`_`Y`]W`]h`W`]g`c`W`U`]g`W`]Y`b`W`]f`Y`g`Y`U`f`W`X`z`]b`X`Y`d`Y`b`X`Y`b`h`m`U`b`X`]b`]U`]h`]U`a`]Y`b`]f`c`ba` Y`b`h`z`]U`b`X`
X`Y`j` Y`c`d`]h`Y`]_`b`c`k`]Y`X` [Y`]U`b`X`]W`c`a` a` i` b`]W`U`h`c`b`]g`_`]g`]b`Y`W`]g`g`U`f`m`i`h`c`]Y`b` [U` [Y`]b`]bh`f`b`U`h`c`b`U`
X`Y`j` Y`c`da` Y`bh`d`c`]W`i`Ub`U`]m`g`]U`b`X`]d`f`U`W`]W`Y`

HYUWX]b[`GhfUHY[]Yg`

H`]g`]W`c`i` fg`Y`]g`]X`Y`g`] [b`Y`X`]h`]V`i`]X`]_`b`c`k`]Y`X` [Y`]U`b`X`]g`_`]g`]b`]f`Y`]U`h`c`b`]h`c`]X`Y`j` Y`c`da` Y`bh`d`f`c`V`]Y`a`]g`]b`]X`Y`j` Y`c`d`]b` [`W`c`i` b`f`]Y`g`z`]X`Y`j` Y`c`da` Y`bh`d`c`]W`i`z`]U`b`X`h`Y`]W`c`b`g`Y`e`i` Y`b`W`g`c`Z`d`c`]W`i`Ub`X`]d`c`]W`i`f`Y`Z`c`f`a` " H`Y`]c`V`Y`W`]j` Y`]g`]h`c`
Z`c`W`]g`c`b`h`Y`]f`U`b` [Y`c`Z`k`]U`m`g`k`Y`]W`U`b`]X`Y`bh`]Z`m`X`Y`j` Y`c`da` Y`bh`U`g`]U`b`]g`gi` Y`f`Z`c`f`Y`i` U`a` d`Y`]U`g`d`c`j` Y`f`m`i`c`f`
X`]g`U`g`h`f`]z`]h`g`]W`c`a` d`c`b`Y`b`h`g`]f`Y`W`bca`]W`z`]g`c`W`U`z`W`]h`]f`U`]U`b`X`]g`c`i` h`c`b`g`]f`Z`c`f`Y`i` U`a` d`Y`]U`g`d`f`c` []f`U`a`]g`z`d`c`]W]Y`g`
Y`h`W`]h`c`]d`f`c`V`]Y`a`]g`h`U`h`U`f`Y`]`c`W`]z`]b`U`h`c`b`U`]U`b`X`] [`c`V`U`]]b`]W`X`U`f`U`W`Y`f`" M`c`i` `k`]`Y`]U`j` Y`h`Y`]c`d`d`c`f`i` b`]m`i`h`c`]bh`f`d`f`Y`h`z`
U`b`U`]m`g`Y`]U`b`X`]d`f`c`d`c`g`]g`c`i` h`c`b`g`]h`c`]X`Y`j` Y`c`da` Y`bh`]g`gi` Y`g`i`]g`]b` [`U`]f`U`b` [Y`c`Z`d`f`]b`W`]d`]Y`g`]W`c`b`g`h`i`]W`Y`X`]U`g`h`Y`c`f`]Y`g`
U`V`c`i` h`X`Y`j` Y`c`da` Y`bh`h`U`h`U`f`Y`]c`Z`Y`b`]b`]W`c`b`Z`]W`i`k`]h`]Y`U`W`]c`h`Y`f`]U`b`X`]Y`U`X`]h`c`]U`]f`U`b` [Y`c`Z`]b`h`Y`b`X`Y`X`]U`b`X`
i` b`]bh`f`b`X`Y`X`]d`f`U`W`]W`]c`i` h`W`c`a` Y`g`" H`Y`]W`c`i` fg`Y`k`]`Y`b`W`c`i`]f`U`]m`c`i`]h`c`]Y`b` [U` [Y`]b`]Y`U`f`b`]b` [`h`]f`c`i` [`]g`h`f`i`]W`i`]f`Y`X`
U`W`]j`]h`Y`g`z`]b`X`Y`d`Y`b`X`Y`b`h`W`]h`W`]h`]b`]b` [`U`b`X`]f`Y`g`Y`U`f`W`X`]V`U`g`Y`X`k`]c`f`_` "5`g`g`Y`g`g`a` Y`b`h`g`k`]`V`i`]X`]_`b`c`k`]Y`X` [Y`]U`b`X`
g`_`]g`]b`]U`]f`U`b` [Y`c`Z`X`Y`j` Y`c`da` Y`bh`d`c`]W`i`h`c`d`]W`]g`]U`b`X`]U`g`g`Y`g`g`]V`c`h`k`]f`]h`Y`b`]U`b`X`]c`f`U`]d`f`Y`g`Y`b`h`U`h`c`b`g`"

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FZ[e UagdeWZSe TWW adYS` [eW i [fZ S _ lj aXxSUWfa
 XSUWeW_ [Sde] a` ↑ W dMSV[Y SUf[h[f]Me S` V S`
 ;` fW e[hW6Sk ahWdS i WW] W Vž;` F Wd_ \$ fZ[e
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8]gUghYfg`UbX`8Yj Y`cda Ybh]b`hY`<]a U`UmUg

K Y`YI Ua]bY`_Ym]ggi Yg`cZX]gUghYfg`UbX
 XYj Y`cda YbhfY`Yj UbhZcf`hY`Vci fgY`"H\Y`]bhYbg]j Y
 XUm]g`X]j]YX`]brc`gYj YfU`dUfng`" &`hY`ZfghUbX
 gYVcbX`dUfngžk Y`k]`"Uj Y`gYa]bUfg`Vcj Yf]b[
 X]gUghYf`VcbhY` hžUbX`X]gUghYf`WUgY`ghi Xmi]b`B YdU`
 <]a U`UmU`"6cH`gYa]bUfg`k]`"Uj Y`gYa]bUf`UbX
 X]gW gg]cb`gYgg]cbg`"H\Y`h]fX`dUfhcZ`hY`XUmk]`
]bj c`j Y`U`dc`]WniUbU`mg]g`#XY`]VYfU]cb`fc`Y!
 d`Um`A cFY`XYU]YX`ci h]bY`cZ`hY`&hYbg]j Y`8Um`-`]hg
 gfi W`i fYž`fYei]fYX`dfY!fYUX]b[gž`UbX`dfYdUfU]cb`-
 k]`"VY`dfcj]YX`]b`WUgg"

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8YHU]`g.

DfYgYbHh]cb. HmdYk f]HhYb'k]h']bY'gdUW]b['cZ%) ž%&dc]bhZc bhg]nY'UbX'a Uf[]bg'bc'Ygg'h\Ub'&Wá ž Včbg]ghYbhZcfa UH]b['UbX'fYZYfYbW]b['ghmY"

H\Y'WUgY'ghi XmfYdcfhdfcj]XYg'mci 'k]h' h\Y'cddcfh b]hmhc']bj Ygh[UH']b'gca Y'XYdH' U'gdYW]Z]W XYj Y'cda Ybhdc']Wh]ggi Y'UbX'dfcXi W' U'fYgYUfW!VUgYX'XcW'a Ybh'Mci '\Uj Y'hc'WkccgY'U'dc']WhWUgY Zca 'U'XYj Y'cd]b['Wci b]fmiHUhXYa cbg]fUH'g'j Uf]ci g'UgdYW'g'cZgW]YbW'UbX'dc']h]Wg']b'dc']Wh XYj Y'cda YbhUbX']a d'Ya YbhU]cb"Mc']W]b'WkccgY'UbmVčbH'a dcfUfmXYj Y'cda Ybhdc']Wh]ggi Yg'-'gi Wk Ug.

UčYei]m]b'XYj Y'cda Ybh

VčX]gUghf'fYVčj Yfmdc']Wh]b'BYdU'fčf'UbmXYj Y'cd]b['Wci b]fmič

WčfYgdc]b['hc' i' fVUb'dc]j Yfmi]b'čX]U'fUbmia]XX'Y!]bWča Y'Wci b]fmič

D'YUgY'bcH' h\Uh\YgY'UfY'↑ gh]bX]WU]j Y'hc]d]Wg'UbX'mci 'UfY'ZYY'hc'WkccgY'mci f'ck b'hc]d]WUbX'WUgY'Ug'cb['Ug'mci 'W]b'Uf]W'UH'g'W]YbW!dc']Wh]bh'fZ]W'Ybg']b'h\Y'WUgY#čd]WcZmci f'Wk]W"

Mci 'UfY'fYei]fYX'hc'Vf]YZmX]gW'gg'h\Y'fY'Yj UbhVčbW'dh' U']XYUg'VYZcfY'mci 'ZcW'g'cb'h\Y'gdYW]Z]Wdc']Wh UbX'dfUW]WU'UgdYW'g'cZh\Y'WUgY"Mc']Zcfa i'UH'U'gYhcZU]a g#V'YW]j Yg'UbX'ghfi W]h'fY'h\Y'fYdcfh UWVčfX]b['hc'h\Y']XYUg'mci 'k]'dfYgYbh'Mci 'a Um']_Y'hc'YI dUbX'fbchhc'fYdYUč'h\Y']XYUg'UbX'Uf[i a Ybhg dfYgYbhX']b'h\Y'5gg][ba Ybh%YggUm'Mci 'UfY'UXj]gYX'hc'Z'č'ck'h\Y'Z'č'ck]b['gh'dg']b'd'Ubb]b['mci f' dc']Wh'Ubb]b['UbU'mg]g'fYdcfhk]h'h\Y'Z'č'ck]b['gi [[Ygh'X'ci h]bY.'

%' 'č]fciXi W]cb'!gUm'k \Uh'mci 'UfY' [c]b['hc'gUm'XYZ]bY'h\Y'cV'YW]j Yg'cZmci f'YggUm'f' &\$ \$'k c'fXgč']Mc']Zcfa i'UH'U'gYhcZU]a g#V'YW]j Yg'UbX'ghfi W]h'fY'h\Y'fYdcfhUWVčfX]b['hc'h\Y']XYUg'mci 'k]'dfYgYbh'Mci a Um']_Y'hc'YI dUbX'fbchhc'fYdYUč'h\Y']XYUg'UbX'Uf[i a Ybhg dfYgYbhX']b'5gg][ba Ybh%"

&"H\Y' [YbYfU'VčbH]h'hcZh\Y'fY[]cb'UbX'h\Y'h\Ya Y'cZmci f'Wk]W'!dfcj]XY' [YbYfU'VčbH]h'U']bZcfa U]cbž'fYbXgž']ggi Yg'fY'UH'X'hc'h\Y'h\Ya Y'UbX'fY[]cbg'UbX'h\Y'bU]h'fY'cZgi g]U]bU'Y'XYj Y'cda Ybh WkU'Yb[Y'f' (\$ \$'k c'fXgč

' "'H\Y'dc']Wh'dfcV'Ya g'UbX'h\Y'dc']Wh'dfcW'gg'! 'a Ud'ci hUW'čfgž'dc']W]Ygž'd'Ubgž']bWi X]b['h\Y'f'\]ghc'f]Ygž \ck']Zcfa i'UH'Xž'_Ym\][\] [\hg'cZh\Y'd'Ubg#č']W]Yg'UbX'dfYgYbhgW]YbW!dc']Wh'XmbUa]W]g'f' , \$ \$'k c'fXgč' H\Y'i gY'cZcfY'Yj UbhXU]U'fU'V'Ygž'Z[i fYgž'a Udg'UbX'č'h\Y'fYj]XYbW'UfY'\Y'dZ' "

(' "Dc']Wh'ci Wča Yg'UbX'UbU'mg]g'cZ]a dfc] Ya Ybhčddcfh b]h]Yg']b'h\Y'Yb\UbW]b[!gW]YbW!dc']Wh]bh'fZ]W'ž

GhUfhXUHY. 'Bch5dd`]WUV`Y

@Yb[h. '5ddfc1 "%\$'dck Yfdc]bhg`]XYg/' \$\$'k cfXg'gi a a UfmUbX'dUfh]WdUhcjb

8YHU]`g. 'DfYgYbhUhc'b'cZUddfc1]a UH`m'%\$'g`]XYg'Z `m'fYZ'fYbWfX/Gh XYbhg'k]`'fYWf]j Y`k f]Hf'b'ZYXVUW_ UbX'U'a Uf_YX'fi Vf]Wk]h.]b'h'b'XUmg'cZh.Y]f'dfYgYbhUhc'b""H\Y'fi Vf]Wk]`'VY'Uj U]UVY'Uhih.Y'ghUfhicZ gYa Yghf'f'hc'U`ck' ghi XYbhg'hc'k cf_'hc'k UfXg'WYUfmVc'a a i b]WUfX'ghUbXUfXg""

5XX]h]cbU`XYHU]`g.

fHcHU`a Uf_`&\$i žk \]Wk `Wc]bg]ghg'cZcfU`dfYgYbhUhc'b'-%\$i žgi a a UfmicZdfYgYbhUhc'b'-') / dUfh]WdUhc'b'-') i ı

UŁDfYgYbhUhc'b'fA Uf_!'%\$i ı

- %\$'Dck YfDc]bhg`]XYg'fUddfc1 "Ł`di fdcfhX`m'fYZ'fYbWfX'UbX']bffcXi WfX'
- Mci 'k]`' []j Y`U'dfYgYbhUhc'b'cZUVci h'%\$'a]bi Hfgžgi a a Uf]g]b['h.Y' _Ym]XYUgž]ggi Yg'UbX ei Ygh]cbg'VUgYX'cb'h.Y'fYUX]b[g'fVch' dfYgWf]VYX'UbX'ch.YfgŁ" Mci 'g\ci `X'XYWfXY'ghUfH[]Yg'-' Y"["'\ck' hc' Wc'a a i b]WUfH' mci f'a YggU[Y`YZYWf]j Ymž\ck 'UfY' mci ' [c]b['hc'fYgdcbX'hc'ei Ygh]cbgž UbX'\ck' mci 'UfY' [c]b['hc'Yb[U[Y'h.Y'fYghicZh.Y'WUgg'UZf'f'h.Y' dfYgYbhUhc'b'YHf'
- H\Y'df]a UfmU]a 'cZh.]g'dfYgYbhUhc'b']g'hc'\][\][\h_Ym]ggi Yg'cZfY'Yj UbWf'hc'h.Y'Wci fgY'gc'Ug'hc]bgd]fY'UbX']bZcfa 'mci f'Wc''YU[i Ygž'UbX'U'gc'hc'fYZYWf]mci f'ck b'fYgYUfWf'UbX']bh'fYghg"" #i a i gh

5 HbXUbW F Yei JfYa Ybhg

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K YY_''.%+>i bY!'&%>i bY	GYa]bUf	%`>i bY'&\$%- 7`Ugg''.`Di V`]Wdc`]WnUbX`bhYfbU]hcbU` XYj Y`cda Ybh K Y'YI d'cfY']ggi Yg'fY'UH'X'hc'di V`]Wdc`]WnUbX]bhYfbU]hcbU''XYj Y`cda Ybh'`bh'dUfh]W'Uf'zk Y'ZcW'g'cb hY'dfcW'ggYg'UbX'UW'cf]g']bj c] YX']b']bhYfbU]hcbU'

		<p>XYj Y`cda Ybhdc`]Wm`</p> <p>BchY.</p> <p>Gh XYbh; fci dg`k]`VY`Z]bU`]gYX`Zc`f`h`Y`]bhYbgj] Y`XU`h`</p> <p>; fci dg`k]`fYdfYgYbhi_YmghU_Y\c`XYfg`]bj`c`j`YX`]b`</p> <p>]bhYfbU]cbU`XYj Y`cda Ybhgi`W`Ug`Ue`]bhYfbU]cbU`</p> <p>UbX`c`WU`B; CgZV`E`bU]cbU`UbX`c`WU`[`cj`Yfba`Ybng`</p> <p>W`c`WU`W`e`a`a`i`b]hYg`/X`E`V`]U`h`f`U`X`c`b`c`f`g`UbX`</p> <p>]bhYfbU]cbU`Z]bUbW]U`]bgh]h`h`c`b`g`Z`UbX`Y`E`XYj Y`cda Ybh`</p> <p>g`W`c`U`fg`" Gh XYbhg`k]`VY`UV`Y`tc`XYa`cbgf`U`h`U`b`</p> <p>i`b`XY`f`gh`UbX`]b[`c`Z`h`Y`dc`]h`W`Y`W`e`b`c`a`m`UbX`h`Y`f`Ub[`Y`</p> <p>c`Z`]b`Z`i`Y`b`W`g`c`b`U`W`c`f`g`k`c`f_]b[`c`b`]bhYfbU]cbU`</p> <p>XYj Y`cda Ybhdc`]Wm`</p>
<p>K YY_(`.&(`>i bY!`&` >i bY</p>	<p>F YUX]b[</p>	<p>&*`>i bY!`BC`7`@5GG.`</p> <p>A`f`WSUf]h]fk`i`W]W]f]b`"]Yi`c`Z`7`Ugg`(`E`</p> <p>3XWdUa_`b`Wf`Y`kagdd`MSV[`Y`S`a`USfW`X`ad`f`Z`e`</p> <p>i`W]W]`/S`_`[`[_`g`_`a`Xfi`a`Sdf[U`W`efi`WSUZ`efg`VW`fi`[`^`</p> <p>i`df`WS`%"`i`ad`Ve`eg`_`_`Sck`S`V`eg`T`_`[f`f`Z`e`</p> <p>eg`_`_`Sck`fa`fg\bU"gfYghU4`i`bgk`"YXi`"Ui`Tk`</p> <p>##Z`+b`_`t`\$*`<g`W`Z`@a`eg`T`_`[ee[a`ad`SfW`</p> <p>eg`T`_`[ee[a`i`[`^`d`W`eg`f`[`kag`TW`Y`STe`W`f`X`ad`f`Z`e`</p> <p>eW`_`[`Sd`</p>
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		<p>‘ -B; C g]b’8]gUghYf’a UbU[Ya Ybh</p> <p>‘ (-: cfY][b’U]X’UbX’XYj Y’cda Ybh</p>
<p>K YY_%\$.) ‘5i [i gh!’ -</p> <p>5i [i gh</p>	<p>DfYgYbhU]cb</p>	<p>+’5i [‘&\$%-</p> <p>C fU’dfYgYbhU]cb’’</p> <p>Hcd]Mg’fc’VY’dfYgYbhYX!</p> <p>‘) -: ccX’gYW f]hm]ggi Yg’UbX’WU’Yb[Yg</p> <p>‘ * -G’i a g’XYj Y’cda Ybh]b’i fVUb]g]b[‘5g]U</p> <p>.</p> <p>B’ge XWWTSU] S` V W hS’gSf[a`</p> <p>EZSdWdWU]f[a` e a` fZUagdeWi [fZ S` W_ bZSe[e</p> <p>a` a` W[_ badS` f Wsd [Yf’ Meea` f Ua` UWbf ad</p> <p>e] [7SUZ bSd[U]bS` fi [TWVY bWUFW fa Ua` fdTgfW</p> <p>[eYZfe S` V Udf[cgWSdag` V i ZSf fZVWk ZShWUZaeW</p> <p>S` V i Zkž</p>

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Zcf`X]gW`gg]b[`k` \Uhmci` \Uj`Y`fYUX`UbX`"YUfbYX`"I`gY`h`]gZ`g`UfY`mci`f`]bg][` \hgZ`]bj`]hY`ZYXVUW`_`"``"h`Uhfj`
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]ggi`Yg`cb`k` \]W`k`Y`k`]"`ZcW`g`Vi`hUfY`bchrc`VY`Wc]bg]XYfYX`Wca`d`Y`h`cf`Wca`dfY`Ybg]j`Y`" `#]g`ci`f`
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fYUX]b[`UbX`h`Uh`h`Ymk`]"`Vf]b[`h`Y`gY`]b]tc`h`Y`WUgg`X]gW`gg]cbgZ`XYVUhf`g`UbX`Ugg][`ba`Yb]hg`"

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cb`U`k`YY`_`mVUg]g`UbX`k`]`VY`]XYbh]Z]YX`]b`h`Y`cb`]bY`g]h`UggcW]U`h`X`k`]h`ci`f`Wc`i`fg`Y"

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fY`Wc`a`a`Yb`X`mci`i`gY`h`Ya`"

Mci`k`]`VY`b`Y`Z]h`Zca`VY`Wc`a`]b[`Z]a`]Uf`k`]h` ;`cc[`Y`G`W`c`Uf`f`[\hfd.##gVXc`Uf`\[`cc\[`Y`Wc`a`L`Ug`U`_`Y`mgYUfW`
Yb\[\]bY`Zc`f`U`W`X`Ya`\]Wdi`V`W\]h\]cbg`UbX`fYdc`f`g`"Mci`W\]b`g`Y`hi`d`h`Y`d`f`Y`Z`f`Y`b`W`g`h`c`\]b`_`h`c`h`Y`l`B`GK`
@\]VfUfmi`Yj`Yb`k`Y`b`mci`UfY`b`c`h`c`b`W\]a`di`g`"](#)

;`c`h`c` ;`cc[`Y`G`W`c`Uf`2`gY`h]b[g2`]VfUfmi`]b_gz`UbX`Yb`h`f`"l`b] Yfg]m`c`Z`B`Yk`Gci`h`K`U`Y`g`]b`h`Y`Vcl`Zc`f`
"@]VfUfmi`".

Mci`W]b`g][`b`i`d`Zc`f`HUV`Y`cZ7`cb`h`b`g`f`h`C`7`E`5`Y`f`g`Zca`h`Y`h`ca`YdU[Yg`cZ`f`Y`Yj`Ub`h`ci`fbU`gz`h`c`fY`W]j`Y`
Ub`Ya`U]`k`Y`b`Yj`Y`f`b`Yk`Uf]h]WYg`UfY`di`V`]g`Y`X`]b`h`U`h`ci`fbU`">ci`fbU`k`YVg]h`g`k`]`c`Z`Y`b`W]f`m`
]b`Zc`fa`U]cb`cb`h`Y`a`cghj`Yk`Y`X`UbX`a`cgh]h`Y`X`Uf]h]WYg`h`Y`g`Y`UfY`_`Y`m`h`c`VY`]b`h`f`Y`g]h]b[`UbX`c`Z`Y`b`
]b`Zi`Yb`h]U`Wc`b`h]Vi`h]cbg";`cc[`Y`G`W`c`Uf`k`]`U`gc`dc]b`h`mci`h`c`Uf]h]WYg`h`U`h`Uj`Y`W]h`X`U`d`Uf]h]W`Uf`Uf]h]WY`
UbX`Y`b`W`k`]`VY`f`Y`U`h`X`h`c`h`Y`h`c`d]W`"

H\Y @\VfUfmU`gc \Ug`UWVYgg`hc`Y`YWfcb]Wwtd]Yg`cZa Ubm[YbYfU`XYj Y`cda Ybh`ci fbU`g`h`U`h`UfY`i`d`hc`
XU`h`UbX`\Uj Y`YI`WY`YbhgdYWU`]ggi Yg`cb`a UbmicZ`h`Y`hcd]Mg`k`Y`Wcj Yf`K`]h`]b`A`ccX`Y`zk`Y`k`]`VY`
XfUk`]b[`mci`f`U`h`Y`b]cb`hc`c`h`Y`f`ci`fbU`g`UbX`\cdY`mci`k`]`]bZ`fa`Y`UW`c`h`Y`f`c`Zj`U`i`UV`Y`f`Y`gci`f`W`g`"

7]h`i`]`_`Y`f`k`k`k`"W`h`i`]`_`Y`c`f`[`L`Z`A`Y`b`X`Y`Y`m`f`k`k`k`"a`Y`b`X`Y`Y`m`f`W`c`a`k`U`b`X`8`Y`]`W`c`i`g`f`k`k`k`"X`Y`]`W`c`i`g`"W`c`a`k`U`f`Y`
gc`W`U`f`Y`Z`f`Y`b`W`]b[`gm`g`h`Y`a`g`U`ck`]b[`mci`hc`g`U`f`Y`f`Y`gci`f`W`g`">ci`fbU`g`a`UmicZ`Y`f`Z`Y`Y`cb`]b`Y`U`W`V`Y`gg`hc`
gca`Y`_`Y`m`U`f`h`]W`Y`g`c`f`g`d`Y`W`U`]ggi Yg`c`f`X`]f`Y`W`h`mci`hc`c`h`Y`f`U`j`U`]UV`Y`f`Y`gci`f`W`g`"B`c`h`h`U`h`a`UbmicZ`h`Y`
Z`ck`]b[`ci`fbU`g`U`f`Y`U`j`U`]UV`Y`cb`I`B`G`K`]`@`V`f`U`f`m`k`Y`V`g`]h`Y`U`g`Y`Y`W`f`c`b]W`w`td]Yg`UbX`h`Y`f`Y`Z`f`Y`U`j`U`]UV`Y`
Y`U`g`]m`k`Y`b`cb`W`a`di`g`UbX`c`h`Y`f`k`]g`Y`Y`W`f`c`b]W`w`td]m`h`f`ci`[`h`Y`]`V`f`U`f`m`"

K`Y`k`]`"U`X`X`hc`h`Y`"]g`h`c`Zi`g`Y`Z`"ci`fbU`g`hc`a`cb`]h`f`Z`Vi`h`h`Y`g`Y`U`f`Y`U`[`cc`X`g`h`U`f`h`"

5g]U`D`U`W`Z`W`J`]k`dc`]bh

8Yj`Y`cda`Ybh

8Yj`Y`cda`Ybh`UbX`7`\Ub[`Y

9bj`]f`c`b`a`Y`b`h`8`Y`j`Y`c`d`a`Y`b`h`Ub`X`G`i`g`h`U`]b`U`V`]`]`h`m`

;`Y`b`X`Y`f`Ub`X`8`Y`j`Y`c`d`a`Y`b`h`

;`c`V`U`9`bj`]f`c`b`a`Y`b`h`U`7`\Ub[`Y

>ci`fbU`c`Z`h`h`f`b`U`h`]cb`U`8`Y`j`Y`c`d`a`Y`b`h`

>ci`fbU`c`Z`8`Y`j`Y`c`d`a`Y`b`h`G`h`X`]Y`g`

>ci`fbU`c`Z`8`Y`j`Y`c`d`a`Y`b`h`D`c`]`W`m`Ub`X`D`f`U`W`]`W`Y`"

>ci`fbU`c`Z`@`h`]b`5`a`Y`f`]W`b`G`h`X`]Y`g`

>ci`fbU`c`Z`8`Y`j`Y`c`d`]b[`5`f`Y`U`g`

Di`V`]W`5`X`a`]b`]g`h`U`h`]cb`Ub`X`8`Y`j`Y`c`d`a`Y`b`h`

F`Y`j`]k`c`Z`5`Z`]W`b`D`c`]`h`W`9`W`c`b`c`a`m`H`Y`c`f`m`z`7`i`h`i`f`Y`Ub`X`G`c`W`]Y`h`m`

Gi`g`h`U`]b`U`V`Y`8`Y`j`Y`c`d`a`Y`b`h`

K`c`f`X`8`Y`j`Y`c`d`a`Y`b`h`

;`Y`c`Z`f`i`a`

F Y [i `Uf'fYdcfng'fgYY'k YVg]hYg'hc' [Yh'hY'`UH'gh'c']bWl XY.

I b]hX'B Uh'cbg'8Yj Y'cda YbhDfc[fUa 'UbX'Ubbi U'<i a Ub'8Yj Y'cda YbhF Ydcfng'`hYfbUh'cbU'`@JVci f
C f[Ub]gUh'cb'f#C t/I B9G7C 'F Ydcfng/K cfX'6Ub_'UbX'`A : 'F Ydcfng/5g]Ub'8Yj Y'cda Ybh6Ub_'C978
F Ydcfng'f8Yj Y'cda YbhGh X]Yg'7YbhfYt/K cfX'HfUXY'`C f[Ub]gUh'cb'fK HCt/K cfX'<YU'h'`C f[Ub]hUh'cb
fK <Ct'UbX'a Ubma cfY"

GYY'U'gc'h'Y'k YVg]hYg'Zcf'XYj Y'cda Ybh]bZcfa Uh'cb'\i V'cf[Ub]hUh'cbg'gi W'Ug.

8Yj Y'cda Ybh; UH'k UmUh'[http://k.k"XYj Y'cda Ybh UH'k Um'cf#](#)

K \m8Yj 'Uh'[http://k.k"mXYj"cf\]](#)—h'g'g'U'bYh'k cf_gYhi d'Vm8Yj Y'cda YbhGh X]Yg' [fUXi UH'g'Zca
I BGK 'UbX'gYY_g'hc'g\UfY'fYgci fWg'UbX'gi ddcfhi'cgY'YbhYf]b['UbX'Yg'UV'g\]b['h'Ya gY'j Yg']b'h'Y
XYj Y'cda YbhZ'X'"`H\Ymk Y'Wca Y'V'c[g'UbX'ch'Yf'Wcbf]Vi h'cbg"

8Yj Dc']WmUh'[http://k.k W y w .\]The f p o p m e n t f o r e d U n g t h e y w e l c o m e b l o g s a n d o t h e r](#)

Gi Va]gg]cb`cZ5ggYgga YbhHUg_g

Gi Va]gg]cb`cZ5ggYgga YbhHUg_g

5 WUXYa]W<c bYghmUbX`D`U[]Uf]ga

D`U[]Uf]ga]g`i g]b[`hY`k cfXg`cf]XYUg`cZchYfg`UbX`dfYgYbh]b[`hYa`Ug`mci`f`ck`b`" #WUbb`hU`Y`a`Ubm`Z`fa`g`z`Z`ca`XY`]VYfUH`W`X`Y`U`h]b[`h`U`W`X`Y`b`U`m`W`d`m]b[`Z`ca`U`g`ci`f`W`k`]h`ci`h`U`W`_`b`c`k`Y`X`[`Y`a`Y`b`h`

I`B`G`K` `f`ci`d`g`d`U`[]Uf]ga` `]b`h`c`h`Y`Z`c`k`]b[`W`U`h`[`c`f]Y`g`.

7`c`d`m]b[`.`i`g]b[`h`Y`g`U`a`Y`c`f`j`Y`f`m`g]a`]U`f`k`c`f`X`g`h`c`h`Y`c`f][]b`U`h`i`h`c`f`]X`Y`U`k`]h`ci`h`U`W`_`b`c`k`Y`X`[]b[`h`Y`g`ci`f`W`c`f`i`g]b[`e`i`c`h`U`h`c`b`a`U`f`_`g`"H`[g`U`g`c`U`d`d`Y`g`h`c`]a`U`[`Y`g`z`U`f`h`U`b`X`X`Y`g][`b`d`f`c`Y`W`g`z`U`g`k`Y`"U`g`d`f`Y`g`Y`b`h`c`b`g`k` \Y`f`Y`g`c`a`Y`c`b`Y`d`f`Y`g`Y`b`h`g`U`b`c`h`Y`f`g`]X`Y`U`g`c`f`k`c`f`X`g`k`]h`ci`h`W`Y`X`]h`

#U`d`d`f`c`d`f]U`h`Y`d`U`f`U`d`f`U`g]b[`.`7` \U`b[]b[`U`Z`k`k`c`f`X`g`U`b`X`d`f`U`g`Y`g`k` \Y`a`c`g`h`m`f`Y`h]b]b[`h`Y`c`f][]b`U`g`f`i`W`i`f`Y`U`b`X`#`f`d`f`c`[`f`Y`g`g]c`b`c`Z]X`Y`U`g`c`Z`h`Y`c`f][]b`U`z`U`b`X`]b`Z`c`f`a`U`h]c`b`k`]h`ci`h`U`W`_`b`c`k`Y`X`[`Y`a`Y`b`h`"H`[g`U`g`c`U`d`d`Y`g`]b`d`f`Y`g`Y`b`h`c`b`g`k` \Y`f`Y`g`c`a`Y`c`b`Y`d`U`f`U`d`f`U`g`Y`g`U`b`c`h`Y`f`g`]X`Y`U`g`c`f`k`c`f`X`g`k`]h`ci`h`W`Y`X`]h`U`b`X`h`c`d`]Y`W]b[`h`c`[`Y`h`Y`f`e`i`c`h`Y`g`U`b`X`d`U`f`U`d`f`U`g`Y`g`]b`h`c`U`b`Y`k`k` \c`Y`z`k`]h`ci`h`U`d`d`f`c`d`f]U`h`Y`f`Y`Z`f`Y`b`W]b["

7`c`i`g]c`b`k`c`f`_`b[`k`]h`c`h`Y`f`g`Vi`h`d`U`g]b[`c`Z`h`Y`k`c`f`_`U`g`U`d`Y`f`g`c`b`g`]b`X]j`]X`i`U`k`c`f`_`"7`c`i`g]c`b`U`g`c`]b`W`i`X`Y`g`d`f`c`j`]X]b[`m`c`i`f`k`c`f`_`h`c`U`b`c`h`Y`f`g`h`i`X`Y`b`h`V`Y`Z`c`f`Y`h`Y`X`i`Y`X`U`h`z`c`f`Z`c`f`h`Y`d`i`f`d`c`g`Y`c`Z`h`Y`a`d`U`[]U`f`]g]b[`U`h`U`b`m`h`j`a`Y`z`d`U`m]b[`U`b`c`h`Y`f`d`Y`f`g`c`b`h`c`d`Y`f`Z`c`f`a`U`b`U`W`X`Y`a`]W`h`U`g`_`z`g`h`U`]b[`c`f`U`W`e`i`]f]b[`U`b`c`h`Y`f`d`Y`f`g`c`b`g`U`W`X`Y`a`]W`k`c`f`_`U`b`X`W`e`d`m]b[`]h`z`c`Z`Y]b[`h`c`W`e`a`d`Y`h`U`b`c`h`Y`f`d`Y`f`g`c`b`g`k`c`f`_`c`f`g`Y`Y`_]b[`d`U`m`a`Y`b`h`Z`c`f`W`e`a`d`Y`h]b[`U`W`X`Y`a`]W`k`c`f`_`"

#U`d`d`f`c`d`f]U`h`Y`W`h`c`b`.`7`]h]b[`g`c`i`f`W`g`k` \]W`k` \U`j`Y`b`c`h`V`Y`Y`b`f`Y`U`X`z`k`]h`ci`h`U`W`_`b`c`k`Y`X`[]b[`h`Y`"g`Y`W`e`b`X`U`f`m`g`c`i`f`W`Z`c`a`k` \]W`k`_`b`c`k`Y`X`[`Y`c`Z`h`Y`a` \U`g`V`Y`Y`b`c`V`h]b`Y`X`"

8`i`d`]W`h]c`b`f`f`g`Y`Z`d`U`[]U`f`]g`a` "L`g`i`V`a`]h]b[`m`c`i`f`k`b`k`c`f`_`z`]b`k` \c`Y`c`f`]b`d`U`f`z`k` \Y`f`Y`]h` \U`g`d`f`Y`j`]c`i`g`i`m`V`Y`Y`b`d`f`Y`d`U`f`Y`X`c`f`g`i`V`a`]h`Y`X`Z`c`f`U`b`c`h`Y`f`U`g`g`Y`g`g`a`Y`b`h`c`f`W`e`i`f`g`Y`U`h`I`B`G`K` `c`f`U`b`c`h`Y`f`i`b`j`Y`f`g]m`"

7`c`f`f`Y`W`i`f`Y`Z`f`Y`b`W]b[`d`f`U`W]W`g`.

- D`U`f`U`d`f`U`g]b[`z`g`i`a`a`U`f]g]b[`z`Y`g`g`U`m`k`f]h]b[`U`b`X`h`j`a`Y`a`U`b`U`[`Y`a`Y`b`h`
- 5`d`d`f`c`d`f]U`h`Y`d`Y`c`]U`b`X`f`h`f`Vi`h]c`b`Z`c`f`U`b`h`c`Z`a`U`g`Y`U`d`Y`g]b`W`i`X]b[`h`Y`i`h`z`U`f`c`U`g`z`k`Z`c`f`a`b`]U`Y`"U`Z`X`_"`W`e`b`W`d`r`g`"

- i bXYfgHUbX'mci f'f][\hg'UbX'fYgdcbg]V]]hYg'Ug'U'gh XYbhUhl BGK
- VY'Uk UfY'cZd'U[]Uf]ga ž'Wcdmf][\hž' BGK 'Gh XYbh7cXY'cZ7cbXi WñUbX'5WwdfUV'Y'I gY'cZ
I BGK '⇒H'F Ygci fW'g'Dc`]Wñ

5 WUXYa]WbZcfa Uhcb`

: cfYggYbhU`ghi XYbh]bZcfa Uhcb`fY`Uh]b[`hc.

- fYei Yghg`ZcfYI hYbg]cb/
- `UhY`gi Va]gg]cbg`[i]XY`]bYg/
- fYj]Yk `cZa Uf_g/
- I BGK `<YU`h`UbX`GUZY`midc`]WYg/
- YI Ua]bUh]cb`dfcVWXi fYg/
- gdYWU`Vc]bg]XYfUh]cb`]b`hY`Yj YbhcZ]`bYgg`cf`a]gUXj Ybh fY/
- ghi XYbhYei]mUbx`X]gUV`]m/
- UbX`chYfYggYbh]U`UWUXYa]W]bZcfa Uh]cbz`gYY

[\hmg.#k k k "Ufmg"i bgk "YXi "Ui #W ffYbhghi XYbh\]bZcfa Uhcb`dfcVc`g!\[i \]XY`\]bYg#](#)

⇒ U[Y`7 fYX]h

fP f]g\bU`G`fYghU`&\$% Ł

7F ⇒ CG

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