

VDWLVILHG <RX ZLOO DOVR LQWUFRGXFLY SWRGOHLQWRHXQCH WRX WQ FWKIDV
VFKRRO WR VWXG\ ZKLFK LQFUHSURIG XW W/W QK FHSUQRI EXVMURUPHOW VR
EHFDXVH D KXQGUHG ZRUGV VDLG PESUR YQH ZV W/W UXRWU B UH DORGLD S URY
JRRG DV RQH VHQWHQFH VDLG EDGD \$FWVWR PAKH \$K ULWKLW RYH RRVW SI
LPSRUWDQW WR PDQDJH ROG XVHUSLGHDF HUD 6WDELOLW\ LV WKH PI
6WDQGDUGLJDWLRQ RI WHDBKLRQJH FRSWRQWL DWHDEKPOQG GXULQ
FRQWHQW LV DQ LPSRUWDQW PHDQ W KHRSRQWXHSL W/KPILFXHJDL WBURGX
WHDFKLQJ 7KH WHDFKIROJXVHDDPW RHVIRHFLVHWHQRW RQO\ VROYH WKH SU
WHDFKLQJ FRQWHDQV IRWIR DHXQD DEKXV W D D RKLROYH WKH GHYHORSPHQW
SURFHVV LQ HDFKSDZLDOO HORVORV D VVRVW KDKH HPSOR\HHV ZKR KDY
WHDFKHU V WHDOKLRQJRDPLQVDFKFRUSDVXKQWV ORQJ WLPH FDQ QRW R
(YDOXDWLRQ FDQ DOVR LPSURYH WRYH W KDKFKLSUR E DQWV ORW HFRS W R D W
VWXGHQWV FDQ EHGHILW DQG OHUWUW P R U W NDQ RZ F HDG JHH UDQ GY P X R S
QRW EH DUELWUDU\ IROORZ LW EHWWHU VROYH PRUH VR
%HFDXVH WKH UHVXOWV RI D W K V H S I X F Y D W L R Q H Q R F V D W E R I Q Q E Q D X Q V U
HQJLQHHULQJ FDQ EH PHDVXUHG W X V Q Q W K G D D Q G Q I R W H U R Q K H D F K L H Y H
HSLGHPLF DQG WKH HFRQRPLF GRZQLWYUHQV R F L Q W K D U G U H V X O W V
FDQ UHIOHFW Z K H W K W H D W K H Q V F K R Z R U W K \ R I
SDUHQWV FKRLFH :HOO LQ & KLQD W K H U H D U H D U W V F K R R O V
ERWK WKH KLJKH D P R R O W I R Q U D Q G S H J L U H Q G H V J H
HQWUDQFH H [D P L W H D W L R Q R D Q \ S W K H S D U H G E W K H H V * R Q] D O H] 5 & 3 D
OLWHUDU\ DQG D W W F D Q D S U B Q G W K B S F X H D L W S H R J
WKH VFKRRO V WHDFKLQJ DOORZLQJ WKH DFWXDO WHVW VFRUHV RI WR
HVWDEOLVK WKH VFKRRO V VWDWXV LQ VRFLHW\ UDWKHU WKDQ MXV
GHVFULELQJ WKH HVVHQFH RI PXVLF D Q G (F R Q R P L E V 3 U H V V
)JURP DQ LQVWLWXWLRQDO SHUVSHFWLYH S U L Y D W H V P X V L F
VFKRROV DUH HQWHUSULVHV , Q W K H G S D R F O W V & R I Q U H Q Q L R Q V R I D Q
EXVLQHVV \RX ZLOO GHILQLWHO\ HQFRQLQWHSHRQDQ R S R Y H W X Q W L H U H V
DQG GLIILFXOWLHV 7KH HSLGHPLF D V V G D G H U J O D D J L S D F W D Q G H T X I
PRVW LQGXVWULYDWHQ P O X G E Q V F S R Q X V W K H 3 U H V V
RSHUDWLRQ RI SULYDWH PXVLF VFKRROV V E R M F D Q R S L Q V H S D U D Q G H
IURP NH\ DUHDV VXFK DV HQUROOPH S Q W W H D F K L Q V X H V Y L Q W K H D P R W
WHDFKLQJ DQG UHVHDFK , Q D J R R R P R V L F Q G O D L D Q P H Q W
PRVW VWXGHQWV LQ RXU FRXQWU\ F K R R V H W R V W X G \ P X V L F W R
FXOWLYDWH WKHLU RZQ LQWHUHVVVV D O G - L O H J G T X L G I P H O V W R
VWXG\ L Q J L Q F X O W X U D O F O D V V H V E K L O G H Q F D O D O V R Q D G G L W L R O V W R
RZQ VSHFLDOWLHV 7KHUHIRUH WKH UHJLVWUDWLRQ P H W K R G S H U R U P D
FKDQJHG IURP WKH RULJLQDO '0 O L V W W R Z W H O H P D U N H W L Q J ' Z K L F K
LV D QHFHVVDU\ W D V N I R U J H Q H U D W L Q J L Q F R P H \$ W W K H
WLPH VXSSOHPHQW LW ZLWK DFWLYLWLHV 7KH PDUNHWLQJ
GHSDUWPHQW VHWV WKH QXPEHU RI PRQWKO\ FDPSDLJQV DQG
WDNHV LQWR DFFRXQW PHHWLQJV LQ WKH SURFHVV ZKLFK XVXDOO\
UHVXOWV LQ PRUH GHDOV :LWK WKH GHYHORSPHQW RI WKH , Q W H U Q H W
VKRUW YLGHV DV D FRPPXQLFDWLRQ PHGLXP KDYH EHFRPH D
QHFHVVDU\ OLIHVW\OH KDELW IRU RUGLQDU\ SHRSOH DIWHU GLQQHU
:H&KDW KDV DOVR EHFRPH RQH RI WKH LPSRUWDQW
FRPPXQLFDWLRQ VRIWZDUH 7KH UHJLVWUDWLRQ PHWKRG KDV DOVR
FKDQJHG IURP WKH RULJLQDO '0 IRUP WR WKH FXUUHQW WH[W
PHVVDJH IRUP 9LGHR SURPRWLRQ FDQ EHWWHU SUHVHQW \RXU
EUDQG LQ IURQW RI WKH SXEOLF IURP PDLQ LQYLWDWLRQ WR EUDQG
DWWUDFWLRQ UHWDLQLQJ FXVWRPHU WKURXJK SULYDWH GRPDLQ
:H&KDW DQG VROYLQJ FXVWRPHU SUREOHPV WKURXJK D VHULHV
RI VROXWLRQV VXFK DV SURGXFW SDLQ SRLQWV 7KLV LV D WUHQG
WKDW KDV \HW WR GHYHORS
7KH WHDFKLQJ LSURGXFWK W L F I S F K R R O V D O V R
QHGG WR EH FRYH Q W D X S V G W H V G H D F R L U G L Q J W R
WRGD\ V FKDQJHV 7KH WUDGLWLRQDO RQH RQ RQH FODVVURRP
PRGH DQG FRQWHQW LQ WKH SDVW FDQQRW VXSSRUW LQVWLWXWLRQ
SURILWDELOLW\ LQ WKH SRVW HSLGHPLF HUD)JURP WKH
SHUVSHFWLYH R H O M K H F D R Q S H D Q P X W W E H P D G H
, Q W R G D \ V I L H U F H F R P S H W L W L R Q J U R X S F O D V V H V D U H R Q H R I W K H
IHZ ZD\ WR PDNH SURILWV)JURP WKH SHUVSHFWLYH RI