MKTG101
Marketing Fundamentals
S1 Day 2016
Dept of Marketing and Management

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General Information

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Credit points
3

Prerequisites

Corequisites

Co-badged status

Unit description
This unit covers the basic principles of marketing. It explores the role of marketing in business and society and the proposition that marketing is based on an understanding of consumer value. The unit examines the development of marketing as a practice and discipline. The unit covers the overall process of marketing planning, implementation and control and how information on consumer needs is attained. It then looks at the building blocks and tools that the marketer uses to satisfy those needs - the marketing mix. The unit includes the latest developments in marketing theory, illustrated with examples of best practice from Australia and major economies overseas.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/
Learning Outcomes

1. Develop an informed understanding of marketing theory and practice.
2. Review the external factors influencing an organisation’s marketing strategies.
3. Explain and analyse key marketing objectives and strategies.
4. Identify the role of marketing as an organisation-wide philosophy.
5. Recognise marketing’s role in business and in society

General Assessment Information

Quizzes - Best 4 of 5 online during weeks 3, 6, 7, 9, 11 - 20%

Each quiz is worth 5% and consists of 20 multiple choice questions. Quizzes will be administered online using iLearn. Quizzes will be available for 5 full days in the week they are scheduled with a time limit of 20 minutes. You will have one attempt at each quiz, questions must be answered sequentially.

Penalties: No extensions will be granted. Students who do not complete the quiz will be awarded a mark of 0 for the task. Please note that as the total mark out of 20 is strictly based on the best of four of the five quizzes.

Marketing Plan - Written report due 9am Monday 23 May, Presentations in tutorial weeks 11 and 12 - Written report - 20%, Presentation 10% = 30% TOTAL

Group assignment consisting of 5 students per group. Groups will be allocated in week 2 (first week of tutorials). Written report is due online to Turnitin by 9am on Monday the 23rd of May. Presentations are to be done in tutorials during week 11 and 12.

Penalties: No extensions will be granted.

- Please ensure you submit your soft copy of the written component of your marketing plan to the correct Turnitin link before 9 am, Monday 23 May 2016 (Week 11).
- Late submissions or those submitted incorrectly in Turnitin will receive a deduction of 5 marks per working day.
  - For example, if you submit after 9 am but before 5 pm (say no later than 4.59 pm) on 23 May, you will lose 5 marks from your total score; if you submit after 5 pm Monday 23 May but before 9 am the next day (i.e. Tuesday 24 May), you will lose another 5 marks. If you submit between 9 am and 4.59 pm on Tuesday 24 May you will lose another 5 marks, making a total loss of 15 marks.
- Any marketing plans submitted to Turnitin after 5 pm Tuesday 24th will receive zero.
• You should not exceed the 5,000 word limit. (This limit does not include the reference list, title page and in-text references, tables and figures, and appendices). Exceeding the limit by an appreciable amount (i.e. > 10%) may lead to a significant deduction of marks.

**Important:**
Under no circumstances will any marks be assigned to the final examination for missed assessment components.

**Assessment Tasks**

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five Online Quizzes</td>
<td>20%</td>
<td>Weeks 3, 6, 7, 9 and 11</td>
</tr>
<tr>
<td>Mini Research Topic</td>
<td>10%</td>
<td>Weeks 3 - 10</td>
</tr>
<tr>
<td>Marketing Plan</td>
<td>30%</td>
<td>Week 11 - Monday 23 May 9am</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>Examination period</td>
</tr>
</tbody>
</table>

**Five Online Quizzes**

**Due:** **Weeks 3, 6, 7, 9 and 11**

**Weighting:** **20%**

**Quizzes - Best 4 of 5 in weeks 3, 5, 7, 9, 11 - 20%**

Each quiz is worth 5% and consists of 20 multiple choice questions. Quizzes will be conducted on-line during each of the assigned weeks.

**Penalties:** No extensions will be granted. Students who do not do the quiz on the week the quiz is held will be awarded a mark of 0 for the task. Please note that the total mark out of 20 is strictly based on the best of four of the five quizzes. As students have the option of completing each quiz online in their own time and place and have basically the whole week to complete each quiz (from Sunday midnight to Saturday midnight of Weeks 3, 6, 7, 9 and 11), it is most unlikely that students will have a need to submit a Disruption to Study. Please note that, if it is necessary to submit a Disruption to Studies, ONLY ONE of these will be approved for the quizzes.

This Assessment Task relates to the following Learning Outcomes:

• Develop an informed understanding of marketing theory and practice.

• Recognise marketing’s role in business and in society
Mini Research Topic

Due: **Weeks 3 - 10**
Weighting: **10%**

You will form into groups in your first tutorial (Week 2). As a group, you must decide which company to base your marketing plan on before your next tutorial (Week 3). The company must be an Australian SME (small medium size enterprise) - it must NOT be listed on ASX (the Australian Stock Exchange).

Please refer to pp. 63-65 of your textbook for an overview of a marketing plan structure. You must include each component in your final marketing plan (note: you do NOT need to include the 3 Ps of services marketing - rather only include the 4 Ps). You should refer to the end of each chapter for a more comprehensive explanation of each of the components of a marketing plan.

From Week 3 to Week 10 inclusive (apart from Week 4), each group must present for no longer than 5 minutes and with no more than 5 PP slides. You must also bring a hard copy of that component of the marketing plan to that week's tutorial. Your tutor will provide feedback for your guidance. Your hard copy MUST include a list of your references, with full detail - author name/s, year, title of article, name of journal, volume no., issue no., page numbers. Your references list must be in the correct format. Refer to the librarian PP slides and/or to the link to academic referencing on the Library webpage. **Please note that as Good Friday is on 25 March (Week 4) ALL tutorials will be cancelled for that week.** You will need to use your tutorial hour to work on your mini-research topic so that you are ready to submit and present your double mini research topic, in Week 5.

You MUST submit each component of your marketing plan to Turnitin no later than the day BEFORE your tutorial for each week it is due. Failure to do this will result in forfeiture of marks for each time you neglect to submit to Turnitin. You must carefully check that you are submitting to the correct link - the correct tutor and the correct tutorial name, day and time.

The component of the marketing plan that is due for the various weeks and their weighting, is as follows:

**Week 3:** Introduction (1 mark). This should include research on industry factors and other contextual factors relating to your company.

**Week 5:** Situation Analysis - macro and micro environmental analysis, internal analysis, SWOT analysis (2 marks). As this will be based on your research over Weeks 4 and 5, each group will have up to a maximum of 10 minutes to present this week only.

**Week 6:** Objectives and Target Market (1 mark)

**Week 7:** Product and Price (2 marks)

**Week 8:** Promotion and Distribution (2 marks)

**Week 9:** Budget (1 mark)

**Week 10:** Implementation, Evaluation and Conclusion (1 mark)
Please note that this assessment is based on your research - so each of the above components of your marketing plan listed above, should be presented (and written) with a strong focus on your research.

**Penalties:**

No extensions will be granted. Students who do not present on the week the mini research presentation is scheduled will be awarded a mark of 0 for the task. Students who are unwell on any of the seven mini-research presentation weeks will be granted consideration for missed presentations for only one approval for Disruption to Studies application. Furthermore, your group will need to provide written confirmation to the tutor that you have made a full contribution to the written component of that mini-research topic in order for you to receive a mark.

This Assessment Task relates to the following Learning Outcomes:

- Develop an informed understanding of marketing theory and practice.
- Review the external factors influencing an organisation's marketing strategies.
- Explain and analyse key marketing objectives and strategies.
- Identify the role of marketing as an organisation-wide philosophy.

**Marketing Plan**

**Due:** Week 11 - Monday 23 May 9am
**Weighting:** 30%

**Due:** Written: Week 11; Presentations: Weeks 11 and 12

**Weighting:** 30% (20% written component; 10% for presentation)

Students will be placed into groups of 5 maximum in the first class (i.e. Week 2 tutorial). Once groups have been formed, each group will start planning the various components of the marketing plan, using the textbook example as a “template”.

You are expected to conduct quite extensive research from various sources for your marketing plan. Accordingly, you must correctly reference all external sources (e.g., secondary data, business press, academic articles, etc.), in the References section of your marketing plan. Please ensure you attend the Research Librarian lecture in Week 3. You must use Ulrich’s (available through the MQ library database) to check if the journal is peer-reviewed or not.

**Group presentations are worth a maximum of 10%. Written marketing plans are worth a maximum of 20%.**

**Penalties:** No extensions will be granted.
Please ensure you submit your soft copy of the written component of your marketing plan to the correct Turnitin link before 9 am, Monday 23 May 2016 (Week 11).

Late submissions or those submitted incorrectly in Turnitin will receive a deduction of 5 marks per working day.

- For example, if you submit after 9 am but before 5 pm (say no later than 4.59 pm) on 23 May, you will lose 5 marks from your total score; if you submit after 5 pm Monday 23 May but before 9 am the next day (i.e. Tuesday 24 May), you will lose another 5 marks. If you submit between 9 am and 4.59 pm on Tuesday 24 May you will lose another 5 marks, making a total loss of 15 marks.

Any marketing plans submitted to Turnitin after 5 pm Tuesday 24 will receive zero.

- You should not exceed the 5,000 word limit. (This limit does not include the reference list, title page and in-text references, tables and figures, and all appendices). Exceeding the limit by an appreciable amount (i.e. > 10%) may lead to a significant deduction of marks.

Presentations:

If you are unable to present and do NOT have an approved Disruption to Studies, you will receive zero. If your Disruption to Studies has been approved, then you must forward your Approved Disruption email to your tutor, along with an email from your group members stating that you have made a full contribution to the presentation slides, in order to have the group presentation mark, or part thereof, added to your written component of your marketing plan.

This Assessment Task relates to the following Learning Outcomes:

- Recognise marketing’s role in business and in society
- Identify the role of marketing as an organisation-wide philosophy.
- Explain and analyse key marketing objectives and strategies.
- Review the external factors influencing an organisation’s marketing strategies.
- Develop an informed understanding of marketing theory and practice

This Assessment Task relates to the following Learning Outcomes:

- Develop an informed understanding of marketing theory and practice.
- Review the external factors influencing an organisation's marketing strategies.
- Explain and analyse key marketing objectives and strategies.
- Identify the role of marketing as an organisation-wide philosophy.
- Recognise marketing's role in business and in society
Final Examination

Due: Examination period
Weighting: 40%

A final examination is included as an assessment task for this unit to provide assurance that:

- The product belongs to the student and
- The student has attained the knowledge and skills tested in the exam.

A 2 hour final examination for this unit will be held during the University Examination period. You are expected to present yourself for examination at the time and place designated in the University Examination Timetable.

This Assessment Task relates to the following Learning Outcomes:

- Develop an informed understanding of marketing theory and practice.
- Identify the role of marketing as an organisation-wide philosophy.
- Recognise marketing’s role in business and in society

Delivery and Resources

Unit Structure

This unit will be conducted in a weekly two hour lecture and weekly one hour tutorial format. Students will form into groups during the tutorials in Teaching Week 2.

It is incumbent upon each student to confirm they have the correct time, day and location of their scheduled lecture and tutorial: [http://timetables.mq.edu.au](http://timetables.mq.edu.au)

In order to satisfactorily pass this unit, you must achieve an overall minimum mark of 50%. You do NOT need to pass the final exam in order to pass the unit, but it is important that you work on the assessment tasks for this unit every week to prepare you for the final exam. The mini research topics are a summative assessment which allows your tutors and you to regularly monitor your progress towards your major in-session formative assessment - your marketing plan.

Tutorial/Group Sessions

Tutorials/Group sessions in this course are conducted each week commencing in Teaching Week 2. Class sizes are limited.

You must sign on for your preferred session electronically. Once you are included in a tutorial, you MUST only attend that tutorial and group each week. Changes will not be permitted after the end of Week 2.

Changes must be formalised via the E-Student enrolment site. Attendance will be taken in class each week.

Required Textbook

[http://unitguides.mq.edu.au/unit_offers/56760/unit_guide/print](http://unitguides.mq.edu.au/unit_offers/56760/unit_guide/print)


Elliott + Summers / RRP $ 162.95 member price $ 151.55

- This unit uses research by Macquarie University researchers
- This unit uses research from external sources
- This unit gives you opportunities to conduct your own research
- This unit gives you practice in applying research findings in your assignments

**Writing Skills**

Burton, L. 2010. *An Interactive Approach to Writing Essays and Research Reports in Psychology*, John Wiley & Sons, Australia


**Researching Skills - Journals**

In addition to the required textbook for this Unit, you should familiarise yourself with the relevant periodical section of the library. Journals recommended for your study in marketing include:

- Journal of Marketing
- Journal of Consumer Research
- International Journal of Research in Marketing
- Journal of the Academy of Marketing Science

In addition, although not peer-reviewed, the Harvard Business Review can be a useful additional source. Please note however that, given it is not a peer-reviewed journal, this source will not be acknowledged when assigning marks to the number and quality of peer-reviewed journal articles you have in your marketing plan.

You can check peer-reviewed journal status by logging onto the Library database and entering the journal name into Ulrich’s. You must attend the Research Librarian lecture in Week 3 and refer to the Research Librarian PP slides which will be available on iLearn from Week 3.

**Technology Used: Unit web page**

Please note the unit’s logon iLearn address is: [http://ilearn.mq.edu.au](http://ilearn.mq.edu.au)
Here you will find the unit resources, learning materials, important announcements, marking guides, and assessment drop boxes. It is each student’s responsibility to regularly check iLearn. The lecture in this unit will be recorded using iLearn.

## Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Schedule</th>
<th>Tutorial Schedule</th>
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</table>
| 1    | Introduction    | **READ**: Chapter 1  
No tutorials                                    |
| 2    | Special lecture on Sustainability, including CSR (corporate social responsibility) | **READ**: This week’s lecture is not from the textbook (apart from the small initial presentation section on CSR which is in your Week 1 PP slides on iLearn).  
Introduction to course, course structure, assessments, study approach and tutor expectations  
Discussion of assessments, including Quizzes (m.c.), mini-research topic presentations and Marketing Plan (written and presentations)  
- Form Groups  
- Discussion Turnitin. |
| 3    | Librarian presentation: Database Research and Referencing  
Marketing Environment and Market Analysis | **READ**: Chapter 2  
**Quiz 1** – 20 m.c. questions - online  
Mini-research topic presentations - Introduction  
Discussion of referencing and paraphrasing. |
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| 4 | Market Research | **READ:** Chapter 3  
**ALL TUTORIALS CANCELLED THIS WEEK DUE TO GOOD FRIDAY.**  
Groups should continue to work together this week on the Macro, micro and internal analysis component for your Mini-research topic presentations for next week (which will also include your SWOT analysis). |
| 5 | Consumer Behaviour | **READ:** Chapter 4  
**Quiz 2** - 20 m.c. questions - online  
*Mini research topic presentations* - SWOT analysis |
| 6 | Business Buying Behaviour | **READ:** Chapter 5  
*Mini research topic consultations* - Objectives and Target Market |
|   | **MID-SESSION BREAK** | 11 - 25 April |
| 7 | Segmentation, Targeting and Positioning | **READ:** Chapter 6  
**Quiz 3** – 20 m.c. questions - online  
*Mini research topic presentations* - Product and Price |
| 8 | Product | **READ:** Chapter 7  
*Mini research topic presentations* - Promotion and Distribution |
| 9 | Price | **READ:** Chapter 8  
**Quiz 4** – 20 m.c. questions - online  
*Mini research topic presentations* - Budget |
| 10 | Promotion | **READ**: Chapter 9  
*Mini research topic presentations* - Implementation, Evaluation, Conclusion |

| 11 | Distribution | **READ**: Chapter 10  
**Quiz 5** – 20 m.c. questions - online  
**Marketing plans must be submitted to Turnitin no later than 9 am Monday 23 May.** The following hard copies must be handed to your tutor in your registered tutorial:  
- your marketing plan (with the name and SID next to each heading for the group member who did that section. You must also state each student's name and SID with the list of references they have obtained underneath their name, in the References section of your marketing plan)  
- your marking rubric (one for each student, with name and SID on each rubric)  
- a print-out of your Turnitin Originality Report (you must ensure you print-out the correct, colour-coded report)  
Marketing Plan Presentations – 2 groups @ 15 minutes each |
Learning and Teaching Activities

Mini research topic presentations

These mini presentations are based on a maximum of 5 slides and no more than 5 minutes per group. This activity is designed to allow you to slowly and consistently work on and build up your major assessment - your marketing plan. In addition to ensuring consistent progress on your marketing plan from Weeks 3 - 10 inclusive, this in-tutorial activity will help each student with collaborative learning by watching each other's group progress.

Quizzes

These 5 online quizzes help you to stay on top of the material covered in lectures and in your marketing plan and mini research topics.

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html


In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

**Student Code of Conduct**

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student_conduct/](https://students.mq.edu.au/support/student_conduct/)

**Results**

Results shown in iLearn, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

**Student Support**

Macquarie University provides a range of support services for students. For details, visit [http://students.mq.edu.au/support/](http://students.mq.edu.au/support/)

**Learning Skills**

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- **Workshops**
- **StudyWise**
- **Academic Integrity Module for Students**
- **Ask a Learning Adviser**

**Student Enquiry Service**

For all student enquiries, visit Student Connect at ask.mq.edu.au

**Equity Support**

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.
Graduate Capabilities

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcomes

• Review the external factors influencing an organisation's marketing strategies.
• Identify the role of marketing as an organisation-wide philosophy.
• Recognise marketing’s role in business and in society

Assessment tasks

• Five Online Quizzes
• Mini Research Topic
• Marketing Plan
• Final Examination

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcomes

• Develop an informed understanding of marketing theory and practice.
• Review the external factors influencing an organisation's marketing strategies.
• Explain and analyse key marketing objectives and strategies.
• Identify the role of marketing as an organisation-wide philosophy.
• Recognise marketing’s role in business and in society

Assessment tasks

• Mini Research Topic
• Marketing Plan
• Final Examination

Learning and teaching activities

• These mini presentations are based on a maximum of 5 slides and no more than 5 minutes per group. This activity is designed to allow you to slowly and consistently work on and build up your major assessment - your marketing plan. In addition to ensuring consistent progress on your marketing plan from Weeks 3 - 10 inclusive, this in-tutorial activity will help each student with collaborative learning by watching each other's group progress.
• These 5 online quizzes help you to stay on top of the material covered in lectures and in your marketing plan and mini research topics.

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcomes

• Develop an informed understanding of marketing theory and practice.
• Explain and analyse key marketing objectives and strategies.

Assessment tasks

• Mini Research Topic
• Marketing Plan
• Final Examination

Learning and teaching activities

• These mini presentations are based on a maximum of 5 slides and no more than 5 minutes per group. This activity is designed to allow you to slowly and consistently work on and build up your major assessment - your marketing plan. In addition to ensuring consistent progress on your marketing plan from Weeks 3 - 10 inclusive, this in-tutorial
activity will help each student with collaborative learning by watching each other's group progress.

**Discipline Specific Knowledge and Skills**

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

**Learning outcomes**

- Develop an informed understanding of marketing theory and practice.
- Review the external factors influencing an organisation's marketing strategies.
- Explain and analyse key marketing objectives and strategies.
- Identify the role of marketing as an organisation-wide philosophy.
- Recognise marketing's role in business and in society

**Assessment tasks**

- Five Online Quizzes
- Mini Research Topic
- Marketing Plan
- Final Examination

**Learning and teaching activities**

- These mini presentations are based on a maximum of 5 slides and no more than 5 minutes per group. This activity is designed to allow you to slowly and consistently work on and build up your major assessment - your marketing plan. In addition to ensuring consistent progress on your marketing plan from Weeks 3 - 10 inclusive, this in-tutorial activity will help each student with collaborative learning by watching each other's group progress.

- These 5 online quizzes help you to stay on top of the material covered in lectures and in your marketing plan and mini research topics.

**Changes from Previous Offering**

The case studies and marketing plan workshops have been replaced with progressive mini research topic presentations.
In addition, a special lecture specifically on Sustainability (including CSR - corporate social responsibility) will be developed and delivered in Week 2.

**Consultation Hours**

Teaching staff are there to assist you. Please email them directly to confirm their consultation times.

Please remember that your Tutor is your first port of call for all queries relating to the course content and that you should contact them directly via email.

If your query relates to administration please post your question on the iLearn forum under the “Administrative discussion” forum.

There are several other specific discussion forums on the iLearn site that you may use to seek assistance from your peers, teachers and the teaching assistant staff of this unit. There are five forums for discussion in which you may post questions. These include:

1. General Administration Discussion
2. Student-to-Student Discussion
3. Assessment Discussion
4. Tutorial Discussion
5. Exam Discussion

All important messages and announcements will be posted on the iLearn site regularly by staff and you must take the time to read these each week.

The iLearn site is a public forum that everyone in the unit is able to access and read. The site can be found at the following link: [http://ilearn.mq.edu.au](http://ilearn.mq.edu.au)

*The lecture in this unit will be recorded using iLearn.*

**Global Context and Sustainability**

This unit teaches marketing principles that can be applied in a global context.

Week two will focus on social marketing and corporate social responsibility, which is aligned with Macquarie’s Education for Sustainability Initiative

**Research and Practice**

In addition to the required textbook for this Unit, you should familiarise yourself with the relevant periodical section of the library. Journals recommended for your study in marketing include:

- Journal of Marketing
- Journal of Consumer Research
in addition, the following non peer-reviewed sources may help inform you studies:

- Harvard Business Review
- Australian Business Monthly
- Business Review Weekly

You can access these resources through the Library home page. Under ‘research’ select search for ‘journals’ and type the name of the journal.

**Recommended Research Databases**

You should also familiarize yourself with key research databases available for access through the library. Databases recommended for your study in marketing include:

- Ebscohost:
  - Academic Search Elite
  - Business Source Premier
  - Wiley Interscience
  - Global Market Information Database
  - Google Scholar (only when logged in via the Macquarie University website)
  - *Ulrich International Periodicals (for peer-reviewed journal checking)*

**Changes since First Published**

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<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>22/02/2016</td>
<td>Alper's name and email address was shown twice, so I removed one of these.</td>
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