

The CIF provides essential information to students, staff teams and others on a particular course of study and is designed to meet the University's own expectations and those of external bodies such as the Quality Assurance Agency (QAA) in respect of programme specifications.

Please refer to the University's Guidance notes on completing Course Information Forms *before* completing the details below

**SECTION 1 - General Course Information**

<b>Qualification (award type)</b>	MSc
<b>Course Title</b>	Project Management
<b>Intermediate Qualification(s)</b>	Postgraduates Certificate, Postgraduates Diploma Project Management
<b>Awarding Institution</b>	University of Bedfordshire
<b>Location of Delivery</b>	Luton
<b>Duration of Course</b>	1 year for full-time; 2 years for P/T
<b>Level</b>	7
<b>FHEQ Level</b>	<a href="http://www.qaa.ac.uk/academicinfrastructure/FHEQ/EWNI08/FHEQ08.pdf">http://www.qaa.ac.uk/academicinfrastructure/FHEQ/EWNI08/FHEQ08.pdf</a>
<b>Professional, Statutory and Regulatory Body accreditation</b>	Association for Project Management
<b>Accreditation Renewal Date (Month and Year)</b>	March (annually)
<b>Route Code (SITS)</b>	MSPRM

<b>UCAS Course Code</b>	Not applicable
<b>Relevant External Benchmarking</b>	Business and Management Masters Subject Benchmark Association for Project Management (APM) Body of Knowledge – the course was APM accredited in March 2012
<b>Published Course Summary</b>	<p>The course will develop your knowledge and skills to manage projects effectively in the commercial, public and voluntary sector. Its content has been developed with reference to the project management professional bodies and with input from project management specialists from a range of organisations, ensuring the course reflects current and best practice.</p> <p>The management of complex projects can be challenging and requires a multidisciplinary skill set including planning and resource management but also soft skills, such as interpersonal and leadership skills.</p> <p>The course covers a range of study areas to reflect the responsibilities of today’s project manager. It includes managing projects for today’s global companies over international boundaries. Real case studies are used to evaluate project management practice through discussion in seminars and workshops. The course will provide students with access to PRINCE2 training, giving you an additional professional qualification that is attractive to employers.</p> <p>Key features</p> <ul style="list-style-type: none"> <li>• The course is accredited by the Association for Project Management and also reflects areas of knowledge specified by the Project Management Institute</li> <li>• Opportunity to put theory into practice via the delivery of a real project for a client</li> <li>• PRINCE2 Project Management Foundation and Practitioner training available</li> </ul> <p>Areas of study include:</p> <ul style="list-style-type: none"> <li>• Project entrepreneurship</li> <li>• Contract and procurement management</li> <li>• Project management tools and techniques</li> <li>• Risk and quality management</li> <li>• The human side of management</li> <li>• Financial analysis</li> <li>• Client Delivery Project</li> <li>• Business research methods</li> <li>• Project management dissertation</li> </ul>



## SECTION 2 – Entry Requirements, Student Support and Further Opportunities

### Entry requirements

#### Standard:

Standard entry requirements for UK students – <http://www.beds.ac.uk/howtoapply/ukugentryreqs>

Students from the European Union - <http://www.beds.ac.uk/howtoapply/eu/guides>

International students - <http://www.beds.ac.uk/howtoapply/international/apply>

Hons degree or equivalent from a recognised university.

In exceptional circumstances, alternative qualifications may be considered by the Course Leader, on an individual basis.

### Student Support during the course

The University has a number of formalised and specialised support structures and departments, which can be accessed on-line. You can access support via BREO, <https://breo.beds.ac.uk> through the Communities tab, clicking on Student Support to access:

- The Student Engagement Team
- The Mitigation Team
- The Counselling Service
- Mental Wellbeing
- Disabilities and Dyslexia Support

All students have access to the full range of student services and support offered by the university including:

Careers; Chaplaincy; Counselling; Financial Advice and Student Housing.

Students will be introduced to the expectations of Level M study in Induction, identifying the study skills required and supporting students in identifying their own learning style and how to develop their higher order academic skills. Students will be directed to seek further advice and support on study skills from the Professional and Academic Development dept and the extensive resources available on-line, <http://lrweb.beds.ac.uk/pad>. Students will be guided to the Business Librarians for further help with information searching and referencing.

Students requiring help with ICT tools will be directed to ICT support within the Learning Resources Centres and to the on-line materials available, <http://lrweb.beds.ac.uk/help/it-training>, including guides on using MS Word, Powerpoint, and Excel.

Students will be introduced to the University's virtual learning environment, BREO, in induction, in order that they can access Unit resources. Some units will use the more advanced features of BREO, including on-line discussion boards and videoconferencing. Tutors will introduce and support students in using these facilities wherever they are used.

Students will be advised to raise any course specific issues with their Unit Tutor in the first instance. In the event that the Unit Tutor is unable to satisfactorily resolve the issue, it will be brought to the attention of the Course Leader for appropriate action.

Students will have their elected student representative, who can raise issues formally at course management boards.

**The Mitigation Team**

The mitigation team gives advice on deferring and withdrawing from courses, and deals with extensions and other arrangements which may become necessary because of circumstances outside the student's control.

**Professional Academic Development (PAD)**

The University has a specialist support area- Professional Academic Development (PAD) who can help and support you with your study skills in a range of areas including:

- The quality of your written assignments
- Your understanding of mathematical or statistical concepts
- Your organisational skills and how you approach studying
- Aspects of your IT skills
- How you prepare for exams

You can have access to a range of PAD resources by visiting their web site at <http://lrweb.beds.ac.uk/pad>

**English Language Support**

You will have also have access to a wide range of available online English Language Support materials via BREO, <https://breo.beds.ac.uk>.

**Business Librarians**

You can contact the Business Librarians for further help with information searching and referencing. The Librarians will be available via email and via interactive sessions where appropriate to support students and provide assistance in utilising the Electronic Library effectively.

**Course Leader**

The Course Leader has the knowledge of the University systems and the authority to facilitate actions on behalf of the student such as course and unit change. The Course Leader will be responsible for assigning personal tutors to students.

**Personal Tutors**

You will be allocated a personal tutor, who can advise on academic matters and/or refer you to Student Support if help is needed.

**Unit Leaders**

Each unit will have a Unit Leader who will support you in your learning through discussion and assessing your work. This will be achieved by monitoring your work captured in a BLOG, by participating with you in a discussion forum and by periodic interaction with you via real time communications medium. Regular formative feedback will be provided to you as you progress through a unit which is designed to give you an assessment of your level of attainment and suggest actions you need to take so as to achieve the unit's learning outcomes.

Some units will use the more advanced features of BREO, including on-line discussion boards and videoconferencing. You will be introduced and supported in using these facilities.

You will be advised to raise any unit specific issues with your Unit Tutor via a Frequently Asked Questions Discussion Board thread on BREO in the first instance. In the event that the Unit Tutor is unable to

satisfactorily resolve the issue, it will be brought to the attention of the Course Leader for appropriate action.

You will be introduced to the expectations of Level M study in Induction, identifying the study skills required and supporting you in identifying your own learning style and how to develop higher order academic skills. You will be directed to seek further advice and support on study skills from the Professional and Academic Development dept and the extensive resources available on-line, <http://lrweb.beds.ac.uk/pad>.

The Centre for Personal and Career Development is available to support and advise you and more information can be obtained on <http://www.beds.ac.uk/careers>

### **You with disabilities**

The course team is aware of the requirements of the Special Educational Needs and Disability Act 2001 and seek to ensure that the practices the Act seek to encourage, are followed.

Concerning special educational needs (e.g. dyslexia) special provision is made for assessment for course work depending on the individual needs of the student.

Advice on the nature of specific disabilities and the reasonable adjustments which can be made to accommodate disabled students is available from the Disability Advice Team. Further details can be obtained from <http://www.beds.ac.uk/studentlife/support/disabilities>

### **Distinctive Features of the course**

- The course is accredited by the Association for Project Management and also reflects areas of knowledge specified by the Project Management Institute;
- Teaching and learning are underpinned by current best practice and research;
- Highlights the multi-site, national and/or international operation of projects today;
- Opportunity to put theory into practice via the delivery of a real project for a client;
- Experienced staff with industry experience.
- Opportunity to take PRINCE2 professional exams (Foundation and Practitioner)

### Career/further study opportunities

On completing this course you are likely to progress within the following areas:

Career:

Project/programme management, management, consultancy, quality management

Further study:

Graduates could pursue a PhD in the area, or seek further professional qualifications through, for example, the Association for Project Management.

### SECTION 3 – Teaching, Learning and Assessment

#### Educational Aims

The management of complex projects can be challenging and requires a multi-disciplinary skill set, including planning and resource management, but also soft skills, such as interpersonal and leadership skills. The course will cover a range of study areas to reflect the responsibilities of today's professional project manager.

The course aims to develop your knowledge and skills, to manage projects effectively in the commercial, public and voluntary sector, whilst evaluating the issues in managing projects at a distance, over international boundaries, ensuring cultural awareness for today's global companies.

The course is delivered with an emphasis on current project management practice using:

- a range of significant methodologies, tools and techniques;
- a range of relevant examples and contexts;
- research findings, giving insights into current project management issues;
- tutors', students' and external speakers' own experience of project management.

The course prepares and/or develops students for a range of careers in management, or specifically as a programme/project management.

#### Course Learning Outcomes

Upon successful completion of the MSc Project Management you should be able to demonstrate:

LO1: A systematic understanding, application and critical evaluation of a range of relevant project management theories, methodologies, tools and techniques applied across a range of organisations;

LO2: A depth of knowledge and a systematic understanding and analysis of specific areas, connected with, and that impact upon, the project management function; such as Finance, People and Resource Management, Quality Management and Outsourcing.

LO3: A critical insight into current project and programme management practice within a variety of environments, and how projects are managed locally, nationally and over international boundaries;

LO4: Taking a lead role in planning a project, sustaining team motivation, maintaining effective working relationships, actively monitoring progress, interpreting and evaluating feedback, re-planning as necessary

and critically reviewing results and outcomes;

LO5: Recognition of the relevant professional codes of conduct and corporate social responsibility issues, by presenting a credible project management role model, demonstrating responsibility for personal and professional development;

LO6: Professional communication skills appropriate to working with the range of internal and external personnel, from clients and customers to team members and technical specialists, being able to elicit requirements, negotiate, respond and present the outcomes/results in a manner appropriate to the audience;

LO7: Information literacy skills to select and effectively use a range of strategies and resources to explore, research and analyse a topic;

LO8: Independent evaluation of current research, advanced scholarship and associated methodologies and practice in project management to support critical thinking and maximise research effectiveness;

LO9: Creative and innovative skills to autonomously synthesise project requirements and resources to propose/develop solutions through change management.

*Postgraduate Diploma requires completion of 120 credits of taught units therefore meets a smaller range of leaving learning outcome.*

LO1: A systematic understanding, application and critical evaluation of a range of relevant project management theories, methodologies, tools and techniques applied across a range of organisations;

LO2: A depth of knowledge and a systematic understanding and analysis of specific areas, connected with, and that impact upon, the project management function; such as Finance, People and Resource Management, Quality Management and Outsourcing.

LO3: A critical insight into current project and programme management practice within a variety of environments, and how projects are managed locally, nationally and over international boundaries;

LO4: Taking a lead role in planning a project, sustaining team motivation, maintaining effective working relationships, actively monitoring progress, interpreting and evaluating feedback, re-planning as necessary and critically reviewing results and outcomes;

LO5: Recognition of the relevant professional codes of conduct and corporate social responsibility issues, by presenting a credible project management role model, demonstrating responsibility for personal and professional development;

LO6: Professional communication skills appropriate to working with the range of internal and external personnel, from clients and customers to team members and technical specialists, being able to elicit requirements, negotiate, respond and present the outcomes/results in a manner appropriate to the audience;

LO7: Information literacy skills to select and effectively use a range of strategies and resources to explore, research and analyse a topic;

## Teaching Strategy

The teaching and learning strategy in this course has been informed by the University's Cre8 Education Strategy developed by the Centre for Learning Excellence. Key features of the teaching strategy are:

- Developing your ability to study independently;
- Developing your transferrable and professional skills.
- The use of a variety of learning and teaching approaches within and across units;
- Extensive use of information technology and electronically mediated communications through the University systems, such as BREO;
- Provision of progress monitoring, guidance and formative feedback throughout the units;

It is important that you understand the expectations of Level M study from the beginning of the course. Hence, within the Induction period you will have sessions on 'Introduction to Post Graduate Skills' and 'Level M Study Skills'. These sessions will be supported by sessions on information searching and referencing, given by the Business Subject Librarians. This will educate and encourage you to focus on the higher order academic skills needed and being assessed.

The course is designed to encourage you to develop as an independent and analytical learner. You will need to work individually through large parts of the course material, do individual research exercises and case study analyses.

Group working and discussion, through BREO, is part of the course, to simulate real-world management activities. You will be expected to take part in BREO group discussions, collaborate on group projects and deliver joint project reports via the use of BREO collaborative tools, such as Wikis, and videoconferencing facilities. You will benefit from shared experiences and support each other to solve problems, refine your own ideas and to develop essential management skills.

All units will be underpinned by our on-line learning environment, BREO, providing access to course materials and activities, discussion boards and group collaboration facilities.

Underpinning research and business experience will be used to enhance teaching and learning wherever possible. The course team has strong links with industry, through external consultancy work and professional body links. Current research activity is undertaken in the Department's Project Management research group, and the course is informed through an ongoing Research Informed Teaching project.

On the full-time route, units will typically be taught in 2 hour blocks per week. Classes will be small enough to support an interactive learning environment, with input and activities, supporting group discussion.

On the part-time route, units will be taught in intensive blocks over 3 days (2+1 days), with 1 block approximately every 2 months. Again, classes will be small enough to facilitate interactive discussion and activities.

'Real' case studies will be used to evaluate project management practice through discussion in seminars and workshops. Through the interactive teaching and learning environment, students will enhance their knowledge through an improved understanding and appreciation of the project management experiences of tutors and other course members.

Students will work, for example, individually, on group projects, research exercises, presentations, case study analyses, with students taking responsibility for a significant amount of study outside class times. The course

is designed to encourage students to develop themselves as independent and analytical learners and to adopt a holistic but inter-related perspective to the study of Project Management.

Group work will be a significant focus of the course, in class and in assessment, to simulate real-world project management activities. Students will benefit from shared experiences and support each other to solve problems and manage change, to develop essential project management skills.

Students are expected to make use of the journals, professional bodies and the media in order to keep up to date with information, examples, debates, discussions and events in project management practice.

Students will also be encouraged to attend networking groups and more formal lecture/seminar sessions organised by the Knowledge Network within the University – more information can be obtained on [www.beds.ac.uk/knowledgenetwork](http://www.beds.ac.uk/knowledgenetwork).

Through University membership of the Association of Project Management, students will be encouraged to make use of the professional body's resources including publications and local seminar events.

Students will develop their research skills through lectures and workshops in the Business Research Methods unit. Students will be introduced to various research methods, such as survey, interview, focus group, and action research, as well as various quantitative and qualitative analytical techniques. Through the Dissertation or Applied Management Project, students will be able to apply these methods and techniques to carry out research independently.

Students will have access to the literature review, a substantial database of journal articles, produced for the Research Informed Teaching Project, reviewing Contemporary Project Management Tools and Techniques.

Through the interactive teaching and learning environment, you will enhance your knowledge through an improved understanding and appreciation of the experiences of other course members and tutors.

You are expected to make use of the journals, professional bodies and the media in order to keep up to date with information, examples, debates, discussions and practice in the subject area, in order to enhance your learning.

You will develop your research skills through the Business Research Methods unit. You will be introduced to various research methods, such as survey, interview, focus group, and action research, as well as various quantitative and qualitative analytical techniques. Through the Dissertation you will be able to apply these methods and techniques to carry out research independently.

You will have access to the literature review, a substantial database of journal articles, produced for the Research Informed Teaching Project, reviewing Contemporary Project Management Tools and Techniques.

Overall, the teaching and learning strategies are designed to enable you to achieve, the units' learning outcomes. In particular, the emphasis is on you learning to deal with the complexity inherent in project management problems through the learning opportunities. The design of all units is comprised of a component of academic input coupled with the expectation that you will extend this material by independent study and further will test this critically by evaluating theory against your own empirical knowledge.

### **Assessment Strategy**

A range of assessment methods are used across the course, including coursework and exams. Coursework will include case study analyses, writing reports, planning and review exercises, research, presentations and group work, all typical activities that a project manager would be expected to undertake. Assessment

methods have been selected to support the development of project management skills and knowledge, whilst satisfying unit and course learning outcomes.

Formative assessment will be used to provide students with the opportunity for feedback, to enable them to review and improve their work, before summative assessment wherever possible.

Project management involves significant team working and Group work is required in both the Tools and Techniques unit and the Client Delivery Project unit. It is important that an individual's contribution to group work is recognised. Hence, group grades are adjusted to provide individual grades via the use of set individual questions at the end of presentations which are video recorded or/and via an assessment of the project logs stored in breo group spaces.

The Client Delivery Project unit is one of the later units and provides students with the opportunity to use the culmination of their knowledge and skills, managing a larger scale project, as part of a team, experiencing the role of the project manager and reflecting on the process.

At level M you will need to become an independent learner quickly and this is supported by the teaching and learning strategy of the course. The assessments are designed to assess higher order academic skills, involving critical evaluation and reflection, on the subject matter.

Opportunity is provided for self reflection and assessment against assessment criteria where appropriate. Peer feedback will be possible through blogs and discussion forums.

The assessment load has been mapped to ensure a reasonable spread of summative deadlines throughout each semester.

Turnitin is used by the course team to verify the authenticity of the learner and assure academic integrity. A viva will be used, if necessary, to further verify assessments.

**Curriculum Structure, Assessment Methods and Learning Outcomes**

Unit Code	Level	Unit Name	Credit	Core (C) Option (O)	Assessment Methods*			Contributing towards the Learning Outcomes (Taught (T), Practised (P) and/or Assessed (A))									
					1	2	3	1	2	3	4	5	6	7	8	9	10

*The “Masters” stage of the course is made up of the Business Research Methods unit and the Project Management Dissertation. These units are studied by students on the MSc but not on the Postgraduate Diploma.*

BSS012-6	M	Project Management Tools and Techniques	30	C	RE	PR / RE	EX	TP A	PA	PA	PA	PA					
AAF001-6	M	Financial Analysis	15	C	RE	RE			TP A				PA	TP A			
SHR034-6	M	The Human Side of Management	15	C	RE	RE			TP A	TP A	TP A	TP	TP A	TP A			
BSS011-6	M	Project Entrepreneurship	15	C	RE	RE		TP A	TP A	T		TP	PA	TP A	PA	TP A	
BSS027-6	M	Contracts & Procurement Management	15	C	RE	RE		TP A		TP A	PA	TP	PA		TP A		
BSS019-6	M	Risk and Quality Management	15	C	RE	EX		TP A	TP A	TP A	TP A	TP	PA	PA	PA	PA	
BSS015-6	M	Client Delivery Project	15	C	GR	GR / PR	RE	PA	PA	PA	PA	P	PA	PA		PA	
BSS017-6	M	Business Research Methods	15	C	RE	RE		PA					TP A	TP A	TP A		
BSS037-6	M	Project Management Dissertation	45	C	DI			PA									

\*The following codes for assessments methods apply:-

AR	Artifact	PC	Practical
CB	computer-based	PF	Performance
CS	case study	PL	placement
DI	dissertation or project	PO	Portfolio
EX	Exam	PR	Presentation
GR	group report	RE	individual report
IT	in-unit test	OR	Oral
LR	literature review	OT	Other

## SECTION 4 – Learning and Employability

### Skills Development Strategies

#### Communication

To help with the development of this you will:

- Have the opportunity to enhance your communication skills throughout the course, through, for example, on-line group discussion, writing reports/essays, expressing your views, reviewing work, negotiation and shaping decisions, with formative and summative feedback to develop communication effectiveness;
- Through your dissertation, enhance your academic writing skills.

#### Information Literacy

To help with the development of this you will:

- Be directed to on-line sources of information available on project management, to support your studies, under the guidance of the Business Subject Librarians;
- Be encouraged to use a range of resources to support coursework, being aware of the authority, validity, accuracy and reliability of the material used;
- Be expected to seek out academic journals and refereed papers to support independent research.

#### Research and Evaluation

To help with the development of this you will:

- Be given guidance in induction on the cognitive level of work expected at masters level explaining the requirement for critical thinking, critical analysis and evaluative skills;
- Enhance your information literacy and research skills in the Research Methods unit to provide an understanding of how to undertake research at masters level and to start to develop your Dissertation research proposal;
- Undertake a significant examination of primary and secondary research to complete the Dissertation.

#### Creativity and Critical Thinking

To help with the development of this you will:

- Be given guidance in induction on the cognitive level of work expected at masters level explaining the requirement for critical thinking, critical analysis and evaluative skills;
- Have the opportunity for creativity in class activities and coursework, for example, through problem solving and working with your peers;
- Undertake assessments understanding the need for critical thinking and evaluation.

### Team Working

Team working is fundamental to a career in project management and hence, the course seeks to develop excellent inter-personal skills, including leadership and negotiation skills.

Students have the opportunity for team work in most units, and are expected to develop and enhance skills in self and peer assessment. Students will work in groups on complex projects/scenarios, and need to solve business problems and issues, make decisions and anticipate future challenges.

Projects and teams notoriously encounter difficulties at times and students are encouraged to resolve difficulties themselves with minimal staff intervention, as part of the learning process.

Students have the opportunity to reflect on their team working and critically evaluate their team's performance.

### **Improving Learning and Performance**

You will be introduced to Bloom's Taxonomy (or equivalent), the Level M descriptors and the subject benchmark in Induction, to enhance your understanding of the requirements of studying at master's level and to support you if you are returning to learn as a mature student.

You have the opportunity to assess your own learning style, for example using Honey and Mumford; This will support you in the transition to becoming more independent autonomous learners.

### **Career Management Skills**

It is anticipated that you may be actively engaged in paid employment, but you will be able to access resources available within the University to help with your continued career management. Over the duration of the course you will network with your peers, the course team as well as have opportunities to "attend" guest lectures provided via videoconferencing.

The Centre for Personal and Career Development is available to support and advise you and more information can be obtained on <http://www.beds.ac.uk/careers>. At masters level, you are encouraged to take greater responsibility for your career management, with the support of the Careers Service. The course will include career development and management, and as 'professional learners' you will feel better equipped to make more informed decisions and career moves in line with their personal and career goals

You are encouraged to use the various Career Management on-line tools available for self-assessment and identification of career opportunities.

### **Progress Files**

You will receive on-line transcripts of your results at the end of each semester, for your records.

You are encouraged to make use of the range of support within the university, such as careers advice and study skills support. As indicated above, these elements are central to the course objectives and key to supporting you in your Personal Development Planning.

### **Professional Standards**

The course has secured accreditation from the Association of Project Management (APM) and is also informed by the codes of conduct and professional standards of the following professional bodies:

Chartered Management Institute (CMI)  
Chartered Institute of Personnel and Development (CIPD)  
Chartered Institute of Management Accounting (CIMA)

Students will be expected to demonstrate the following behaviours:

- To work with professional integrity at all times;
- To abide by the Code of Conduct as stated in the University's Student Regulations;
- To self-manage and demonstrate good time management skills;

- To manage relationships using effective communication strategies to successfully engage with others;
- To be a respectful and listening manager/team player who is open to other's perspectives and evaluate ideas constructively and positively;
- To be mindful of the ethical implications of activities through dialogue with peers, clients and mentors, and adhere to professional ethical standards at all times;
- To be committed to continuing personal development (CPD) and promote the CPD ethic within your profession;

#### **Strategy for Developing and Embedding the Professional Standards**

The Professional Standards for the course, identified above, will be shared with you and reviewed annually.

The course team will seek to encourage you to adhere to the above course professional standards.

You will be made aware of codes of practice and professional body standards, to support your personal development and in order to recognise the skills, values and behaviour required of professional practitioners.

With the focus on career management and lifelong learning, you will be made aware of the professional courses available, such as PRINCE2 and through the APM..

#### **SECTION 5 – Administrative Information**

<b>Faculty</b>	University of Bedfordshire Business School
<b>Field</b>	Business Systems
<b>Department/School/Division</b>	Management and Business Systems
<b>Course Leader</b>	David Owen
<b>Version Number</b>	
<b>Body approving this version</b>	University Approval
<b>Date of University approval of this version (dd/mm/yyyy)</b>	

**Form completed by:**

**Name: David Owen**

**Date: July 2014**

**Authorisation on behalf of the Faculty Teaching Quality and Standards Committee (FTQSC)**

**Chair:** .....

**Date:** .....

<b>Course Updates</b>		
<b>Date (dd/mm/yyyy)</b>	<b>Nature of Update</b>	<b>FTQSC Minute Ref:</b>

