

YMCA EDUCATION CENTRE



in partnership with:

UNIVERSITY OF STRATHCLYDE Business School
MASTER OF BUSINESS ADMINISTRATION (SBS)
(External Degree Programme – Part Time)



YEC Student Handbook 2011

(supplements the Course Handbook issued by the Strathclyde Business School)

CONTENTS

YEC General Information.....	Page 3
The Structure of MBA.....	3
General Description.....	4
Entry Requirements / Admission Process.....	5
Nature and Duration of Programme.....	5
Module and Credit Structure.....	6
Student Support Services Information.....	8

- **Module & Unit Outlines -Refer to Page 32 of International Course Handbook**
- **Examination Regulations – Refer to Page 85 of International Course Handbook**
- **Rules Relating to Plagiarism – Refer to Page 90 of International Course Handbook**
- **Appeals Procedure - Refer to Page 93 of International Course Handbook**
- **Equality & Diversity - Refer to Page 95 of International Course Handbook**
- **Students and The Higher Education Charter- Refer to Page 96 of International Course Handbook**
- **Who's Who at the International Centres- Refer to Page 99 of International Course Handbook**

YMCA EDUCATION CENTRE (YEC)

YEC has been offering educational courses since 1913. Besides providing education for local and international students towards Secondary Education in Singapore and self improvement, it also offers intensive preparatory courses and enrichment programs.

In 2009, YEC expanded its education business by offering quality tertiary programmes in partnership with the Australian Maritime College (AMC) based in Tasmania, Australia and the University of Strathclyde, through its School of Business (SBS), based in Glasgow, Scotland, to deliver Bachelor and Master degree programmes on a part-time basis to qualifying students in Singapore.

2009 was an important milestone for the Strathclyde MBA programme as it marked the 20th anniversary of the programme in Singapore. Since 1989, more than 400 students have graduated from this programme, all of whom are now part of the Strathclyde MBA Alumni. The Strathclyde Business School has the following distinguishing features that set it apart from other such schools:

- SBS is ranked 20th in the World (European Business School Ranking 2010), 74th in the World (Financial Times MBA Ranking 2011) and 25th in UK (Guardian University Guide 2011).
- Strathclyde Business School is revealed as No. 1 for research in Scotland & Top 10 in UK (Research Assessment Exercise 2008)
- Less than 1% of business schools in the world hold “triple accreditation” – Strathclyde is one of them. One of only 52 in the World to hold all 3 of the aforementioned hallmarks of excellence.

YMCA Education Centre (YEC) is the new entity that incorporates YEC with its secondary education and preparatory/enrichment course offerings and YEC Tertiary. Besides preparing students for educational excellence and exciting careers, it is also the aim of the YEC to inculcate positive character values such as caring, honesty, respect and responsibility in developing the body, mind and spirit through the courses that it offers.

Vision and Mission

YEC has a vision and mission to meet key stakeholders’ and industries’ needs and expectations.

The vision and mission are relevant to YMCA Education Centre’s business and national development.

YEC reviews the vision and mission to ensure its relevance, for continual improvement, at least once a year, during management review.

The management team uses internal and external communication channels to communicate the vision and mission to all staff, students, key stakeholders through briefings, sharing sessions and relevant marketing collaterals.

The staffs are able to articulate the vision and mission and what the vision and mission mean to them with respect to their job functions.

The management team communicates the vision and mission clearly in the website, student handbook, relevant marketing collaterals and within school premise(s).

YEC reviews the effectiveness of the communication channels, for continual improvement, at least once a year, during management review.

Course No: ETM1A (SBS)

**Course Name: UNIVERSITY OF STRATHCLYDE Business School
MASTER OF BUSINESS ADMINISTRATION (External Degree
Programme – Part Time)**

THE STRUCTURE OF MBA

There are 3 levels of student registration. These are:

Associate (Credit loading agreed on entry)

Associate students are individuals who after having gone through a formal application process are undertaking a limited number of core MBA classes. These classes can only be taken from the core subjects undertaken in Semester 1 or 2. Associate registered students will attend local counselling sessions, intensive seminars and undertake course assessments in a similar manner to both Diploma and MBA registered students. They may apply for either Diploma or MBA registration on successful completion of the core classes they have been assigned. Those individuals who do not progress towards completion of the Diploma or MBA will be awarded either certificates of attendance or certificate of competence (classes completed successfully).

Diploma (120 Credits)

Diploma entered students have not met the full entry requirements of the MBA programme but have achieved a level of entry that allows them to complete the first 120 credits of the full MBA programme. When the assigned classes have been successfully completed they will have completed the entry requirement of the 180 credit MBA programme and can progress their studies towards completion of the full MBA. Progression is automatic once the 120 credits have been completed. Individuals who do not wish to progress to the full MBA programme may graduate with an award of Diploma, which includes all modules as the MBA except the Electives and the final project.

MBA (180 Credits)

An MBA registered student has met the full entry requirements entailed in the application process and has undertaken a course of study which will require successful completion of all modules which amounts to 180 credits of work.

GENERAL DESCRIPTION

The MBA programme aims to give a broad understanding of management issues at a senior level along with appropriate skills and techniques but, at the same time, the programme allows a degree of specialisation if required. While many traditional MBA programmes consist of a set of unlinked single discipline classes, we recognise that the job of a senior manager involves making decisions across a wide range of functions. The Strathclyde MBA therefore offers you a holistic, integrated approach to management.

Our purpose is to provide you with a high quality learning experience, through working with experienced academics and student colleagues and through the use of high quality learning materials which reflect scholarly research. In terms of output, the focus is on enabling you to develop as a manager so that you can add value to your organisation in any situation and in a timely manner. It is intended that the MBA should include collaborative learning in which work experience, knowledge, understanding and applicable skills are shared, worked with and reflected on.

The Strathclyde MBA draws on a number of specialist areas, but the purpose is not to train specialists. Rather, the purpose is to enable you to develop as an excellent generalist, who knows what you need to know of diverse areas of management and who can integrate your knowledge. The MBA seeks to help you develop ways of grappling with opportunities and problems in the practice of management through developing as a reflective, open-thinking, adaptive learner. This will be facilitated through enhanced understanding of the interplay of theory and practice in management.

The structure and content of the MBA reflect these aims. The first module, '**The Reflective Practitioner**', explores concepts and skills of management and learning which will be applied and developed throughout the course, and your career. The second module '**Making the Business Work**' enables you to explore the languages, concepts, skills and application of specialist areas from the perspective of the general manager. The third module, '**Strategic Management for Sustainable Success**', develops your ability to work as a manager in modern, complex organisations through using and integrating a wide range of techniques and theories pertinent both to day-to-day management and strategic change. The fourth module, '**Personal Development**', enables you to choose where to develop further, either continuing a generalist approach, or seeking to understand a particular subject in greater depth. This includes, 'the MBA Project', which enables you to explore in depth a managerial, organisational or environmental issue, and through so doing, to put into practice relevant knowledge and skills, and to reflect on learning outcomes.

The MBA has been designed to be delivered internationally on a part-time basis. The programme has been specifically designed to provide you with a stimulating and challenging learning experience which normally takes between two and five years to complete. Most participants finish the instructional parts of the programme in two to three years. While we will do our utmost to help you, clearly your progress and the value you gain from the course will depend on the time and effort you are able to give to the programme. Some students have indicated that the programme requires you to spend 15 to 20 hours per week on the course activities. However, the flexibility of the programme means that you are able to plan your studies in conjunction with your personal and work commitments.

The MBA Programme consists of a number of learning components including extensive course materials, written by Strathclyde academics and supported by textbooks where appropriate. University of Strathclyde faculty staff supported by local counselling staff will provide more than two hundred hours of teaching and workshops at the local learning centres. This means the programme that is delivered to the full time students will be delivered in the international learning centres on a part time basis. In addition to the face-to-face seminars by Strathclyde academics, the programme is supported by counseling sessions which are conducted in the local learning centres by University approved counsellors. Although attendance at the local counselling sessions and most of the intensive seminars provided by visiting Strathclyde faculty is voluntary, it is compulsory that you attend a number of local workshops.

The programme is identical to that of the UK programme and this leads to the award of the Strathclyde MBA degree.

We hope that this MBA programme will not only give you a stimulating and challenging experience, but that it will also enhance your career prospects and as a result, that you will view the MBA as an investment towards your future career.

ENTRY REQUIREMENTS

The selection process is designed to identify talented professionals from a wide range of academic, business and cultural backgrounds who might gain from, and contribute to our learning community.

Qualification and Experience

Standard Entry:

- Obtain a Bachelor degree in any discipline. Professional qualification will also be considered.
- Be at least 27 years of age.
- Obtain a minimum of 3 years full time working experience where the management of people and resources has played a role.

Diploma Entry

- Have a non degree or professional qualifications with at least 8 years of full time working experience.

Interpersonal and Team-working Qualities

- Applicants have to submit 3 essay questions as stated in the Online Application in order to assess the knowledge, skills and working experiences.
- Applicants are requested to furnish 2 reference letters to support their working experiences and academic record.

Interview

- There will be a formal interview arrangement to discuss the achievements and aspirations, either through phone or face to face with the Strathclyde Business School International Division staff.

Orientation and Induction Programmes

YMCA Education Centre conducts a Student Orientation Programme for every new student enrolled in the first week of the semester in April and October. This will cover the administrative aspects of the entire programme. An important aspect of the session is the tour of the premises and facilities. The relevant information resources will also be presented to every student, including support services.

In addition a senior academic/department head from the partner university will also conduct a 2.5 hour Induction Session which will cover the academic details of the programme from start to graduation.

NATURE AND DURATION OF PROGRAMME

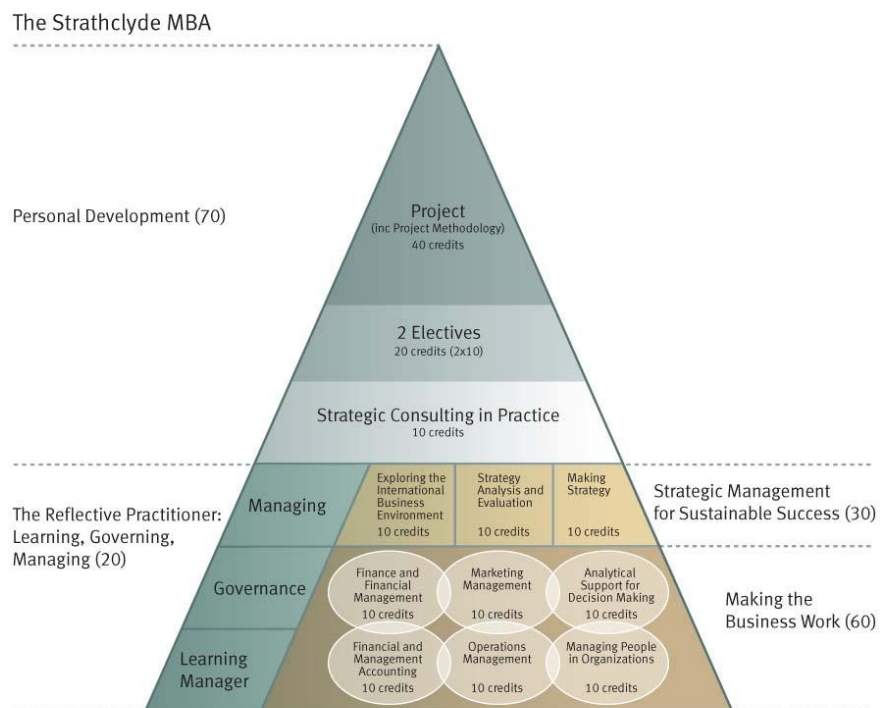
The programme semesters are delivered in blocks of six months with examinations at the end of each. Within each semester a group of subjects will be offered at your centre. The semester starts on October 1st and in April 1st each year.

It is important you recognise that the programmes shown are intended as illustrative in order to indicate the minimum time that is required to complete the MBA degree programme (**See Appendix A**). Many participants find that they require more time due to personal and professional commitments. The flexibility within the Strathclyde MBA programme allows participants to study at their own pace and this ensures that they gain the maximum benefit from each part of the MBA course.

The programme is delivered by means of open learning materials, textbooks issued by the Local Centres with tutorials and seminars conducted by Local Counsellors and/or Strathclyde University staff. In each subject, you will be expected to complete assignments which are usually included in the final assessment and there are examinations in all subjects marked with (E) on the programme schedule.

The MBA has been designed to be delivered internationally on a part-time basis which can be completed in 2 years time frame.

MODULE AND CREDIT STRUCTURE



The programme is credit-based and is made up of 4 modules, comprising one or more study units. In order to complete the Strathclyde MBA you must accumulate 180 credits.

Module 1: The Reflective Practitioner - 20 credits

The Learning Manager/Business Simulation	6 credits
Governance	7 credits
Managing	7 credits

Module 2: Making the Business Work - 60 credits

Financial & Management Accounting	10 credits
Finance & Financial Management	10 credits
Operations Management	10 credits
Managing People in Organizations	10 credits
Marketing Management	10 credits
Analytical Support for Decision Making	10 credits

Module 3: Strategic Management for Sustainable Success - 30 credits

Exploring the International Business Environment	10 credits
Strategy Analysis & Evaluation	10 credits
Making Strategy	10 credits

Module 4: Personal Development - 70 credits

Strategic Consulting in Practice	10 credits
2 Elective courses	20 credits
Project (inc. Project Methodology)	40 credits

Notes:

Course members may select to do an individual project or a group project (see Project Guidelines published on the intranet for more details).

It has been normal practice for most students to wait until they have completed instructional classes before commencing their project. Starting the project in Semester 3 or 4 will allow you devote most of your time to the Project itself. Students having been given the decision of "Proceed to Project" by the Board of Examiners on will have one year from the date of this decision to complete their Project.

STUDENT SUPPORT SERVICES INFORMATION

Service Quality Targets

We are committed to:

- Responding to feedback within 2 working days
- Resolving grievances /disputes within 21 working days.
- Issuing examination results within 3 months from the final examination.
- Processing refunds within 7 working days.

Feedback/Grievance Mechanism

We value your feedback. Should you have any pressing issues, please contact us immediately, through the following channels:

- In Person: Face-to-face discussion
- By Phone: Mondays to Fridays from 9am to 7pm, Saturdays from 9am to 1pm.
YEC Admin Office is closed on Sundays and Public Holidays.
- By E-mail

We will investigate and act to resolve areas of concern. Our interim response is within 2 working days. Depending on the complexity of the case, our response time is within 21 working days. If YEC is unable to solve the complaint amicably, students are able to refer to CPE mediation channel.

Handling of Grievances

It is the objective of the Student Services to encourage the prompt and informal resolution of grievances of students as and when they arise, and to provide recourse to orderly procedures for student grievances to be addressed and resolved.

A student grievance may occur from any aspect of a student's educational experience at the YEC which they believe to be unfair, unjust or unreasonable. Student grievances can be made known verbally, in writing or electronically via Email to the administration staff listed on Page 14. Please refer to Appendix B for the dispute resolution process chart.

A student wanting resolution of a grievance should follow the steps in the chart. These steps have been put in place to facilitate resolution of grievances within a minimum period of time.

Online Letter Of Unconditional Offer

An applicant who meets the entry requirements for Master in Business Administration (MBA) will receive a formal Letter of Offer issued by Admission team from University of Strathclyde Business School (SBS). In order to accept a place in the programme, applicant must declare admission to the programme as soon as possible as advised the centre administrator. This requires the applicant to complete and return the acceptance slip and University refund Policy to formally accept the offer of a place. These signed documents can be returned to centre administrator by email (scanned copy), fax or mail.

Strathclyde Academic Support

Student Complaints

The University of Strathclyde endeavours to provide all students with an environment that is:

- Educationally supportive, fair and intellectually challenging and where services are provided.
- In an efficient and friendly manner. However, we acknowledge that problems can occur.
- From time to time. When they do or when students are not satisfied that we have acted in accord.
- With our policies and standards we would ask they let us know as soon as possible using the procedures described below.

Policies, Definitions and Standards

Academic Matters

In partnership with each student, the University undertakes to identify and supervise an approved programme of study and to make a fair assessment of each student's performance at each key stage of their programme. Details of specific study and assessment programmes and criteria for assessment are contained in Course Handbooks available from the appropriate Faculty Officer. Academic Departments frequently invite feedback from students through questionnaires and staff/student committees.

Administrative & Academic Support Services

Most departments that provide Administrative or Academic Support Services for students issue a written account of the services they provide. Services are resource limited but each Department aims to provide an efficient and friendly service. Some have published specific performance standards as part of the Administration's Customer Care Programme. All encourage feedback from students as an input to assigning priorities for development.

Discrimination, Harassment Or Intimidation

The University is committed to equal opportunities for all students (and staff) no matter their age, gender, disability, race, culture, religious beliefs or sexual orientation. It wishes to maintain a working and learning environment which welcomes diversity and is free from discrimination, harassment and intimidation. It will act on complaints received and encourage education programmes both to develop awareness of the issues allied to an equal opportunities policy and also to identify any systemic barriers to achieving equal opportunities within the University community. An Equal Opportunities Officer has been appointed to work with staff and students to identify training needs, to develop support mechanisms and to monitor implementation of the University's equal opportunities policy.

Further information may be obtained from the Equal Opportunities Officer.

Intranet Service

An extensive range of useful information and resources are presented on the intranet pages (www.intranet.sbs.strath.ac.uk), including a bulletin board, a list of lecturers and their contact details, Business Information Service (a superb study resource), computing facilities, careers service. On admission, students will be allocated a unique ID, password and email address to access the intranet site.

Business Information Service (BIS)

The aim of the BIS site is to provide students with information, support and advice as they progress through the programme. Within these pages, students will find access to:

- Full text of journal articles
- Links to high quality web sites
- Information on companies
- Newspapers from around the world
- Pricing history for stocks & market indices
- Access to a variety of electronic resources
- Detailed analyst reports on companies & industries
- Assistance with searching databases
- [Bulletin Boards](#) provide students with an opportunity to talk about and discuss issues with other colleagues and alumni.

Introduction of Mandatory ERF and EDUTRUST Schemes

The Singapore Ministry of Education has introduced two schemes to regulate the operations of the private education industry. One of these is the Enhanced Registration Framework (ERF). The ERF as set out under the Private Education Act and the Private Education regulations has made it mandatory for all private education institutions (PEI) to be registered with the Council for Private Education (CPE) under the new regulatory regime. Established under the Private Education Act, the CPE is a statutory board empowered with the legislative power to regulate the private education sector.

The second scheme is EduTrust. The EduTrust Certification Scheme aims to enhance the quality of the private education providers in Singapore in order to achieve a world-class education hub internationally renowned for its educational service qualities.

Some of the criteria set out in the EduTrust Certification Scheme are mandatory for students of private educational institutions. They are as follows:

A contract between YEC and Student is compulsory

Students and YEC will have to sign a standard contract provided by the CPE. In line with the provisions, students are required to pay course fees directly to YEC .

We describe below the new payment scheme as well as the Fee Protection Scheme that will ensure that the fees paid by students are protected.

Fees are to be paid in EQUAL instalments for the duration of the course

In line with this, the CPE is allowing us to adopt the following payment scheme:

- The first 3 instalments will be of equal amounts (say, \$X)
- If any grant is given, this will be reflected in the 4th and final instalment (i.e. \$X minus the grant amount).

Fee Protection Scheme (FPS) is required for ALL students

Students will have their fees protected with an insurance scheme

(<http://www.cpe.gov.sg/cos/o.x?c=/cpe/pagetree&func=view&rid=259>). This insurance must be purchased when students pay their fees, based on the amount that is paid. Students who have outstanding installments will need to pay an around 1% of the payment made for the fee protection scheme. The insurance company is one of the CPE-appointed service providers, LONPAC INSURANCE BHD (<http://www.lonpac.com/>)

Medical insurance is compulsory for all students

Such insurance shall minimally provide for an annual coverage limit of not less than S\$20,000 per student, at least B2 ward in Government and structured hospitals and 24 hours coverage in Singapore. Should you wish to opt out of the medical insurance scheme, we would need proof that you have the medical insurance. Full-time Local/Permanent Resident or non-Student Pass International students who are protected by their own medical insurance in Singapore can opt out of the aforementioned medical insurance scheme. Evidence of the medical insurance must be produced prior to course admission.

CPE Approved Student Contract

As mentioned above, YEC will enter into a contract with students. The student contract lays out important terms and conditions governing the relationship between the students and YEC. An applicant who has been accepted by the University of Strathclyde Business School and admitted to the Master in Business Administration (MBA) will sign a standard EduTrust PEI-Student Contract with YEC. YEC has entered into a master insurance agreement between CPE and Lonpac Insurance Bhd (the "Master Insurance Agreement") for the purpose of insuring, among other things, the Student. This Master Insurance Agreement sets out, among other things, the events under which students are indemnified for their Course fees paid to YEC .

The Council for Private Education (CPE)

Established under the Private Education Act, the Council for Private Education is a statutory board empowered with the legislative power to regulate the private education sector. In addition to its role as the sectoral regulator of private education institutions, the Council facilitates capability development efforts to uplift standards in the local private education industry. The Council is governed by a Board, helmed by Mr Lin Cheng Ton, Chief Executive Officer of Nanyang Polytechnic International, and comprises experienced individuals from the fields of education, quality assurance and business, as well as economic agencies involved in the promotion of the private education sector. Overseeing the day-to-day operations of the Council is the Chief Executive Officer, Mr Henry Heng. For more information, please refer to the Council for Private Education website at www.cpe.gov.sg

Course Fees

The total course fee for the Strathclyde MBA Programme is S\$35,000 (as of Sep 2011). Your course fees plus FPS insurance and Medical Insurance fees are to be paid in four equal amount installments as

detailed in the Student Contract. Each installment payment is to be paid one week before the commencement of a new semester (by 30 Mar and 30 Sep). A payment notification email message will be sent to remind students the payment deadline as per the Student Contract. All course fees are payable to **YMCA Education Centre**.

Tuition Grant

The tuition grant is a form of early bird discount for each intake. The grant offered may vary for each intake and for different periods prior to course commencement. The grant is deducted during the 4th installment. The grant amount must be approved by the Head of Tertiary or Education Department.

International Programme Refund Policy (Course Fee / Refund/ Withdrawal Policy and Procedures)

- Fee Protection Scheme (FPS) Insurance is compulsory (Non Refundable)
- Medical Insurance (Non Refundable) - If you are protected by your own medical insurance coverage in Singapore, you can opt out from the medical insurance scheme.

There is a cooling-off period of 7 working days for maximum refund. You can receive maximum refund stated below within 7 working days after signing the contract.

You have to write to YMCA Education Centre to cancel the Agreement (Contract) within the Cooling-off Period. You may send such Notice of Cancellation by email or fax to the following contacts, or leave a copy with our administrative office.

YEC Email Address: tertiary@ymca.edu.sg

YEC Fax Number: 65-6586 2383

YEC Administrative Office Address: 1 Orchard Road, Singapore 238824

A student who withdraws from the programme within 6 weeks of the start date, which is either 1st of April or 1st of October upon any semesters, may be entitled to a refund as stated below.

% of Refund	If Student's written notice of withdrawal is received
[95]	("Maximum Refund") More than [1] days before the Course Commencement Date
[95]	Before, but not more than [1] days before the Course Commencement Date
[87]	After, but not more than [28] days after the Course Commencement Date
[50]	More than [28] days after the Course Commencement Date, but not more than [42] days after the Course Commencement Date
[0]	More than [42] days after the Course Commencement Date

All refunds will be made payable to the party who made the payments in the first instance and within 7 days after receiving the withdrawal notice. It should be noted that the University will pursue the non-payment of any outstanding fees and will take any necessary steps to recover any unpaid debt. Full details are set out in the Standard Student Contract.

Unsuccessful application: In the event SBS does not approve a student admission application on the grounds of failing to meet entry requirements, work experience or not providing the required information, the applicant will be notified and given the reasons for rejection. At this point as no course fee is collected, there is no refund involved. The application fee levied is non-refundable.

Enrolment of Subjects

Students are required to register for the number of subjects they intend to undertake four weeks before the commencement of a new semester. A Subject Enrolment Form will be sent via email. It is the student's responsibility to ensure that the enrolment details are correct. Failure to do so may result in a delay in student receiving their course materials or the registration may be rejected.

Pricing Policies

Pricing Policy Relating To Promotions

As a matter of pricing policy, YEC does not provide discounts and other form of promotional pricing apart from tuition grants.

Payment Scheme

Payment can be made by instalments according to a predetermined plan. There is an application fee payable upon enrollment

Payment Mode

Payments by students may be made by installments via cheques, cashier's order or credit cards. All payments have to be made out strictly in Singapore Dollars and made payable to **YEC**.

Pricing Accuracy

YEC is committed to the avoidance of over or undercharging. To ensure accuracy, it is our policy to list clearly all programme fees including total amount payable and its breakdown.

Issue of Receipts

Receipts issued to students for course fees payment shall contain the following information:

- YEC name and address
- Date of payment
- Programme enrolled
- FIN or Student Identification Number
- Qualification awarding body
- Programme fees
- Installment Amount (Accumulated)
- Amount outstanding
- Additional charges and services rendered.

Student ID Card

Students who accepted a place in MBA offer with University of Strathclyde Business School will be eligible for a Student ID card with their registration number. All students are reminded to bring along the Student Card when taking examinations.

Commitment on Confidentiality of Student Data

YEC will safeguard, abiding to strict standards of security and confidentiality, any information our students share with us. We will limit the collection and use of student information to the minimum we require to deliver superior service to our students, which includes advising our students about our academic services and other opportunities. Every effort shall be made to ensure that the integrity of the personal particulars and confidential information entrusted to us are not compromised *unless required by law*. We also undertake not to divulge student's personal information to any unauthorised third party without the prior written consent of the Student.

Academic Information

Marking Scheme

The following broad guidelines for allocation of marks have been adopted:

75% or more	Excellent
65% - 74%	Very good
55% - 64%	Good
50% - 54%	Just acceptable
40% - 49%	Poor
40% or less	Very poor

Quality Assurance Procedures

To ensure that common standards for the Strathclyde MBA are being maintained across all delivery routes all assignments are second marked by University academic staff. It should be noted that marks may change during this process and therefore all marks given by local counselors are not final until they have been ratified by a Board of Examiners.

Submission of Course Work

It is compulsory for all students to upload their final submission of all assignments to TurnitinUK (*this does not apply to Exploring the International Business Environment (EIBE) and face-to-face electives*) before submitting it to YEC. Students will be required to submit their assignments together with their print copy of the TurnitinUK Originality Report in person to YEC by the stipulated submission deadline, attached with the Individual or Team Course Submission Form. Students can obtain this form from the YEC Education reception counter at Level 2.

If students are only able to submit their assignment after our official operating hours, you can drop it into the "Assignment Drop Box" just beside the reception counter.

Note: Request for extension of Submission Deadlines

Any requests to extend submission deadlines need to be raised with the programme administrators for approval by the course co-ordinator **before the due date**. You must have a valid reason for making such a request and it is subject for review/ approval on a case-by-case basis.

Examination Period

There are two examination diets per year: March and August.

Students are required to register for the examinations by submitting the Examinations Registration Form via email, fax or mail to YEC by a stipulated period as advised by centre coordinator.

IMPORTANT: Students are required to submit all the relevant assignments within the stated deadline in order to be eligible for the examinations. It is the student's responsibility to ensure that the centre receives the Examination Registration Form. The University of Strathclyde will only prepare the exam papers for those students whose names appear on the candidate list.

Classrooms and Facilities

- As per recommended guidelines, YEC tutorial classes maintain a student to teacher ratio of 30:1
- There are 2 function rooms which can accommodate up to 80 students for intensive seminars and lectures classroom-style or in cluster-group settings
- 6 classrooms with capacities ranging from 20 to 40 students class-room style
- All are equipped with full AV facilities to support the learning process.
- Assignment drop-in facility for the benefit of students who cannot submit work during office hours.
- Room booking service: Students are allowed to book classrooms for their private discussions during weekdays and weekends.
- Computer lab for hands-on practical courses using the latest software
- A resource room where students can come together to access course materials, reference books, past MBA project materials as well as hold group discussions.
- Course administration office: Provides a full suite of student support services on level 2.
- **Y café:** Offers a variety of local and western food and drinks to cater to the needs of the students at reasonable prices. It is open from 7.00am to 10.00pm daily.
- **Roof-Top Swimming Pool:** Located above the 9th floor, the fully renovated swimming pool is open to all students.
- **Gymnasium:** A well equipped gym, from treadmills to exercise bicycles to an assortment of weights. The gym instructor, Simon Chua, is an Asian Games gold medallist in body-building, will be on hand to give students useful tips and friendly advice to maximise their workout.
- **Billiards Room:** Located on level 4, it has everything one needs to feel like a professional player, including a scoreboard and counter for drinks

All facilities come with wireless internet connectivity at all times.

Transfer Policy and Procedures

Transferring Between Centres and UK Programmes

Due to the inherent flexibility of the programme it is possible for a member of one centre to transfer permanently from one centre to another or to one of the UK programmes. Transferring between centres or the UK programmes on a permanent basis, requires a change of registration and passing the administration from one centre to another and the transfer arrangements must be made via YEC Administrator and the Administrator at the University.

There will usually be a fee implication involved in transferring, and YEC will advise of this. Prior to making the transfer you must agree to accept the fee implications. Transfer to the full time programme is dependent upon availability of places.

See Appendix C for the Transfer Procedures

Correspondence with YEC staff

YEC is the local centre for the Strathclyde MBA Programme in Singapore. Therefore, all correspondence between student and University of Strathclyde will be through YEC . Please quote your full name, student ID number, intake year/name and leave your contact details when corresponding with us.

It is important to notify YEC immediately of any changes in your personal particulars so that you can be reached in a case of an emergency.

Education Support Services

YEC is committed to providing advice on courses and post-graduation opportunities.

The Administrative Office:

YMCA Education Centre
One Orchard Road, Level 2, Singapore 238824
General Line: 6586 2222
Web site: <http://www.ymca.edu.sg>

Operating Hours:

9.00am – 7.00pm (Mondays to Fridays)
9.00am – 1.00pm (Saturdays)

Sundays & Public Holidays (Closed)

Contacts of YEC Staff:

Mr A Meyappan

Tel: 65862379
meyappan@ymca.edu.sg
Fax: 6586 2383

Ms Aileen Xiao

Tel: 65862380
aileenxiao@ymca.edu.sg
Fax: 6586 2383

Programme Overview: Programme A - Oct 2011 Intake

1st Semester (October 2011 – March 2012)

Module	Subjects	Credits	Assessment Element
Making the Business Work	Financial & Management Accounting (FMA)	10	50% cw + 50% exam
	Finance & Financial Management (FFM)	10	50% cw + 50% exam
	Marketing Management (MM)	10	50% cw + 50% exam
Strategic Management for Sustainable Success	Exploring the International Business Environment (EIBE)	10	100% cw
The Reflective Practitioner	The Learning Manager ** Programme Seminar **	10	Workshop - Pass/Fail Workshop - Pass/Fail

2nd Semester (April 2012 – September 2012)

Module	Subjects	Credits	Assessment Element
Making the Business Work	Operations Management (OM)	10	50% cw + 50% exam
	Managing People in Organisations (MPIO)	10	50% cw + 50% exam
	Analytical Support for Decision Making	10	60% cw + 40% exam
The Reflective Practitioner	Governance (40% weightage) Managing (60% weightage)	10	100% cw 100% cw

3rd Semester (October 2012 – March 2013)

Module	Subjects	Credits	Assessment Element
Strategic Management for Sustainable Success	Strategy, Analysis & Evaluation (SAE)	10	100% cw
	Making Strategy	10	100% cw
Personal Development	Strategic Consulting in Practice **	10	100% cw Workshop - Pass/Fail

4th Semester (April 2013– September 2013)

Module	Subjects	Credits	Assessment Element
Personal Development	Elective 1 [#]	10	100% cw
	Elective 2 [#]	10	100% cw
	Project (inc. Project Methodology)	40	100% cw
	Project Methodology **		

- ** Compulsory Workshop
- cw = Coursework
- [#] You must have completed a minimum of 60 credits of the subjects offered in Semester 1 & 2 before making your elective choices

To pass a class where there is an exam, you are required to achieve an exam mark of 40% and above.

Programme Schedule

The programme semesters are delivered in blocks of six months with examinations at the end of each semester. This pattern is illustrated on this page. Within each semester a group of subjects will be offered at our centre. The semester starts in October and in April each year. It is important you recognise that the programmes shown are intended as illustrative in order to indicate the minimum time that is required to complete the MBA degree programme. Many participants find that they require more time due to personal and professional commitments. The flexibility within the Strathclyde MBA programme allows participants to study at their own pace and this ensures that they gain the maximum benefit from each part of the MBA course.

The programme is delivered by means of open learning materials, textbooks issued by the Local Centres with tutorials and seminars conducted by Local Counsellors and/or Strathclyde University staff. In each subject, you will be expected to complete assignments which are usually included in the final assessment and there are examinations in all subjects marked with (E) on the programme schedule. The dates of intensive seminars will be issued by the Local Centre Co-ordinator.

Students who commence the MBA programme in October will proceed through the programme in the following manner:

PROGRAMME A – OCTOBER INTAKE

SEMESTER 1 - OCT

Marketing Management (E)
Financial & Management Accounting (E)
Finance & Financial Management (E)
Exploring the International Business Environment

SEMESTER 2 - APR

Operations Management (E)
Analytical Support for Decision Making (E)
Managing People in Organizations (E)
Governance
Programme Seminar
The Learning Manager

SEMESTER 3 - OCT

Strategy Analysis & Evaluation
Making Strategy
Strategic Consulting in Practice

SEMESTER 4- APR

Project Methodology
Elective subject 1
Elective subject 2
Project

Students who commence the MBA programme in April will proceed through the programme in the following manner:

PROGRAMME B – APRIL INTAKE

SEMESTER 1 - APR

Operations Management (E)
Analytical Support for Decision Making (E)
Managing People in Organizations (E)
Governance
Programme Seminar
The Learning Manager

SEMESTER 2 - OCT

Marketing Management (E)
Financial & Management Accounting (E)
Finance & Financial Management (E)
Exploring The International Bus Environment

SEMESTER 3 - APR

Project Methodology
Elective subject 1
Elective subject 2
Project

SEMESTER 4- OCT

Strategy Analysis & Evaluation
Making Strategy
Strategic Consulting in Practice

MBA Project

Overview

The project is an integral part of the learning process in the MBA degrees, each of which has its own unique focus. The MBA Project explores questions that integrate students' learning about the usefulness of theory in management practice and the potential to broaden theory from experience.

There are six stages that you will go through in order to complete your Masters project.

- Initial thinking
- Project Methodology Class
- Project proposal
- Supervision
- Project work
- Project assessment

The project constitutes a significant proportion of your entire degree (40 credits for MBA). It is a matter for you to decide how long to devote to this process. However, **you should not expect to complete the process in less than 300 hours.**

Initial Thinking

It is never too early to start thinking about your project, but by the time you have finished your Project Methodology class you should be well on your way. If you take more than a pause at this stage you may find it hard to regain momentum. You will gain maximum benefit from the taught elements of the course if you keep the pace of your studies going without a break. Please do not take the risk of becoming a casualty by missing your absolute submission deadline and ending up with a diploma instead of a Masters degree – you've worked too hard already.

For many students, the preliminary phases, when you may have little idea of what your project topic might be, can be the most daunting part of the whole process. A good way to begin is to reflect on those aspects of the course that have intrigued you, or stimulated new ideas for you, or that you'd like to know more about. Alternatively, you may turn your thoughts towards your career development and use your project as a stepping stone towards your future.

The first thing you need to think about when you begin to plan your project is what kinds of learning objectives do you wish to focus on. Obviously, you will need to select a broad area of interest, such as one of the Management Functions or Strategy, or a topic which integrates material from several such areas. You then need to decide what particular kind of learning to aim for. Normally you would emphasise at least one of the following, although you should endeavour to consider all four.

- You might wish to focus mainly on a **substantive topic**, seeking to further your knowledge of it and exploring theory relevant to it. One outcome might be to reform the concepts or models of practice involved. For example, I wish to learn more about the way in which information technology – and particularly the Internet – is affecting how business is conducted in large multinational companies.
- You might focus mainly on **processual skills and concepts**, seeking to reflect on problems and solutions in implementing techniques, concepts or models. This may lead you to a better understanding of potential pitfalls and barriers to implementation which can inform you, and perhaps others, who seek to implement similar approaches in similar circumstances. For example, I wish to understand more about how the tools of strategic analysis may be applied in an organisation, how they may need to be adapted, what processes need to be used in conjunction with the tools in order to ensure that they actually influence the organisation's strategic behaviour and how much value they bring to this.
- You may wish to focus mainly on **methodological skills and processes**. Seeking to understand the ways knowledge can be developed from data. For example, I wish to gain a critical understanding of how to research or investigate organisational culture, developing the debates concerning methods of collecting and analysing cultural data. In particular I will question the possibility of gaining an understanding of actors' subjectively-meaningful actions using questionnaires.

- You might focus mainly on **self-knowledge**, seeking to expand your thinking and reflective abilities in order to understand your own learning and actions. For example, I wish to confront the area of HRM, which is uncomfortable for me, to be open to how I might change/develop my management style. Don't worry if you can't define your learning objectives too precisely at first; you can expect that they will evolve and develop during the course of the project. But we do ask that you always have a conscious sense of the kinds of learning objectives that you are pursuing and that you explicitly update these from time to time during your project.

Project Methodology Class

Project methodology is a taught class that contributes to the total credit score for your Masters project. The slides that support this class may be reviewed on the Intranet. Satisfactory completion of this class is a compulsory requirement in your degree structure. Assessment for this class is dependent on the degree and route that you are taking, and will be advised during your formal class sessions.

The class will introduce you to alternative conceptual frameworks and the various skills required to carry out a research project. These skills include idea generation, literature reviewing, research/investigation design, analysis or evaluation of data/information, and critical, theoretically-informed engagement with the data. You will also be introduced to the University's requirements for ethical practice in research. Exercises are used during the Project Methodology class, but it is often the case that the 'reality' of these issues does not become fully meaningful until you actually use the skills yourself. Therefore, you should regard the Project Methodology class as a starting point only. You should expect to revisit and revise methodological issues throughout your project process.

Project Proposal

Once you have completed the Project Methodology class, you should be in a position to write a draft project proposal. If you are still unable to produce even a rough draft by this time, you should seek academic guidance from your Programme Director.

The purposes of the draft proposal are to:

- help you get started;
- alert you to some of the hurdles that the project may encounter;
- give potential supervisors an idea about your project to allow them to assess whether they could supervise your study;
- provide an initial basis for discussion with your supervisor about the learning objectives, research questions, and methodology.
- You should draft your proposal using the Project Proposal Form (available on the Intranet). The proposal should state in general terms:
 - your contact details
 - the topic area and title of the project
 - reasons for choosing the topic
 - learning objectives
 - a main research question (or hypothesis), and subsidiary questions
 - ideas about, and access to, sources of data such as (client) organizations or individual informants
 - a short reflection on the part(s) of your Masters course and other pertinent literature that inform the topic.
 - What are the main articles, books or other sources you have read?
 - What were the most relevant aspects of these articles to the research you want to do?
 - a target date for completion and a plan for achieving that target
 - your choice of supervisor
 - and where you are working as a group, a statement of the agreements you have made to support your research process.

In addition to your project proposal, all students must also complete an Ethics Application. The University's regulations require that all students (and staff) who are undertaking research on human participants complete an Ethics Application to ensure that appropriate standards of ethical practice are maintained. The Ethics Application form for Masters degrees in the Department of Management is available on the Intranet. This Ethics Application process is intended to encourage you to reflect on:

- how to mitigate potential impacts of your research on your participants /informants

- how to adequately explain your research so that participants / informants can understand what is required of them and give their informed consent to be involved
- how to avoid covert or deceptive research designs
- how to protect the anonymity and confidentiality of participants /informants
- Project Guidelines January 2008 (2).doc 5 © 2008 University of Strathclyde
- how to maintain high standards of personal integrity in your research.

1.4 Supervision

Once you have written a draft proposal and ethics application (where applicable), your next step is to find a supervisor. Your supervisor acts as a guide in the research process and helps you to plan your research and reflect on your learning. **Your project will not be accepted for marking unless you have worked with a supervisor.** Supervisors are experts in their field, so when you are seeking someone to supervise your project you should be aware of the specialised knowledge that will best support your project. We have an extensive list of supervisors (check the Intranet), so it may be necessary for you to approach someone you have not already met.

- If you know a member of academic staff from the Department of Management or the wider Business School faculty who has taught on your Masters course, you may wish to make informal contact with them to discuss an idea.
- Irrespective of whether you have made informal contact with a potential supervisor or not, the next stage is to formally submit your **project proposal** to your selected supervisor.
- Submit your proposal directly to the supervisor (usually via email) and await their direct response to you. If they decline your request then choose another supervisor from the list and submit the proposal to them. Submit your proposal to **one supervisor at a time**.

- If after several attempts you have still not been able to secure a supervisor, then you should talk to your Programme Administrator.
- Once a supervisor has agreed to work with you, please ask them to sign your project proposal, or append an email from them confirming their agreement to supervise.
- Please submit your Project Proposal TOGETHER WITH THE Ethics Application (applicable) to your Programme Administrator.
- You will not be awarded a Pass for Project Methodology until these documents have been received and logged.

Sources of Support and Guidance

In undertaking your Masters project, you have access to four main sources of support and guidance:

1. Project Methodology class
2. Your supervisor
3. The recommended text, Saunders M, Lewis P, and Thornhill A (2007) Research Methods for Business Students. London: Prentice-Hall.
4. The Department of Management Intranet

Rules and Submission Technicalities

Attendance at the Project Methodology Class

You are required to attend the Project Methodology class offered to your Masters route, and you should fulfil assessment requirements as instructed during the class. The administrator supporting your programme will be able to advise the timetable for Project Methodology classes.

Academic Honesty

The University of Strathclyde treats the issue of academic honesty very seriously. **You are required to include a signed copy of a Statement of Academic Honesty in your Project Report.** All work submitted in your Masters project must be your own or clearly attributed to another author via the use of quotation marks supported with a reference to the source of the material.

For example: "This book is designed to help you undertake a research project"
(Saunders, Lewis & Thornhill, 2003, p.1).

The use of direct quotations should be appropriate and be used to support an argument you are making. It is not advisable to use large numbers of quotations to replace your own writing and interpretation of the views expressed in the original source material.

Academic dishonesty is defined and illustrated in the Handbook for your Masters degree. It includes the unattributed use of materials and ideas from books, journals, newspaper and magazine articles, internet sources, the work of other students (past and current at this and other Universities), as well as using another individual(s) to write material for you. Please ensure that you read and fully understand what constitutes academic dishonesty.

The penalties for academic dishonesty are very serious indeed. Your project will be automatically failed and the University of Strathclyde may disbar you from further study. This means you risk losing the opportunity to gain any qualification from the University.

Masters Project Report Format

Word Limit: There is a required length for Masters projects. This is to ensure that all students have made a credible attempt (therefore minimum length) and to ensure students are graded fairly (all students have the same number of words to gain access to marks). The word limits for Individual and Group Projects are as follows:

Minimum Maximum Number of Words

Size	Min	Max
1 Person	12,000	16,000
2 People	18,000	24,000
3 People	21,000	28,000
4 People	23,000	30,000

This word limit is strictly adhered to and monitored in the grading of projects. **If you go over the word limit** the additional text will be ignored in the grading of the Project. You are **required to display the word count** of the project on the **Abstract** page of your project.

References, tables, diagrams and Appendices are not part of the official word count. Appendices should be used only as appropriate, and not misused as a means of inserting additional text into the project. A reader must be able to understand the project without having to refer to the appendices. The appendices are there to act as additional support where necessary or especially relevant. So, raw data should not be included in the appendices, but particularly relevant or exemplary sections of data may be.

Reference Style: A reference list must be included in the project.

Harvard Style referencing is preferred (see section 7 below).

Paper Size: A4

Spacing: 1.5 line or doubled spaced

Font: Times New Roman 11 point or equivalent font size

Margins: 4.0cm on the left, 2.0cm on the right, top and bottom

Page Numbering: Sequential throughout the whole report. This includes references and appendices.

Confidentiality Statement: If your project contains data of a sensitive or confidential nature, such as information about a particular business, its security can be guaranteed by clearly writing the words '**STRICTLY CONFIDENTIAL**' on the front cover and title page of the project. This will ensure that it is archived in such a way that others do not have access to it. The internal and external examiners of the University of Strathclyde as well as your supervisor may read confidential projects for assessment purposes.

Submission Process

You are required to submit both the hard- and soft-bound copies of your project report as well as a CD copy which will be used to check word count and any suspected instances of plagiarism. You are also required to upload an electronic copy of your Abstract – you will find a link to the Abstract Uploader on the Project page of the Intranet. Unless your project is Confidential, your Abstract will then be made available to other students on an Abstracts database. When you submit the bound copies of your project, they should be

accompanied by a completed Project Submission Form, which asks you to confirm that you have uploaded your Abstract, that you have enclosed a CD version, and also that you have included your Word Count on the Abstract page, and a signed Statement of Academic Honesty. All students must obtain a receipt as proof of submission.

For students registered in an international centre, you must submit your project via your local office in: Abu Dhabi, Greece, Bahrain, Dubai, Kuala Lumpur, Hong Kong, Oman, Singapore, Switzerland. These centres have their own submission deadlines. It is your responsibility to find out when these are, and to adhere to them.

Once the assessment and grading process is completed, the University of Strathclyde will retain the two submitted copies of your project. Unless marked as confidential, students who follow after you may then read your work. Note, if you wish to retain your own copy of the project you must make your own arrangements for binding. You are strongly advised to gain the approval of your supervisor before submitting your work. As this is a formal submission and assessment process, there is no opportunity for informal re-submission after the formal submission deadline.

Submission Deadlines

The Absolute Deadline: Technically, after you have successfully completed the taught element of your Masters course, the Board of Examiners will award you a 'proceed to project' decision. The **absolute deadline** for submission of your project is one year after the award of this decision. A letter will be sent to you confirming the proceed decision and will make your absolute deadline date clear.

Practically though, for the majority of students, the project is completed well before this absolute deadline in order to meet one of two **graduation deadlines**. These fall on the dates shown below every year and cannot be extended under any circumstances. That is, if you miss one graduating deadline but are still within your absolute deadline, you may choose to graduate at the next opportunity.

Summer Graduation Deadline **25th March**

Autumn Graduation Deadline **25th August**

It is usual for full-time students to work towards the Autumn deadline. Part time, Flexible and International Masters students have a choice of graduating deadlines to aim for, but must submit before the absolute deadline clearly stated in their proceed to project letter.

Please note, the graduation deadlines are the date that the project must be logged with your Programme Administrator at the University of Strathclyde. **If you are registered at a centre outside of the UK, your centre will adopt an earlier deadline** that will allow your project to be forwarded on to the University in good time.

Failure to meet the absolute deadline: If you have not submitted a project in time to meet your absolute deadline, you will automatically **fail** the project element of your Masters. This means the Board of Examiners will award you a **Diploma** instead of a Masters degree. You will **not** be granted an opportunity to re-sit the project.

Friendly advice: You are strongly recommended to start seriously working on your project as soon as you have finished the taught element of your Masters course.

Re-sit Procedures

In the event that your project does not pass (ie it receives a grade below 50%), you are allowed **ONE** re-sit opportunity. You will have a further year to complete this re-sit. You may choose to continue to work on the same project to obtain a pass grade or you may wish to begin a new project. Either way, you may choose to continue to work with the same supervisor or obtain a new one. Equally, your supervisor may choose either to continue working with you, or not. A re-sit fee will be charged to cover supervision and administration costs.

For comprehensive information refer to the Project page on the intranet:
<https://www.intranet.sbs.strath.ac.uk/intranet/project/default.asp>

Graduation

Awards Congregations

Awards Ceremonies (or Congregations) are held in July and November each year. All students hoping to graduate or be presented **MUST** enrol to graduate by completing a form. Details of the ceremonies and enrolment forms are usually available from Registry in March each year.

Students who wish to graduate in July must register by the last Friday in April - they cannot wait until their results or their award has been confirmed. **The closing date to register for graduation in July is 30th April and for graduation in November the closing date is 3rd September.** Postgraduate Diploma students may, if they wish, be "presented" at a November ceremony only. To do so, they should complete a Graduation Enrolment form and pay the appropriate fee.

Graduation information and enrolment forms for ceremonies are available here:

<http://www.strath.ac.uk/graduation/#d.en.31649>

Debts

Under Ordinance 5 of the University, "*No person shall be admitted to a Degree...or granted a Diploma...unless he has paid the fees prescribed and any other sums due to the University*". As well as preventing students from graduating, outstanding debts will also prevent registration for the next year of a course (Regulation 6.4.8).

Decisions of Postgraduate Boards of Examiners

Postgraduate Instructional Courses

All Faculties in the University operate a system whereby students' examination and coursework results are presented to a Board of Examiners for a final decision to be taken with regards to progress or award. For postgraduate instructional courses, an examining body of not less than four people is appointed by Senate for each course. Members include academic staff responsible for the delivery of the course and an External Examiner. These Boards of Examiners make their decision on the basis of student performance and the regulations appropriate to each course.

Postgraduate Research Programmes

The Examination Committee for postgraduate research programmes normally comprises at least two members, including an Internal and an External Examiner. The Supervisor may also attend, but in a non-voting capacity. A viva voce (an oral examination) will normally be held for Doctoral candidates, and may be required for some Masters candidates.

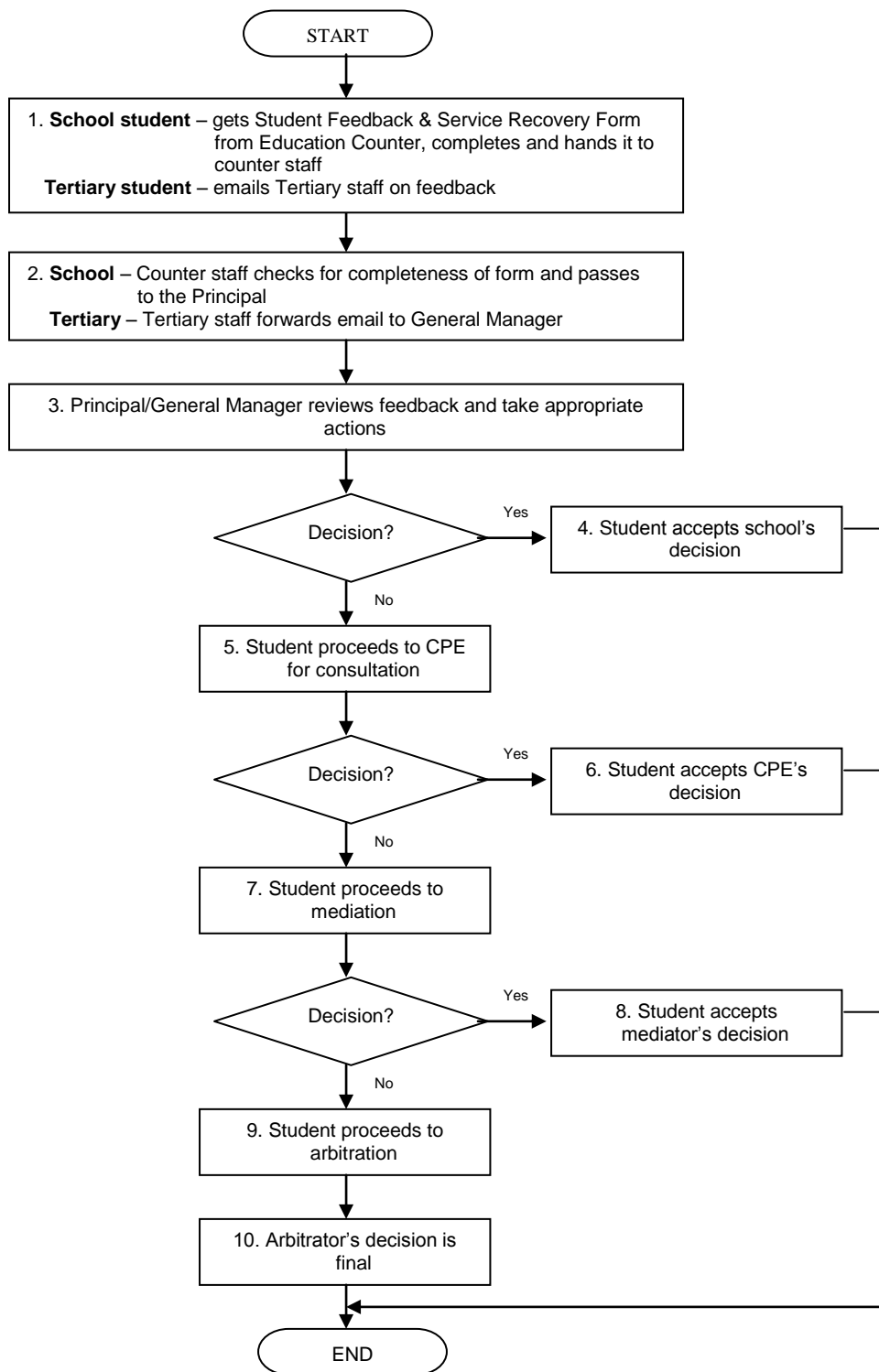
Students intending to appeal against the decision of the Postgraduate Board of Examiners should consult the appropriate Regulations in the [University Calendar](#). Where an appeal against an award is pending, either at Faculty or Senate level, the student **IS NOT** permitted to graduate.

Replacement Parchment Request

Graduates who have lost or mislaid their original parchment may request a replacement degree certificate. The fee for this service is £35 and we aim to be able to re-issue the replacement to you within 7 to 10 working days. The replacement that is issued will be produced within the current University style and will state at the top:

This parchment is issued in replacement of the original which is presumed to be destroyed.

Dispute Resolution Process Flowchart



Procedure for transfers to another centre or UK Programmes

Objective

To ensure that students' requests for course transfer is managed in a fair and equitable manner.

Step	Activity	Remarks
1	Publish the availability of transfer policies on school notice board, official website, student handbook and relevant marketing collaterals	The condition under which transfers are allowed include: (a) work relocation to another country (b) student decides to study full-time on-campus in Glasgow
2	Brief prospective student on YEC/SBS transfer policies	Student enrolment consultancy checklist
3	Ensure prospective student understands and acknowledges the transfer policies	
4	Upon enrolment, brief enrolled student on the details of the transfer policies	Student enrolment consultancy checklist
5	Enrolled student understands and acknowledges the transfer policies	Endorsed student enrolment consultancy checklist
6	Student makes formal request for transfer to another centre or UK programme	By email or letter formally to YEC
7	Inform EDP Partner about the impending transfer request and seek approval to proceed	EDP Partner replies via email
8	YEC emails the Centre concerned to make the necessary arrangements for the transfer.	Student will be informed of the outcome within 4 weeks
9	Once approved, the Centre will prepare the documentation and advice on fees payable for the remaining portion of the programme if any	Acceptance by student in writing
10	Transfer Student's Personal file to the new Centre and update student database	To be acknowledged by the Centre transferred to
11	Inform FPS provider and CPE	
12	Review and improve this procedure at least once a year	YEC with SBS