# MINISTRY OF EDUCATION AND TRAINING NATIONAL ECONOMICS UNIVERSITY

THE SOCIALIST REPUBLIC OF VIETNAM Independence - Freedom - Happiness

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# SYLLABUS PROGRAM OF PUBLIC MANAGEMENT AND POLICY IN ENGLISH (E-PMP)

LEVEL OF EDUCATION: UNDERGRADUATE

TYPE OF EDUCATION: FULL-TIME

#### 1. GENERAL INFORMATION

- Course title (Vietnamese): Quản lý sự thay đổi

- Course title (English): Change Management

- Course code: EPMP1120

- Knowledge group: Major's knowledge

- Credit:3

- Prerequisite courses: Essentials of Management

#### 2. THE DEPARTMENT IN CHARGE: Economic Management

In increasingly competitive and turbulent environments, an ability to effectively manage and sustain organisational change is a vital determinant of organisational success and competitive advantage. This course aims to introduce students to the concept of change management in organisations, considering the key theories and research in this domain. The student will also develop the knowledge and skills required to manage change more effectively and thus, on completion of the course, will be prepared to apply the material in the workplace.

#### 3. REFERENCES

#### **Required textbooks**

Senior, B. & Fleming, J. (2010). Organizational Change. Prentice Hall.

#### Other references

NEU's eBooks and documents at http://lic.neu.edu.vn:2048/menu: Emerald Insight, IG Publishing eBook and ProQuest Central

#### 5. COURSE OBJECTIVES:

Goal (Gx)	Description	PLO	Level
[1]	[2]	[3]	[4]
G1	Understand the basic knowledge of	KT3	3
(Knowledge)	organizational culture, change, change management in organizations; apply change		

	management knowledge in organizational change analysis.		
G2 (Skill)	Have skills to analyze and choose the right plan for an organization's change; have skills to write an organizational change report in English; have skills to analyze and resolve conflicts that arise during organizational change.	KN1 KN4 KN5	3 4 3
G3 (Level of autonomy and	Self-study for work to create capacity to work for a lifetime. Have a sense of responsibility, cooperation, and autonomy at work; take	NLTC2	4
responsibility)	responsibility for your own work results		

## 6. COURSE LEARNING OUTCOME:

Goal	CLO	Description	
	(CLOx.x)		
[1]	[2]	[3]	[4]
G1	CLO1.1	Understand basic knowledge of	2
(Knowledge)		organizational culture, change, change	
		management in an organization.	
	CLO1.2	Applying change management knowledge	3
		in organizational change analysis	
G2	CLO2.1	Have skills to analyze and choose the right	3
(Skill)		plan for an organization's change.	
	CLO2.2	Have skills in writing an organization's	3
		change analysis report in English,	
	CLO 2.3	Have skills to analyze and resolve	4
		conflicts that arise in the change process	
		of an organization	
G3	CLO3.1	Self-study for work to create capacity to	4
(Level of		work for a lifetime	
autonomy and	CLO3.2	Have a sense of responsibility,	
responsibility)		cooperation.	4
	CLO3.3	Autonomy at work; take responsibility for	4
		your own work results	
		your own work results	

## 7. COURSE ASSESSMENT

Form of evaluation	Content	Time	CLO	Evaluation criteria	Ratio (%)
[1]	[2]	[3]	[4]	[5]	[6]
Evaluate the learning process		From sess ion 1 to session 12	CLO 1.1, CLO 1.2, CLO 1.3, CLO 1.4, CLO 3.1	- Full level of attendance - The level of lesson preparation from home (fully, thoroughly) - Level of participation in answering lecturers' questions (number of times and quality of answers) - Level of participation in questioning with lectures of lecturers (number of times and question quality)	10%
Group presentation evaluation	Chapter 1,2,3,4,5,6, 7	Session 1 to session 7	CLO1.1, CLO1.2, CLO2.1, CLO2.2, CLO2.3, CLO3.1, CLO3.2, CLO3.3	- The level of completion of group assignments, presentations (on time, quality of content and presentations, response to questions of lecturers and classes is associated with the level of knowledge, skills and autonomy capacity. responsibilities of course outcomes).	20%

Mid- term re view  End-of-term	Chapter 1,2,3,4,5,6, 7  Chapter	Session 8	CLO1.1, CLO1.2, CLO2.1, CLO2.2, CLO2.3, CLO3.1, CLO3.2, CLO3.3	The level of individual homework completion (on time, the quality of the assignment is associated with the level of knowledge, skills and capacity to be autonomous and responsible for the learning outcomes of the course)	20%
evaluation	1,2,3,4,5,6,7,8,9	Session 13	CLO1.1, CLO1.2, CLO2.1, CLO2.2, CLO2.3, CLO3.1, CLO3.2, CLO3.3	The level of completion of the individual test at the end of the term  (The quality of the test is linked to the attainment of knowledge, skills and the ability to autonomy and take responsibility of the course outcome standards)	50%

<sup>\*</sup> The course uses turnitin software to assess academic integrity

# **8. TEACHING PLAN**

Week/	Contents	CLO	Activities	Assessment
Session				
[1]	[2]	[3]	[4]	[5]

1 - 2	An overview of the course and goals. Chapter 1,2: Introduction to Change Management	CLO1.1, CLO2.1, CLO3.1, CLO3.2, CLO3.3	Study at home: Study in advance chapter 3-4 Teaching and learning in class Lecture Discussion (group discussion and class discussion)	- Evaluate the learning process, attitude, level of initiative and positivity in learning 10%
3-4	Chapter 3.4: Organizational structure and organizational culture	CLO1.1, CLO2.3, CLO3.1, CLO3.2, CLO3.3	Study at home: Study in advance chapter 5 Teaching and learning in class Lecture Discussion (group discussion and class discussion)	- Individual test 20%  - Group presentation 20%
5-6	Chapter 5: Power and politics	CLO1.1, CLO2.3, CLO3.1, CLO3.2, CLO3.3	Study at home: Study in advance chapter 7 Teaching and learning in class Lecture Discussion (group discussion and class discussion)	
7	Chapter 7: Implementing Change: Hard Systems Models of Change	CLO1.1, CLO1.2, CLO2.1, CLO2.2, CLO2.3, CLO3.1, CLO3.2, CLO3.3	Study at home: Study in advance chapter 8 Teaching and learning in class Lecture Discussion (group discussion and class discussion)	
8	The mid-term test	CLO1.1, CLO1.2, CLO2.1,	Examination: 60 minutes	

CLO2.3, CLO3.1, CLO3.2, CLO3.3  9 Chapter 8: Implementing Change: Soft Systems and Mixed Models of Change  CLO2.1, CLO2.3, CLO3.1, CLO3.1, CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.3  10 Chapter 6: Leadership and change  CLO1.1, CLO2.2, CLO3.3  CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3			CLO2.2,	
CLO3.1, CLO3.2, CLO3.3  9 Chapter 8: Implementing Change: Soft Systems and Mixed Models of Change CLO2.1, CLO2.2, CLO2.3, CLO3.3 CLO3.1, CLO3.2, CLO3.3 CLO3.1, CLO3.3 CLO3.1				
CLO3.2, CLO3.3  9 Chapter 8: Implementing Change: Soft Systems and Mixed Models of Change  Change  Change  Change  CLO2.1, CLO2.2, CLO2.3, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.2, CLO3.3  CLO3.3, CLO3.1, CLO3.2, CLO2.3, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.3, CLO3.1, CLO3.2, CLO3.3  CLO3.3, CLO3.1, CLO3.2, CLO3.3  CLO3.3, CLO3.1, CLO3.2, CLO3.3  CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3  CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3  CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.3, CLO3.1, CLO3.3, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.3, CLO3.1, CLO3.3, CLO3.3, CLO3.3, CLO3.3, CLO3.3, CLO3.3, CLO			•	
9 Chapter 8: Implementing Change: Soft Systems and Mixed Models of Change CLO2.1, Change CLO2.2, CLO2.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.				
Chapter 8: Implementing Change: Soft Systems and Mixed Models of Change  Change  Chapter 6: Leadership and change  CLO2.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.3  CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3  CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO				
Change: Soft Systems and Mixed Models of Change  Change  Change  CLO2.1, CLO2.2, CLO2.3, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO2.2, CLO2.3, CLO3.3  CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.3, CLO3.1, CLO3.3  CLO3.1, CLO3.3, CLO3.1, CLO3.3  CLO3.1, CLO3.3, CLO3.1, CLO3.3  CLO3.1, CLO3.3, CLO3.1, CLO3.3	0			C4 1 41 mm
and Mixed Models of CLO2.1, Chapter 6 Change  CLO2.2, CLO2.3, CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.3  CLO3.3, CLO3.3  CLO3.4, CLO3.2, CLO3.3  CLO3.1, CLO2.1, CLO2.1, CLO2.3, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.2, CLO3.3  CLO3.3, CLO3.1, CLO2.2, CLO2.3, CLO3.3  CLO3.1, CLO2.2, CLO2.3, CLO3.3  CLO3.1, CLO2.2, CLO3.3  CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.2, CLO3.3	9		•	•
Change  CLO2.2, CLO2.3, CLO3.1, CLO3.2, CLO3.2, CLO3.3  CLO3.3  CLO1.1, CLO2.3, CLO2.1, CLO2.3, CLO3.3  CLO2.1, CLO2.3, CLO3.1, CLO2.3, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO2.2, CLO2.3, CLO2.3, CLO3.1, CLO2.2, CLO2.3, CLO3.1, CLO2.2, CLO3.3  CLO3.1, CLO3.2, CLO3.1, CLO2.2, CLO3.3  CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.1, CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.1, CLO3.1, CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.3, CLO3.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3		_		_
CLO2.3, CLO3.1, CLO3.2, CLO3.3   Lecture Discussion (group discussion)				_
CLO2.3, CLO3.1, CLO3.2, CLO3.3 discussion (group discussion and class discussion)  10 Chapter 6: Leadership and change  CLO1.1, CLO2.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3  11 Chapter 9: Obstacles to change  CLO2.2, CLO2.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3  12 Revision  CLO2.3, CLO3.4, CLO3.2, CLO3.3  12 Revision  CLO2.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3  CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.3, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.2, CLO3.3, C				
CLO3.2, CLO3.3 discussion and class discussion)  Chapter 6: Leadership and change  CLO1.1, CLO2.1, CLO2.3, CLO3.1, CLO3.2, CLO3.3  CLO3.2, CLO3.3  CLO3.4, CLO3.2, CLO3.3  CLO3.5  CLO3.5  CLO3.6  CLO2.1, CLO3.6  CLO2.1, CLO3.7  CLO3.7  CLO2.1, CLO2.1, CLO2.1, CLO2.1, CLO2.2, CLO3.3  CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.2, CLO3.3  CLO3.3  CLO3.4  CLO3.5  CLO3.5  CLO3.6  CLO2.1, CLO2.7  CLO3.7  CLO3.8  CLO3.1, CLO3.8  CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO				_
CLO3.3 discussion)  CLO3.3 discussion)  CLO1.1, and change  CLO1.2, CLO2.1, CLO2.3, CLO3.1, CLO3.3  CLO3.1, CLO3.3  CLO3.1, CLO3.3  CLO3.1, CLO3.3  CLO3.1, CLO3.1  Chapter 9: Obstacles to CLO1.1, CLO2.2, CLO2.3, CLO3.1, CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CL				,
Chapter 6: Leadership and change  CLO1.1, and change  CLO2.1, CLO2.3, CLO3.1, CLO3.2, CLO3.3  CLO3.3  CLO3.1, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.3  CLO3.1, CLO2.1, Chapter 9: Obstacles to CLO2.1, CLO2.2, CLO3.3  CLO3.1, CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1, CLO3.1, CLO3.3, CLO3.1,				
and change  CLO1.2, CLO2.1, CLO2.3, CLO3.1, CLO3.2, CLO3.3  CLO3.2, CLO3.3  CLO3.1, CLO3.3  CLO3.1, CLO3.2, CLO3.3  CLO2.1, CLO2.1, CLO2.1, CLO2.2, CLO2.3, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.1, CLO3.2, CLO3.3  CLO3.1, CLO3.1, CLO3.2, CLO3.1, CLO3.1, CLO3.2, CLO3.1, CL				,
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#### 9. COURSE REQUIREMENT

#### 9.1. Rules of class participation

- Students are responsible for attending all classes. In case of absence from school due to force majeure reasons, there must be sufficient and reasonable proofs.
- Students are responsible for actively researching documents, proactively preparing lessons before going to class according to the instructions and requests of lecturers.
- Students who miss more than 20% of the lessons of the subject will be considered as not complete the course and have to enroll again.
- Students who submit individual and group h late compared with the prescribed time of the instructors will receive a score of 0 for that assignment.

Students will be asked to answer random questions and answers during 12 sessions

- Regarding the exchange between lecturers and students: Encourage students to participate in discussions (groups and individuals), give direct feedback with teachers about the content of the course, teaching and learning methods, teaching materials and read. Lecturers also encourage students to give feedback on the form, methods and contents of the tests, and to evaluate students' learning results. Students can communicate with lecturers in class, during office hours or via email. The valuable student feedback contributes to improve the teaching and learning quality of the course

#### 9.2. Rules of classroom behavior

- The course is conducted on the principle of respect for learners and teachers. All acts that interfere with the teaching and learning process are strictly prohibited.

- Students need to actively participate in lectures in class through discussions with teachers (answer and ask questions) and group discussions, presentations
- Students must go to school on time. Students who are late more than 10 minutes after class starts will not be able to attend the class.
  - Do not make noise, affect others in the learning process.
- Do not eat, drink, chew gum, use devices such as phones, music players during class.
- Laptops and tablets are only used for the purpose of recording lectures, calculating for lectures, exercises, absolutely not used for other purposes.

Hanoi, Date Month Year 20

**DEAN OF FACULTY** 

Y PRINCIPAL

(Signed) (Signed)