COMM5001
Business Communication, Ethics and Practice

Course Outline
Semester One, 2011
1. Teaching Team

Lecturer-in-Charge: Dr. S. Chan-Serafin
Telephone: 9385 7636
Email: s.chan-serafin@unsw.edu.au
Consultation: Tue 16:30 – 17:30 ASB 502/509

Lecturer: Dr. Lu (Nick) Wang
Telephone: 9385 6886
Email: nick.wang@unsw.edu.au
Consultation: Tue 16 - 17 ASB 540

Teaching Team:

<table>
<thead>
<tr>
<th>Facilitator</th>
<th>Email</th>
<th>Consultation Time &amp; Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albert Ryan Arayata</td>
<td><a href="mailto:rarayata.unsw@gmail.com">rarayata.unsw@gmail.com</a></td>
<td>Tue 21-22; classroom/ASB502</td>
</tr>
<tr>
<td>Daniel De Silva</td>
<td><a href="mailto:ddesilva@psy.unsw.edu.au">ddesilva@psy.unsw.edu.au</a></td>
<td>Tue 12-1; ASB521</td>
</tr>
<tr>
<td>Dr. Louise Fitzgerald</td>
<td><a href="mailto:l.fitzgerald@unsw.edu.au">l.fitzgerald@unsw.edu.au</a></td>
<td>Thur 12-1; ASB502</td>
</tr>
<tr>
<td>Viviana Pitton</td>
<td><a href="mailto:v.pitton@unsw.edu.au">v.pitton@unsw.edu.au</a></td>
<td>Tue 11:30-12:30; ASB502</td>
</tr>
<tr>
<td>Yuan Seah</td>
<td><a href="mailto:yuan.seah@unsw.edu.au">yuan.seah@unsw.edu.au</a></td>
<td>Tue 12-1; ASB525</td>
</tr>
</tbody>
</table>

If you require advice about the course, consult with your workshop facilitator or the relevant topic Lecturer first before contacting the Lecturer-in-Charge.

You can either meet with teaching team members during their consultation times or by appointment. You are expected to use your UNSW e-mail account for all course-related communication and to check your UNSW email regularly for course announcements.

2. Course Details

Lecture times and locations

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Day</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>A6034</td>
<td>Tuesday</td>
<td>13:00 – 14:30</td>
<td>Central Lecture Block 6</td>
</tr>
<tr>
<td>B6035</td>
<td>Tuesday</td>
<td>18:00 – 19:30</td>
<td>Central Lecture Block 5</td>
</tr>
<tr>
<td>C6036</td>
<td>Thursday</td>
<td>13:00 – 14:30</td>
<td>Red Centre Theatre G001</td>
</tr>
</tbody>
</table>

► For workshop times and locations, see course website: Blackboard (BB), http://lms-blackboard.telt.unsw.edu.au/webapps/portal/frameset.jsp
► Attend each week’s lecture before attending that week’s workshop.
► The first workshop begins in Week 2 and the last workshop ends in Week 12
► Week 1: There will be a voluntary 1-hour “How to Learn a Lot and Do Well” workshop following each of the lectures. You are encouraged to attend one of them. More details to follow on BB.

Summary of Course (6 Unit of Credit)

This course addresses learning, communication, and ethical reasoning skills that impact academic and professional performance. A major component of the course is devoted to communication, teamwork and conflict management skills and the capacity to apply them, including in cross-cultural contexts. Specific attention is paid to ethical frameworks and the opportunity for informed self-reflection in applying ethical perspectives in a business context.
3. Course Aims and Learning Outcomes

Course aims
The aim of the course is to foster the development of the communication, ethical reasoning, and people skills essential for professional business practice. The course combines theory and practice with the aim of encouraging active learning and greater reflection on your professional experience and expectations. The course also aims to help you improve your academic performance in the MCom by developing your learning skills, interpersonal communication competence, and cross-cultural sensitivity. These skills will help you enjoy learning and develop a broad and enduring range of personal and professional networks.

COMM5001’s relationship to other courses
This is a core course to be completed in the first semester of your MCom study. Knowledge and skills developed in this course are fundamental to other MCom courses. You should find your learning in the areas of teamwork, intercultural communication, and negotiation especially useful for the Project Management module of COMM5004. The study of Ethics in relation to both local and international business contexts in COMM5001 is also relevant to other disciplinary areas in the MCom, such as Professional Ethics, IT Ethics, Corporate Social Responsibility in Finance, Accounting and Marketing, as well as Ethical Relativism in International Business.

Student learning outcomes and ASB Graduate Attributes
On successful completion of this course, you will be able to:
1. Understand your own academic, professional, and learning expectations, as well as those of the university and employers;
2. Critically analyse and identify techniques to improve communication processes;
3. Communicate more effectively interpersonally, in teams, and cross-culturally, whether in academic or business settings;
4. Understand the main conflict management and negotiation strategies;
5. Apply different ethical frameworks to analyse business dilemmas;
6. Identify the various stakeholders in organisations and evaluate potential conflicts between people’s multiple roles; and,
7. Appreciate the interconnections between ethics, leadership, and professional practice.

The ASB Graduate Attributes were developed in 2008 in consultation with industry, staff, alumni and students. Their relationship to learning outcomes is presented below:

<table>
<thead>
<tr>
<th>Australian School of Business Graduate Attributes</th>
<th>Related learning outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Critical thinking and problem solving</td>
<td>2, 5, 6</td>
</tr>
<tr>
<td>(2) Communication</td>
<td>2</td>
</tr>
<tr>
<td>(3) Teamwork and Leadership</td>
<td>3, 4, 7</td>
</tr>
<tr>
<td>(4) Social, ethical, and global perspectives</td>
<td>3</td>
</tr>
<tr>
<td>(5) In-depth engagement with relevant disciplinary knowledge</td>
<td>2, 3, 4, 5, 6</td>
</tr>
<tr>
<td>(6) Professional skills</td>
<td>1, 3, 4, 5, 6, 7</td>
</tr>
</tbody>
</table>

More information on the ASB Graduate Attributes and how they align with the UNSW Graduate Attributes (2010) is available on the ASB website: [ASB>Learning and Teaching >Graduate Attributes](ASB>Learning and Teaching >Graduate Attributes).
4. Learning and Teaching Activities

**Our approach to learning and teaching**

In COMM5001, we take an active, adult-learning approach that stresses interactive teaching and learning. In order to succeed in this course, you must be an active participant in your own learning process. Learning in a class setting is a collective responsibility that requires you to read, reflect, listen, question, reformulate, and critique. This course is designed to foster such collaborative learning. In order for the lectures and workshops to be optimally productive, everyone will have to commit to doing the outside work; to bringing engaging ideas, questions, and issues for class discussion; to coming to class on time thoroughly prepared, mentally present, and fully involved throughout the class. If you have suggestions for making our time more engaging, please let the teaching team know. Your active participation will be one way to show that you are meeting the objectives of the course. "I’m shy" is not a valid excuse for not contributing to class discussion.

**The role of lectures**

The lectures build from and extend the Course Reader, which includes a discussion of key theoretical concepts and additional relevant readings for each topic. This is a reading intensive class. You will need to allocate approximately three hours per week for reading class-related materials.

**Full lecture attendance is expected in this course.** You are expected to attend all lectures. Less than 80% attendance will automatically fail you. In addition, you are expected to complete weekly written assignments and readings before coming to the lecture and to actively engage in class discussion during the lecture. The powerpoint slides for each week’s lecture will be available on BlackBoard (BB) by Monday each week. It is helpful to print out and bring each week’s lecture slides to class.

**The role of workshops**

The weekly workshops provide you with a more personal and interactive environment that complements your experience in a big lecture. The workshops are a safe and supportive environment where you can freely and respectfully share your ideas and ask questions about course-related materials. Each week’s workshop is linked to that week’s reading material and lecture.

The workshops will include a variety of practical and experiential-learning exercises, which encourage you to explore theoretical concepts, communication skills development, and ethical reasoning. The workshops also provide you with opportunities to improve interpersonal skills through working in diverse groups, forging learning networks, learning about other cultures, and learning to value diverse opinions and perspectives.

To prepare for the lectures and workshops, each week you must:
- complete weekly readings
- submit weekly written assignments posted on BB (submit a copy to Turnitin – see BB “Weekly Written Assignment” tab)
- complete out-of-class activities when available
- download weekly lecture slides from BB

**Student responsibilities and conduct**

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe,
respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.


5. Assessments

Formal requirements
In order to pass this course, you must:
• achieve a composite mark of at least 50; and,
• submit all assessment tasks listed below.

Assessment details

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Weight</th>
<th>Length</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Weekly Written Assignments</td>
<td>15%</td>
<td>250 words x 10 weeks</td>
<td>Weeks 2 to 11</td>
</tr>
<tr>
<td>ii) Team Project</td>
<td>40%</td>
<td>3000 words</td>
<td>Weeks 5 and 11, Jun 10 to Jun 27</td>
</tr>
<tr>
<td>iii) Final Examination</td>
<td>30%</td>
<td>2 hours</td>
<td>(final date will be announced in May)</td>
</tr>
<tr>
<td>iv) Overall Participation</td>
<td>15%</td>
<td>N/A</td>
<td>Continuous</td>
</tr>
</tbody>
</table>

► Word limits flexible within +/- 10% of prescribed limit. Deviations are subject to penalties.
► Team project word limit may be revised only in cases where team does not comprise three members.

i) Weekly Written Assignments (15 marks total)

The weekly written assignments consist of one question related to each week’s reading. The purpose of this assessment is to increase your level of engagement in lectures and workshops. In particular, this assessment helps you prepare each week’s material by applying course concepts to your own experience. Numerous studies have shown that these brief “low-stakes” writing exercises increase students’ understanding of abstract ideas and stimulate class discussion. Importantly, these short written assignments also help you practice and hence improve writing skills for the team project and final exam.

Deliverables
After reading the Course Reader, you will answer the question posted in the “Weekly Written Assignments” tab on BB each week beginning Week 2 and ending Week 11 (10 weekly assignments). You will be answering questions regarding topics in advance of the lectures. Each week’s assignment will be made available to you every Tuesday 4pm and will be due at 1pm on the day of your lecture. Specifically, depending on the day in which your enrolled lecture is, the due day and time will either be Tuesday 1pm or Thursday 1pm. For example, if you are enrolled in the Tuesday 6pm lecture, your due day and time is every Tuesday 1pm from Week 2 to 11.

Your response should be at approximately 250 of your BEST words (as opposed to your FIRST words) and must address all parts of the question assigned for that week. Your response should also demonstrate an adequate understanding of each week’s reading.
To submit your weekly written assignment each week, you need to save your response in a word document and upload the word document on Turnitin (see BB “Weekly Written Assignment” tab).

3 of the 10 weekly written assignments will be randomly selected and marked.

Marking Criteria
1) 4 marks for effectively answering the assigned questions. For example, your response needs to demonstrate you have read the Course Reader by showing some level of understanding of the key concepts for that week. Please provide citation (you do not need to have a reference list) if you are to refer to a specific article in your response. It is okay to be critical of the readings, where relevant. Higher mark will be given to those who are able to integrate previous weeks’ concepts with current reading in their response.
2) 1 mark for clarity of expression (proper grammar, spelling, etc.)

Each of the 3 randomly marked assignments is worth 5 marks. Feedback via BB for the first assignment will be given by Week 5 and feedback for the last 2 assignments will be provided by Week 12.

Student learning outcomes and ASB Graduate Attributes assessed
Relevant Learning Outcomes (see section 3): 2, 3, 4, 5, 6, 7
Relevant Graduate Attributes (see section 3): 1, 2, 5

**ii) Team project (40 marks total)**

The project will help you enhance your skills in project management, team dynamics, research, communication and ethical analysis, and report writing. In this project, you will consider the communication and ethical issues pertinent to a case (available on BB in Week 4). The aims of the project are for you to 1) apply course concepts to a real-world example and 2) practice and improve your teamwork and communication skills.

You will form teams of 3 to 4 students (wherever workshop numbers allow). All team members must be in the same workshop and from diverse backgrounds. With your facilitator's help, you should finalise membership of teams by the end of Week 3.

The case and accompanying questions will be available on BB for download beginning of Week 4. Topic questions will be assigned in Week 4 workshop.

Your team will work together on planning, analysing, developing, writing up, and editing your project report. You will also be jointly responsible for allocating relevant tasks including research, logistical, and organisational duties. All team members should have a similar level of involvement in the research process and in the organisation and writing of the team report. Our experience is that teamwork is mostly a very positive experience, particularly where teams allow sufficient time to work on their project.

Our assessment of the project will include: 1) team contract (and any updated versions) which facilitates effective team functioning (2 marks); 2) team member evaluations which allow students to rate the performance and contributions of their team members (3 marks); and, 3) research-based report writing which combines academic research and consulting skills (35 marks)
**Deliverables:** At your Week 5 workshop, your team will provide your facilitator with a team contract in which you specify: 1) your team’s objectives; 2) team member roles and responsibilities; 3) ground rules (norms of behaviour); 4) communication protocol; and, 5) time-line/planning document. As evidence of your agreement to these elements, each team member will sign the contract. This contract should be approximately 2–3 pages. More information about the team contract will be provided in Week 4 Lecture.

Your facilitator will review each team contract and return with comments, if necessary, regarding ways to improve contract specifications and inequitable task allocations. Subsequently, if your team changes any part of the contract, you must provide your facilitator with an updated (and signed) version of the contract. Each team member will sign the final team report as evidence that you agree that the team has carried out the project as agreed in the contract.

The teaching team expects each student to fulfil their team commitments. At the end of the team project, each member is given the opportunity to anonymously evaluate their team member’s performance in the team (out of 3 marks). Specifically, you will rate the performance and contributions of all other team members in your team (you do not rate your own performance). If a team member does not perform satisfactorily, you may give that team member less than 3 marks. The final team evaluation mark for an individual is the average of the other team members’ evaluations of that individual. Please see the ‘Team Members Evaluations’ module in the “Team Project” tab on BB for further details. When problems with teamwork cannot be effectively resolved within a team, the facilitator should be notified as soon as possible. If you need the assistance of the lecturer-in-charge with team-related conflict, please seek assistance earlier rather than later.

In Week 11, your team will submit its final analysis in the form of a **3000 word written report** (for a team of 3). The word limit excludes the executive summary, the references, and appendices. More project details will be provided on BB and during Week 4 lecture and workshop.

**Note:** When submitting your team project report, you will also need to submit a short paragraph outlining your thoughts on the team process itself. For example, what was your team like in terms of working together to achieve a common goal? What were your team’s strengths? How did you resolve problems that arose? What did you learn from this exercise (e.g., in sharing tasks, decision-making, team communication, conflict resolution)? Submit this section individually and attach it to the team project report. The team project report will **NOT be marked if any member fails to submit this component.**

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**Full academic referencing is required. See ‘Harvard Referencing Guide’ on BB**

**Marking criteria**
1) Quality of analysis, depth of reflection  
2) Links to theory and course literature  
3) Relevance to question  
4) Consistent, clear and well-supported argument  
5) Structure, written expression, length and presentation

**Student learning outcomes and ASB Graduate Attributes assessed**  
Relevant Learning Outcomes (see section 3): 2, 3, 4, 5, 6, 7  
Relevant Graduate Attributes (see section 3): 1, 2, 3, 4, 5
iii) Final examination (30 marks)

You will take a 2 hour open-book examination during the formal Examination Period. The exam will consist of brief essay-style questions that give you the opportunity to integrate key concepts and issues covered in the class.

You will be able to bring paper-based material into the exam, but no electronic or digital devices will be allowed.

Our aim for the exam is to encourage you to review your course material and to do so in ways that are analytical, evaluative, reflective, and problem-solving. The exam will ask you to think creatively about how you could apply concepts from the course to particular situations (e.g., a business case) and to integrate concepts from different topics. More details will be provided during Week 12 lecture and workshop.

Student learning outcomes and ASB Graduate Attributes assessed
Relevant Learning Outcomes (see section 3): 2, 3, 4, 5, 6, 7
Relevant Graduate Attributes (see section 3): 1, 2, 4, 5

iv) Overall Participation (15 marks total)

To further the objectives of this course, your lecturers and facilitators will assign you a mark that reflects their assessments of the level of your informed contribution to the lectures (4 marks) and workshops (11 marks) over the course of the semester. Student participation is thus highly valued and rewarded. Simply attending lectures and workshops regularly is a necessary criterion but, without getting actively involved in the class exercises, it is of little value either to you or your classmates and will gain very few participation marks. The lecturers and facilitators will ask you to place your name tents in front of you during the lectures and workshops so that they can give you proper credit for your participation. Blatant rudeness, uncivil language, or other types of antisocial behaviour in lecture and workshop will result in an automatic 0 participation mark.

Marking criteria
1) Regular willingness to answer questions in class
2) Regularly raising stimulating questions in class
3) Active involvement in in-class group work
4) Active involvement in case discussions (e.g., link readings and out-of-class activities to discussions)
5) Positive attitude
6) Level of attendance

Student learning outcomes and ASB Graduate Attributes assessed
Relevant Learning Outcomes (see section 3): 1, 2, 3, 4, 5, 6, 7
Relevant Graduate Attributes (see section 3): 1, 2, 3, 4, 5

Assignment submission procedure

1. Attach the School cover sheet found on BB for the team project. At the time of your workshop, submit a hardcopy of your team project, team members evaluations, and a paragraph per team member outlining your thoughts on the team process to your facilitator and an additional copy in word document to Turnitin (link will be provided on BB).
2. By 1pm on the day of your enrolled lecture, submit your weekly written assignments *in a word document* to Turnitin (see BB "Weekly Written Assignment" tab) in Weeks 2 to 11.

3. Do *not* submit assignments by e-mail or by slipping under office doors.

**Late submission**
A penalty of 10% per day of the marks available for that assignment will apply for work received after the due date.

Extensions will only be granted on medical or compassionate grounds under extreme circumstances by the Lecturer-in-Charge. Requests for extensions must be made in writing to the Lecturer-in-Charge prior to the due date. Medical certificates or other evidence supporting your claim must be attached.

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**Quality Assurance**
The ASB is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of ASB programs. All material used for such processes will be treated as confidential and will not be related to course grades.

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**6. Academic Honesty and Plagiarism**
The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties and information to help you avoid plagiarism see: [http://www.lc.unsw.edu.au/plagiarism/index.html](http://www.lc.unsw.edu.au/plagiarism/index.html)

For information on how to acknowledge your sources and reference correctly, see: [http://www.lc.unsw.edu.au/onlib/ref.html](http://www.lc.unsw.edu.au/onlib/ref.html)

For the ASB Harvard Referencing Guide, see: [http://www.asb.unsw.edu.au/learningandteaching/studentservices/resources/Pages/referencingandplagiarism.aspx](http://www.asb.unsw.edu.au/learningandteaching/studentservices/resources/Pages/referencingandplagiarism.aspx)

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**7. Course Resources**

**Prescribed readings**
The prescribed readings for this course are contained in the *Course Reader*. You can buy a hardcopy or CD version of it from the UNSW Bookshop.

The *COMM5001 Course Reader* contains:
1. ‘Introductory Themes’ for each weekly topic – background information about key concepts.
2. ‘Required Reading’ for each weekly topic. These include relevant articles that build on the ‘Introductory Themes’, and complement the lectures and workshops.

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1 Note that if you buy the CD version of the Course Readers you will need to print hard copies of any sections you wish to take into the exam. Electronic devices such as laptops will not be permitted.
Together, the *Course Reader* and Lectures form the basic knowledge base for the course. You will need to read more widely for particular assessment items.

**BlackBoard**

Class announcements, slides, and relevant materials will be posted on BB ([http://lms-blackboard.telt.unsw.edu.au/webapps/portal/frameset.jsp](http://lms-blackboard.telt.unsw.edu.au/webapps/portal/frameset.jsp)). Please check this website regularly for important updates/information for the course.

### 8. Continuous Course Evaluation and Development

Each year, we seek feedback from students and other stakeholders about the courses we offer in the ASB. The introduction of COMM5001 in 2005 was itself the fruit of a sustained process of Faculty-wide evaluation.

Our teaching team uses your feedback to guide our continued review and redesigning of the course. This continuous improvement process can affect the structure, content, resources, delivery or assessment of the course. Thus, the COMM5001 course you are doing this semester reflects changes we have made in responses to feedback from students and the teaching team last year. For example, we have reduced the number of assessments, as this was an area of student concern that we felt justified to modify. Hence, please provide *detailed constructive feedback* at the end of the semester.

### 9. Additional student resources and support

The University and the ASB provide a wide range of support services for students, including:

**ASB Education Development Unit (EDU)**

[http://www.asb.unsw.edu.au/learningandteaching/studentservices/Pages/default.aspx](http://www.asb.unsw.edu.au/learningandteaching/studentservices/Pages/default.aspx)

Academic writing, study skills, and maths support specifically for ASB students. Services include workshops, online and printed resources, and individual consultations.

EDU Office: Room GO7, G/F, ASB Building (opposite Student Centre); Ph: 9385 5584; Email: edu@unsw.edu.au

**Library training and search support services**

[http://info.library.unsw.edu.au/web/services/services.html](http://info.library.unsw.edu.au/web/services/services.html)

**Student Equity & Disabilities Unit**

[http://www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au)

Advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: G/F, John Goodsell Building; Ph: 9385 4734
## 10. Course schedule

<table>
<thead>
<tr>
<th>Week beginning</th>
<th>Week</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb 21</td>
<td>0</td>
<td>Orientation Week (No class)</td>
</tr>
<tr>
<td>Feb 28</td>
<td>1</td>
<td>Managers and Professionals as Learners (1 hr. voluntary workshop)</td>
</tr>
<tr>
<td>Mar 7</td>
<td>2</td>
<td>Intra- and Interpersonal Communication I (^a) (Workshops begin this week)</td>
</tr>
<tr>
<td>Mar 14</td>
<td>3</td>
<td>Interpersonal Communication II: Non-verbal communication, listening and feedback (^a)</td>
</tr>
<tr>
<td>Mar 21</td>
<td>4</td>
<td>Communicating in Teams (^a)</td>
</tr>
<tr>
<td>Mar 28</td>
<td>5</td>
<td>Business and Organisational Communication (^ab)</td>
</tr>
<tr>
<td>Apr 4</td>
<td>6</td>
<td>Inter-cultural Communication (^a)</td>
</tr>
<tr>
<td>Apr 11</td>
<td>7</td>
<td>Why Ethics? (^a)</td>
</tr>
<tr>
<td>Apr 18</td>
<td>8</td>
<td>Frameworks for Ethical Thinking (^a)</td>
</tr>
</tbody>
</table>

Mid Semester Break: Apr 25 to May 1

| May 2         | 9    | Managing Multiple Roles and Stakeholders \(^a\) |
| May 9         | 10   | Professional Practice, Ethical Leadership and Influencing Skills \(^a\) |
| May 16        | 11   | Conflict Management Techniques and Negotiation Skills \(^ac\) |
| May 23        | 12   | Conclusion and Course Review (Final workshops this week) |

\(^a\) Weekly Written Assignments due on BB on the day of the Lecture in which you are enrolled (i.e., Tues 1pm or Thurs 1pm)

\(^b\) First Draft of Team Contract due in workshops this week

\(^c\) Team Project due in workshops this week

**Study period:** Jun 4 to Jun 9

**Examination:** Jun 10 to Jun 27 (final examination date will be released in May)

UNSW Calendar: [https://my.unsw.edu.au/student/resources/AcademicCalendar.html](https://my.unsw.edu.au/student/resources/AcademicCalendar.html)

**WELCOME TO UNSW AND ENJOY YOUR STUDIES THIS SEMESTER!**