

Student Handbook

January 2018

BA (HONS) BUSINESS INFORMATION SYSTEMS

&

BA (HONS) BUSINESS INFORMATION SYSTEMS WITH
CLOUD COMPUTING

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Foreword

This student handbook was compiled by the School of Business in Dublin Business School. The purpose of this handbook is to provide you with a summary of resources, regulation, policies, and procedures for this programme. Please note that the official sources for all rules, regulations and assessment relating to programmes are published and can be viewed on the DBS website. This handbook is not intended as a substitute for these, or other official documents, which take precedence in all cases. Some of the information outlined in this handbook may be subject to change.

Welcome to DBS

Dear Student,

Welcome to DBS. I hope you enjoy your time here and that you benefit both socially and educationally while studying with us.

At DBS we help to unlock the potential within our students. Our objective is to create graduates with the knowledge, skills and confidence to progress to employment and to meet the challenges of today's rapidly changing workplace in Ireland and abroad.

Our undergraduate programmes cover a broad spectrum of subject areas such as Arts, Accounting and Finance, ICT, Marketing, Management, Psychology, Counselling and Psychotherapy, Film, Social Science and others. All programmes are designed to provide you with an appropriate grounding and understanding of core subjects. However, we know that you have your own career aspirations and that you may wish to specialise in your own preferred area of study and our programmes are designed to allow you that option.

DBS is committed to providing you with a learning environment that encourages you to meet your potential both personally and professionally. A wide range of support services is available through DBS to provide you with advice and guidance needed to identify, achieve and excel in your chosen career. Full information on our support services and relevant contact details are available in this Student Handbook.

Academic studies at this level will be thought provoking, challenging, interesting and exciting. Your studies should prove beneficial for both your personal and professional development and will prepare you for a life of continuous learning. Success happens here.

Should you have any questions or concerns, please do not hesitate to contact any member of staff in DBS. We look forward to talking with you and working with you in the year ahead

Andrew Conlan- Trant

Executive Dean

Dublin Business School Campus

DBS is a city centre campus with two main buildings where most classes are held and another building where some classes are held. Please refer to the map for the location of our other buildings.

The buildings are:

1. Castle House, 73/83 South Great Georges Street
2. 13/14 Aungier Street
3. Bow Lane (next to the Aungier Street building)
4. 6/9 Balfe Street, Block A and B
5. Carmelites, 56 Aungier Street
6. Wicklow House, 84-88 South Great George's Street

All buildings are within a 5 minute walk of each other. Buses servicing Aungier Street /South Great Georges Street directly are: 15, 16, 65, 65B, 83 or 122.

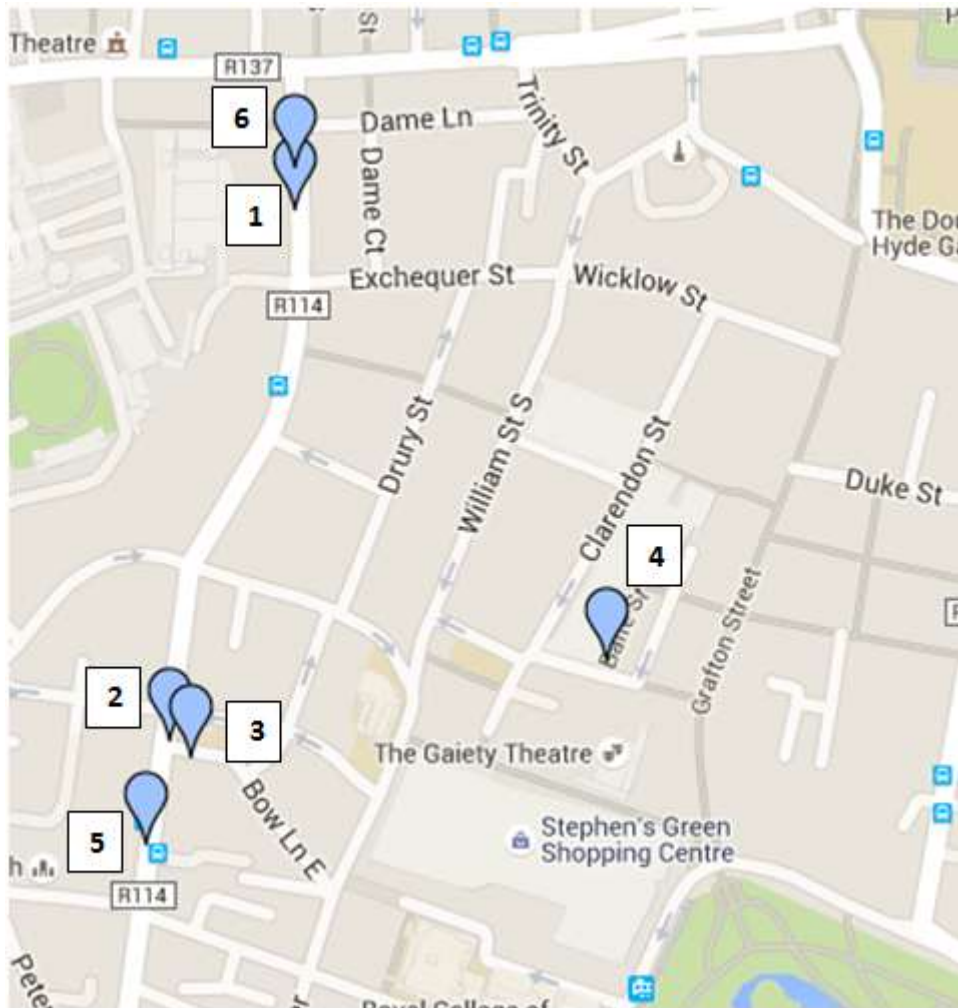
All Bus, DART, Luas and Rail routes service the city centre with stations close to the College.

Room Legend and Access Codes

You may need a code to get into some buildings and on your timetables the building names are abbreviated. The following table explains:

Timetable abbreviation	Building	Door Code
AS	Aungier Street	No code required
BL	Bow Lane	9214
BSA	Balfe Street Block A	6690*
BSB	Balfe Street Block B	6690*
CAR	Carmelites	No code required
CH	Castle House	No code required
WH	Wicklow House	No code required

Map of Dublin Business School locations



1. Castle House
2. Aungier Street
3. Bow Lane
4. Balfe Street
5. Carmelites
6. Wicklow House

Programme Structure

Overview

The BA (Honours) Business Information Systems and the BA (Honours) Business Information Systems with Cloud Computing programmes specialise in the key knowledge and skills that are essential to professionals in the areas of business, information technologies and information systems. The goal of this degree course is to ensure that you acquire cutting edge skills and knowledge in business and IT/IS technologies.

When you start your journey with DBS, you will be assured that you are participating in a programme that has been validated and approved by the Irish state agency, QQI (Quality and Qualifications Ireland), responsible for validating all third level programmes in Ireland. The programme is positioned at Level 8 on the National Framework of Qualifications (NFQ), a framework for the development, recognition and award of qualifications in Ireland.

Structure

The programme is divided into three stages and is delivered over three years full-time and typically four years part-time. Please note that part-time delivery can be more or less than four years depending on elective choices, learning path followed and exemptions.

Progression

As you progress through your degree programme the subject matter that you will study and the assessment you will complete will become increasingly more complex and challenging. At Level 6 you will focus on learning about the core pillars of business such as IT, Marketing, Statistics, Economics, Business and Accounting. You will also complement your studies by developing key learning skills and techniques that will ensure that you can research, write, and format assessments using the correct academic writing styles. A key skill to develop at this level is the ability to use various digital technologies and online resources to assist you in researching, producing and communicating content across a variety of media.

At level 7 you will demonstrate more complex learning such as the ability to analyse problems and apply solutions to a variety of scenarios and typical business cases. At this level your technical skills and competences will be developed in a variety of software applications. There will be a strong focus on skill development in a practical lab environment. Level 7 modules will contribute 20% towards your award classification.

At level 8 you will learn how to critically analyse business cases. Your learning will take place in an environment of deepening knowledge and ensure that you will develop an increasingly more complex IT/IS skill set. Your goal will be to become increasingly more independent and confident in your own ability to research and find optimum solutions to business problems using current Information Systems technologies.

Employability Modules (all streams)

All our undergraduate programmes at Dublin Business School contain a strong focus on developing employability skills across each level of the programme and retain a focus on employer needs and graduate skills.

This is evidenced in the module design across all three levels of the programme. The Employability Skills module at Level 7 and the Employability in Action module at Level 8 both ensure learners are aware of employer expectations.

Communication for Personal Success at Level 6 will ensure learners enhance their written and oral communication skills. Learning to Learn, also at Level 6, enhances skills in communication and time management, while positioning the learner for academic development during the course of their degree studies.

Innovation at Level 7 is designed to engage learners in the development of a business plan, which could underpin their entry to self-employment. Life Long Learning at Level 8 provides learners with an outline of the full role of learning in their current and future lives and ensures they are equipped to retain current employment skills and knowledge across their lifetimes.

On the following page you will see an overview of your programme. This overview includes:

- the modules delivered at each stage, both mandatory and elective
- the NFQ Level that each module is delivered at
- the number of credits for each module
- the total number of credits at each stage
- the percentage weighting each stage contributes to your award classification

Your goal is to achieve **180 credits** and to achieve the best award classification possible.

It should be noted that for part-time delivery a stage is not equivalent to a year. Refer to the part-time timetable for this structure.

BA (HONOURS) BUSINESS INFORMATION SYSTEMS

Stage/Level	Module Code	Module Title	Credits	% Award Weighting
Stage 1 Level 6 (QQI)	B6LL100	Learning to Learn	5	None
	B6LL102	Communication for Personal Success	5	
	B6BU100	Business Context & Organisations	10	
	B6AF102	Economic Perspectives	10	
	B6IS100	IT Essentials	10	
	B6MK100	Marketing Essentials	10	
	B6AF104	Maths & Statistics for Business	10	
	TOTAL CREDITS LEVEL 6		60	
Stage 2 Level 7 (QQI)	B7LL100	Employability Skills	5	20%
	B7LL102	Innovation & Entrepreneurship	5	
	B7MN100	Management	10	
	B7IS100	Information Systems & Databases	10	
	B7IS102	Web and Media Design	10	
	Electives (choose 2 out of 4)			
	B7IS104	e-Business	10	
	B7IS106	Principles of Programming	10	
	B7IS108	Cloud Computing for Business	10	
	B7IS110	Cloud Design & Development	10	
		TOTAL CREDITS LEVEL 7		
Stage 3 Level 8 (QQI)	B8LL100	Employability in Action	5	80%
	B8LL102	Lifelong Learning	5	
	B8MN100	Strategic Management	10	
	B8IS100	Data Management & Analytics	10	
	B8IS102	Web Application Development	10	
	Electives (choose 2 out of 4)			
	B8IS104	Data & Network Communications OR	10	
	B8IS110	Cloud Networking & Security	10	
	B8IS106	Mobile Software Development	10	
	B8IS108	Applications of Cloud Technologies	10	
	TOTAL CREDITS LEVEL 8		60	
	OVERALL TOTAL CREDITS		180	100%

Table 1

BA (HONOURS) BUSINESS INFORMATION SYSTEMS WITH CLOUD COMPUTING

	Module Code	Module Title	Credits	% Award Weighting
Stage 1 Level 6 (QQI)	B6LL100	Learning to Learn	5	None
	B6LL102	Communication for Personal Success	5	
	B6BU100	Business Context & Organisations	10	
	B6AF102	Economic Perspectives	10	
	B6IS100	IT Essentials	10	
	B6MK100	Marketing Essentials	10	
	B6AF104	Maths & Statistics for Business	10	
	TOTAL CREDITS LEVEL 6			
Stage 2 Level 7 (QQI)	B7LL100	Employability Skills	5	20%
	B7LL102	Innovation & Entrepreneurship	5	
	B7MN100	Management	10	
	B7IS100	Information Systems & Databases	10	
	B7IS102	Web and Media Design	10	
	B7IS108	Cloud Computing for Business	10	
	B7IS110	Cloud Design & Development	10	
	TOTAL CREDITS LEVEL 7			
Stage 3 Level 8 (QQI)	B8LL100	Employability in Action	5	80%
	B8LL102	Lifelong Learning	5	
	B8MN100	Strategic Management	10	
	B8IS100	Data Management & Analytics	10	
	B8IS102	Web Application Development	10	
	B8IS108	Applications of Cloud Technologies	10	
	B8IS110	Cloud Networking & Security	10	
	TOTAL CREDITS LEVEL 8			
OVERALL TOTAL CREDITS			180	100%

Table 2

Management of Programme and Staff Contact Details

Full-Time Level Manager	Mary Nolan	087 6136 651	mary.nolan@dbs.ie
Programme Coordinator	Eimear Forde	01 4170 651	businessschool@dbs.ie
Programme Coordinator	Eliana Suarez	01 4170 518	

Class Representative System

The need for a Class Representative System is essential. Each undergraduate class has to appoint two Class Representatives. They then liaise with learners and faculty and co-ordinate student feedback and student input to the course review process.

At the beginning of the academic year, Class Representatives will attend Class Rep training. This Training will be co-ordinated and run by Student Services. Class Representatives will have two meetings with Level Manager and two meetings with Student services during the academic year and formal reports of these meetings will be part of our formal review process.

Each Class Representative who is active during the year will be entitled to a letter of recognition to acknowledge and validate their participation in the programme. These letters will be completed by Students Services with the backing of Programme Leaders.

Student Feedback Questionnaire

Questionnaires are completed by students on Moodle twice during the academic year to provide the opportunity for each individual to contribute directly to the course review process. Immediate issues are addressed as soon as possible and recommendations are reviewed for following academic years.

Assessment

The purpose of assessment is to ensure that you achieve the learning outcomes of each module. Learning outcomes are statements that specify what you will know or be able to do as a result of a learning activity. Assessment types vary depending on what learning outcome is being examined. For example, if you are learning a computer language then you may be assessed by a practical lab exam, or project work. For more theoretical modules a report, essay or case study would be more appropriate. Many modules will also include traditional style examination as the assessment type. It is important that you familiarise yourself with the assessments format, number of assessments, assessment weighting, and due dates. These are published in the Module Guide. All assessments are marked and graded by your lecturer, and are reviewed by an internal moderator and an external examiner. This is to ensure fairness, consistency of marking and the correct standard across all assessment. Results are always provisional until they are approved by the external examiner and are processed through the programme exam board. The purpose of an exam board is to formally ratify results and determine award classification (for more information please refer to the Quality Assurance Guide)

The assessment schedule is published on MOODLE.

The exam timetable is published on the exam page in the DBS current student area. Your goal is to achieve the highest mark possible in your assessment.

- Complete ALL assessment components.
- Submit all assessment on time as indicated on the assessment specification.
- Complete all parts of each assessment.
- NEVER copy/plagiarise or submit content that is not yours by ensuring that you apply the correct referencing standard.
- Always ask your lecturer if you are not sure about any requirements, not your fellow students.
- Always complete the required number of questions in an exam.
- Practice writing out answers for end -of term exams by doing previous papers, in particular hand writing answers to ensure that you're writing is legible.
- Always write/type your ID number on any assessment or exam script.
- If you require support for exams/assessment, ensure that you have completed the appropriate paperwork and submitted it to the Disability Officer well in advance of any assessment or exam dates.

Examinations

All information needed around examinations can be found on the exams page on our website. Please see <http://students.dbs.ie/exams-office>.

Exams Absence

If you cannot sit the exam for any reason you need to fill in a **Personal Mitigating Circumstance (PMC Form)** which you can find at:

<http://www.dbs-students.com/Exams/Default.aspx> .

Supporting documents are required to defer any exam and should be submitted to your programme coordinator in advance of the date of the exam or within 7 days afterwards. **Failure to defer will result in module/s marks being capped at 40%.**

Exam Timetables

Examinations timetables are posted [here](#) with the date, time and location of the exam. Please check regularly in advance of an exam for any changes:

Please also remember to bring your student card to the examination with you.

Should you have any questions regarding the examinations around the exam time, please email the exams office on exams@dbs.ie

Please also remember to bring your student card to the examination with you.

Should you have any questions regarding the examinations around the exam time, please email the exams office on exams@dbs.ie

Transcripts

Should you need a transcript of your exam results please note at peak times, it can take up to 5-10 days. Please request transcripts [here](#).

For any further queries, please contact your programme co-ordinator or see the [Quality Assurance handbook](#). (QAH)

School Administration

Attendance

Students are expected to attend all of their classes. Student attendance is monitored through the process of 'tagging in' to classes. If you do not tag into your lecture you will be marked as absent.

If you have forgotten your student card to tag in with then you need to make your lecturer aware during or directly after your class. They will need to confirm in writing that you attended the class with your programme coordinator.

Student attendance percentage is now available to view on your Moodle page.

Full details of the attendance policy are available in the [QAH](#) on our website.

Policy on Recording

It has come to our attention that in recent times some students have recorded lecturers. Please note that it is DBS policy that no student may record sound or video in a teaching situation, to include lecturers, seminars, tutorials or labs, without prior written consent of the lecturer and the other participating students. Only in cases where there are personnel mitigating circumstances of a student will requests of this nature be considered. A formal request must be made prior to any recording, and academic staff have the right to refuse where other mechanisms to support the student can be instituted.

International Student Attendance Requirements

Some students from outside the European Union (EU) are required to hold a visa to study in Ireland. There are conditions attached to having a visa and for students one of those conditions relates to attendance in class. The conditions have been set by the Irish Department of Justice and are strictly enforced by the Irish police force through the Garda National Immigration Bureau (GNIB).

Full attendance and participation at class are important elements of taking a programme at DBS. Our culture of student attendance and our target of attendance at every class mean that international students can easily meet this visa requirement monitored by GNIB.

To assist international students in this regard, we monitor and report separately the attendance of students who require a visa. Where attendance is consistently below the target level, students will receive contact from the college.

We are obliged to provide weekly attendance data to the GNIB. You must have over 85% attendance for a re-entry visa. Where a student cannot attend because of illness, a certificate from a doctor will be required and if received, this will be taken into account if reporting to GNIB. Doctor's certificates must be received within 5 days of absence to be recorded, without exceptional circumstances.

If a student requires a letter from DBS outlining their level of attendance at class they should, in the first instance, contact the [International Office in Student Services](#)

DBS Library

Introduction

DBS Library (<http://library.dbs.ie>) comprises a multi-disciplinary library, which occupies the 2nd floor of the Aungier Street building.

The Library provides access to library stock, the Library's main Information/Support desk, group study rooms, PCs and library seating for quiet study. Maps indicating the Library location are located on the Library Website (<http://library.dbs.ie>). The Library's professional and experienced staff is on hand to assist you with all of your library enquiries.

1. What are the Library's opening hours?

Aungier Street Library: Term Time	
Monday:	09:00 – 22:00
Tuesday:	09:00 – 22:00
Wednesday:	09:00 – 22:00
Thursday:	09:00 – 22:00
Friday:	09:00 – 21:00
Saturday:	09:00 – 17:00

Aungier Street Library: Summer Time	
Monday:	09:00 – 20:00
Tuesday:	09:00 – 20:00
Wednesday:	09:00 – 20:00
Thursday:	09:00 – 20:00
Friday:	09:00 – 17:00
Saturday:	09:00 – 17:00

Please consult the Library website for further information about opening hours under the *About the Library* tab

2. What can I access from the Library?

The Library collection encompasses the arts, business and law. It comprises:

- 41,822 books listed and searchable on Koha, the Library's online catalogue, <http://books.dbs.ie>
- 35 print journals
- 56,000 e-journals
- 2,000 e-books via Dawsonera
- 205 ebook titles via Library Kindles
- an extensive portfolio of online databases
- more than 1,850 DVDs

Note, that the Library Catalogue, the Library's e-book collection and EBSCO databases can also be searched on handheld devices such as iPhones.

3. How do I become a member of the Library?

As a registered student, you are automatically a member of the Library. Your DBS student card is also your library card.

4. **How do I borrow books?**

The Library has self-issue stations where you can borrow, renew (with and without books present) and return books yourself with your student card.

5. **How many library items can I borrow and for how long?**

- Undergraduate students can borrow up to 8 items and can renew up to 15 times.
- Postgraduate students can borrow up to 15 items and can renew them up to 15 times.
- The Law Collection is mostly 3 day loan and can be renewed up to 15 times.

Note that if another student has reserved an item presently on your account, you cannot renew it.

6. **Can I renew books online?**

Yes by accessing your online Library account via the Library's online catalogue at: <http://books.dbs.ie>

For login details please see question 8.

7. **Library Databases/Electronic Journals/E-Books**

Databases, electronic journals and e-books can be searched simultaneously via the 'all resources' search box on the Library Website (<http://library.dbs.ie>) or individually via the A-Z list of databases located on the elibrary link on the library website.

Library Databases include: Academic Search Complete, Business Source Complete, Computer and Applied Sciences Complete, Emerald, Dawsonera, Film and Television Literature Index with Full Text, Greenfile, Hospitality and Tourism Complete, Justcite, Justis, JSTOR, Library and Information Science Source, Mintel, Passport, Pep Archive, Proquest Central, PsycArticles, Regional Business News, SOCIndex, WARC, Westlaw IE & Westlaw UK.

****Use the subject guides on the Library website to identify the databases for your course****

Final year student projects can be viewed on eSource at <esource.dbs.ie>

For login details please see question 8.

8. **How do I login to IT equipment in the Library and to the Library's online resources?**

One login for everything! You will receive an email from the College to the email address you supplied when you applied to DBS. This email will contain your login allowing you to login to:

- **Library and College PCs**
- **Moodle**
- **Papercut printing system**
- **Your online Library account on Koha**
- **Student email**
- **Online booking for PCs and Study Rooms**
- **Library Database**

****The College recommends that you change your password via a College PC; once this is done the password will change for all of the aforementioned services****

9. What other facilities are available in the Library?

The Library provides access to:

- PCs
- Wireless network
- Printing facilities including wireless printing
- Photocopying facilities including colour photocopying
- Scanning Facilities
- 4 study rooms for collaborative study (Highbeams can be borrowed for study room use)

PCs and study rooms can be booked via the Library Website under the My Library link.

10. What library resources are available if I have a disability?

If you have a disability, you are welcome to contact the Deputy Librarian Jane Buggle (jane.buggle@dbs.ie) who will carry out a needs assessment with you to ensure that the appropriate supports are in place for you to access library information. For example visually impaired students can avail of magnification software and audio functionality on e-books.

11. How do I contact the Library?

The Library has a dedicated information point where staff can assist you with your enquiries.

You can also contact Library staff by phone, email or via the Library's instant messaging service called 'DBS Ask a Librarian' which is available on the Library website.

DBS Ask a Librarian enables you to chat live with Library staff via the Library Website.

You can also follow Library developments via the Student Blog, Facebook and Twitter, links to which are provided on the Library Website.

- **Key telephone numbers:**
Information Desk, Aungier Street: 01 -417 7572
For full list of library staff names, positions and phone numbers please go to <http://libguides.dbs.ie/about/about/contacts>
- **Email:** library@dbs.ie
- **Website:** <http://library.dbs.ie>

12. How Can I learn more about using the Library?

Information Skills Classes: DBS Library employs a dedicated Information Skills Librarian, Trevor Haugh, who provides students with Library tours and inductions. He also runs a variety of classes on how to evaluate and use information ethically; essay writing, avoiding plagiarism and referencing. Please consult the Library Website (Information Skills Link) for further information.

Library Guides/Handbooks: guides on how to use various Library resources as well as guides on essay writing, referencing, avoiding plagiarism, conducting a literature review, etc. are available on the library website and in hardcopy in the Library. The Library also produces its own student handbook as well as a quick guide to library resources. These are also available on the library website.

Information Points: The main desk in the Library space acts as an Information Point that is constantly manned by professional staff who are there to help you get the most from library resources and facilities. Please feel free to approach the desk with any Library query... big or small. Alternatively you can phone, email or instant message the Library.

Ask a Librarian instant messaging: this is available via the Library website. Just type in your question and a member of the library staff will message you back straight away.

The Student Experience Department

The Student Experience Department encompasses Careers and Student Services who work to enhance the experience of students at all stages in their journey through DBS by providing a range of support services in a student-friendly, accessible way. Our objective is to ensure DBS students have the best possible College-life experience and to promote a DBS community and culture that is focused on student wellbeing and success.

The Team:

- Provide advice and support to students on sourcing accommodation.
- Assist students on their health and wellbeing.
- Enable students to run multiple clubs and societies.
- Form relationships for students with cultural and other support organisations.
- Assist international students in acquiring and renewing student visas.
- Lead the development and maintenance of a DBS community amongst both students and alumni.
- Work with employers as a means of sourcing placements and jobs for students.
- Source and provide up-to-date information about fields of work, job vacancies, postgraduate courses and research opportunities.
- Provide relevant advice, guidance and opportunities for students and graduates to understand their competencies, aspirations and options that will enable them to develop the necessary skills to successfully seek employment.
- Organise Careers Events throughout the Academic Year.

We provide services impartially, confidentially, efficiently and free from discrimination, adhering to national codes of good practice and professional standards.

Employability Pillar:

The Employability modules, which run throughout the duration of your studies, will demonstrate an awareness of transferable skills and their applicability in 'real-life' situations, projects undertaken and how they are applied in different circumstances so that you can take ownership of your own career management. You will be able to develop realistic career plans and initiate and sustain professional networks and relationships to encourage opportunities for employment and internships.

Students will present themselves and their skills, attributes, experiences and qualifications, through effective job applications, CVs, interviews and voluntary activities. This will enable students to develop the necessary skills to complete effectively for a broad range of employment, postgraduate study options and innovative opportunities available to them and further develop lifelong learning and continuous professional development.

Locations - Student Experience Department:

Aungier Street (Ground Floor)

- Careers Team and Student Services (Student Welfare Officer & International Officer)

Castle House (4th Floor)

- Student Services (Student Experience Officer & Study Abroad Officer)

Opening hours: (both offices)

8:45am – 17:15pm

C.V. Clinics:

Aungier Street- Mondays and Wednesdays 14:00-16:00

Key Contacts:

Careers Team – careerdevelopment@dbs.ie

Student Services – student.services@dbs.ie

Protection of Enrolled Learners (PEL)

For all DBS courses covered by the provisions of Section 65 (4) of the Qualifications and Quality Assurance (Education and Training) Act 2012, (Protection of Enrolled Learners, or PEL), DBS has arrangements in place with Kaplan Inc. (the Guarantor) such that on the occurrence of a Trigger Event, the Guarantor will refund the moneys most recently paid to the relevant payers.

Trigger Event: means:

(i) Where DBS does not provide the Programme for any reason including by reason of insolvency or winding-up of DBS, and/or

(ii) where Enrolled Learners have begun a Programme but not completed that Programme and DBS ceases to provide the said Programme before the said Programme is completed for any reason, including by reason of insolvency or winding up of DBS, and/or where the Authority (QQI) withdraws validation of a Programme under section 36(7), section 47, or section 59(7) of the Act.

Moneys Most Recently Paid: the moneys most recently paid to DBS by, or on behalf of, an Enrolled Learner in respect of a Programme for

(i) Tuition fees,

(ii) Registration fees,

(iii) Examination fees,

(iv) Library fees,

(v) Student services fees, and

(vi) Any other fees which relate to the provision of education, training and related services.

Payer: the person who paid the Moneys Most Recently Paid.

In the event that the Programme(s) cease prior to completion, the Senior Counsel - International for Kaplan International Colleges will be responsible for initiating the drawing down of the guaranteed amounts and ensuring that such amounts are distributed to learners or payers, in accordance with Section 65 (4) (b) of the Act. Contact details for the Senior Counsel - International are as follows:

Name: Brian Weller

Address: Kaplan – Legal Department

2nd Floor, Warwick Building

Kensington Village

Avonmore Road

London W14 8HQ

Tel: 0044 (0) 2087275193

Email: brian.weller@kaplan.com