



Academic Education Program Sponsored by Ministry of Commerce of People's Republic of China





2025 Master Programs In Tourism & Hotel Management

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Degree Education Programs Sponsored by Ministry of Commerce PRC

Starting from the year of 2008, Degree Education Programs sponsored by the Ministry of Commerce of People's Republic of China is designed to foster high-end business officials and managerial personnel for the recipient countries, offering one-year and two-year master programs as well as three-year doctoral programs for the purpose of educating high-end and inter-disciplinary talent working in the applied fields of government, trade, foreign affairs, agriculture, technology, education, culture and health, building intellectual capacity and facilitating the economic and social development of the recipient countries. These programs provide assistance to governmental officials, research fellows, and senior managerial personnel on their master and doctor education in China, which are fully conducted in English. Admission requirements include a bachelor's degree, relevant working experiences, and decent physical conditions, essential for the high-compact curriculum needed for the degrees.

Because the education system is relatively short and we ask the trainees should have gotten the bachelor degree and owned the certain working experiences. All of the requirement needed in order to understand the teaching content, adapt the high level studying and finally smoothly get the master degree.

As for the positive effects and good results brought by these programs in strengthening economic ties and friendship between China and the recipient countries, the Ministry of Commerce of People's Republic of China will continuously intensify its efforts in enlarging the enrollment scale and improving the quality of education. Also the local government attaches great importance to the China Aids Degree Education Program.

Harbin University of Commerce (HUC)

Harbin is the capital and largest city of Heilongjiang Province in Northeast China, as well as the tenth most populated city in the People's Republic of China. Harbin, which is originally a Manchu word meaning "a place for drying fishing nets", grew from a small rural settlement on the Songhua River to become one of the largest cities in Northeast China. Founded by Russia in 1898 with the coming of the Trans-Manchurian Railway, today known as the Chinese Eastern Railway, the city first prospered as a region inhabited by an overwhelming majority of the Jewish immigrants. It is known for its bitterly cold winters and is often called the "Ice City." Harbin is notable for its beautiful ice sculptures in winter and its Russian legacy, and it still plays an important part in Sino-Russian trade today. In the 1920s, the city was considered China's fashion capital since new designs from Paris and Moscow reached

there first before arriving in Shanghai. In 2010, Harbin was declared a UNESCO "City of Music".

Founded in 1952, Harbin University of Commerce is the first multidisciplinary commerce-oriented university in China. It is one of the key university in Heilongjiang Province. It covers a total area of 1,144,300 m², including an area of 746,700 m² for school buildings. The total number of full-time undergraduate students is 23,210, full-time doctor is 253 and post-graduate students is 2,559. Covering eight disciplines, Economics, Management, Engineering, Law, Literature, Science,

Medicine(Pharmaceutical Science) and Art etc.The university consist of twenty-two schools, Institute of Commercial Economics and Institute of Commercial Engineering. At present, there are sixty-five majors, sixteen authorized center for doctoral degree, sixty-eight for Master's, 4 postdoctoral flow stations, 20 first-level discipline master degree programs, 17 specialized master programs and 4 postdoctoral workstations, one National Engineering Research Center of Innovative Anti-tumor Drug, one Engineering Research Center of Natural Anti-cancer Drugs certified by the Ministry of Education, one National Training Base for Vocational Education Teacher certified by the Ministry of Education, two provincial key laboratories, two provincial engineering centers, three humanities and social science key research bases, one provincial philosophy, 60 Provincial quality (first-class) courses, 6 provincial teaching teams, social science key research base on Sino-Russian Trade, 5 provincial key university laboratories and 1 Provincial virtual teaching and research office.

HUC attaches great importance to foreign exchanges and cooperation. Focusing on student development, the school actively connects with international quality education resources and has established educational cooperation and academic exchange relations with 110 institutions in 27 countries and regions, including Russia, South Korea, Kazakhstan, the Netherlands, the United States, Japan, Norway and the United Kingdom. The university gives full play to its disciplinary advantages and characteristics, and actively sets up an international exchange platform. The university is a member of the Sino-Foreign Financial Education Alliance, a member of the Sino-Russian Economic University Alliance, a member of the China-Belarus University Alliance, a base for Chinese Language Proficiency Test (HSK), and a sponsor of the Northeast Asia Forum of 13 universities in five countries. The university has held many Sino-foreign exchange activities such as "Ice and Snow Forum", "China-Russia Graduate **Sports** Economic Academic Forum", "China-Belarus Academic Forum", and China-Ukraine Science and Technology Academic and Innovation Forum. The university is a study abroad training base of the China (Ministry of Education) Study Abroad Service Center, a partner institution of the Ministry of Commerce's "the Academic Education Programs Sponsored by Ministry of Commerce of PRC", a contractor of the Ministry of Commerce's foreign

aid training program, and a scholarship institution entrusted by the Heilongjiang Provincial Government to study in China. It has trained more than 2,000 government officials, business executives and school teachers from 103 countries and regions in Asia, Africa, South America and the Caribbean, the South Pacific and the Commonwealth of Independent States. Since 2017, HUC began to enroll the Master of Tourism and Hospitality Management, China Aid program of the Ministry of Commerce of PRC, and has enrolled more than 200 official students from 38 countries. In the past decade, the school has trained more than 3,000 long-term and short-term students from more than 50 countries, including Russia, France, South Korea, the Netherlands, and Japan, and sent thousands of Chinese students to Russia, France, South Korea, the United States, Norway, Japan, the United Kingdom and other countries.

School of Tourism & Cuisine

Derived from the Tourism and Cuisine Department of Business School in Heilongjiang Province, Tourism and Cuisine School of Harbin University of Commerce was established in 1959 and renamed after consolidation. At present, the majors of tourism management and cuisine science management are offered in the school. Among these faculties, tourism management is the key major of Heilongjiang Province and approved to offer Master Degree in Heilongjiang Province. The School is qualified for provision of Master degree both in research and study. It was approved as the Training Base for Vocational Education of Tourism and Cuisine, the Training Base for Master Degree of Tourism and Cuisine and Principal Test Center of Self-taught Examination of Tourism and Cuisine and the Principal Test Center of Self-taught Examination of Tourism Management. Shangda Hotel, with 18 thousand square meters, which is managed by the School has been the demonstration internship center awarded by the Education Department of Heilongjiang Province and the base of involving teaching, research, and production. The School is furnished with mufti-layer, mufti-category and full function structure in high education of tourism management and cuisine.

The School is blessed with excellent faculties, Tourism Research Institute, the Chinese Fast Food Research Center, Chinese Food Culture Institute, prominent experts, and leaders of provincial disciplines. Most young lecturers hold Master or Doctor degrees. The School adheres to the principal of people oriented education, international education and lifetime education. By provision of scientific curriculum and integration of quality, knowledge and capability, bilingual education is also paid great attention, which has received compliments by both employers and other universities. At present, the School is known as the cradle for inter-disciplinary talents in tourism and cuisine.

The Brief Introduction and the Picture of Comprehensive Building for Foreign Students

In the year of 2016, HUC paid a large amount of money to build one new comprehensive building especially for the China Aids degree education program students. This building stands by the side of good scenic campus mountain. When you stand by the window side of classroom or dormitory, you will have an overlooking of the whole campus. Teaching classrooms are also equipped in this building with sunshine, so that students can live and study without going out to other buildings even in cold winter. Student accommodation is single and each dormitory is designed according to the high standard of hotel rooms, with its own bathroom, refrigerator and central air-conditioning. And each floor is equipped with a common laundry room, kitchen and classrooms. We are committed to creating the most comfortable environment, so that every student who comes to Harbin University of Commerce can feel the warmth of home. Here are the picture of the comprehensive building,



I Program Description

Prospective Students:

Our prospective students are mid-to-senior level officials or managers from those developing countries who are now working at the tourism administration government, the tourism enterprise, hotel industry, and other public sectors and they all have demonstrated superior performance, both academically and in their work and good English level. By the time of matriculation, each must have obtained an undergraduate bachelor's degree in the case of our master program. And the applicant should be under 45 of age, born after September 1, 1980.

Program Objective:

The program aims to cultivate high-level, versatile and application-oriented talents in the fields of politics, economy and trade, diplomacy, agriculture, science, education, culture and health, energy and transportation, and public administration.

Enrollment Plan:

Totally 30 students for Master of Tourism and Hotel Management program, teaching in English, two-year length of schooling

II Education Plan

According to the requirements of the training program of the Master of Tourism and Hotel Management in developing countries, the total credits required for a master's degree should be no less than 48 credits during the study period, including no less than 42 credits for theoretical courses and 6 credits for practical links.

Our master degree program is a two-year full-time program. Students enrolled in this program are expected to complete the coursework, conduct research, and write a thesis within two year.

Language of instruction: While all non-Chinese speaking students are required to take one course on the Chinese language each semester and the language of instruction of the course is English.

A more schematic layout is listed as follows,

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Туре		Number	Course Name	Time	Credit	Semester	Notes	
Compulsory	Public	YWM2A00501	Chinese I	2	30	1		
Course 21credits	Compulsory 6 credits	YWM2A00502	Chinese II	2	30	2		
		YWM2A00503	The Governance of China	2	30	2		
	Major Compulsory	YWM2A10501	Economic analysis of tourism industry	3	30	2		

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Optional Course	17 Credits	YWM2A10502	Tourism Marketing	3	30	3	
		YWM2A10503	Tourism Information System	2	20	1	
		YWM2A10504	Service Management	3	30	1	
	Major Optional Course No Less Than	YWM2A10505	Tourism Investment and Financial Management	3	30	3	
		YWM2A10506	The Introduction of China	3	30	2	
		YWM2B10501	HR Management	2	20	2	
		YWM2B10502	Research on hotel operation and management	3	30	2	
		YWM2B10503	Tourism industry management	3	30	1	
		YWM2B10504	Travel Reception Service management	2	20	2	
		YWM2B10505	Selected Chinese History and Culture	3	30	3	
		YWM2B10506	Overview and Dynamic Research of International Tourism	2	20	1	
		YWM2B10507	Tourism Policy and Regulations	2	20	3	
		YWM2B10508	Seminar on Tourism	2	20	3	
		YWM2B10509	Introduction to Chinese Hotel Industry	2	20	3	
	15 Cicuits	YWM2B10510	Thesis Design & Writing	2	20	1	
		YWM2B10511	Tourism planning and strategic management	2	20	3	
		YWM2B10512	Tourism destination development and management	2	20	3	
		YWM2B10513	Chinese Martial Arts Culture Experience		14	2	
		YWM2B10514	Research on characteristic tourism				Each
			and cultural resources of Heilongjiang Province	2	20	1, 2	10Credits
Integrated Link		YWM2D00501	Research on Traditional Chinese Culture	3	20	2	
		YWM2D00502	Research on Tourism and Hotel Industry Development	3	20	3	
751			6 11 0 111			1.7	1. 0

The total credits are 48 credits, 6 credits of public compulsory courses, 17 credits of professional compulsory courses, no less than 19 credits of elective courses, and 6 credits of comprehensive links.

III Dissertation Format

The dissertation should be written in English and whose format does not accorded

with the requirement can not take part in the oral defense.

1. Topic Selection Report Requirement and Composition

- A. The selected topic reasons, purposes and significance
- B. Major courses
- C. Theories, methods and significance
- D. References at home and abroad
- E. Frames
- F. Writing plan
- G. Report in 2000 words

2. Basic Requirements

- A. It should be contained a clear theoretical or practical problem.
- B. You should use the relevant theory or method to analyze, synthesize and conclude.
- C. You should also use a certain amount of information and data.
- D. The structure should be rigorous, the logic should be clear, the language should be ease and grace, the written, chart, note should be standard.
- E. No less than 10000 words that includes notes but not the abstract
- F. Written in English except the special format

3. Format Requirement

- A. In 12 word size, Times New Roman, double-sized
- B. The cover should be the standard format.
- C. The topic should be written in both Chinese and English.
- D. The abstract is written in 500 words.
- E. No more than 5 key words

4. Dissertation Program

- A. A student shall choose a professor as his/her supervisor.
- B. After the supervisor accept, the student shall determine the subject matter, hold the proposal and hand in the written materials.
- C. With the guidance of the supervisor, the student write the dissertation.
- D. After the draft is pass, submit to review it.
- E. Pass the Oral Defense.

F.The student should find out the functioning mechanism that drives a country's growth, and search for appropriate development strategies that are suitable for the real situations of his/her own country.

5. Degrees

A master degree of Tourism and Hotel Management will be conferred upon a candidate in the master program after his/her successful completion of required credits and thesis.

IV Profiles of Instructors

Harbin University of Commerce (HUC) boasts of first-class faculty composed of distinguished scholars and accomplished practitioners, who have been actively engaged in study of practices and policy issues, and widely acknowledged as experts

in their own field. Core faculty of HUC is listed below.

- 1. Sun Jing, Dean of the Tourism and Cuisine School HUC, professor, Doctor (postdoctoral), master supervisor, Heilongjiang Province Tourism Management key discipline backup leader. Main courses: General Theory of hotel Management, Comparative study of hotel management between China and Foreign countries, operation and management of tourism agencies. With career development potential in this field, I intend to promote friendly exchanges and cooperation between the host country and China
- **2.** Li Xiaoyang, Professor, doctor, master's degree supervisor, teaching "Tourism Policies and Regulations", "Tourism Public Relations", "Tourism Policies and Regulations", "Hotel industry Policies and Regulations", "Tourism Etiquette", "Business etiquette" and other courses. Main research interests: regional tourism market economy, tourism higher education.
- 3. Shi Changbo, Professor, PhD. Post-doctor in Management Science and Technology, State Council Expert for Special Allowance, The Leader of Key Discipline of Heilongjiang Province—Tourism Management. The Registered Judge of National Hotel Rating Association, National Green Hotel Rating Association, Member of China Hotel Association, Vice Director of MICE Association of Heilongjiang Province, Vice Director of Harbin Tourism Association and Director of Education Branch, Standing Director of Heilongjiang Marketing Organization. Published more than 100 research papers and over 10 textbooks, hosted 30 research projects of ministry and department level and received awards. With abundant experiences, Professor Shi was invited to engage in hotel appraisal projects and participate in the pr-opening for large-scale hotels and catering enterprises. He also attended and hosted international academic conferences and delivered keynote speeches. In 2003, Professor Shi was awarded the title of the "Ten Distinguished Youths" of Heilongjiang Province because of his great contribution on scientific creation. In 2005, he was the winner of Youth Medal of Heilongjiang Province. In 2008, Professor Shi attended the 3rd Training for High Economic Management of Heilongjiang Province, which was held in University of York, Canada.
- 4. **Diao Zhibo**, professor and master tutor of School of Tourism Cuisine, Harbin University of Commerce, has been engaged in tourism enterprise management and tourism informatization research for a long time, and has provided consultation and lectures for many large enterprises and government agencies.
- 5. **Zhao Yang**, Ph.D candidate, professor. Her field of study is tourism management. She teaches Management of Travel Agency, Guiding Knowledge, and English in Tourism for undergraduates and Comparison on Management of Travel Agency both in China and abroad for graduates. Management of Travel Agency and Guiding Knowledge are bilingual courses. She published over 20 academic papers, 2 books, and hosted a research program sponsored by the Education Department of

Heilongjiang Province. She participated in 4 research programs at provincial level and one at national level.

- 6. **Wang Xiaomei**, PhD, Professor, director of Foreign Trade Association and Border Economy Association. She mainly engages in the teaching and research work of tourism management. She published over twenty papers, 2 treatises, and two textbooks, hosted two research programs at provincial level, and two sponsored by the Bureau of Education . She also participated two research programs at national level, three at provincial level.
- 7. **Xuan Fuhua,** PhD and vice-professor, as a lecturer in Harbin University of Commerce, she engages in the teaching and scientific research of tourism management, and more than 10 academic theses have been published in recent 3 years. She studied first in Shandong Yantai Normal University and then in Sichuan Normal University, where she took her first degree and Master degree. Now she is studying for her Ph.D. degree in Harbin Normal University and teaches Survey of Tourists Come From Abroad and Public Relations of Tourism in Tourism & Cuisine School of Harbin Commercial University.
- 8. Tang Zi, PhD and vice-professor, as a instructor in Harbin University of Commerce, she has received Bachelor Degree of Science degree from Jilin Normal University in 2002, and Master Degree of Science degree from Liaoning Normal University in 2005. She mainly Teaches the course of Geography of Tourism, and Chinese-foreign Folklore. The main research interests are: planning, evaluation, and development of tourism resources. In recent years, she published 2 academic works, papers. At the same time, she was respectively responsible for research of 3 subjects, obtained scientific research achievement rewards at provincial level twice.
- 9. **Wang Yu**, professor, mainly teaches undergraduate and postgraduate courses such as "Tourism Planning and Development", "Tourism Scenic Area Management" and "Tourism Human Resource Management". Her main research fields include tourism resource planning and development, tourism experience, etc.
- 10. **Ma** Chao, Associate Professor, received her Master Degree in Tourism Management from University of Strathclyde, Glasgow U.K. in 2002. She mainly teaches Professional English in Tourism, Front Office Management (Bilingual), Introduction to Tourism (Bilingual) for undergraduates and Professional English Reading for post-graduates. She also hosted 1 provincial research project and 1 departmental project and published several academic papers on tourism management and education, three of which were retrieved by ISTP and EI respectively. She focuses on bilingual teaching by involving her overseas experiences and is well-received by the students.
- 11. **Sun Qi**, Professor. graduated from Nankai University in 1997. She was a visiting scholar at Thames Valley University in England in 2003. She earned a master's degree in management in HUC in 2006. She was promoted as Associate Professor in 2007.

She became Master Tutor of Tourism Management in HUC in 2010. She was appointed expert of the Science and Technology Advisory Board in Heilongjiang Province in 2011. She teaches tourism management Her main research interests are: tourism economy, tourism planning and development.

12. Li Rixin, Master, Associate Professor. She graduated from Harbin University of Commerce in 2001and obtained Master's degree in Management from Heilongjiang University in 2008. She teaches "Tourism Marketing", "Hotel Marketing and Advertising Case", "Tourism Economics". She published and co-edited two textbooks. She hosted a research project for young teachers at Harbin University of Commerce. She participated in four teaching and research projects of the Education Department of Heilongjiang Province. She published over 20 academic papers, one retrieved by EI.



V Financial Aid

- (1) Free of tuition fees, teaching materials & research fees, English teaching subsidies, graduation thesis guidance fees;
- (2) Provide free on-campus accommodation;
- (3) Living stipend, master 36,000 yuan/person/year, doctor 42,000 yuan/person/year. The school will issue it to students on a monthly basis according to their actual time in China;
- (4) Give a one-time relocation fee of 3,000 yuan/person;
- (5) to purchase comprehensive medical insurance for China;
- (6) Free round-trip international air tickets: 1 year to provide once, more than 2 years to provide a round-trip international air ticket, and provide N-1 (n is the number of years of study) return to visit relatives.
- (7) All program students are required to participate in the annual assessment, and those who meet the academic performance assessment can continue to enjoy the full scholarship in the second year.
- (8) Other fees shall be managed and used by the Ministry of Commerce or the university, and shall not be paid to students. The Ministry of Commerce provides financial assistance only within the academic system. Students who delay graduation for some reason will not receive the funding any longer.

VI Application

1.Requirement

All applicants must meet the following admission requirements:

1) Applicants must be non-Chinese citizens from developing countries, with a valid passport, or any other identification certificate sufficient to verify his/her nationality; with a good health, not pregnant;

- 2) Applicants for the master program must have attained a Bachelor degree or above;
- 3) Be under 45 years of age, born after Sep 1 of 1980 at the time of application
- 4) Applicants must be proficient in English. Non-native English speakers or candidates whose undergraduate education was not conducted in English are required to submit a test score of TOEFL or IELTS as proof of English proficiency. Applicants with the following scores would be considered competitive:
 - TOEFL 80 or above in iBT (Internet-Based TOEFL);
 - IELTS 6.0 or above in overall band score.
- 5) Bachelor degree or above, three years or more work experience;
- 6) Have the professional study or work background related to the applied project and incumbency is preferred;
- 7) Serve as department level and above (or corresponding level) public officials in the government departments of the host country, senior managers of various institutions and enterprises, and academic backbone of universities and scientific research institutions;
- 8) Have the potential for career development in this field, and intend to promote friendly exchanges and cooperation between the host country and China;
- 9) All applicants shall be in good physical psychological conditions and applicants should get physical certificate before coming to China which includes: No diseases which are prohibited from entering by Chinese laws and regulations or long-term residence in China; No severe hypertension, cardiovascular and cerebrovascular diseases, diabetes, cancers or other severe chronic diseases; No mental diseases; No contagions; Not the surgical patients or at the acute stages; Non-physical disability;
- 10) Pregnant female applicants will also not be admitted, and pregnant female students will be asked to leave during the study period.
- 11) Students who are already studying in China or have been accepted into other Chinese government scholarship programs are not eligible to apply.

2. Procedure for admission application

- 1. Recommended by the applicant's current unit or organization to the Economic and Commercial Office of the Chinese Embassy and approved; Submit the application materials (electronic and paper) to the Economic and Commercial Office of the Chinese Embassy. Please provide all the paper application materials upon registration.
- 2. Please send an email to <u>sherryyang123@126.com</u> to request the scholarship application form. After filling in the personal information, please send the electronic feedback to the email address within 3 working days. Never fill the form by handwriting.
- 3.The applicant should take the approved JW application form to the Chinese Embassy in each country to apply for the visa to China.

3. Application Materials

	Documents	Requirements	Original copy	Photocopy
1	Application Form	Fill in the application form, print it out, sign, date, and post a photo on it.	1	1
2	Degrees	An original copy and a photocopy need to be prepared for each degree.	1	1
3	Official Transcripts	Transcripts must list all courses taken and all scores obtained.	1	1
4	Personal Statement	Personal statement must be written in English and be some 1000 words in length. It shall cover such essential elements as applicant's academic background, work experience, achievements, and future career plans, including a research plan at Peking University.	1	1
5	Research Plan	Personal ideas and goals for studying related majors in China	1	1
6	CV	In English.	1	1
7	Recommendation Letters	Two recommendation letters are required: one by a superior in the institution where the applicant works; the other by a professor who knows the applicant well.	1	1
8	English Language Proficiency Test Results	Applicants who are not native English speakers orwhose undergraduate education was not conducted in English shall provide TOEFL or IELTS test scores.	1	1
9	Physical Examination Form	The health form shall be issued within one month before the submission of application, showing that the applicant carries no infectious diseases which may have a serious impact on public health or fall into any of the health situations prohibited by China's Entry-Exit Inspection and Quarantine Laws and Regulations.	1	1
10	Photocopy of a Valid Passport	The passport must be a personal regular passport. All successful candidates must enter China and register with Peking University using the same passport as used for applying for the program. And after arriving at HUC,please hand in those two original copies.	4	1

4. Submit the Application

- 1) Students can apply for the scholarship program only after the approval and recommendation of the relevant responsible department of the government where they are located, and submit the materials according to the specific requirements of the relevant department of the host country;
- 2) If the government of the host country allows the student to submit the materials directly to the Chinese Embassy, the student shall submit the original paper documents (1, 2 and 3) and the scanned electronic documents to the Economic

and Commercial Office of the Chinese Embassy in the host country with the relevant certificate or recommendation letter of the host country's approval to study in China;

3) The relevant responsible department of the government of the host country requests the Economic and Commercial Department to issue a recommendation letter for the students recommended by the country, and indicates in the written request whether to accept the transfer to other schools to study for the same or similar major if the number of places in the school has been used up. If any other special instructions are also proposed. Warm Reminder

5.Important Notes

- 1) All materials submitted shall be in English or Chinese, and if there is a non-English or Chinese version of the document submitted, a certified English or Chinese translation shall be provided.
- 2) In addition to the copies of the important documents such as Graduation Certificate, Degree Certificate, Transcript and Language proficiency Certificate, the original documents should also be submitted for verification by the economic and Commercial Department of the Chinese Embassy.
- 3) All paper documents (including originals and photocopies) shall be returned together after verification by the Economic and Commercial Office of the Embassy and kept properly. Once you are admitted, you should bring these paper documents to China and submit them to the designated department of the school for review and filing.

6. Deadlines

The application deadline for the master program is June 7th, 2024

VII Registration

Registration will take place in September of 2024. The exact date will be specified in the admission letter.

VIII Other Important Notes

1. Contact person: Ms. Sherry Yang

E-mail: sherryyang123@126.com Telephone: (86-451) 84865775

Website: www.hrbcu.edu.cn

2. Other instructions

1). Regardless of the outcome of the application, all application materials will not be returned.

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- 2). No explanation will be given by the Chinese government whether or not it is accepted.
- 3). Spouses and children are not allowed to accompany them to study in China. The scholarship does not provide expenses for spouses and children to visit relatives in China.
- 4). The procedures for coming to China and related requirements will be explained in the admission documents.

