

Rectoral Decree No. 3040

**CALL FOR APPLICATIONS TO THE RESEARCH DOCTORATE COURSE  
IN SCIENCES OF THE CIVIL ECONOMY. GOVERNANCE, INSTITUTIONS AND HISTORY -  
ACADEMIC YEAR 2024-2025 (CYCLE XL)**

**THE RECTOR**

CONSIDERING Article 4 of Law of 3 July 1998 No. 210, modified by Article 19, Paragraph 1, of Law of 30 December 2010, No. 240;

CONSIDERING the Statute of LUMSA (Libera Università Maria Ss. Assunta);

CONSIDERING Ministerial Decree 14 December 2021, No. 226, published in the Official Gazette No. 308 of 29 December 2021, entitled “Regulation on the procedures for accreditation of doctoral offices and courses and on criteria for the establishment of doctorate courses by accredited bodies”;

CONSIDERING Ministerial Decree of 24 April 2024, No. 629, relating to the allocation of funding amounting to € 70,000.00 for the year 2024-2025 for 1 (one) scholarship under the National Recovery and Resilience Plan (PNRR), M4C1 - Investment 4.1, “Extension of the number of research doctorates and innovative doctorates for public administration and for cultural heritage”; for the Public Administration;

CONSIDERING Ministerial Decree of 24 April 2024, No. 630, relating to the allocation of funding amounting to € 480,000.00 for the year 2024-2025, with the co-financing of research costs by partner companies, of scholarships under the National Recovery and Resilience Plan (PNRR), M4C2 – Investment 3.3, “Introduction of innovative doctorates that meet the innovation needs of businesses and promote the hiring of researchers by businesses”;

CONSIDERING the “Regulation on Research Doctorate Courses”, issued by Rector’s Decree No. 2546 of 7 March 2022;

CONSIDERING the resolutions of the relevant academic bodies;

**Decrees:**

**ARTICLE 1 - ESTABLISHMENT**

Henceforth is established the research doctorate in SCIENCES OF THE CIVIL ECONOMY. GOVERNANCE, INSTITUTIONS AND HISTORY - Cycle XL, with its administrative office at LUMSA University (Libera Università Maria Ss. Assunta, hereinafter, “LUMSA”).

**As per Ministerial Decree No. 226 of 14 December 2021, research doctorate courses may be established only after accreditation by the Italian Ministry of Education, Universities and Research (MIUR), with the favourable opinion of the National Agency for the Assessment of the University and Research System (ANVUR), and the fulfilment of ministerial accreditation requirements. In the event of an unfavourable opinion, the courses concerned shall be immediately suspended, and, therefore, the right to enrol successful candidates in the non-accredited courses shall expire.**

Following below is an indication of the number of places available, the number of scholarships available, the duration, the responsible department, the admission procedures, and the person in charge of the procedure.

Course title: SCIENCES OF THE CIVIL ECONOMY. GOVERNANCE, INSTITUTIONS AND HISTORY

The doctorate is an interdisciplinary programme aimed at developing themes of the civil economy in its various fields. The doctorate programme is oriented by an innovative anthropological and cultural approach to the market economy and to the governance of institutions and organizations. It will, therefore, pay particular attention to the institutions of the civil economy, to the civic third sector, to socially responsible companies, to the regulation of competition, to economy and law, to the sharing economy, to the design of rules and regulations, to cooperative banks and local finance, and to sustainable development. It aims to offer specialist training in intercepting new social needs and coming up with answers to the needs of all stakeholders.

The doctorate, despite having a strong unitary nature, will be divided into 2 curricula:

1. Economic-institutional: offering tools and methodologies typical of the economy, with particular attention to the dimensions of the European model: small and medium enterprises, family businesses, the cooperative model, social and civil enterprises, sustainable development, common goods, and the economy of the common good;
2. Juridical-institutional: developing research lines relating to the legal and institutional dimension of the civil economy, such as: relations between public authorities and citizens, horizontal and vertical

subsidiarity, tools to ensure the quality and effectiveness of rules and regulations (e.g. participation, economic analysis, experimental approaches).

Places: 6 (six)

LUMSA scholarships: 2 (two)

National Recovery and Resilience Plan (PNRR) scholarships - Ministerial Decree of 24 April 2024 No. 629: 1 (one)

National Recovery and Resilience Plan (PNRR) scholarships - Ministerial Decree of 24 April 2024 No. 630: 2 (two)

Places without a scholarship: 1 (one)

Course duration: 3 (three) years.

Note that 1 (one) scholarship is funded under the National Recovery and Resilience Plan (PNRR) as per Ministerial Decree of 24 April 2024 No. 629, by the European Union Next GenerationEU fund, and is intended for a specific project consistent with Investment 4.1 “Extension of the number of research doctorates and innovative doctorates for the public administration and cultural heritage”, having a mandatory period of study and research in a public administration, company or research centre for a minimum of 6 months, and a period of study and research abroad of at least 6 months:

- No. 1 (one) scholarship for carrying out a research project entitled “*Policies for Public Happiness*”.

Note that 2 (two) scholarships are funded under the National Recovery and Resilience Plan (PNRR) as per Ministerial Decree of 24 April 2024 No. 630, by the European Union Next GenerationEU fund, and are intended for specific projects consistent with Investment 3.3 “Introduction of innovative doctorates that meet the innovation needs of businesses and promote the hiring of researchers by businesses”, with a mandatory in-company study and research period of a minimum of 6 months and study and research period abroad of a minimum of 6 months, as specified below:

- No. 1 (one) scholarship for carrying out a research project entitled “*Civil Economy, Family and Birthrate*”, in collaboration with the company *CISF (Centro Internazionale Studi Famiglia - International Centre for Family Studies)*.

- No. 1 (one) scholarship for carrying out a research project entitled “*Civil Economy for Public Policies*”, in collaboration with the company *I-Com (Istituto per la Competitività - Institute for Competitiveness)*.

Note that 1 (one) scholarship is co-funded by LUMSA, with a mandatory study and research period abroad of at least 3 months, and is intended for a specific project:

- No. 1 (one) scholarship for carrying out a research project entitled “*Municipal Budgets and Social Spending*”.

Note that additional scholarships may be allocated to specific projects in the event that specific funding is allocated by external bodies.

For such purpose, during the application process, candidates admitted to the oral exam must complete the documentation for self-certifying the requirements envisaged by such funding bodies.

**Qualifications required to access the doctorate:** Master’s level degree.

**Course venue:** Department of Law, Economics, Politics and Modern Languages - Via Pompeo Magno, 28 - 00192 Rome.

**Admission assessments:** curriculum studiorum et vitae, any publications, the research project plan, and the oral exam.

**Additional admission requirements:**

For all candidates: good knowledge of English.

For foreign candidates: good knowledge of Italian.

Availability to carry out a period of mandatory mobility abroad of at least 6 months (also non-continuously) for the National Recovery and Resilience Plan (PNRR) scholarships as per Ministerial Decrees 629 and 630, or of at least 3 months (also non-continuously) for the LUMSA scholarships.

The calendar of exams, and indications on how they will be carried out, will be published before the oral exam on the LUMSA website, <https://lumsa.it/it/dottorati/iscrizione>, under the Calls section.

By means of this notice, notification for all legal purposes shall be understood to have been fulfilled.

Place of exams: Via Pompeo Magno, 28 - 00192 Rome.

Person in charge of the procedure: Dr. Raffaella Berardi - LUMSA, Via di Porta Castello, 44 - 00193 Roma – Tel. (+39) 06 68422.265 – E-mail address: [dottorati@lumsa.it](mailto:dottorati@lumsa.it).

## ARTICLE 2 - ADMISSION REQUIREMENTS

Those in possession of a Master's degree obtained in Italy or a similar academic qualification obtained abroad and previously recognized as suitable can submit an application to participate in the call for applications to the research doctorate, without any limitation of age or citizenship.

If an academic qualification obtained abroad has not been recognized as suitable, the application will not be considered admissible.

Those who will achieve the qualification required by the call by the date of enrolment in the doctorate course may also participate in the admission exams, under the condition of forfeiture of admission in case of not achieving the qualification by such time. In this case, admission will be considered "conditional" and the candidate will be required to submit, under penalty of exclusion from admission, on enrolment for the course, certification or self-certification of the relevant degree obtained.

LUMSA may, at any time during the procedure, carry out checks on the veracity of provided statements. In the event of any false or untrue declarations, LUMSA may order the immediate exclusion of the candidate from the selection procedure, without prejudice to any resulting criminal liability.

## ARTICLE 3 - ADMISSION APPLICATIONS

Applications to participate in the call must be submitted by 12.00 pm (Italian time) on 08/08/2024.

The application procedure is online and requires the payment of an admin fee of € 50.00 as a contribution to the expenses of the procedure. The methods for submitting applications are detailed in the Guidelines for Call Applications, made available at <https://lumsa.it/it/dottorati/iscrizione>.

Candidates are required to submit the following documentation:

- a) Double-sided photocopy of a valid identification document;
- b) Photocopy of tax code/health card (for Italian citizens only);
- c) Curriculum studiorum et vitae;
- d) a degree certificate with an indication of the exams taken or self-certification of graduation with an indication of the exams taken, for candidates who have obtained their qualification in Italy;
- e) a certificate or self-certification of enrolment for relevant exams, accompanied by self-certification of the presumed graduation date (to be achieved by 31 October 2024), for candidates who will obtain the qualification in Italy by 31 October 2024;

- f) proof of the academic qualification obtained abroad and recognized as suitable;
- g) a plan of the research project to be carried out in the three-year period, written in Italian or in English, which must not exceed 10 (ten) pages, including its title, and any short bibliography;
- h) ANNEX 1: Self-certification for the call for applications to the PhD in SCIENCES OF THE CIVIL ECONOMY. GOVERNANCE, INSTITUTIONS AND HISTORY – Cycle XL (annexed to this call);
- i) certification or self-certification of any scientific qualifications, such as publications, active participation in national and international conferences, periods of study and/or post-graduate research at Italian or foreign universities or research entities;
- j) certification or self-certification of any research grants received.

In the case of candidates enrolled in degree courses in Italy whose qualification has not yet been achieved, self-certification of the presumed graduation date must be submitted. It is understood that this qualification must be obtained without exception by 31 October 2024 and duly transmitted to the Doctoral Office by that date, under penalty of non-enrolment in the doctorate course.

International candidates or candidates in possession of a qualification obtained abroad, in addition to their degree certificate, which must be translated and legalized by the competent Italian diplomatic or consular representatives abroad, must also present the Declaration of Value and Apostille, issued by the competent Italian diplomatic or consular representative abroad, under penalty of non-admission of the application. Alternatively, the foreign qualification may be accompanied by the Certificate of Comparability, instead of the Declaration of Value, and the Certificate of Verification, instead of the Apostille, from the credential evaluation service of Cimea ([www.cimea.it](http://www.cimea.it)). For European candidates, the Declaration of Value and the Certificate of Comparability may be replaced by the Diploma Supplement issued by the university at which the degree was awarded. Documents presented in languages other than French, English, German or Spanish must be accompanied by translations legalized by the competent authorities.

Foreign candidates or those in possession of a qualification obtained abroad who, as per the call's procedure, may be admitted to the doctorate course must also register on the University portal ([www.universitaly.it](http://www.universitaly.it)) in order to formalize their application. In case of the denial of a visa by the competent authorities, admission shall be forfeited and the university will automatically proceed with the exclusion of the student from the course.

LUMSA reserves the right at any time to request additional documentation or to carry out checks on statements made.

It is not possible to supplement the submitted application documentation after the deadline for the call.

Candidates, whose application has been declared inadmissible, will be notified of their exclusion from the call by e-mail to the e-mail address indicated by the candidate.

Pursuant to Article 20 of Law No. 104/92 and Article 16 of Law No. 68/1999, in order to benefit from any additional aids and time in the admission exams, eligible candidates with relevant disabilities or impairments must apply via the dedicated online procedure when applying for the call. Before accessing the online procedure, such candidates are advised, in any case, to notify the Scientific Research Office ([dottorati@lumsa.it](mailto:dottorati@lumsa.it)). The data collected in this regard will be kept and treated with the confidentiality required by current applicable legislation on the protection of personal data. For any further information, please refer to the Privacy Policy annexed to this call, drawn up as per Article 13 of the EU Reg. 2016/679, and specific provisions for the management of data relating to persons with Specific Learning Disabilities (SLDs). All the relevant documentation is available upon request by writing to [privacy@lumsa.it](mailto:privacy@lumsa.it).

#### ARTICLE 4 - EXAMINATIONS

The competition for admission to the doctorate course is carried out in two phases, aimed at ascertaining the candidate's abilities and aptitude for scientific research in the areas referred to in the curricula of which the doctorate is made up, as well as adequate knowledge of the language English.

The first selection phase consists in the evaluation of the following: a) the curriculum studiorum et vitae; b) any scientific publications; c) the research project plan.

Candidates will not be present during this first phase of evaluation of the applications.

The research project plan may be submitted in Italian or in English and must not exceed 10 (ten) pages, including its title, and any short bibliography. For each research project, the Selection Board will evaluate: a) relevance to the central topics of the doctorate, in one of the curricula indicated above; and for scholarships funded under the National Recovery and Resilience Plan (PNRR) by the European Union Next GenerationEU fund, relevance to the project funded by the PNRR; b) the innovative potential for research; c) the methodology applied in the research design.

Interdisciplinary research projects are positively evaluated in particular.

After enrolment in the course, the final research project, which in any case may evolve over the course of the three-year period, will be approved by the Academic Board on the basis of the objectives of the doctorate. In this regard, the definitive research project may not necessarily coincide with the one presented by the candidate during the selection phase.

The second phase of the selection consists of an oral exam, aimed at: a) discussion of the presented research project; b) assessment of knowledge of the English language, and, for foreign candidates, knowledge of the Italian language, considering that a good knowledge of the Italian language is required for admission to the PhD programme; c) assessment of knowledge of the topics of the National Recovery

and Resilience Plan (PNRR) projects referred to in Article 1, in the event that the candidate declares an interest in competing for the assignment of a National Recovery and Resilience Plan (PNRR) scholarship.

To sit the oral exam, the candidates must present one of the following valid identification documents: a national identity card, a passport, a driving licence, an identification card or document with a photograph and official stamp or equivalent issued by a State Administration.

The oral exam is conducted publicly.

Candidates of foreign nationality may request to sit the oral exam in English, by indicating their desire to do so in Annex 1 of this call. During the interview, the Selection Board will also ascertain the level of knowledge of the Italian language of the candidate.

The absence of a candidate on the day and time of the oral exam shall be considered as a waiver of the exam itself, whatever the cause.

## **ARTICLE 5 - SELECTION BOARD**

The Selection Board of the call, appointed by the Rector under guidance from the Academic Board, will be made up of three (3) effective members and three (3) alternate members chosen from among professors and full-time university researchers of LUMSA or of other Italian or foreign universities who are experts in the topics pertaining to the macro-sectors consistent with the objectives of the course, and may be supplemented by another two (2) experts, chosen from public or private research institutions or entities.

The Selection Board will evaluate each candidate out of 40 (forty) points for the first selection phase (evaluation of relevant qualifications) and 60 (sixty) points for the oral exam, of which 10 (ten) points will be reserved for the assessment of competence in the English language.

Only candidates who have achieved a score of at least 27 out of 40 points in the first selection phase will be admitted to the oral exam. Notice of the oral exam and how it will be carried out will be published on the LUMSA website at <https://lumsa.it/it/dottorati/iscrizione>.

The oral exam (interview) will be considered as passed if the candidate obtains a score of no less than 40 out of 60 points, of which at least 6 out of 10 points pertaining to the candidate's competence in the English language. Once the call procedures have been completed, the Selection Board will compile a general merit ranking based on the scores obtained by the candidates in the individual exams. Eligibility for the selection will be considered over a minimum score of 67 out of 100 points.

In cases of equal merit, the younger applicant will be selected, and, in the event of a further tie, the applicant with a Master's degree mark will be selected.

The Selection Board will make the results public through publication on the website of the university at



<https://lumsa.it/it/dottorati/iscrizione> (under the Rankings section). For the purposes of respecting privacy, the system used will generate a unique identification code (Application Code) which will be used to identify the candidates admitted to the selection exam(s) and in the merit rankings, as per the Guidelines for Call Applications.

By means of this notice, public notification for all legal purposes shall be understood to have been fulfilled. Therefore, no communications will be sent by e-mail and/or to the candidate's physical address.

#### **ARTICLE 6 - FINAL RANKING LIST & ADMISSION TO THE COURSE**

Applicants who pass the admission tests and win one of the call places will be admitted to the doctorate courses according to the order of the general merit ranking, up to the number of places available.

In cases of equal merit, the younger applicant will be selected, and, in the event of a further tie, the applicant with a Master's degree mark will be selected.

#### **ARTICLE 7 - COURSE ENROLMENT**

The enrolment procedure for the PhD course is online and must be carried out by 31/10/2024.

All the doctoral students will be required to pay the Annual Regional Tax (€ 140) and the associated Stamp Duty (€ 16), to be paid online.

Doctoral students without a scholarship must additionally pay a second instalment (equal to € 1,100) and a third instalment (equal to € 1,100) by the deadlines set at the beginning of the academic year and published on the web page <https://lumsa.it/it/dottorati/iscrizione> (under the Information and Forms section).

**Candidates admitted to the PhD course must send their formal acceptance via e-mail ([dottorati@lumsa.it](mailto:dottorati@lumsa.it)) within 5 days of the publication of the final ranking. Beyond this deadline, the candidature will be considered withdrawn, and the corresponding doctoral places will be made available to the next suitable candidates according to the order of the ranking.**

#### **ARTICLE 8 - SCHOLARSHIPS**

The scholarships, the number of which is indicated in the above Article 1, are assigned after a comparative evaluation of merit based on the exams set by the Selection Board, and according to the order of the final ranking.

The annual scholarship, determined as per Article 1, Paragraph 1, of Ministerial Decree No. 247 of 23 February 2022, is equal to € 16,243.00 (sixteen thousand, two hundred, and forty-three / 00), subject to the separately managed INPS social security contribution, as per Article 2, Paragraphs 26 et seq., of Law of 8 August 1995, No. 335, as amended and supplemented.

The scholarship covers the entire duration of the course, however the effective disbursement must be confirmed by the Academic Board as valid at the end of each year of enrolment in the course subject to the passing of assessments to verify the work carried out.

The frequency of payment of the scholarship will be monthly starting from the beginning of the course. The amount of the scholarship will be increased by 50% for any authorized period of study abroad, equal to at least one continuous month.

The granting of the scholarship categorically excludes the establishment of any subordinate employment relationship with the University.

Doctoral students receiving a National Recovery and Resilience Plan (PNRR) scholarship will be asked, on enrolment in the doctorate course, to sign a letter of commitment to comply with the obligations set by the Ministry of Universities and Research (MUR), under penalty of revocation and return of the scholarship.

Note that any additional scholarships destined for specific research projects will be disbursed only after the granting of the funding by the granting bodies. Any doctorate student receiving a scholarship funded by an external body must carry out the research project for which the funding is granted according to the project's technical file.

When enrolling in the PhD course, PhD students receiving a scholarship funded or co-funded by external bodies will be asked to sign a letter of commitment to comply with the obligations set out in the respective agreements, under penalty of revocation of the scholarship and the return of the amounts already received at the time of withdrawal.

## **ARTICLE 9 - RIGHTS & DUTIES OF PHD STUDENTS**

Admission to the doctorate course implies an exclusive, full-time commitment to the course. The Academic Board must authorize any paid work by PhD students, verifying its compatibility with the teaching, study and research activities of the course. It is also under the discretion of the Academic Board to authorize any double enrolment of doctoral students in specialization schools, postgraduate courses, degree courses, etc.

To this end, a self-certification form concerning work activities and double enrolments will be provided to the candidates admitted to the oral exam.

The rights and duties of the doctoral students are governed by Article 15 of the Regulation on Research Doctorate Courses (<https://lumsa.it/it/dottorati/iscrizione>).

#### **ARTICLE 10 - AWARD OF THE DEGREE OF THE RESEARCH DOCTORATE**

At the end of the course, doctoral students are required to pass a final exam by submitting a written thesis, in order to demonstrate that they have obtained results of significant scientific value. These results are assessed by a specific Assessment Board.

The Assessment Board for the final exam is formed and appointed in accordance with the “Regulation on Research Doctorate Courses”.

#### **ARTICLE 11 - PROCESSING OF PERSONAL DATA**

Pursuant to EU Regulation No. 2016/679, the personal data provided by the candidates will be collected and processed at LUMSA for the purposes of managing the selection process, as well as for statistical purposes. The provision of such data is mandatory for the purposes of assessing the admission requirements, under penalty of exclusion from the call for applications.

The relevant comprehensive privacy policy is annexed to this call for applications (Annex A).

#### **ARTICLE 12 - FINAL PROVISIONS**

For matters not provided for in this call, reference shall be made to the “Regulation on Research Doctorate Courses”, and to current applicable legislation on doctorate programmes.

The submission of an application for participation in the selection process implies acceptance by the candidate of the rules and regulations contained in this call and in the “Regulation on Research Doctorate Courses”.

The person in charge of the procedure for applications to the doctorate in SCIENCES OF THE CIVIL ECONOMY. GOVERNANCE, INSTITUTIONS AND HISTORY , as referred to in this call, is Dr. Raffaella Berardi – LUMSA - Via di Porta Castello, 44 - 00193 Rome – Tel. (+39) 06 68422265 – E-mail address: [doctorati@lumsa.it](mailto:doctorati@lumsa.it).

This call for applications is published on the LUMSA website (<https://lumsa.it/it/dottorati/iscrizione>), on the European Euraxess website and on the Ministry of Education, Universities and Research (MIUR) website.



Finanziato  
dall'Unione europea  
NextGenerationEU



Ministero  
dell'Università  
e della Ricerca



Italiadomani  
PIANO NAZIONALE  
DI RIPRESA E RESILIENZA



LUMSA  
UNIVERSITÀ

Notice of the publication of the call on the LUMSA website will be published in the Special Series “Concorsi ed esami” (trans. “Calls and exams”) of the Official Gazette of the Italian Republic.

Rome, 10 June 2024

THE RECTOR  
(Prof. Francesco Bonini)

## ANNEX 1

### Self-certification for the call for applications to the PhD in SCIENCES OF THE CIVIL ECONOMY. GOVERNANCE, INSTITUTIONS AND HISTORY – Cycle XL

The undersigned \_\_\_\_\_

TAX ID CODE \_\_\_\_\_

Place and date of birth \_\_\_\_\_

Tel. \_\_\_\_\_

E-mail address \_\_\_\_\_

#### DECLARES

- To be / not be in service at a public administration or other public body; specify which if applicable: \_\_\_\_\_;
- To have / not have previously received a scholarship (even for just one year) for a PhD course;
- To have / not have refused a scholarship funded under the National Recovery and Resilience Plan (PNRR) in Cycle XXXVIII or Cycle XXXIX;
- To be / not be enrolled in \_\_\_\_\_ (specify the degree course/master's course/specialization school, etc.) at \_\_\_\_\_ from \_\_\_\_\_ for the duration of \_\_\_\_\_;
- To be interested in competing for the following announced place(s) (multiple choices allowed):

National Recovery and Resilience Plan (PNRR) scholarship, as per Ministerial Decree 629, entitled “*Policies for Public Happiness*”, with mandatory study abroad for at least 6 months and a period of study and research of at least 6 months in a company;

National Recovery and Resilience Plan (PNRR) scholarship, as per Ministerial Decree 630, entitled “*Civil Economy, Family and Birthrate*”, with mandatory study abroad for at least 6 months and a period of study and research of at least 6 months in the company CISF (*Centro Internazionale Studi Famiglia - International Centre for Family Studies*);



- National Recovery and Resilience Plan (PNRR) scholarship, as per Ministerial Decree 630, entitled “*Civil Economy for Public Policies*”, with mandatory study abroad for at least 6 months and a period of study and research of at least 6 months in the company *I-Com (Istituto per la Competitività - Institute for Competitiveness)*;
- LUMSA scholarship entitled “*Municipal Budgets and Social Spending*”, with mandatory study abroad for at least 3 months;
- LUMSA scholarship with mandatory study abroad for at least 3 months;
- Place without a scholarship.

For candidates of foreign nationality only:

- To want to take the oral exam:
  - in English
  - in Italian

Finally, the undersigned declares to have read the Regulation on Research Doctorate Courses published on the university website (<https://lumsa.it/it/dottorati/iscrizione>) and to be informed, as per EU Regulation EU 2016/679 that the personal data entered by completing this form will be processed by Libera Università Maria Ss. Assunta in accordance with the provisions (regarding the data controller, DPO, purpose, conservation, legal basis, transfer and rights) indicated in the Personal Data Processing Notice, as per Article 13 of EU Regulation 2016/679.

Date \_\_\_\_\_ (Signature) \_\_\_\_\_