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# Interns Required

<u>Area</u>	<u>No. of places</u>
• Supplier Technical Assistance (STA)	2
• Plant Vehicle Team (PVT)	8
• Quality	2
• Body Shop	3
<b>Total</b>	<b>15</b>

# Ford Romania Intern Program

## Internship Workplan



<b>Function Name:</b>	STA Resident Engineer	<b>Supervisor Name:</b>	Gary Spooner
<b>Department Name:</b>	Purchasing / STA	<b>Supervisor CDSID:</b>	gspoone3
<b>Assignment Location:</b>	Craiova	<b>Supervisor Position#:</b>	STA Manager

### Project Description

To be part of the STA Resident team and participate in supplier quality defect investigation. Support Incoming Quality to resolve open supplier quality issues. Support Product Development Resident Engineer and IQ team to reduce identified supplier quality issues found in warranty claims from customers / dealers. Support minor program launches.

### Measurable Objectives

- The interns will be expected to be able to demonstrate that they have learned how STA systems work and how these are linked to other systems in the Company
- At the end of the program, the interns should be able to explain the problem solving methodology used in Ford.
- The interns will be expected to have a broad background about the Ford manufacturing processes and procedures.
- At the end of the program the internship will be assessed on team work behavior, communication and accuracy of the task completed

### Expected Major Contributions

- Support the team in the day to day business activities
- Come with “fresh eyes” and new ideas
- Hold suppliers responsible for delivering quality product on time.

### Expected Benefits to Intern

- Get knowledge of STA / Purchasing quality systems and procedures used in automotive companies.
- Cross functional exposure to a wide variety of manufacturing and business related activities.
- Be a part of a Global team working on cross functional activities and interactions

### Intern Qualifications (schooling, work experience, major)

- Must be studying for Engineering related degree (Mechanical)
- Good English and MS Office skills required
- Demonstrate ability to work with others in a team environment
- Good problem solving skills & self-motivated
- Strong interest in Automotive





# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	STA Resident Engineer	<b>Supervisor Name:</b>	Robert Avram
<b>Department Name:</b>	Purchasing / STA	<b>Supervisor CDSID:</b>	ravram2
<b>Assignment Location:</b>	Craiova	<b>Supervisor Position#:</b>	STA Manager

## Project Description

To be part of the STA Resident team and participate in supplier quality defect investigation. Support Incoming Quality to resolve open supplier quality issues. Support Plant Vehicle Team (PVT) to reduce identified supplier quality issues found in warranty claims from customers / dealers. Support minor program launches.

## Measurable Objectives

- The interns will be expected to be able to demonstrate that they have learned how STA systems work and how these are linked to other systems in the Company
- At the end of the program, the interns should be able to explain the problem solving methodology used in Ford.
- The interns will be expected to have a broad background about the Ford manufacturing processes and procedures.
- At the end of the program the internship will be assessed on team work behavior, communication and accuracy of the task completed

## Expected Major Contributions

- Support the team in the day to day business activities
- Come with “fresh eyes” and new ideas
- Hold suppliers responsible for delivering quality product on time.

## Expected Benefits to Intern

- Get knowledge of STA / Purchasing quality systems and procedures used in automotive companies.
- Cross functional exposure to a wide variety of manufacturing and business related activities.
- Be a part of a Global team working on cross functional activities and interactions

## Intern Qualifications (schooling, work experience, major)

- Must be studying for Engineering related degree (Mechanical)
- Good English and MS Office skills required
- Demonstrate ability to work with others in a team environment
- Good problem solving skills & self-motivated
- Strong interest in Automotive



# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	<b>Resident Engineer</b>	<b>Supervisor Name:</b>	<b>Robert Ermert</b>
<b>Department Name:</b>	<b>PVT</b>	<b>Supervisor CDSID:</b>	<b>rermert</b>
<b>Assignment Location:</b>	<b>Craiova</b>	<b>Supervisor Position#:</b>	<b>PVT Manager Body</b>

## Project Description

To be part of the Vehicle Engineering PVT (Plant Vehicle Team) from Body department.

Possible quality actions:

- Analyze the Squeak & Rattle issues from the Instrument Panel Line regarding loss of parts.
- Develop based on this analyze a manufacturing strategy to reduce or eliminate loosing parts which can fall inside the IP.

Support Body PVT and Manufacturing department.

## Measurable Objectives

- Understanding of the Roles and Responsibilities PVT organization specifically Body and NVH ( Nose Vibration Harshness).
- Measurable Quality Improvements on selected topics.
- The interns will be expected to have a broad background about the Ford Vehicle Development procedures.
- At the end of the program the internship will be assessed on team work behavior, communication and accuracy of the task completed.

## Expected Major Contributions

- Support the team in the day to day business activities.
- Perform detailed engineering analysis on selected topics.

## Expected Benefits to Intern

- Get knowledge of PVT quality and releasing systems used in automotive companies.
- Get knowledge about design work within the Body department.
- Cross functional exposure to a wide variety of manufacturing and product design activities
- Be a part of a Global team working on cross functional activities and interactions

## Intern Qualifications (schooling, work experience, major)

- Must be studying for engineering related degree. (Mechanical)
- Good English and MS Office skills required
- Demonstrate ability to work with others in a team environment
- Good problem solving skills & self-motivated
- Able to work under deadlines
- Strong Interest in Automotive



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# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	Resident Engineer	<b>Supervisor Name:</b>	Robert Ermert
<b>Department Name:</b>	PVT	<b>Supervisor CDSID:</b>	rermert
<b>Assignment Location:</b>	Craiova	<b>Supervisor Position#:</b>	PVT Manager Body

## Project Description

To be part of the Vehicle Engineering PVT (Plant Vehicle Team) from Body department.

Possible quality actions:

- Analyze the door quality check of door settings and develop strategy to get an automated check.

Support Body PVT and Manufacturing department.

## Measurable Objectives

- Understanding of the Roles and Responsibilities PVT organization specifically Body.
- Measurable Quality Improvements on selected topics.
- The interns will be expected to have a broad background about the Ford Vehicle Development procedures.
- At the end of the program the internship will be assessed on team work behavior, communication and accuracy of the task completed.

## Expected Major Contributions

- Support the team in the day to day business activities.
- Perform detailed engineering analysis on selected topics.

## Expected Benefits to Intern

- Get knowledge of PVT quality and releasing systems used in automotive companies.
- Get knowledge about design work within the Body department.
- Cross functional exposure to a wide variety of manufacturing and product design activities
- Be a part of a Global team working on cross functional activities and interactions

## Intern Qualifications (schooling, work experience, major)

- Must be studying for engineering related degree. (Mechanical)
- Good English and MS Office skills required
- Demonstrate ability to work with others in a team environment
- Good problem solving skills & self-motivated
- Able to work under deadlines
- Strong Interest in Automotive



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# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	Resident Engineer	<b>Supervisor Name:</b>	Robert Ermert
<b>Department Name:</b>	PVT	<b>Supervisor CDSID:</b>	rermert
<b>Assignment Location:</b>	Craiova	<b>Supervisor Position#:</b>	PVT Manager Body

## Project Description

To be part of the Vehicle Engineering PVT (Plant Vehicle Team) from Body department.  
Possible quality actions:

- Analyze the seat belt retractor regarding fold of the belts.
- Develop out of this analyze a new seat belt guidance part to avoid the folding issue.

Support releasing activities from Body department of seat development.

## Measurable Objectives

- Understanding of the Roles and Responsibilities PVT organization specifically Body.
- Measurable Quality Improvements on selected topics.
- The interns will be expected to have a broad background about the Ford Vehicle Development procedures.
- At the end of the program the internship will be assessed on team work behavior, communication and accuracy of the task completed.

## Expected Major Contributions

- Support the team in the day to day business activities.
- Perform detailed engineering analysis on selected topics.

## Expected Benefits to Intern

- Get knowledge of PVT quality and releasing systems used in automotive companies.
- Get knowledge about design work within the Body department.
- Cross functional exposure to a wide variety of manufacturing and product design activities
- Be a part of a Global team working on cross functional activities and interactions

## Intern Qualifications (schooling, work experience, major)

- Must be studying for engineering related degree. (Mechanical)
- Good English and MS Office skills required
- Demonstrate ability to work with others in a team environment
- Good problem solving skills & self-motivated
- Able to work under deadlines
- Strong Interest in Automotive
- CAD and design acknowledge is a benefit



Go Further



# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	Resident Engineer	<b>Supervisor Name:</b>	Robert Ermert
<b>Department Name:</b>	PVT	<b>Supervisor CDSID:</b>	rermert
<b>Assignment Location:</b>	Craiova	<b>Supervisor Position#:</b>	PVT Manager Body

## Project Description

To be part of the Vehicle Engineering PVT (Plant Vehicle Team) from Body department.  
Possible quality actions:

- Analyze the inside humidity of vehicles which has water ingress after water test and which have not.
- Develop out of this quality standards, measurement method and equipment with a potential European roll out.
- Develop a drying strategy of vehicles based on the analyzes.

Support releasing activities from Body like the department of seal development.

## Measurable Objectives

- Understanding of the Roles and Responsibilities PVT organization specifically Body.
- Measurable Quality Improvements on selected topics.
- The interns will be expected to have a broad background about the Ford Vehicle Development procedures.
- At the end of the program the internship will be assessed on team work behavior, communication and accuracy of the task completed.

## Expected Major Contributions

- Support the team in the day to day business activities.
- Perform detailed engineering analysis on selected topics.

## Expected Benefits to Intern

- Get knowledge of PVT quality and releasing systems used in automotive companies.
- Get knowledge about design work within the Body department.
- Cross functional exposure to a wide variety of manufacturing and product design activities
- Be a part of a Global team working on cross functional activities and interactions

## Intern Qualifications (schooling, work experience, major)

- Must be studying for engineering related degree. (Mechanical)
- Good English and MS Office skills required
- Demonstrate ability to work with others in a team environment
- Good problem solving skills & self-motivated
- Able to work under deadlines
- Strong Interest in Automotive



Go Further



# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	<b>Resident Engineer</b>	<b>Supervisor Name:</b>	<b>Robert Ermert</b>
<b>Department Name:</b>	<b>PVT</b>	<b>Supervisor CDSID:</b>	<b>rrmert</b>
<b>Assignment Location:</b>	<b>Craiova</b>	<b>Supervisor Position#:</b>	<b>PVT Manager Body</b>

## Project Description

To be part of the Vehicle Engineering PVT (Plant Vehicle Team) from Body department.  
Possible quality actions:

- Analyze water ingress to the vehicle and develop a priority list.
- Find potential root causes and develop a containment action for the Top one.

Support releasing activities from Body like the department of seal development.

## Measurable Objectives

- Understanding of the Roles and Responsibilities PVT organization specifically Body.
- Measurable Quality Improvements on selected topics.
- The interns will be expected to have a broad background about the Ford Vehicle Development procedures.
- At the end of the program the internship will be assessed on team work behavior, communication and accuracy of the task completed.

## Expected Major Contributions

- Support the team in the day to day business activities.
- Perform detailed engineering analysis on selected topics.

## Expected Benefits to Intern

- Get knowledge of PVT quality and releasing systems used in automotive companies.
- Get knowledge about design work within the Body department.
- Cross functional exposure to a wide variety of manufacturing and product design activities
- Be a part of a Global team working on cross functional activities and interactions

## Intern Qualifications (schooling, work experience, major)

- Must be studying for engineering related degree. (Mechanical)
- Good English and MS Office skills required
- Demonstrate ability to work with others in a team environment
- Good problem solving skills & self-motivated
- Able to work under deadlines

Strong Interest in Automotive (having a driving license is mandatory)



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# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	Resident Engineer	<b>Supervisor Name:</b>	Michel Vencken
<b>Department Name:</b>	PVT	<b>Supervisor CDSID:</b>	mvencken
<b>Assignment Location:</b>	Craiova	<b>Supervisor Position#:</b>	PVT Manager VE/CH

## Project Description

To be part of the Chassis PVT (Plant Vehicle Team) and to support chassis quality actions and releasing activities.

Possible quality actions:

- Analyze and Improve quality of Brake adjustment Equipment
- Analyze and Improve quality of Handbrake Settings.

Possible releasing activities:

- New Tires
- New Springs, Dampers, ...

## Measurable Objectives

- Understanding of the Roles and Responsibilities PVT organization specifically Chassis Engineering
- Measurable Quality Improvements on selected topics.
- The interns will be expected to have a broad background about the Ford part releasing processes and procedures.
- At the end of the program the internship will be assessed on team work behavior, communication and accuracy of the task completed

## Expected Major Contributions

- Support the team in the day to day business activities
- Perform detailed engineering analysis on selected topics.

## Expected Benefits to Intern

- Get knowledge of PVT quality and releasing systems used in automotive companies.
- Get knowledge about designing and releasing Chassis subsystems.
- Cross functional exposure to a wide variety of manufacturing and product design activities
- Be a part of a Global team working on cross functional activities and interactions

## Intern Qualifications (schooling, work experience, major)

- Must be studying for engineering related degree. (Mechanical or Electrical)
- Good English and MS Office skills required
- Demonstrate ability to work with others in a team environment
- Good problem solving skills & self-motivated
- Able to work under deadlines



Go Further



# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	Resident Engineer	<b>Supervisor Name:</b>	Michel Vencken
<b>Department Name:</b>	PVT	<b>Supervisor CDSID:</b>	mvencken
<b>Assignment Location:</b>	Craiova	<b>Supervisor Position#:</b>	<b>PVT Manager VE/CH</b>

## Project Description

To be part of the Vehicle Engineering PVT (Plant Vehicle Team) and to VE quality improvements and issue resolution.  
Possible quality actions:

- Identify and Resolve Squeak and Rattle (Noise) issues
- Analyze and Improve quality of suspension alignment settings.

Support other releasing activities (like Chassis) with Vehicle Evaluations (NVH, Vehicle Dynamics or SQR)

## Measurable Objectives

- Understanding of the Roles and Responsibilities PVT organization specifically Vehicle Engineering
- Measurable Quality Improvements on selected topics.
- The interns will be expected to have a broad background about the Ford Vehicle Evaluation procedures.
- At the end of the program the internship will be assessed on team work behavior, communication and accuracy of the task completed

## Expected Major Contributions

- Support the team in the day to day business activities
- Perform detailed engineering analysis on selected topics.

## Expected Benefits to Intern

- Get knowledge of PVT quality and releasing systems used in automotive companies.
- Get knowledge about evaluating Vehicle Dynamics and NVH vehicle performance.
- Cross functional exposure to a wide variety of manufacturing and product design activities
- Be a part of a Global team working on cross functional activities and interactions

## Intern Qualifications (schooling, work experience, major)

- Must be studying for engineering related degree. (Mechanical or Electrical)
- Good English and MS Office skills required
- Demonstrate ability to work with others in a team environment
- Good problem solving skills & self-motivated
- Able to work under deadlines
- Strong Interest in Automotive (having a driving license is a benefit)



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# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	<b>Resident Engineer</b>	<b>Supervisor Name:</b>	<b>Viorel Besliu</b>
<b>Department Name:</b>	<b>PVT/Manufacturing</b>	<b>Supervisor CDSID:</b>	<b>vbesliu</b>
<b>Assignment Location:</b>	<b>Craiova</b>	<b>Supervisor Position#:</b>	<b>PVT Mfg. Co -Lead</b>

## Project Description

- Be part of PVT Manufacturing Team and involved in New Engineering changes/releases and implementation to the serial production.
- Getting WERS (Worldwide Engineering Release System) knowledge (CMMS, Concern, Alerts).
- Support VOME to assess/approve the new design release in WERS, identified the potential issues.
- Support PVT implementation for new releases (FB Process).
- Support minor New PVT Program Launches.

## Measurable Objectives

- Understanding of the Engineering Changes/Implementation Process and how this Process is developing in FORD;
- Measurable Quality Improvements on selected topics.
- The interns will be expected to have a broad background about the Ford part releasing processes and procedures.
- At the end of the program the internship will be assessed on team work behavior, communication and accuracy of the task completed

## Expected Major Contributions

- Get knowledge of PVT Manufacturing and releasing systems used in automotive companies.
- Get knowledge about Engineering designing and releasing.
- Be a part of a Global team working on cross functional activities and interactions
- Cross functional exposure to a wide variety of manufacturing and product design activities

## Expected Benefits to Intern

- Get required knowledge of FORD New Engineering Release/Implementation Process and used tools/procedures to apply these in FORD Plants.
- Be part of Global working team and cross functional activities and interactions.

## Intern Qualifications (schooling, work experience, major)

- Must be studying for Engineering related degree;
- Good English and MS Office skills required;
- Demonstrate ability to work with others in a team environment, open minded and willing to the challenge;
- Good Problem Solving skills and self-motivated;
- Willing to work under deadlines.



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# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	<b>Quality Manager</b>	<b>Supervisor Name:</b>	<b>Ion Ifrim</b>
<b>Department Name:</b>	<b>Quality</b>	<b>Supervisor CDSID:</b>	<b>iifrim</b>
<b>Assignment Location:</b>	<b>Craiova</b>	<b>Supervisor Position#:</b>	<b>Quality Manager</b>

## Project Description

1. Implementation in T/C Final area the Action Item Reset Location (Collection Point and Plant Unit Location) for QLS application
2. Update in QLS-VO the repair analyses inputs from all T/C Final repairs areas (with priority on S&R, Water test)

## Measurable Objectives

1. The purpose of using an Action Item to reset a Collection Point or Plant Unit Location is to ensure that units, where repairs cause a retest, are forced to go to the retest and cannot be shipped unless they do so.
2. Repair analyses inputs are used by engineers to take corrective action to eliminate root causes for various issues

## Expected Major Contributions

Support the team in improving Action Items

## Expected Benefits to Intern

- Get knowledge production environment, quality systems and procedures used in automotive companies.
- Cross functional exposure to a wide variety of manufacturing and business related activities.
- Be a part of a Global team working on cross functional activities and interactions.

## Intern Qualifications (schooling, work experience, major)

- Must be studying for Engineering related degree, Electric or Electronic preferred.
- Good English and MS Office skills required.
- Basic knowledge of statistics.
- Demonstrate ability to work with others in a team environment.
- Good problem solving skills & self-motivated.





# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	VO	<b>Supervisor Name:</b>	Cristian Tatomirescu
<b>Department Name:</b>	Incoming Quality VO	<b>Supervisor CDSID:</b>	Ctatomi1
<b>Assignment Location:</b>	Craiova	<b>Supervisor Position#:</b>	IQ Senior engineer

## Project Description

Generate a document with all traceability information - connection with the VIN - for the parts with serial number (engines, T/A, steering, suspension and brake elements, electronic modules, etc.) or batch number / delivery date for the parts w/o serial number used in Craiova Vehicle Operation Plant . Parts labeled with traceability information, starting for all which contain Bar Code and 2D matrix, but not only.

Select the parts who should be introduced the traceability data in QLS

## Measurable Objectives

- List of all internal and external suppliers with any kind of traceability data on the part.
- Select the most important suppliers who should be included in the QLS Traceability data base.
- Restrict the batches of affected vehicles in case of product campaigns are required
- Include a visual aid with all traceability data for the selected Suppliers.

## Expected Major Contributions

- Support the team in improving FTT and Delivery due to fast and easy investigation of the non-conformities due to suppliers.
- Come with “fresh eyes” and new ideas.

## Expected Benefits to Intern

- Get knowledge production environment, quality systems and procedures used in automotive companies.
- Cross functional exposure to a wide variety of manufacturing and business related activities.
- Be a part of a Global team working on cross functional activities and interactions.

## Intern Qualifications (schooling, work experience, major)

- Must be studying for Engineering related degree.
- Good English and MS Office skills required.
- Demonstrate ability to work with others in a team environment.

Good problem solving skills & self-motivated.



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# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	Body Shop Manager	<b>Supervisor Name:</b>	Milian Gogoneata
<b>Department Name:</b>	Body Shop	<b>Supervisor CDSID:</b>	mgogonea
<b>Assignment Location:</b>	Craiova	<b>Supervisor Position#:</b>	Body Shop Manager

## Project Description

Improve position of B232 Body Side lower corner flushness to Body.

## Measurable Objectives

- Collect all data from CMM Measurements , work together with the Inspectors , Supervisors and the production operators;
- Collect data from the Gap& Flushness Measurements.
- Establish the contributors which could influence the Body Side lower corner position.
- Automatic welding process analyzes.

## Expected Major Contributions

- Support the team in improving the Body side lower corner flushness to Body.
- New and spontaneous vision in the Welding process.

## Expected Benefits to Intern

- Get involve in a production team , discover the team working experience;
- Become familiar with the Quality system and procedures in automotive industry;
- Be a part of a Global team working on cross functional activities and interactions.

## Intern Qualifications (schooling, work experience, major)

- Student or Bachelor Engineering related degree, Mechanical, Automotive, Electric, Robots.
- Good English and MS Office skills required.
- Basic knowledge of statistics.
- Self – driven in work activities.



# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	Body Shop Manager	<b>Supervisor Name:</b>	Milian Gogoneata
<b>Department Name:</b>	Body Shop	<b>Supervisor CDSID:</b>	mgogonea
<b>Assignment Location:</b>	Craiova	<b>Supervisor Position#:</b>	Body Shop Manager

## Project Description

Improving the closing /opening efforts on B232 Front Doors and SLD Doors based on statistical data from GFCPA and from Warranty claims (Verbatim) Body Exterior VRT beginning with January 2013.

## Measurable Objectives

- Collect all data from ES Measurements , work together with the Inspectors , Supervisors and the setting operators;
- Collect data from VRT Claims regarding Body Exterior ;
- Establish the contributors which could influence the efforts – (Fishbone diagram). Select main contributors;
- Detect the setting parameters (Gap & Flushness) in order to avoid high efforts.

## Expected Major Contributions

- Support the team in improving GFCPA results and avoiding Warranty Claims;
- New and spontaneous vision in the manufacturing process.

## Expected Benefits to Intern

- Get involve in a production team , discover the team working experience;
- Become familiar with the Quality system and procedures in automotive industry;
- Be a part of a Global team working on cross functional activities and interactions.

## Intern Qualifications (schooling, work experience, major)

- Student or Bachelor Engineering related degree, Mechanical , Automotive ,
- Good English and MS Office skills required.
- Basic knowledge of statistics.
- Self – driven in work activities.



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# Ford Romania Intern Program Internship Workplan



<b>Function Name:</b>	Body Shop Manager	<b>Supervisor Name:</b>	Milian Gogoneata
<b>Department Name:</b>	Door Setting TC/F	<b>Supervisor CDSID:</b>	mgogonea
<b>Assignment Location:</b>	Craiova	<b>Supervisor Position#:</b>	Body Shop Manager

## Project Description

Improve CTQ capability of B232 Front Door.

## Measurable Objectives

- Collect all data from CMM Measurements , work together with the Inspectors , Supervisors and the production operators;
- Evaluate the cross function with the other commodities.
- Establish the contributors which could influence the CTQ position.
- Fixture and clamping performance.
- Automatic welding process analyzes.

## Expected Major Contributions

- Support the team in improving the CTQ capability.
- New and spontaneous vision in the process.

## Expected Benefits to Intern

- Get involve in a production team , discover the team working experience;
- Become familiar with the Quality system and procedures in automotive industry;
- Be a part of a Global team working on cross functional activities and interactions.

## Intern Qualifications (schooling, work experience, major)

- Student or Bachelor Engineering related degree, Mechanical, Automotive, Electric, Robots.
- Good English and MS Office skills required.
- Basic knowledge of statistics.
- Self – driven in work activities.



Go Further



# How do I apply for an Internship?

- Complete an application form indicating your preferred position.
- Submit the form to the Engineering Faculty by the due date (by **April 05<sup>th</sup>.**)
- Ford will evaluate the forms and contact potential candidates to arrange an Interview.
- Ford will conduct a structured interview with 2 assessors (by **April 12<sup>th</sup>.**)
- Successful applicants will be notified to agree a suitable start time to commence 3 month Internship (by **April 17<sup>th</sup>.**)