

# VADEMECUM FOR THE ERASMUS STUDENTS

The aim of this Vademecum is to summarize all the important information about the documents that the Erasmus students, who will leave for the Erasmus programme abroad, need to fill in and present. We advised the students that will depart soon to **CAREFULLY READ** all the information contained here. This document will also be useful during the period of stay abroad, and in the period after the end of the Erasmus experience.

The first part of the Vademecum contains all the important information about how to prepare and complete the **STUDY PROGRAMME** (the exams that will be taken abroad and that replace the exams of the University of Pisa).

The second part of the Vademecum contains all the important information about how to prepare and complete the **LEARNING AGREEMENTS** (which must be done before, during, and after the Erasmus experience). These are different documents from the Study Programme documents, and should only be completed after them.

# **<u>1.</u>** INFORMATION ABOUT THE COMPILATION OF THE STUDY PROGRAMME

Every Study Course from the Department of Economics and Management has its own Erasmus referent. This person approves the Study Programme of the students that will depart for the Erasmus programme abroad. The complete list of the Erasmus referents of each Study Course can be found at the bottom of this Vademecum.

# To begin:

The student must use its own Alice credentials to enter the portal https://didatticaeco.ec.unipi.it/index.php, and then click on the button "Documentazione Studenti Erasmus". Following this, the student must choose their Degree Course, the receiving Erasmus institution, the period of stay abroad, and upload the following documents in pdf format only:

1. Study Programme properly completed (see below)

1. (for the Study Courses for which the Erasmus referents request it) Programme Comparison document properly completed (see below)

Both documents can be download in Word format (.doc) at the following link: https://www.ec.unipi.it/didattica/erasmus/erasmus-studio/

# It will be the student's responsibility to complete the documents and convert them from .doc to .pdf format.

The Study programme is the fundamental document for the presentation of the exams that the student wants to take at the foreign university. The student must enter all the exams required by the course of study, distinguishing between those already taken, those still to be taken and those to be taken abroad.

First of all, the student must have decided which exams to take abroad and then have found the respective exams at the foreign branch.

In this regard, it is advisable:

- consult the didactic offer of the foreign University and search for the exams active in the semester of reference (you can consult the FACT SHEET and MAPPING file or - in case of difficulty - contact the Erasmus contact person or the secretariat of the host University), paying attention to the foreign program;
- 2. evaluate if there is congruence between the program of one or more Erasmus exams with that of one or more Italian exams (e.g. a 12 CFU exam can be validated with two 6 CFU exams)
- 3. remember that the free choice exams are converted individually with the exams taken at the host institution (e.g. if 4 exams of 3 CFU are entered as free choice credits in the PdS, the conversion will take place by making a single conversion for each course)

Once the choice of exams to be taken in Erasmus has been made, it is possible to start with the compilation of the Study Programme.

Procedere alla compilazione dettagliata del piano di studi (scarica qui i moduli relativi al PDS: per lauree triennali
e per lauree magistrali) e del file confronto programmi (necessario per mettere a confronto i programmi degli
insegnamenti che intendete seguire all'estero con i corrispondenti programmi degli insegnamenti italiani).

First of all, you need to download the document to be filled out at the following link. Once you have accessed the web page, you will need to scroll and click on the "Cosa fare una volta vinta la selezione" section. Here, precisely in point 3, it will be possible to download the file, based on the degree level (bachelor's or master's), as you can see in the image below.

Enter your data, degree course, period of mobility and the foreign university headquarters at the top of the document taking the Study Plan of your degree program as a reference, start completing the exams, starting from the first year, and indicating:

Cognome e nome:					
Matricola:					
Corso di laurea: Market	ing e	ricero	he di	mercato	
Periodo di permanenza	all'e	stero:	5 me	si	
Sede Università Stranie	ra: U	V Univ	ersita	t de València	
Disciplina	cru	Esami già sosten uti	C/A*	Esame da sostenere all'estero	ECTS
Storia dei consumi	9	NO	c		
Modelii demografici per la ricerca di mercato	.6	NO	c	Quantitative techniques for business	
Analisi e ricerche di marketing	9	NO	c	Market research + Fundamentos de Investigación de Mercados	6+4,5
Narketing relazionale e social media marketing in rosa con: marketing e gualità del prodotto, economia e gestione dell'innovazione, marketing dei servizi, economia e gestione della imprese commerciali II)	6	ю	A	Marketing communication	6
Prova finale	-				-

\* Indicare se l'esame italiano è caratterizzante (C) o affine (A)

Data ......

Firma

- In the "Disciplina" section the name of the Italian exam
- in "CFU" the number of credits referring to the same exam;
- in "Esami già sostenuti", enter yes or no (YES = already taken, NO = to be taken)
- in "C / A" indicate whether the exam is "characterizing" or "related" (you can find this information in the regulations of your course of study);
- "Esame da sostenere all'estero": leave blank if you do NOT want to take this exam abroad, otherwise enter the name of the corresponding exam in the foreign branch;
- in the "ECTS" section, enter the number of credits for the exam to be taken abroad;

# Essential rules to complete the Study Programme document

1. The Study Programme must contain all the exams (the student will indicate the exams already passed and those not yet passed), and not only the exams to be done during the Erasmus experience. The student must present a proposal of the courses intended to be carried out abroad, with a total credit amount of at least 12 ECTS.

2. For the exams that are intended to be carried out abroad, the "Exams to be taken abroad" column must be completed. The name of the exams should be carefully written in their original language or in English if the receiving institution is located within the Anglo-Saxon countries or if the receiving institution has English courses.

3. The student can carry out only a few exams from the first year and a half common curriculum (excluded for the students of the Bachelor's Degree programme in Management for Business and Economics). That is, the student can only take abroad the exams of Economics I, Economics II Business Economics II and Statistics, as well as those of foreign languages. Exams from the legal area (law discipline) cannot be carried out abroad, with the exception of those pertaining to EU or international law.

4. For subjects that are "CARATTERIZZANTI" in the course's regulation (indicated by the letter "C" in the study plan) and "DI BASE" (indicated with the letter "B"), the recognition takes place by content. Therefore, the student will have to identify, in the University where the Erasmus experience will take place, exams whose contents correspond to those foreseen by the study programme, and that the student intends to replace with.

5. For the "AFFINI" subjects (indicated with the letter "A"), on the other hand, recognition takes place by scientific disciplinary sectors present in the list of those intended to be carried out abroad. Therefore, for this type of subjects the student must indicate in the Study Programme not only the one exam that he or she intends to replace, but also all the exams that belong to the list of that particular exam.

6. It is not possible to request the recognition, including the ECTS of elective courses, of subjects whose programme corresponds to exams already taken by the student. For Master degree students, this also applies to the exams taken during their Bachelor degree studies.

The difference between the total credits of all the exams earned abroad and the credits of the corresponding exams in the student's own Study Programme, for which recognition is requested, cannot be greater than two. The difference between the credits of the individual exam for which recognition is requested and those of the exams that will be carried out abroad, cannot be greater than one for exams of 3/6 CFU and two for exams of 9/12 CFU.

In the event that the differences are greater than those foreseen, the student can do an integration upon return or take an extra exam that can fill any educational debts, always respecting the rules mentioned above. Any supernumerary ETCs may be included within the free choice credits or registered as credits that are not relevant for the average, indicating it appropriately in the Study Programme.

For example, subject to the approval of the ERASMUS REFERENTS OF THE COURSE OF STUDY (the list of which can be found at the bottom of this document), two 6-credit exams carried out abroad can replace a 9-credit Italian exam and the remaining 3 credits can be inserted in free choice credits or in non-averaging credits. Finally, it is necessary to remember that exams taken and registered abroad CANNOT BE REFUSED once they have returned from Erasmus. Therefore, in the event that the student does not want an exam taken in Erasmus to enter the curriculum, it is necessary:

- renounce the grade during the exam, so that it is not included in the Transcript of Records (document certifying the exams taken during the mobility with the respective grades) sent at the end of the mobility from the foreign branch;
- or, if it is a non-compulsory exam, replace it with another exam to be taken once back from Erasmus (so that the exam taken abroad is included in the student's career but the respective credits will not be recognized for the purposes of calculation of the average).

In the case that these possibilities are not feasible, the exam taken abroad will necessarily enter the student's curriculum.

# ADDITIONAL RULES ONLY IN CASE OF MOBILITY FOR THESIS

In case of mobility for thesis, the student must upload on the portale della didattica (section "Altri allegati") a letter from the thesis supervisor of the Department of Economics and Management and one from the supervisor at the host university explaining the reasons. If the work carried out is not quantified by the host institution in terms of CFU, the student may request authorization to carry out all the CFUs provided for the thesis by the Degree Program Regulations abroad, against the final dissertation of the thesis. If at the end of the mobility the supervisor of the Department of Economics and Management finds that the thesis work was only partially carried out during the mobility period, the credits attributed to the final exam will be divided between the preparation activities to be carried out in the mobility period and those to be carried out at the University of Pisa (including the final exam). As a rule, credits will be attributed in proportion to the time expected to be spent by the student in the activities to be carried out at the host site and those to be carried out at the University of Pisa.

# 2. <u>Second part: COMPILATION OF THE FILE FOR COMPARING THE PROGRAMS</u>

The Erasmus coordinator asks the student to fill in an additional document, necessary to compare the programs of foreign courses with the corresponding programs of Italian courses. This document can be downloaded following the same procedure described above for the Study Programme. The document will appear as in the image below. It will be necessary to enter the study programs of the exam to be replaced with that to be taken abroad in the appropriate columns.

AZIENDALE						
Nome e Cognome	Nome:	Cognome:				
Studente						
PERCOR SO						
<u>N1</u>	Esame da Sostenere in Erasmus	Esami Italiano (da convertire in Erasmus) (se più di 1 alternativa applungere				
	(indicare in inglese o in italiano)	righe sotto.ogni.esame)				
Nome Esame						
Programma Dettagliato						
Crediti						
Ore di didattica						
previste						

Pagina web (se disp)

SCHEMA DA SOTTOPORRE PER L'ANALISI DEI PROGETTI ERASMUS PER GLI STUDENTI DEL CORSO DI LAUREA ECONOMIA

It will then be necessary to specify the number of credits for each exam and, if available, report the link to the website where you can find the exam program to be taken abroad. Once the documents (Study programme and the program comparison file) have been compiled, it is necessary to convert these documents into PDF files (.pdf).

Then access the portal https://didatticaeco.ec.unipi.it/index.php with your Alice credentials, select "Erasmus student documentation", select the degree course, the Erasmus location and the mobility period. Then upload the documents in pdf format. A screen similar to this will appear:

D	IPARTIME	NTO DI ECON	omia e Managi	EMENT			UNIVERSI	rà di Pisa
Home	Anagrafic	a studente Gost	lione richieste erasmus	Gestione studenti lavoratori	Gestione domanda di laurea			Logout >
WE >> R	ICHESTA ERASN	US A.A. 2019-2020						
ichies	sta erasmu	s A.A. 2019-202	0					
	Dati	Sede Erasmus Sc	eita					
	e vak	anci01						
	unive	rsitat de valencia (	estudi general) uveg					
	www.	uv.es						
	SPAC	ANA						
	Nume	ero di posti:						
	Esito	valutazione richi	esta erasmus					
	Esito	: Richiesta approv	ata					
	+ A Docu	ggiungi documen imenti Erasmus c	itazione aricati e valutazioni de	l referente				
	Docu	imenti Erasmus c	aricati (Nota la riga col	n colore Identifica l'i	ultimo pds approvato)			
Plani di Itudio	Programma erasmus	Documentazione aggiuntiva	Nota studente			Nota referente	Data inserimento	Data presavision referente
0	Ð						19/11/2019	17/02/2020

To avoid that the exams taken abroad are not validated on return, the changes made to the Study Programme during the mobility period must always be approved in advance by the Erasmus coordinator of the course of study, in the same way and through the same portal used to upload the documents. before mobility. In addition, every time a document is entered on the Erasmus portal, it is not necessary to send an email to the Erasmus contact person, as it receives an automatic notification every time a document is uploaded to the portal.

The timing for the approval of the study plan does not depend on the IRO office, but on the coordinator who varies according to the course of study. Therefore, once all the documents have been uploaded, it is necessary to wait for the response of the Erasmus coordinator, which will take place as soon as possible.

# 3. LEARNING AGREEMENT (LA) BEFORE THE MOBILITY

The Learning Agreement - Before the mobility is located in the personal area of Erasmus Mobility after accepting the assigned mobility. The LA must be completed in its entirety, inserting all the exams to be taken abroad (Table A) and those for which recognition is requested upon return (Table B), in a manner consistent with the DP approved by the Erasmus Coordinator

# BEFORE THE MOBILITY

Study Programme at the Receiving Institution Planned period of the mobility: from 01/09/2021 till 31/12/2021							
Table A Before the mobility	Componen t code (if any)	Component title at the Receiving Institution (as indicated in the course catalogue )	Semester [autumn / spring] [or term]	Number of ECTS credits (or equivalent) to be awarded by the Receiving Institution upon successful completion			
	FEB12004X	International Economics	Autumn	8,00			
	FEB12017X	Economics of the Welfare State	mics of the Welfare State Autumn 4,00				
	FEB43007 Economics of Taxation Autumn 4,00						
	Total: 16,00 credits						
Web link to the	Web link to the course catalogue at the Receiving Institution describing the learning outcomes: [web link to the relevant information]						

#### Recognition at the Sending Institution

Table B Before the mobility	Component code (if any)	Component title at the Sending Institution (as indicated in the course catalogue)	Semester [autumn / spring] [or term]	Number of ECTS credits (or equivalent) to be recognised by the Sending Institution				
	053PP	Economia internazionale	Autumn	6,00				
	071PP	Scienza delle finanze	Autumn	9,00				
	Total: 15,00 credits							
Provisions app	Provisions applying if the student does not complete successfully some educational components: [web link to the relevant information]							
* use ECTS cre	use ECTS credits if available credits							

The credits to be included in Table B must be NET of any additions.

Example: if you replace a 6 ECTS Italian exam with a 4 ECTS exam + a 2 ECTS supplement upon return to Italy, the credits to be included in Table B are 4 and not 6. Free choice credits must be entered individually using option 2 so that the same name and the same number of exam credits to be taken abroad are found. Non-averaging credits should not be included in the L.A.

# 4. <u>CERTIFICATE OF ARRIVAL</u>

	Erasmus+
ERASM	AUS+ STUDENT MOBILITY PROGRAMME 2021/2022
	START OF MOBILITY CERTIFICATE
(to be fill	ed in and signed by the responsible of the host Institution/Enterprise at the beginning of the study/traineeship period abroad)
Name of the	host Institution/Enterprise:
	IT IS HEREBY CERTIFIED THAT:
Mr./Ms	
from the	UNIVERSITA' DI PISA - I PISA01
has already	started his/her ERASMUS+ mobility period for study trainceship
The receivin	ng Institution/Enterprise:
Responsible	person's name
Date,	

After arriving at the foreign campus, the student must download the certificate of arrival model from his / her personal page of the https://erasmusmobility.unipi.it, which must be completed and signed by the host structure on a date not earlier than that. of the start of the mobility indicated in the contract, and uploaded to your personal page of the portal. The procedures relating to the payment of the first installment, equal to 70% of the amount due on the basis of the contract, will be activated within 30 days from the date of online approval of the certificate of arrival by the University's international mobility unit.

# 5. DURING THE MOBILITY

After departure, the compilation and upload on the University Erasmus Mobility portal of the LA -During the mobility (During) will be necessary only if the student intends to modify the study plan and subsequently the original Learning Agreement, for example, to replace, modify or add exams to be done abroad with respect to what is foreseen in the Before. The During must also be loaded if only an extension of the period abroad is requested compared to what is provided in the Before. In this case, the During will have to be loaded empty, simply by entering the new dates of stay abroad.

# IN THE EVENT OF NO CHANGES TO THE LA - BEFORE THE MOBILITY, YOU DO NOT NEED TO UPLOAD ANY LA - DURING THE MOBILITY ON THE ERASMUS MOBILITY PORTAL.

Any modification of the original Study programme through the During document (except those exclusively concerning an extension of the period of stay abroad) must be done following the exact same steps for the compilation of the Before:

- 1. Compilation of the Study Program and its upload to the portal of the Department (<u>https://didatticaeco.ec.unipi.it/index.php</u>) for the approval of the Erasmus referent of the Study course;
- 2. (once the document has been approved by the Erasmus referent) Full compilation of the During, in particular:

a. Make sure that the section "Reason for change" is properly filled out for each modification made, both for the added exams (Added components) and for those eliminated (Deleted components); using the appropriate motivations marked by numbers, and that are specified in the table/legend at the bottom footnote of the During

a. Make sure that all signatures are present (student, responsible person at our institution, responsible person at the foreign institution)

3. Upload the complete During in the Erasmus manager portal (<u>https://unipi.erasmusmanager.it/studenti/;</u> Section: "Accettazione/Rifiuto mobilità assegnata") for the final validation of the CAI.

Exceptional changes to Table A (to be approved by e-mail or signature by the student, the responsible person in the Sending Institution and the responsible person in the Receiving Institution)							
Table A2 During the mobility	Component code (if any)	Component title at the Receiving Institution (as indicated in the course catalogue)	Deleted component [tick if applicable]	Added component [tick if applicable]	Reason for change	Number of ECTS credits (or equivalent)	
	CIVB21ESK I5	PROFESSIONAL SKILLS 5	[]	[×]	B1) Substituting a deleted component	5,00	
	CIVB21STE	STORY TELLING	[]	[×]	B1) Substituting a deleted component	2,00	
	CIVB20IPA6	INTEGRATED PROJECT ASSIGNMENT 6	[×]	[]	A3) Timetable conflict	5,00	
	CIVB20OC	OMNICHANNEL			A3) Timetable	5,00	

#### DURING THE MOBILITY

	м	MARKETING			conflict	
CIVE	B21CSB	CONSUMER BEHAVIOUR - RESEARCH INTEGRATED PROJECT	[×]	[]	A3) Timetable conflict	5,00

	catalogue)	[tick if applicable]	[tick if applicable]	change	ECTS credits (or equivalent)
0000	NTEGRATED PROJECT ASSIGNMENT 5	[]	[X]	B1) Substituting a deleted component	5,00
0000 8	PROFESSIONAL SKILLS 5	1 1	[x]	B1) Substituting a deleted component	5,00
0000 8	STORY TELLING	[ ]	[x]	B1) Substituting a deleted component	2,00
0000	OMNICHANNEL MARKETING	[X]	[ ]	A3) Timetable conflict	5,00
PP .	ECONOMIA DELLE AZIENDE E DELLE AMMINISTRAZIONI PUBBLICHE (GBB)	[X]	[ ]	A3) Timetable conflict	9,00
0000	CONSUMER BEHAVIOUR RESEARCH INTEGRATED PROJECT	[X]	[ ]	A3) Timetable conflict	5,00
	00000   00000   00000   00000   00000   00000   00000   00000   00000   00000   00000   000000	INTEGRATED PROJECT ASSIGNMENT 5 2000 PROFESSIONAL SKILLS 5 2000 STORY TELLING 2000 STORY TELLING 2000 OMNICHANNEL MARKETING PP 2010 ESTORY ELLING 2000 OMNICHANNEL MARKETING 2000 COMNICHANNEL 2000 OMNICHANNEL 2000 DISTORY TELLING 2000 OMNICHANNEL 2000 OMNICHANNEL 2000 DISTORY TELLING 2000 OMNICHANNEL 2000 OMNICHANEL 2000 OMNI	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	20000         NTEGRATED PROJECT         [         ]         [ X ]           20000         PROFESSIONAL SKILLS 5         [         ]         [ X ]           20000         PROFESSIONAL SKILLS 5         [         ]         [ X ]           20000         STORY TELLING         [ ]         [ X ]           20000         STORY TELLING         [ ]         [ X ]           20000         MARKETING         [ X ]         [ ]           20000         MARKETING         [ X ]         [ ]           20000         CONNICHANNEL         [ X ]         [ ]           20000         MARKETING         [ X ]         [ ]           20000         CONSUMER BEHAVIOURF- PROJECT         [ X ]         [ ]           20000         RESEARCH INTEGRATED         [ ]         [ ]           20000         RESEARCH INTEGRATED         [ ]         [ ]           20000         RESEARCH INTEGRATED INTEGRATED         [ ]         [ ]           20000         RESEARCH INTEG	X0000     INTEGRATED PROJECT     []     [X]     Substituting a deleted component       X0000     PROFESSIONAL SKILLS 5     []     [X]     B1)       X0000     PROFESSIONAL SKILLS 5     []     [X]     Substituting a deleted component       X0000     STORY TELLING     []     [X]     Substituting a deleted component       X0000     STORY TELLING     []     [X]     Substituting a deleted component       X0000     STORY TELLING     []     [X]     Substituting a deleted component       X0000     STORY TELLING     []     []     []     A3) Timetable conflict       X0000     STORY TELLING     []     []     []     A3) Timetable conflict       X0000     STORY TELLING     []     []     []     A3) Timetable conflict       X0000     STORY TELLING     []     []     []     A3) Timetable conflict       X0000     STORY TELLING     []     []     []     A3) Timetable conflict       X0000     CONSUMER BEHAVIOUR     []     []     []     A3) Timetable conflict       X0000     RESEARCH INTEGRATED     []     []     []     A3) Timetable conflict       X0000     RESEARCH INTEGRATED     []     []     []     A3) Timetable conflict

# 6. <u>CERTIFICATE OF DEPARTURE</u>

Request it from the Erasmus office of the host university before leaving, in the event that the ToR does not report the actual mobility dates: it could be used to fill in the After the Mobility.

# 7. AFTER THE MOBILITY

At the end of the mobility you need to access the Erasmus Mobility Portal to fill in and print the After the Mobility section of the LA. Then you will have to contact the host foreign structure to complete the compilation and to sign the relevant part of the After the Mobility section (receiving Institution table C). Make sure that the signature date of the host institution does not precede the mobility end date indicated in the document itself. Then you will have to send the L.A. at the address: international@ec.unipi.it for the completion and signing of the relevant part of the After the Mobility section (sending Institution - table D).

If the host site refuses to complete and sign the relevant part of the After the mobility section of the LA, but issues a Transcript of records (ToR) in its place, this document may be accepted as long as it contains all the required information, including dates. effective start and end mobility. In the event that the ToR does not report the actual dates of mobility, a certificate of duration must also be issued that contains these indications, but you will still have to have your CAI complete and sign the part pertaining to the After the mobility section of the LA. In the latter case, you will have to send the empty After, the Transcript of Records (ToR) and any certificate of attendance (CoA) to the IRO office (international@ec.unipi.it).

once the g \_\_\_\_\_\_\_ value on the generation of the mobility back by e-mail to be uploaded to the portal. The After must be uploaded to the Erasmus Mobility portal ONLY when completed in all its parts. In particular, only after the votes obtained abroad have been converted into marks out of thirty by the Department IRO office and inserted in the document. For any further information, you can contact the Department IRO office (international@ec.unipi.it) or the IRO office counseling students at the dedicated email: ufficioiro.outgoing@gmail.com.

# 8. ERASMUS COORDINATOR

COGNOME	NOME	EMAIL	CORSO DI STUDI
SCOTTI	SIMONE	simone.scotti@unipi.it	BANCA, FINANZA E MERCATI FINANZIARI (BFM-L)
BERNINI	FRANCESCA	francesca.bernini@unipi.it	ECONOMIA AZIENDALE (EAZ-L)
CORSINI	LORENZO	lorenzo.corsini@unipi.it	ECONOMIA E COMMERCIO (ECO-L)
DALLI	DANIELE	daniele.dalli@unipi.it	MARKETING E RICERCHE DI MERCATO (WMR-LM)
GIANNETTI	CATERINA	caterina.giannetti@unipi.it	BANCA, FINANZA AZIENDALE E MERCATI FINANZIARI (WBF-LM)
GIANNETTI	CATERINA	caterina.giannetti@unipi.it	ECONOMIA E LEGISLAZIONE DEI SISTEMI LOGISTICI (ELS-L)
GIANNETTI	CATERINA	caterina.giannetti@unipi.it	MANAGEMENT E CONTROLLO DEI PROCESSI LOGISTICI (WML-LM)
MARTINO	PIERLUIGI	pierluigi.martino@unipi.it	MANAGEMENT FOR BUSINESS AND ECONOMICS (MBE-L)
PARENTI	ANGELA	angela.parenti@unipi.it	ECONOMICS (WES-LM)
GABRIELLI	ALESSANDRO	a <u>lessandro.gabrielli@unip</u> i.it	STRATEGIA, MANAGEMENT E CONTROLLO (WSG-LM)
VERONA	ROBERTO	roberto.verona@unipi.it	CONSULENZA PROFESSIONALE ALLE AZIENDE (WCP-LM)