

## Making Hard Decisions Chapter 13 Solutions

This book is an adaptation of the successful US text Cost Management by Hilton, Maher and Selto, written specifically for an international audience. Major improvements include: Diverse and truly international examples of organizations - Examples used throughout the book are from all over the world and represent manufacturing, retail, not-for-profit, and service firms in many different countries. Completely restructured and rewritten text - The book has been rewritten, restructured and also shortened significantly to align content closer with international courses. Integral use of spreadsheets - Spreadsheet software is used for explaining techniques and making applications more realistic. In depth research - Summaries of international research studies that address important cost management issues have been updated and more references to recent research findings have been added. Intuitive explanation of accounting - The authors show directly how events impact the balance sheet and profit and loss account.

No matter how much we accomplish in a day, we nearly always feel a little guilt over what we didn't do. Taming Your To-Do List exposes a seismic shift in society: from one in which most of us were proactive to one in which we carry the burden of having to respond--to every email, text, tweet, and message we receive. This creates a cycle where everyone else sets the priorities for our days rather than us directing our own lives. The result? We procrastinate, putting off the important stuff for later while we tend to the "urgent" stuff right now. It's time to take back your schedule! Ready to tame your to-do list? This book shows you how.

Whatever happened to America's small, private, residential, undergraduate, Liberal Arts Colleges? Will they survive the present contest with pragmatic publicly supported community colleges and the secular mega universities? The story of Wittenberg, one of the best of Ohio's many good Liberal Arts Colleges, provides answers to such questions. It looks at this critical period in their history giving hope that the very best of them will prosper. They are an endangered national resource that should be preserved and no more of them are being started. The book is written both for the casual reader and for historians and professional educators.

The Pain of Brokenness is the true story of a remarkable woman's journey through tremendous and unimaginable trials. Having an unquenchable and ever-persistent desire to see her mother again, she clung to the New Testament promise that Christ would not leave her or allow her to be tempted more than she could bear. Her uncrushable spirit, and burning desire to be remembered and loved like her mother, enabled her to turn to God. As a result, she found comfort and understanding. Her heavenly Father, ultimately healed her brokenness and brought hope and joy back into her life. By reaching out and touching lives of those experiencing emotional and physical pain, she was able to heal her own scars and become whole again. The victory she attained and the wisdom she revealed will be an inspiration to all who are discouraged and totally broken.

A quiet six-year-old girl, brought to America in 1955, was welcomed into the loving home of family members who adopted her as their own cherished daughter. Raised by a gentle, strong father and beautiful, elegant mother, Rose learned through discipline, guidance, and unconditional love what it meant to seek God, strive for excellence in all things, and respect others without compromising oneself. Upon this foundation would she build the rest of her life in spite of the storms that would soon test her. As a young woman, Rose was no stranger to grief: at the age of nine, she lost her beloved father to illness. And so it was that when she met and married her soul mate, Gabriel, she rejoiced in the profound and abundant blessing that was marriage and family, only to face devastating loss once again a few years later when the love of her life was diagnosed with leukemia. Upon becoming a widow before she was thirty years old, the young mother was charged with raising her three children alone. Though she was stricken with grief, she set her mind and spirit upon the task she had promised her husband to see through: to raise and equip their children with the love, integrity, and education that he himself so valued and had dreamed of imparting. This is the memoir of the young woman who exemplified values by which she would raise her children—values that are as relevant today as they were forty years ago. In spite of loss, grief, loneliness, frustration, and discrimination, her convictions and steadfast faith would reap great rewards, leading her to rejoice in the fruit of her labor while building a legacy that will continue for generations.

Put buyer experience and selling resources front-and-center to boost revenue Sales Enablement is the essential guide to boosting revenue through smarter selling. A thorough, practical introduction to sales enablement best practices, this book provides step-by-step approaches for implementation alongside expert advice. In clarifying the sales enablement space and defining its practices, this invaluable guidance covers training, content, and coaching using a holistic approach that ensures optimal implementation with measureable results. Case studies show how enablement is used effectively in real-world companies, and highlight the essential steps leaders must take to achieve their desired sales results. Smarter buyers require smarter selling, and organizations who have implemented enablement programs attain revenue goals at a rate more than eight percent higher than those that do not. This book provides a 101 guide to sales enablement for any sales professional wanting to enhance sales and boost revenue in an era of consumer choice. Understand sales enablement and what it can do for your company Implement enablement using techniques that ensure sustainable, measureable performance impact Adopt proven best practices through step-by-step advice from experts Examine case studies that illustrate successful implementation and the impact of sales enablement on revenue Consumers are smarter, more connected, and more educated than ever before. Traditional sales strategies are falling by the wayside, becoming increasingly less effective amidst the current economic landscape. Companies who thrive in this sort of climate know how to speak to the customer in their own terms, and sales enablement keeps the customer front-and-center by providing sales people with the resources buyers want. Sales Enablement provides a scalable, sales-boosting framework with proven results.

THE PROJECT MANAGEMENT CLASSIC-REVISED AND EXPANDED Now Includes Downloadable Forms and Worksheets Projects are becoming the heart of business. This comprehensive revision of the bestselling guide to project management explains the processes, practices, and management techniques you need to implement a successful project culture within your team and enterprise. Visualizing Project Management simplifies the challenge of managing complex projects with powerful, visual models that have been adopted by more than 100 leading government and private organizations. In this new Third Edition, the authors-leading thinkers and practitioners in the field-keep you on the cutting edge with a sophisticated approach that integrates project management, systems engineering, and process improvement. This advanced content can help take your career and your organization well beyond the fundamentals.

New, downloadable forms, templates, and worksheets make it easy to implement powerful project techniques and tools. Includes references to the Project Management Institute Body of Knowledge and the INCOSE Handbook to help you pass: The Project Management Professional Certification Exam The INCOSE Systems Engineer Certification Exam (CSEP) "I recommend this book to all those who aspire to project management [and] those who must supervise it." —Norman R. Augustine, former chairman and CEO Lockheed Martin Corporation "The importance of this excellent book, able to encompass these two key disciplines [systems engineering and project management], cannot be overemphasized." —Heinz Stoewer, President, INCOSE Decision Consequence Analysis (DCA) is a framework for improving the quality of decision results. The framework is a systematic, multi-criteria quantification of uncertainties and the opportunities for managing and reducing the potential negative consequences of such uncertainties. DCA is demonstrated throughout Sustainable Land Development and Restoration for each stage of system based management of environmental issues. DCA links disciplines and incorporates components of risk modelling, probability modelling and the psychology of decision making. Its goal is to provide a comprehensive unbiased decision making framework. Its foundation is accurately defining your problem statement and clearly vetting your objectives to build a structure for meaningful analysis of data. Employment of DCA consistently throughout the environmental industry can reduce decibel-driven, agenda-laden decision making, streamline expenditure of resources (financial, human, natural), and provide a clear path to the sustainable maintenance of balanced environmental systems as the penultimate objective. Sustainable Land Development and Restoration provides a toolbox to both the novice and experienced environmental practitioner of valuable techniques for addressing site specific environmental issues, as well as managing a portfolio of liabilities on an international scale. Ultimately, the authors are addressing the critical issue of balancing environmental asset balance sheets, whether on the scale of an individual project, across a company's portfolio, or for a community. The environmental manager who adopts the principles in this book will have greater confidence that environmental protection or restoration activities are providing measurable utility. The goal is that, through multidimensional resource management analysis and practices companies and societies can achieve sustainable maintenance of a balanced environmental system. Descriptions of technical, contracting and implementation processes are supported by detailed case studies to provide real world context rather than an academic exchange of theories. Techniques for addressing site specific environmental issues Multidimensional resource management analysis Case narrative, data base, and GIS linked

Develop faster with DevOps DevOps embraces a culture of unifying the creation and distribution of technology in a way that allows for faster release cycles and more resource-efficient product updating. DevOps For Dummies provides a guidebook for those on the development or operations side in need of a primer on this way of working. Inside, DevOps evangelist Emily Freeman provides a roadmap for adopting the management and technology tools, as well as the culture changes, needed to dive head-first into DevOps. Identify your organization's needs Create a DevOps framework Change your organizational structure Manage projects in the DevOps world DevOps For Dummies is essential reading for developers and operations professionals in the early stages of DevOps adoption.

This is the first practical, how-to guide to non-monogamy for therapists. It contains everything a therapist needs to know to start working confidently and competently with polyamorous clients. It covers both the most common challenges and the most complex and difficult situations likely to present in the therapy room.

A clear and concise introduction and reference for anyone new to the subject of statistics.

/\*0205446175, Sheafor, Techniques and Guidelines for Social Work Practice, 7e\*/The latest edition of this classic book continues to provide students and practitioners of social work with a one-of-a-kind resource designed to emphasize the different techniques needed for successful practice. Carefully updated to provide social workers with easy access to the most current information on professional techniques and guidelines and organized to support a generalist practice perspective, Techniques and Guidelines for Social Work Practice illustrates multiple ways in which both direct and indirect intervention activities are a part of the social worker's repertoire. Touching upon everything from cultural competence to macro practice, the content of this text is so widely applicable it is an invaluable aid in making the transition to a professional career in social work and a staple of professional social work libraries. In a classroom, it is ideal for use in advanced practice, capstone, and field work courses. Parts I and II summarize the essential foundation elements of social work practice, while Parts III through V set out 157 clearly described techniques and guidelines that can be used by students and new practitioners. The latest edition includes many changes that make it just as essential as previous editions. Techniques deleted from prior editions due to space restrictions are now available at [www.ablongman.com/sheafor7e](http://www.ablongman.com/sheafor7e). New techniques include guidelines for assessing small group functioning, family group conferencing, and building mentoring relationships, as well as addressing client concerns related to spirituality and religion and serving the client or community experiencing an emergency or disaster. Following the lessons of 9/11, new content is included to prepare social workers to deal a client or community emergency. Information is included on Family group conferencing, a new approach based on the principles of restorative justice about which social workers should be knowledgeable. New guidelines for using mentoring relationships, in which senior practitioners without direct administrative responsibilities support and nurture developing social workers, are included in this edition, along with new guidelines for assessing small group functioning as a means of strengthening subsequent intervention activities with groups. Chapter 14 now includes a straight-forward description of techniques for conducting empirical direct practice evaluation with current illustrations based on students' applications of the most commonly used evaluation tools.

Provides a coherent and comprehensive account of the theory and practice of real-time human disease outbreak detection, explicitly recognizing the revolution in practices of infection control and public health surveillance. Reviews the current mathematical, statistical, and computer science systems for early detection of disease outbreaks Provides extensive coverage of existing surveillance data Discusses experimental methods for data measurement and evaluation Addresses engineering and practical implementation of effective early detection systems Includes real case studies

Should you take a much-needed vacation or save money for the kids' education? Protect the endangered owl or maintain jobs for loggers? Have a heart-to-heart with a lying employee or fire him on the spot? All of us face ethical choices. Sometimes they're easy: One side is wrong and the other is right. But how do we handle the really tough "right vs. right" dilemmas, where each side has strong moral arguments and we can't do both? This book helps us build Ethical Fitness®—a values-based decision-making process so definitive that it's now a registered trade mark.

Rushworth M. Kidder, founder of the Institute for Global Ethics, teaches us how to think for ourselves in order to resolve ethical dilemmas ranging from the intimately personal to the broadly philosophical. Unique in its approach and rich with illustrative anecdotes—updated with examples of real-world conflicts from today's political realm and from Dr. Kidder's own observations—How Good People Make Tough Choices is an indispensable resource for spotting, understanding, and resolving our toughest decisions.

This compelling title is a comprehensive, practical guide for current and aspiring leaders in academic medical centers (AMC). Offering both a broad overview of the dynamics of the AMC and a detailed “how-to” set of instructions for the wide-ranging situations that demand skilled leadership, this expertly designed volume is filled with meaningful examples and insights. Learning to Lead in the Academic Medical Center: A Practical Guide consists of five parts. The first three sections are narrative and intended to help the reader become a better leader. The first section looks at the AMC as a social system and emphasizes an understanding of group dynamics. The second section discusses the critical role of personality, while the third covers all the necessary leadership skill sets such as negotiation, persuasion, conflict resolution, running a meeting, and so on. The fourth section is a fascinating series of case vignettes to solve based on the material that preceded it. The final section provides a set of highly instructional solutions to those cases. An indispensable reference authored by three highly accomplished leaders in the field, Learning to Lead in the Academic Medical Center: A Practical Guide will be of great interest to all physicians and trainees who seek a comprehensive yet handy resource on the need-to-know basics of success in the AMC environment.

Crucial methods, tactics and tools for successful pension fund management Achieving Investment Excellence offers trustees and asset managers a comprehensive handbook for improving the quality of their investments. With a stated goal of substantially and sustainably improving annual returns, this book clarifies and demystifies important concepts surrounding trustee duties and responsibilities, investment strategies, analysis, evaluation and much more. Low interest rates are making the high cost of future pension payouts fraught with tension, even as the time and knowledge required to manage these funds appropriately increases — it is no wonder that pensions are increasingly seen as a financial liability. Now more than ever, it is critical that trustees understand exactly what contributes to investment success — and what detracts from it. This book details the roles, the tools and the strategies that make pension funds pay off. Understand the role of pension funds and the fiduciary duty of trustees Learn the tools and skills you need to build profound and lasting investment excellence Analyse, diagnose and improve investment quality of funds using concrete tools and instruments Study illustrative examples that demonstrate critical implementation and execution advice Packed with expert insight, crucial tools and real-life examples, this book is an important resource for those tasked with governing these. Achieving Investment Excellence provides the expert insight, clear guidance and key wisdom you need to manage these funds successfully.

Bankruptcy in America is a booming business, with hundreds of thousands of ordinary Americans filing for bankruptcy each year. Is this dramatic growth a result of mushrooming debt or does it reflect a moral decline that permits the middle class to evade their debts? As We Forgive Our Debtors addresses these questions with hard empirical data drawn from bankruptcy court filings. The authors of this multidisciplinary study describe the law and the statistics in clear, nontechnical language, combining a thorough statistical description of the social and economic position of consumer bankrupts with human portraits of the debtors and creditors whose journeys have ended in bankruptcy court. Book jacket.

This book concerns digital communication. Specifically, we treat the transport of bit streams from one geographical location to another over various physical media, such as wire pairs, coaxial cable, optical fiber, and radio. We also treat multiple-access channels, where there are potentially multiple transmitters and receivers sharing a common medium. Ten years have elapsed since the Second Edition, and there have been remarkable advances in wireless communication, including cellular telephony and wireless local-area networks. This Third Edition expands treatment of communication theories underlying wireless, and especially advanced techniques involving multiple antennas, which turn the traditional single-input single-output channel into a multiple-input multiple-output (MIMO) channel. This is more than a trivial advance, as it stimulates many advanced techniques such as adaptive antennas and coding techniques that take advantage of space as well as time. This is reflected in the addition of two new chapters, one on the theory of MIMO channels, and the other on diversity techniques for mitigating fading. The field of error-control coding has similarly undergone tremendous changes in the past decade, brought on by the invention of turbo codes in 1993 and the subsequent rediscovery of Gallager's low-density parity-check codes. Our treatment of error-control coding has been rewritten to reflect the current state of the art. Other materials have been reorganized and reworked, and three chapters from the previous edition have been moved to the book's Web site to make room.

Chapter 13: The Excellence of Love is based on 1 Corinthians 13, the quintessential text on love. First Corinthians 13 is often recited at weddings, painted on wall-hangings, and memorized by people. First Corinthians 13 paints word pictures that unearth the meaning, motives, and maturing of love—Christ-like love. Love that is deeper and broader than the love sung about in sentimental songs. This love is real. It changes the world. Chapter 13: The Excellence of Love presents a better way to live; a better way to treat people. And, that way is to love. Love matters most. It is the most excellent way to live. Chapter 13: The Excellence of Love needs to be read, understood, and obeyed. Then, our life will be enriched, like God intended, enriched with his love as we love others.

Living in a "perfect" world without social ills, a boy approaches the time when he will receive a life assignment from the Elders, but his selection leads him to a mysterious man known as the Giver, who reveals the dark secrets behind the utopian facade.

Growing a small business requires more than just sales Business Development For Dummies helps maximise the growth of small- or medium-sized businesses, with a step-by-step model for business development designed specifically for B2B or B2C service firms. By mapping business development to customer life cycle, this book helps owners and

managers ensure a focus on growth through effective customer nurturing and management. It's not just sales! In-depth coverage also includes strategy, marketing, client management, and partnerships/alliances, helping you develop robust business practices that can be used every day. You'll learn how to structure, organise, and execute an effective development plan, with step-by-step expert guidance. Realising that you can't just "hire a sales guy" and expect immediate results is one of the toughest lessons small business CEOs have to learn. Developing a business is about more than just gaining customers – it's about integrating every facet of your business in an overarching strategy that continually works toward growth. Business Development For Dummies provides a model, and teaches you what you need to know to make it work for your business. Learn the core concepts of business development, and how it differs from sales Build a practical, step-by-step business development strategy Incorporate marketing, sales, and customer management in general planning Develop and implement a growth-enhancing partnership strategy Recognising that business development is much more than just sales is the first important step to sustained growth. Development should be daily – not just when business starts to tail off, or you fall into a cycle of growth and regression. Plan for growth, and make it stick – Business Development For Dummies shows you how.

What Steven J. Stein found out about creating and sustaining great workplaces The proprietary and cutting-edge research carried out by the author led to outcomes that shed new light on management practice and strategy. The 7 Keys presented in this book, when implemented, will produce immediate results and long-term enhanced performance. You will be privy to what the author has learned about the changing workplace and the role leaders play in maximizing their workforce. You can fill an organization with all the intelligent and highly educated people you want, but without the right culture and discipline, your chances of success are in doubt. Use this book to see how your organization measures up to the 7 Keys and implement the necessary changes to make your workplace a happier and more productive one. The 7 keys Hire capable people who love the work they do and show how they contribute to the bigger picture. Compensate people fairly. Don't overwork (or underwork) people. Build strong teams with shared purpose and viable goals. Make sure managers can manage. Treat people with respect and leverage their unique talents. Be proactively responsible by doing the right things to win the hearts and minds of your people.

For courses in Decision Making and Engineering. The Fundamentals of Analyzing and Making Decisions Foundations of Decision Analysis is a groundbreaking text that explores the art of decision making, both in life and in professional settings. By exploring themes such as dealing with uncertainty and understanding the distinction between a decision and its outcome, the First Edition teaches readers to achieve clarity of action in any situation. The book treats decision making as an evolutionary process from a scientific standpoint. Strategic decision-making analysis is presented as a tool to help students understand, discuss, and settle on important life choices. Through this text, readers will understand the specific thought process that occurs behind approaching any decision to make easier and better life choices for themselves.

MAKING HARD DECISIONS WITH DECISIONTOOLS® is a special version of Bob Clemen's best-selling text, MAKING HARD DECISIONS. This straight-forward book teaches the fundamental ideas of decision analysis, without an overly technical explanation of the mathematics used in management science. This new version incorporates and implements the powerful DecisionTools® by Palisade Corporation, the world's leading toolkit for risk and decision analysis. At the end of each chapter, topics are illustrated with step-by-step instructions for DecisionTools®. This new version makes the text more useful and relevant to students to business and engineering.

During our lifetime, we have some quite difficult choices that challenge our decision-making process. Sometimes we may regret the decision or not even know if we made the right one. And occasionally we put off the decision until we absolutely have to make it or, as it happens, we wait for our circumstances to make the decision for us. Using his years of professional and personal experience, and education in engineering and science, Gerard Ibarra developed an easy-to-use framework that is measurable, repeatable, and reliable. He uses the framework "to make more efficient and effective decisions" for his clients and himself. Now, he wants to share this simple five-step process with you so that, you too, can make the best decisions for yourself.

A must-have book for anyone who has experienced the loss of a beloved wife. Grief Odyssey is the story of two men, each of whom lost his wife to cancer. Both had young children and both went to the depths of sorrow before they began to find a sure emotional footing for their life. This is a must-have book for those who have experienced the loss of a loved one or who has someone in your life who has also dealt with loss. Dr. Douglas E. O'Neill and Dan H. Gilbertson take you on a journey that details: - The shock they experienced as a result of learning their wives had a terminal illness - The way they reacted to their wives' illness - The life-changing decisions they had to make before and after the wives' treatments - And the way fathers and their children adjusted to their tragic losses Their journey is expressed in four phases: 1. Receiving the diagnosis of cancer 2. Watching a wife suffer through treatment 3. The unbelievable loss and sorrow when she died 4. Recovering slowly from that grief to find, once again, emotional health

Lynn introduces readers to the case method of instruction popularized by the John F. Kennedy School of Government and the Harvard Business School. This is a practical, process-oriented guide to teaching, writing, and learning with the case method. Lynn integrates insight from literature with his own extensive experience as a case teacher and writer, and as a trainer of case teachers and case writers. Lynn selects the broadest possible context for discussing the use of cases in teaching for maximum appeal to instructors and learners in diverse fields.

Managerial Accounting teaches students the fundamental concepts of managerial accounting in a concise and easy to comprehend fashion. Stimulating review materials at the end of each section helps students develop their decision-making skills. Students are provided the tools and guidance to take more initiative in their learning, making them more engaged, more prepared, and more confident.

Constantly evolving, and with far-reaching implications, European Union policy-making is of central importance to the politics of the European Union. From defining the processes, institutions and modes through which policy-making operates, the text moves on to situate individual policies within these modes, detail their content, and analyse how they are implemented, navigating policy in all its complexities. Exploring the link between the modes and mechanisms of EU policy-making and its implementation at national level, Policy-Making in the Europe Union helps students to engage with the key issues related to policy. Written by experts, for students and scholars alike, this is the most authoritative and in-depth guide to policy in the European Union.

The current period of market and governmental turbulence is the most challenging—yet rewarding—time to be a treasurer. Now, as perhaps never before, the treasurer's visions, skills, and worth will be tested

and proven. A useful reference, *The Strategic Treasurer: A Partnership for Corporate Growth* systematically equips today's corporate treasurers to move from merely being the liquidity manager to becoming a strategic driver and steward of corporate value as well as an equal partner with senior management.

This book will be bought by researchers and graduates students in Artificial Intelligence and management as well as practising managers and consultants interested in the application of IT and information systems in real business environment.

MAKING HARD DECISIONS WITH DECISIONTOOLS is a new edition of Bob Clemen's best-selling title, MAKING HARD DECISIONS. This straightforward book teaches the fundamental ideas of decision analysis, without an overly technical explanation of the mathematics used in decision analysis. This new version incorporates and implements the powerful DecisionTools software by Palisade Corporation, the world's leading toolkit for risk and decision analysis. At the end of each chapter, topics are illustrated with step-by-step instructions for DecisionTools. This new version makes the text more useful and relevant to students in business and engineering. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Today's business environment involves design decisions with significant uncertainty. To succeed, decision-makers should replace deterministic methods with a risk-based approach that accounts for the decision maker's risk tolerance. In many problems, it is impractical to collect data because rare or one-time events are involved. Therefore, we need a

Don't get down, get started instead-with Fresh StartBankruptcy Well over a million Americans suffer the trauma of bankruptcy everyyear. But many don't know that bankruptcy may be the idealopportunity to rein in their out-of-control finances, get back ontheir feet, and start over anew. Fresh Start Bankruptcy is a friendly and non-intimidating guidethat walks you step by step through the filing process and providesthe sympathetic, expert advice you need to survive the ordeal.Attorneys Deborah Herman and Robin Bodiford provide the informedperspective that makes tough decisions simple. They'll help youdecide whether you should retain legal counsel or move forward onyour own. And if you do decide to go it alone, you'll find all theprofessional advice you need to make the process as quick andpainless as possible. You'll learn which chapter to file and how todo it, how to protect your assets and deal with creditors, how torepair your credit, and how to navigate bankruptcy court. Personal anecdotes included in the book prove that people of allwalks of life have gone through the process and come out strongerthan before-- and you can too! So, no matter how your financialtroubles came about, stop worrying and start over with the positiveoutlook and thoughtful guidance you'll find only in Fresh StartBankruptcy.

This book aims to expand the awareness and understanding of the emotional sequelae of prenatal/preimplantation diagnosis, prenatal decision-making, pregnancy interruption for fetal anomaly, multifetal reduction for high-order multifetal pregnancies and preimplantation choices involving the selection of embryos. Featuring a multi-disciplinary approach, it examines prenatal and preimplantation diagnosis from medical, legal, ethical and psychosocial perspectives. Prenatal and Preimplantation Diagnosis is an excellent resource for obstetricians, reproductive endocrinologists, clinical geneticists, genetic counselors and mental health professionals seeking to better support patients faced with difficult choices.

The authors document the definition of and issues associated with the 'social licence to farm'. Authors from University of New England, Australia.

[Copyright: 124dbce97a28617ba0f9c162fb694714](#)