```matlab
%matrix. problem-3:
close all; clear all; clc;
q_mat = [15 20 10 12];
min = q_mat(1,1); s = min;
for j = 2:size(q_mat,2)
    s = s+ q_mat(1,j);
    if q_mat(1,j) < min
        min = q_mat(1,j);
    end
end
average = (s - min)/3
```

average =

   15.6667

fx >>