

MNG2601

(499017)

October/November 2013

GENERAL MANAGEMENT

Duration 2 Hours

70 Marks

EXAMINERS

FIRST

SECOND

PROF T BREVIS-LANDSBERG

MS I VAN WYK

Closed book examination

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The use of a calculator is **not** permissible

This paper consists of 26 pages plus instructions for the completion of a mark-reading sheet.

INSTRUCTIONS

This paper comprises **70 multiple-choice questions**. Answer **all the questions** on the **mark-reading sheet**. The questions are worth **one** mark each.

Please make sure that you have filled in the following information on the mark-reading sheet

- Your student number
- The module code (MNG2601)
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Please complete the attendance register on the back page, tear off and hand to the invigilator.

[TURN OVER]

1. "Managers group activities together, establish authority, allocate resources and delegate tasks." This sentence best describes the **managerial function** of _____.

- 1 leading
- 2 controlling
- 3 organising
- 4 planning

Questions 2 to 3

Consider the following list of activities that **managers are responsible** for and answer questions 2 and 3.

- a Position the organisation in relation to its competitors
- b Ensure that the organisation is profitable.
- c Decide on the design and packaging, price and promotion of products and services
- d Manage the cash flow of the organisation
- e Transform raw materials into final products and services.
- f Develop new products and improve current product lines.
- g Decide on appropriate schedules for suppliers to deliver goods.

2. Which of the activities listed above would typically fall within the responsibilities of **marketing management**?

- 1 a b
- 2 a f
- 3 a d
- 4 a c

[TURN OVER]

3 Which one of the activities listed above would typically fall within the responsibilities of the **research and development function**?

- 1 d
- 2 c
- 3 e
- 4 f

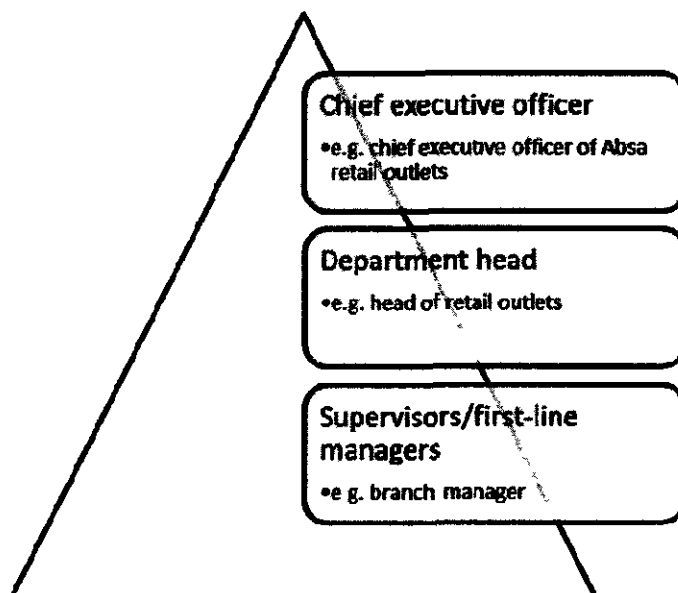
4. Which one of the following is associated with the **interpersonal role** of management?

- 1 Monitor
- 2 Leader
- 3 Negotiator
- 4 Spokesperson

Questions 5 to 8

Consider the figure below and answer questions 5 to 8.

An example of Absa's top, middle and lower management structure:



[TURN OVER]

- 5 The chief executive officer of Absa retail outlets would typically make _____ **decisions**.
- 1 policy
 - 2 tactical
 - 3 strategic
 - 4 operational
6. An Absa branch manager would typically need to possess strong _____ **skills**.
- 1 general
 - 2 technical
 - 3 conceptual
 - 4 interpersonal
7. The chief executive officer of Absa retail outlets would typically be involved with _____ **plans**; while the head of retail outlets would typically be involved with _____ **plans**
- 1 strategic; tactical
 - 2 tactical, strategic
 - 3 strategic; operational
 - 4 operational; strategic
8. The branch manager would typically be involved with carrying out _____ **plans**, which are normally _____ **plans**
- 1 tactical, intermediate
 - 2 strategic; intermediate
 - 3 operational; short-term
 - 4 branch-related; short-term

Questions 9 to 10

Consider the activities of a **supervisor/first-line manager** at Absa below and answer questions 9 to 10

- a Compile the 2013 budget for operational requirements (such as a budget for stationery).
- b Launch a project that entails the upgrading of all the bathrooms in the building.
- c Follow standard procedures and established methods when conducting orientation of new employees.
- d Regularly enforce the rules on ethical behaviour throughout his/her branch.
- e Translate the vision statement of Absa into a realistic mission statement.

9 Which of the above activities of the supervisor/first-line manager at Absa are examples of **standing plans**?

- 1 a b
- 2 b c
- 3 b e
- 4 c d

10. Which of the above activities of the supervisor/first-line manager at Absa are examples of **single-use plans**?

- 1 a b
- 2 b c
- 3 b d
- 4 c e

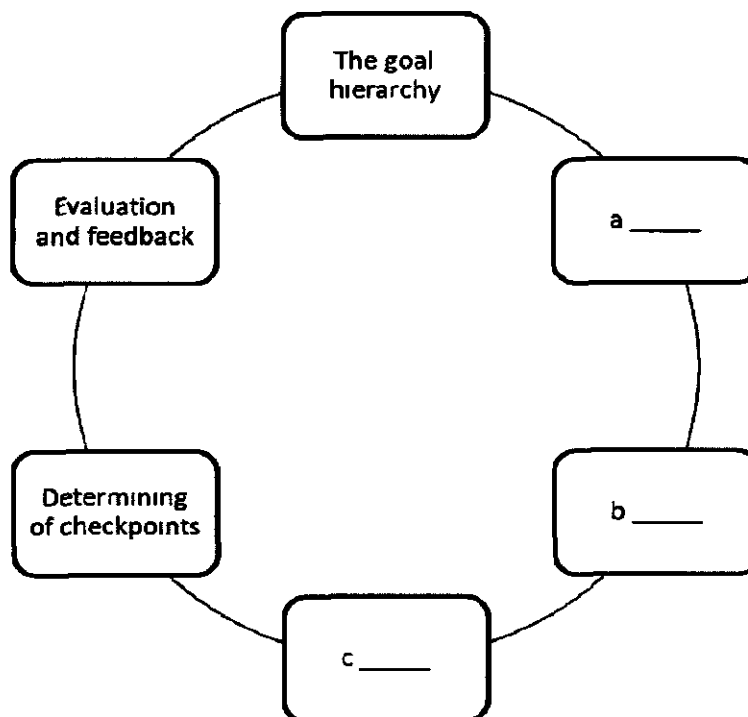
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11. The **strategic goals** of organisations will often focus on areas such as _____, which are also the focus areas of the Balanced Scorecard.

- 1 finance, customers, internal processes, technology and learning and innovation
- 2 finance, customers, external processes, technology and learning and innovation
- 3 finance, customers, internal processes and learning and innovation
- 4 finance, customers, external processes and learning and innovation

Question 12

The following figure illustrates the management by objectives (MBO) process



12. Complete the figure by choosing the correct options below.

- 1 a Discussions of goals; b. Job output; c. Performance targets
- 2 a. Discussions of goals; b. Performance targets; c. Job output
- 3 a. Job output; b. Performance targets; c. Discussions of goals
- 4 a. Job output; b. Discussions of goals; c. Performance targets

[TURN OVER]

Questions 13 to 15

Match the **theorists** in **Column A** with the appropriate **contribution** made towards the **management theory** in **Column B**.

Column A (theorists)	Column B (contribution made towards management theory)
13. Max Weber	1 Developed theory X and theory Y
14. Abraham Maslow	2 Introduced the concept of human needs in management
15. Douglas McGregor	3 Pioneered the scientific approach
	4 Pioneered the bureaucratic approach
	5 Introduced the concept of work simplification

16. According to the contingency theory of management, there are certain characteristics or “contingencies” that can help managers to identify a management approach for a specific situation. Which **one** of the following is **not** considered as such a “contingency”?

- 1 The external environment
- 2 The shareholders of an organisation
- 3 The capabilities of an organisation
- 4 The technology used within an organisation

17. Which of the following is **not** one of **Senge’s organisational learning disabilities**?

- 1 The enemy is out there
- 2 The myth of individual work
- 3 The illusion of taking charge
- 4 The delusion of learning from experience

[TURN OVER]

Questions 18 to 26

Read the following scenario, and answer questions 18 to 26.

Tiger Brands

When asking the CEO of Tiger Brands, Peler Mallare, on how he attempts to lead the company towards success, his answer is simple: "We strive to be the most admired branded FMCG (fast-moving consumer goods) company in emerging markets". He explained that Tiger Brands, therefore needs to be a high-performing, fast-moving consumer goods company with leading brands, operating across the globe in several selected emerging territories, through making use of innovative technologies in delivering their products. The expansion into Africa serves as a great example of how Tiger Brands is actively involved in reaching their goals

Tiger Brands has expanded its African market share by buying 63% of Dangote Flour Mills in Nigeria for approximately R1.5-billion. Tiger Brands currently operates in South Africa, Nigeria, Cameroon, Ethiopia, Kenya and Zimbabwe. Their acquisition of Dangote Flour Mills is the company's third - and largest - deal in Nigeria. It follows the acquisition of biscuit manufacturer Deli Foods Nigeria Limited in April 2011, and UAC Food and Beverage Businesses in May 2011. The additional purchase of 63% of Dangote Flour Mills would add "significant scale to Tiger Brands' existing Nigerian businesses and represents a further important step in Tiger Brands' expansion strategy on the balance of the African continent," Tiger Brands' CEO said in a statement. He added, "Nigeria is a key strategic growth market in West Africa, the second-largest African economy and one of the fastest growing economies in sub-Saharan Africa."

[TURN OVER]

Dangote Flour Mills is regarded as a leader in the flour and pasta market segment of Nigeria's consumer food sector. It possesses a 30% market share in flour milling and 40% market share in pasta. It is the second-largest flour milling company in Nigeria and is involved in flour milling and processing, as well as processing pasta and noodles. "With an estimated population in excess of 160 million and projected average real GDP growth forecast over the next three years of approximately 7% per annum, Tiger Brands believes, particularly for consumer goods, that the potential of the Nigerian market is significant," Mr Mallare said. "Tiger Brands views its strategic relationships with both the Dangote and UAC groups as crucial to its continuing success within the Nigerian FMCG sector. Over the medium term, operational synergies and efficiencies will be leveraged to ensure all parties benefit from these strategic alliances."

Adapted from South Africa Info 2012 Tiger Brands grows Nigena stake (online) available from <http://www.southafrica.info/business/trends/global/tiger-brands-250912.htm#UTWPViebHCs#ixzz2Me7H67o0>
Accessed 10 April 2013

18. *"We strive to be the most admired branded FMCG (fast-moving consumer goods) company in emerging markets".* This is an example of Tiger Brands' _____ **statement**.

- 1 mission
- 2 vision
- 3 value
- 4 goal

[TURN OVER]

19. “ . to be a high-performing, fast-moving consumer goods company with leading brands, operating across the globe in several selected emerging territories, through making use of innovative technologies in delivering our products”. This is an example of a _____ **statement**.

- 1 mission
- 2 vision
- 3 value
- 4 goal

20. The purchasing of three companies, namely the UAC Food and Beverage Businesses, Deli Foods Nigeria Limited, and Dangote Flour Mills is an example of a(n) _____ **integration strategy**.

- 1 product
- 2 market
- 3 innovation
- 4 horizontal

21. The acquisition of Dangote Flour Mills would typically produce flour and pasta products for Tiger Brands. This is an example of a(n) _____ **activity** within the **value chain approach**, while managing 14 000 employees is an example of a(n) _____ **activity**

- 1 secondary; primary
- 2 primary; secondary
- 3 core; human resource
- 4 external; internal

Questions 22 to 23

Match the **management environment** of Tiger Brands in **Column A** with the correct **example** thereof in **Column B**.

Column A (Management environment)	Column B (Example)
22. Market environment	1 Customers
23. Micro-environment	2 The Rand/US dollar exchange rate
	3 Mission and vision statements
	4 African and South African markets

Questions 24 to 25

Consider the following and answer questions 23 to 24

- a. 14 000 employees
 - b. Dangote Flour Mill
 - c. Flour, pasta and biscuits
 - d. Interest rate on overdraft facilities granted by a commercial bank
 - e. Biscuit manufacturing equipment
 - f. Strategic alliances
24. An organisation obtains resources or inputs from the environment and transforms these inputs into outputs. _____ can be considered as **inputs** in Tiger Brand's transformation process

- 1 a b c
- 2 a b e
- 3 b d e
- 4 c d f

[TURN OVER]

25. _____ is an example of an output of Tiger Brand's **transformation process**
- 1 d
 - 2 a
 - 3 e
 - 4 c
26. The _____ is **not** an example of a **force that increases the competition** within a particular market environment.
- 1 threat of a new competitor entering the market
 - 2 threat of substitute products and services
 - 3 threat of a new intermediary entering the market
 - 4 bargaining power of consumers and suppliers
27. Within the **assessment** of an organisation's **internal environment**, _____ is **not** a step in the **development of an organisational profile**.
- 1 identifying strategic internal factors
 - 2 identifying strategic functional segments
 - 3 evaluating strategic internal factors
 - 4 evaluating input for the strategic planning process
28. Identify the **incorrect** statement regarding **strategic planning**.

Strategic planning _____

- 1 is an on-going activity
- 2 is future orientated
- 3 requires well-developed technical skills
- 4 aims to integrate all management functions

[TURN OVER]

29 Monitors, keyboards and mouses are examples of _____ **resources**, while the program to compile reports and graphical illustrations are examples of _____ **resources**.

- 1 hardware; software
- 2 physical, hardware
- 3 hardware; physical
- 4 software, physical

30. The Department of Water and Environmental Affairs' network is only available to staff members, and not to the general public. This is an example of _____.

- 1 the internet
- 2 the extranet
- 3 the intranet
- 4 e-commerce

Questions 31 to 32

Match the **organisational function** in **Column A** with the **supporting IT application** in **Column B**.

Column A (Organisational function)	Column B (Supporting IT application)
31. Manufacturing	1 Office systems and personnel records
32. Administration	2 Materials, logistics and factory automation
	3 Warehouse automation, shipping and receiving
	4 Order entry, sales analysis and commission calculation

[TURN OVER]

33. **Systems** _____ involves monitoring, evaluating and modifying or enhancing a system once it is implemented.

- 1 design
- 2 analysis
- 3 investigation
- 4 maintenance

34. Indicate the correct order of the steps that managers should follow in the **decision-making process**.

- a Recognise, classify and define the problem
- b Implement the chosen option
- c Set goals and criteria
- d Evaluate alternative courses of action
- e Select the best course of action
- f Generate creative alternatives
- g Conduct follow-up evaluation

- 1 a d c f e b g
- 2 a c f d e b g
- 3 e a c f d g b
- 4 e a f c g d b

35. _____ is the process of taking corrective action to find a solution, while _____ is a process of selecting an alternative course of action that will solve a problem.

- 1 Control; decision-making
- 2 Decision-making; control
- 3 Problem-solving; decision-making
- 4 Decision-making; problem-solving

[TURN OVER]

Questions 36 to 37

Match the **group decision-making technique** in **Column A** with an appropriate description thereof in **Column B**.

Column A (Group decision-making technique)	Column B (Description)
36 Nominal group technique	1 A technique used to stimulate creative or imaginative solutions to organisational problems
37 Group decision support system	2 A structured group decision-making technique where group members are all physically present, but members operate independently
	3 A decision-making technique that does not require the physical presence of the participants
	4 A generic term that refers to various kinds of computer-supported group decision-making systems

38. _____ **probability** is based on historic facts, while _____ **probability** is based on the personal estimation and beliefs of the manager.

- 1 Objective; subjective
- 2 Subjective; objective
- 3 Relative; subjective
- 4 Subjective; relative

[TURN OVER]

39. Which one of the following **decision-making tools** combines the objective quantity approach with some subjectivity?

- 1 Pay-off matrix
- 2 Cost-benefit analysis
- 3 Keper-Fourie method
- 4 Break-even analysis

Questions 40 to 44

Read the following case study and answer questions 40 to 44.

W&S Manufacturers

W&S Manufacturers supply wood and steel furniture products to wholesale and retail outlets. Each of their product categories, namely wood and steel furniture, has its own product lines such as office, household, garden, industry, retail and hotel furniture. These product lines comprise various product items such as wooden or steel stables, counters, shelves, and so on. Each product line is managed by its own business unit and has its own departmental functions (for example, the human resources function, the finance function, and so on). W&S decided that there would be one supervisor for every 40 subordinates. Each supervisor has to undergo training in production and manufacturing so that they may assist the workers when they need help or advice. Such training also enables supervisors to make decisions regarding the allocation of resources, and eliminates the time spent to ask for and await a decision from top management. Due to the repetitive nature of the workers' jobs, W&S decided that workers could volunteer in a placement programme, which allocates them to different sections across the production line (but within the same business unit), and exposes them to different tasks and responsibilities. They are allocated to a certain section for a period of three weeks at a time, before moving to a different section. Every section has its own unique and different set of tasks and activities

[TURN OVER]

40. Which one of the following types of **departmentalisation** will be most appropriate for W&S Manufacturers?

- 1 Customer
- 2 Functional
- 3 Product
- 4 Location

41. W&S decided that there would be one supervisor for every 40 subordinates. This refers to the _____ in W&S.

- 1 coordination
- 2 span of control
- 3 division of work
- 4 unity of command

42. Each supervisor has to undergo training in production and manufacturing so that they may assist the workers when they need help or advice.

*This refers to _____ **power** of supervisors.*

- 1 expert
- 2 referent
- 3 coercive
- 4 legitimate

43. Supervisors are allowed to make decisions regarding the allocation of resources, and eliminate the time spent to ask for and await a decision from top management.

*This refers to the _____ **authority** of supervisors*

- 1 line
- 2 staff
- 3 centralised
- 4 decentralised

[TURN OVER]

44. The placement programme is an example of job _____.

- 1 rotation
- 2 expansion
- 3 enrichment
- 4 specialisation

45. People are crucial to the success of an organisation as they can provide an organisation with a competitive edge. Which one of the following is **incorrect** regarding the importance of the human dimension in management?

- 1 People are part of a social system.
- 2 People are the lifeblood of an organisation.
- 3 Workers spend a large part of their days at work.
- 4 Technical workers are at the centre of organisational success.

Questions 46 to 47

Read the following paragraph and answer questions 46 to 47.

Employees continually have new experiences and develop new attitudes, which can be difficult to change. However, managers can try to change an employee's negative attitude by changing organisational, group and personal factors.

46. _____ is an example of **organisational factors**, while _____ is an example of a **personal factor**.

- 1 Clear communications; needs
- 2 Co-workers; career opportunities
- 3 Aspirations; promotions
- 4 Needs, aspirations

[TURN OVER]

47. _____ is an example of **group factors**.
- 1 Managers
 - 2 Training
 - 3 Promotion
 - 4 The job itself
48. There are two types of personalities namely, type A and type B that distinguish one manager from another. Which one of the following is a **type B personality** trait?
- 1 Being competitive
 - 2 Multi-tasking
 - 3 Being creative
 - 4 Valuing quantity over quality
49. Which of the following are two interventions that all managers in contemporary organisations need to be competent in when dealing with **individuals in the organisation**?
- 1 Mentoring and coaching
 - 2 Coaching and delegating
 - 3 Mentoring and decision-making
 - 4 Motivating and organising
50. Which **one** of the following is **not** an aspect that **differentiates superior performance from average performance**?
- 1 Self-awareness
 - 2 Self-management
 - 3 Social skills
 - 4 Social obligation

Questions 51 to 52

Match the type of **power** in **Column A** with the appropriate **example** in **Column B**.

Column A (Type of power)	Column B (Example)
51. Legitimate	1 John is the branch manager of PNA Stationery, and because he has been in the business for years, many of the other branch managers would phone him for advice.
52. Reward	2 Margaret, the manager of human resources, posted a message on the bulletin board, stating "she'd be keeping her eye on" latecomers and absenteeism - if employees are found guilty, the consequences involve an immediate written warning.
	3 Tsipo, a cashier at PNA, often receives the title "Employee of the Month" as everybody admires his work ethics and diligence in his work.
	4 Lindiwe, owner of the PNA franchise, implemented the "Employee of the Month" initiative.

53. _____ **leadership** refers to a more traditional leadership style, while _____ **leadership** refers to leaders who have an exceptional impact on their subordinates.

- 1 Transactional; charismatic
- 2 Charismatic; transformational
- 3 Female; dynamic
- 4 Charismatic; female

[TURN OVER]

54. There are four basic forms of **political behaviour** in organisations, namely _____

- 1 inducement, persuasion, obligation and coercion
- 2 inducement, persuasion, obligation and negotiation
- 3 inducement, persuasion, negotiation and dismissal
- 4 inducement, persuasion, obligation and dismissal

Questions 55 to 56

Match the **leadership theory** in **Column A** with an appropriate **definition** in **Column B**.

Column A (Leadership theory)	Column B (Definition)
55. Hersey and Blanchard's leadership model	1 A leader's behaviour must adjust to reflect the task structure.
56. Fiedler's contingency theory	2 The most effective leadership style for a particular situation is determined by the maturity of the subordinates.
	3 Successful leadership depends on the match between the leader, the subordinate and the situation
	4 Effective leadership depends on factors within a situation.

57. Which one of the following **equations** can be used to determine **performance of employees**?

- 1 Opportunity x Ability = Performance
- 2 Motivation x Willingness x Ability = Performance
- 3 Motivation x Ability x Opportunity = Performance
- 4 Motivation x Opportunity x Willingness = Performance

[TURN OVER]

58. According to **Maslow's hierarchy of needs**, _____ is an example of a higher order need, while _____ is an example of a lower order need.

- 1 affiliation; security
- 2 esteem; self-actualisation
- 3 self-actualisation; affiliation
- 4 physiological; security

59. According to **Herzberg's two factor theory**, _____ is an example of a **motivator factor**, while _____ is an example of a **hygiene factor**.

- 1 recognition; work itself
- 2 responsibility; salary
- 3 salary; organisational policy
- 4 work itself; responsibility

Questions 60 to 62

Match the **concept** related to **motivation** in **Column A** with the appropriate **definition** thereof in **Column B**.

Column A (Concept)	Column B (Definition)
60. Valence	1 Refers to the control a worker has over decision-making
61. Job enlargement	2 The desirability of various work outcomes to a worker
62. Task identity	3 Adding a greater variety of tasks to a worker's existing job
	4 Adding additional responsibilities, previously done by that worker's supervisor
	5 The extent to which a worker performs the job in its entirety leading to high job satisfaction

63 **Control**, as a management function, complements _____ because it shows when deviations occur.

- 1 planning
- 2 leading
- 3 organising
- 4 goal setting

64. Which **one** of the following is not a step in the control process?

- 1 Evaluating deviations
- 2 Taking corrective action
- 3 Measuring actual performance
- 4 Evaluating various courses of action

[TURN OVER]

65. _____ is an example of an **inventory control** tool.

- 1 Total quality management
- 2 Economic order quantity
- 3 Deviation analysis
- 4 Velocity of turnover of assets and credits

Questions 66 to 68

Match the **level of control** in **Column A** with the correct **description** thereof in **Column B**.

Column A (Level of control)	Column B (Description)
66. Strategic control	1 Anticipate and prevent possible problems regarding any of the resources that the organisation feeds into the system
67. Structural control	2 Action is taken during the transformation of resources into products and services to ensure that the organisation meets the quality standards for the products they produce or the services they render
68. Screening control	3 Focuses on the outputs of the transformation process and involves actions taken to fix a faulty output
	4 Concerned with the organisation's processes that entail transforming resources into products and services
	5 Entails a study of an organisation's effectiveness, productivity and management effectiveness

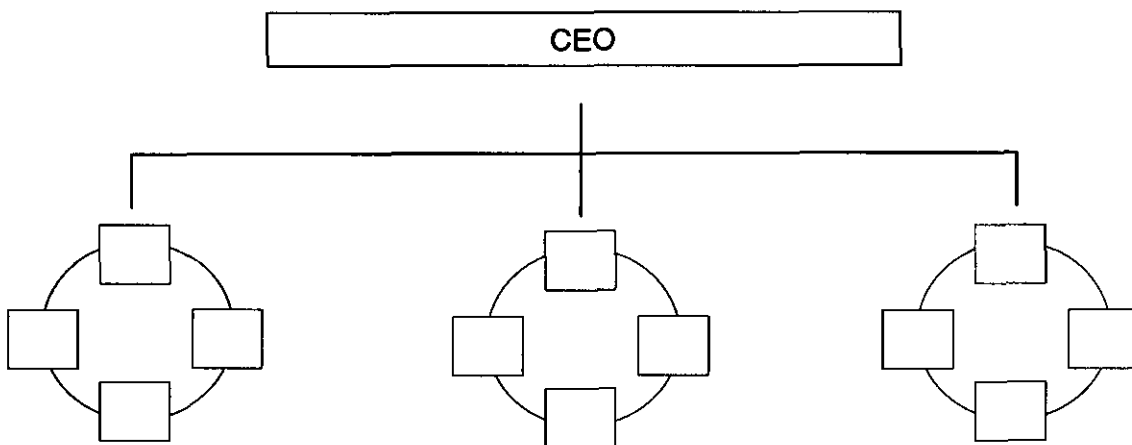
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69. Identify the **incorrect** statement regarding **delegation**.

- 1 Delegation is the process through which managers assign a portion of their total workload to others.
- 2 Managers assign a portion of their workload to an employee, who then has the authority to deploy the necessary resources in order to complete the delegated task.
- 3 A manager delegates authority and accountability to a subordinate, who is then responsible for the completion of a job.
- 4 Delegation is important for organisations as it promotes succession planning.

Question 70

Consider the figure below and answer question 70.



[TURN OVER]

70 The figure illustrates ____; a **form of departmentalisation**

- 1 new venture units
- 2 a team approach
- 3 a networked structure
- 4 matrix departmentalisation

PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100-X
STUDIE-EENHEID by PSY100 X

1

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INITIALS AND SURNAME
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Vir gebruik deur eksamenopsiener

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1. USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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