

**BSM1501**

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**BUSINESS MANAGEMENT IA**

Duration 2 Hours

70 Marks

**EXAMINERS**

FIRST

MS A VAN LILLE

SECOND

MS E KRUGER

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**INSTRUCTIONS FOR COMPLETING THIS EXAMINATION PAPER:**

This examination paper consists of 25 pages plus instructions for completing a mark-reading sheet

Please complete the attendance register on the back page, tear it off and hand it to the invigilator

Answer all the questions on a **mark-reading sheet** and **circle the correct answers on the examination question paper.**

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**READ THE CASE STUDY BELOW AND ANSWER ALL THE QUESTIONS THAT FOLLOW**

**CASE STUDY BUTTONS AND BOWS BABY BOUTIQUE**

Lindie Pretorius, a mother of three started *Buttons and Bows Baby Boutique* eight years ago in Durbanville in the northern suburbs of Cape Town. Lindie is a qualified fashion designer who specialises in making maternity wear, clothing for toddlers and baptism dresses for babies.

After the birth of their first child, Lindie and her husband decided that she should resign from her job. Lindie identified the need for an upmarket maternity, baby and toddler wear boutique in Durbanville. She started her own enterprise and registered it as a sole proprietorship. After careful consideration, they decided that Lindie should rather work from home instead of spending thousands of Rands per month on renting a small space in a shopping mall. Lindie contributed R30 000 of her savings to convert their double garage into a studio. She also applied for a short-term loan of R50 000 to buy new sewing machines, overlockers and furniture for the studio. The studio consisted of a small reception and display area, a fitting room and a workshop.

Lindie's business became so popular that she could not accept all the orders anymore. She had to employ 2 seamstresses and she appointed Michelle to do the administration of the business. Administration plays an important role in this business, as the mothers must come to the studio for at least two fittings before the maternity wear can be finished, and they must bring their babies to the studio for at least two fittings before the baptism dresses can be finished. *Buttons and Bows Baby Boutique* must therefore keep record of the dates of each mother's and baby's fittings and their baptism dates to ensure that the dresses are completed in time. Michelle had to handle the record-keeping, schedule all Lindie's appointments and answer the phone.

Due to the appointment of the staff members, Lindie's premises became far too small. When their neighbours wanted to sell their home, Lindie decided to buy the building for her enterprise. She had to apply for a loan of R900 000 to buy the premises and offered

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their own home, worth R1 million, as security. She also applied for financing of R80 000 to buy more advanced sewing machines, overlockers, office equipment and furniture.

The new premises had enough space for Lindie to open a small shop that sells finished baby garments, clothing for toddlers and matching dresses for mother and daughter. She appointed a full-time shop assistant to handle the sales. After numerous complaints from clients that they could not find affordable and cute baby accessories, one of the seamstresses, Vicky, suggested that they should start making accessories such as baby shoes, hair bands and diaper bags.

The process of making either maternity wear or a baptism dress starts when an expecting mother or new mother phones Lindie to make an appointment to see her at the studio. Lindie will then sketch a design according to the mother's preferences and show her samples of fabric that will suit that particular design. As soon as the mother has decided on a design and matching fabric, Lindie will work out a quotation for the items. The client must then sign a contract to confirm acceptance of the quotation and pay a deposit of 50% of the final price so that Lindie has enough cash to buy the fabric and accessories. Lindie will then cut the fabric according to the design and the seamstresses will start with the sewing. The mother or baby has to come to the studio for a fitting and a final fitting will take place one week before the baptism. The remainder of the money has to be paid when the mother collects the items from the studio.

Lindie buys most of her fabric from Rubitex in Cape Town and from haberdashery stores around Durbanville. Rubitex specialises in fabric and sells a large collection of local and imported material.

Lindie's target market is in Durbanville and surrounding areas, and she competes with big businesses such as *Naartjie* and *Earth Child*. Although her clothing is just as expensive as those of *Naartjie* and *Earth Child*, she has the competitive advantage that she offers a wider range of designs, not just for babies and toddlers, but for expecting mothers as well. Her designs are also unique and made to the specific specifications and preferences of the mother.

Although Lindie's designs are original, she has to be aware of the latest trends in fashion, and overseas designs play an extremely big role in the choices of her clients. The fabric, designs and trimmings of maternity wear change constantly and Lindie has to be aware of new methods of stitching and ironing. Her equipment also has to be of the best quality and she has to upgrade her sewing machines and overlockers regularly.

The enterprise is located in a busy street, which makes it clearly visible to passers-by. Lindie's husband also put up a big billboard in front of the shop. Lindie decided not to advertise in baby magazines as her competitors do, as a single advertisement can cost as much as R6 000. She established a website for free on which she advertises her clothing and accessories. The name of her business, her website and her contact details are also displayed on her car. However, most of Lindie's clients are referrals from previous, satisfied clients.

**MULTIPLE-CHOICE QUESTIONS****Chapter 1**

- 1 **Lindie Pretorius** could be classified as a/an
  - 1) intrapreneur
  - 2) entrepreneur
  - 3) small business manager
  - 4) corporate entrepreneur
  
- 2 **Vicky**, who suggested that they should **make accessories such as baby shoes, hairbands and diaper bags**, could be classified as a/an
  - 1) intrapreneur
  - 2) entrepreneur
  - 3) small business manager
  - 4) franchisee
  
- 3 Lindie registered *Buttons and Bows Baby Boutique* as a sole proprietorship. A **disadvantage** of a **formal enterprise** is that Lindie
  - 1) will struggle to obtain finance
  - 2) does not have to pay tax
  - 3) does not have to keep financial records
  - 4) has to pay tax
  
- 4 Lindie proved her **commitment** to *Buttons and Bows Baby Boutique* by
  - 1) using R30 000 of her savings to convert their double garage into a studio
  - 2) performing tasks herself and communicating well with her staff
  - 3) being realistic and not being discouraged when setbacks occur
  - 4) her intense determination and need to overcome obstacles

- 5 Lindie **sketches the designs** according to the mothers preferences, works out quotations for the items and **cuts the fabric** according to the designs This could be regarded as an example of her
- 1) involvement in *Buttons and Bows Baby Boutique*
  - 2) perseverance
  - 3) commitment to *Buttons and Bows Baby Boutique*
  - 4) positive attitude and approach
- 6 Lindie **contributed R30 000 of her savings** to convert their double garage into a studio This could be regarded as an example of her
- 1) perseverance
  - 2) creativity and innovative ability
  - 3) willingness to take risks
  - 4) positive attitude and approach
- 7 The **opening of a small shop** that sells finished baby garments, clothing for toddlers and matching dresses for mothers and daughters, could be regarded as an example of Lindie's
- 1) creativity and innovative ability
  - 2) perseverance
  - 3) positive attitude and approach
  - 4) willingness to take risks
- 8 Lindie is a **qualified fashion designer** Therefore, she used her to establish *Buttons and Bows Baby Boutique*
- 1) savings
  - 2) expertise
  - 3) aptitude
  - 4) talents

**Chapter 2**

- 9 The **workshop** where Lindie and her two newly appointed seamstresses do the **sewing**, could be regarded as the \_\_\_\_\_ of *Buttons and Bows Baby Boutique*
- 1) industrial column
  - 2) enterprise
  - 3) supply chain
  - 4) establishment
- 10 *Buttons and Bows Baby Boutique* could be classified under the \_\_\_\_\_ **production branch**, because they **make maternity wear, clothing for toddlers and baptism dresses for babies and sell them directly to their clients**
- 1) clothing manufacturing and clothing trading
  - 2) manufacturing and service
  - 3) commercial and service
  - 4) manufacturing and commercial
- 11 *Buttons and Bows Baby Boutique* could be classified under the \_\_\_\_\_ **sector**, because the **small shop** that Lindie opened, **sells** finished baby garments, clothing for toddlers and matching dresses for mothers and daughters **directly to clients**
- 1) primary
  - 2) secondary
  - 3) tertiary
  - 4) retail

12 *Buttons and Bows Baby Boutique* could also be classified under the **sector** because the seamstresses use sewing machines to **transform fabric into maternity wear, baby garments and clothing for toddlers**

- 1) primary
- 2) secondary
- 3) tertiary
- 4) manufacturing

13 A **finished baptism dress**, from its **original stage** until it is **collected by the mother**, went through the **route** known as the

- 1) design phase
- 2) establishment
- 3) industrial column (supply chain)
- 4) quality control

14 *Buttons and Bows Baby Boutique's* **primary objective** is to

- 1) offer their products at a competitive price
- 2) make a profit
- 3) make unique baby garments
- 4) maintain good relations with their suppliers

15 Lindie's **sewing machines, overlockers and furniture** could be regarded as examples of her

- 1) entrepreneurship
- 2) capital
- 3) natural resources
- 4) labour



16 **Michelle and Vicky** could be regarded as which one of the production factors of *Buttons and Bows Baby Boutique*?

- 1) Entrepreneurship
- 2) Capital
- 3) Natural resources
- 4) Labour

17 **Lindie identified the need** for an upmarket maternity, baby and toddlers boutique in Durbanville. This could be regarded as an example of her

- 1) entrepreneurship
- 2) capital
- 3) natural resources
- 4) labour

18 **Lindie's R30 000 contribution** from her savings to convert their double garage into a studio can be regarded as which one of the production factors?

- 1) Entrepreneurship
- 2) Capital
- 3) Natural resources
- 4) Labour

19 **Lindie sketches a design** according to the mother's preferences and shows her samples of fabric, after which **the mother must decide** on a design and matching fabric. This refers to Lindie's clients having the right to

- 1) be informed
- 2) exercise personal choice
- 3) be heard
- 4) be protected

- 20 Lindie **upgrades the sewing machines and overlockers** on a regular basis. This refers to the \_\_\_\_\_ environment
- 1) economic
  - 2) physical
  - 3) technological
  - 4) international

### Chapter 3

- 21 Lindie **identified the need** for an upmarket maternity, baby and toddler boutique in Durbanville, during the \_\_\_\_\_ stage
- 1) idea
  - 2) planning
  - 3) implementation
  - 4) business plan
- 22 Lindie **identified the need** for an upmarket maternity, baby and toddler boutique in Durbanville. The identification of a business idea is a creative process. **Creativity** is
- 1) the ability to identify new opportunities
  - 2) the ability to implement new ideas
  - 3) only about the number of alternatives
  - 4) the ability to come up with new ideas and to implement them
- 23 Lindie is **right brain dominant**, which means that she sees things in a/an \_\_\_\_\_ manner, which refers to \_\_\_\_\_ thinking
- 1) analytical, divergent
  - 2) perceptual, divergent
  - 3) analytical, convergent
  - 4) perceptual, convergent

- 24 Lindie is a qualified fashion designer and has **experience in the fashion industry** therefore she used her      as a method to generate her business ideas
- 1) expertise
  - 2) skills
  - 3) aptitudes
  - 4) talents
- 25 According to the case study, which **method** did **Vicky** use to **generate the idea** of making accessories such as baby shoes, hair bands and diaper bags?
- 1) Everyday activities
  - 2) Business publications
  - 3) Other sources
  - 4) Existing problems
- 26 During which stage in the creation of *Buttons and Bows Baby Boutique*, did Lindie **decide that she will work from home?**
- 1) Idea stage
  - 2) Feasibility stage
  - 3) Planning stage
  - 4) Implementation stage
- 27 To **develop her ideas**, Lindie would use a
- 1) feasibility study
  - 2) viability study
  - 3) bow-tie diagram
  - 4) brainstorming session

**Chapter 4**

28 Lindie's **planning stage** consisted of two parts namely the      and the

- 1) feasibility study, business plan
- 2) idea identification, registration
- 3) viability study, business plan
- 4) market analysis, registration

29 To which of the following questions would Lindie's **market research** provide answers?

- a) Is there a need for baby garments?
- b) Who is going to buy the baby garments?
- c) How many baby garments can be sold?
- d) What price can be charged for the baby garments?

Choose the correct option

- 1) a, b
- 2) a, c
- 3) a b, c
- 4) a, b, c, d

30 During which step of determining her market potential did Lindie find out **who her consumers are** and **what their needs are**, **what products her consumers want** and **how her consumers make their buying decisions**?

- 1) Step 1
- 2) Step 2
- 3) Step 3
- 4) Step 4

31 The **characteristics of consumers** and **information** about their **location** and **numbers** is known as Lindie's

- 1) target market
- 2) customer profile
- 3) market research
- 4) potential market

32 Lindie's **objectives** must be

- a) measurable
- b) realistic
- c) attainable
- d) clear
- e) understandable

Choose the correct option

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

33 The **division of the total potential heterogeneous** consumer market into **smaller homogeneous groups** that have similarities or characteristics in common, is known as

- 1) market segmentation
- 2) the target market
- 3) the expected market share
- 4) market analysis

34 By **listing the features** of her product, Lindie could establish

- 1) her total potential market
- 2) whether there is a need for her product
- 3) her target market
- 4) her expected market share

35 The **residents of Durbanville** have a need for an upmarket maternity, baby and toddler boutique. This relates to the      segment of Lindie's total potential market

- 1) geographic
- 2) demographic
- 3) psychographic
- 4) behaviouristic

36 Lindie's clients are all **women**. This relates to the      segment of Lindie's total potential market

- 1) geographic
- 2) demographic
- 3) psychographic
- 4) behaviouristic

37 *Buttons and Bows Baby Boutique* is an **upmarket** maternity, baby and toddler boutique. Lindie's clients also **prefer designer outfits**. This relates to the      segment of Lindie's total potential market

- 1) geographic
- 2) demographic
- 3) psychographic
- 4) behaviouristic

38 Mothers come to Lindie **just before their children's baptism**, to buy baptism dresses. This relates to the      segment of Lindie's total potential market

- 1) geographic
- 2) demographic
- 3) psychographic
- 4) behaviouristic

39 Lindie has to **examine each segment** of her **total potential market** according to its

- a) accessibility
- b) measurability
- c) profitability
- d) attainability

Choose the correct option

- 1) a, b
- 2) a, b, c
- 3) a, b, d
- 4) a, b, c, d

40 Lindie has to determine how well she can **compete with her competitors** by compiling a

- 1) SWOT analysis
- 2) micro-environment analysis
- 3) feasibility study
- 4) viability study

- 41 It is extremely important that Lindie **calculates the market share as accurately as possible**, as it has a direct influence on the calculation of her
- 1) cost price
  - 2) expenses
  - 3) selling price
  - 4) income
- 42 **Total costs per unit + Percentage profit** is the formula Lindie will use to calculate her
- 1) expected income
  - 2) selling price
  - 3) net profit
  - 4) break-even point
- 43 The monthly **salary** Lindie pays to **Michelle** can be regarded as a/an cost
- 1) fixed
  - 2) variable
  - 3) direct
  - 4) indirect
- 44 Lindie will use the following formula to calculate the
- $$\frac{\text{Fixed costs}}{\text{Gross profit margin}} \times 100$$
- 1) break-even point in units
  - 2) break-even point in rand value
  - 3) selling price
  - 4) total cost per unit



45 To be **viable**, *Buttons and Bows Baby Boutique* must be able to

- a) generate sustainable profits over the long term
- b) compete with its competitors
- c) generate enough cash to meet its daily expenses
- d) fulfil the clients' needs

Choose the correct combination

- 1) a b
- 2) b, c
- 3) c, d
- 4) a, c

## Chapter 5

46 The **business plan** is a detailed plan of action that sets out the      and      of *Buttons and Bows Baby Boutique*

- 1) mission, objectives
- 2) nature, strategy
- 3) financing, activities
- 4) location, target market

47 Who is the **main user** of *Buttons and Bows Baby Boutique*'s business plan?

- 1) Lindie
- 2) Vicky
- 3) Their supplier
- 4) The bank

48 Lindie's business plan serves as a **checklist of all the sets of information needed**

To which one of the following characteristics does this statement refer?

- 1) Communication
- 2) Action
- 3) Synthesis
- 4) Analysis

49 Lindie's sales figures and selling price in the marketing plan should **correspond** with the calculation of the income in the income statement. To which one of the following characteristics does this statement refer?

- 1) Analysis
- 2) Synthesis
- 3) Communication
- 4) Action

50 The **bank can see how Lindie will pay back the loan** by looking at the cash flow projections. To which one of the following characteristics does this statement refer?

- 1) Communication
- 2) Action
- 3) Analysis
- 4) Synthesis

51 Lindie's business plan contains information on **methods to implement the planned activities**. To which one of the following characteristics does this statement refer?

- 1) Synthesis
- 2) Analysis
- 3) Action
- 4) Communication

52 Lindie's **executive summary** should be written after the business plan is completed and inserted on a separate page, after the      and before the

- 1) description of the enterprise, table of contents
- 2) cover page, confidentiality agreement
- 3) table of contents, description of the enterprise
- 4) confidentiality agreement, table of contents

53 According to the case study, what **form of security** did Lindie offer to be able to take out the loan of R900 000?

- 1) Fixed assets
- 2) Property
- 3) Policies
- 4) Investments

54 Lindie should know the difference between capital employed and employment of capital. **Capital employed** includes

- a) Lindie's R30 000 contribution from her savings
- b) Lindie's sewing machines and overlockers
- c) Lindie's R900 000 loan
- d) Lindie's stock fabric
- e) Lindie's R50 000 loan

Choose the correct option

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

55 Lindie should know the difference between capital employed and employment of capital **Employment of capital** includes

- a) Own capital
- b) Fixed assets
- c) Long-term liabilities
- d) Current assets
- e) Current liabilities

Choose the correct option

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

56 Lindie will use the following formula to calculate the

**Fixed costs**

**Price per unit – Variable cost per unit**

- 1) total cost per unit
- 2) break-even point in unit
- 3) break-even point in rand value
- 4) net profit

57 Which of the following main entries can be found on *Buttons and Bows Baby*

*Boutique's income statement?*

- a) Sales
- b) Long term liabilities
- c) Gross profit
- d) Expenses
- e) Current assets

Choose the correct option

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

58 Which of the following main entries can be found on *Buttons and Bows Baby*

*Boutique's balance sheet?*

- a) Cash receipts
- b) Own capital
- c) Long term liabilities
- d) Cash payments
- e) Current assets

Choose the correct option

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

**Chapter 6**

59 Lindie started her own enterprise and registered it as a **sole proprietorship** How many members can a sole proprietorship have?

- 1) A single individual owner
- 2) Two to twenty partners
- 3) One to fifty shareholders
- 4) One to ten members

60 Lindie registered *Buttons and Bows Baby Boutique* as a **sole proprietorship** With this in mind which one of the following statements is correct?

- 1) Lindie will be protected from personal liability for the debts of the business
- 2) Lindie is personally liable for losses
- 3) Lindie has limited liability
- 4) Lindie and Vicky are jointly liable for the debts

61 The **name of the enterprise** *Buttons and Bows Baby Boutique*

- 1) must end with "CC"
- 2) must end with "(Pty) Ltd"
- 3) must end with "& Co"
- 4) have no restrictions as long as it is legal

62 Lindie decided on the **name**, *Buttons and Bows Baby Boutique*, during the

- 1) general management of the enterprise
- 2) initial marketing phase
- 3) compilation of her marketing strategy
- 4) opening of her enterprise

63 The **quality** of the baby garments represents which one of the elements of the marketing strategy?

- 1) Product
- 2) Price
- 3) Distribution
- 4) Marketing communication

64 **Exercising quality control** on the fabric received from her supplier, Rubitex, is the responsibility of the function

- 1) operations
- 2) purchasing
- 3) financial
- 4) general management

65 **Promoting the image** of *Buttons and Bows Baby Boutique* is the responsibility of the function

- 1) marketing
- 2) information management
- 3) public relations
- 4) human resources

66 Michelle must keep record of the dates of each mother's and baby's fittings and their baptism dates to ensure that the dresses are completed in time. **Record-keeping** is part of the function

- 1) marketing
- 2) financial
- 3) purchasing
- 4) information management

- 67 To **buy new sewing machines, overlockers and furniture** for the studio Lindie had to apply for a loan of R50 000. This must be managed by the function
- 1) short-term, purchasing
  - 2) short-term, financial
  - 3) medium-term, financial
  - 4) medium-term, purchasing
- 68 Lindie should **determine in advance what *Button and Bows Baby Boutique* wants to achieve and how these objectives can be attained**. To which element of the general management function does this refer?
- 1) Planning
  - 2) Organising
  - 3) Leading
  - 4) Control
- 69 Lindie **motivates her seamstresses to work together voluntarily** to achieve the objectives of *Buttons and Bows Baby Boutique*. This refers to which element of the general management function?
- 1) Planning
  - 2) Organising
  - 3) Leading
  - 4) Control



70 Lindie must determine in advance **how, where, by whom, when and with what resources** jobs must be carried out. To which element of the general management function does this refer?

- 1) Planning
- 2) Organising
- 3) Leading
- 4) Control

**TOTAL: 70**

PART 1 (GENERAL/ALGEMEEN) DEEL 1

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

1

INITIALS AND SURNAME  
VOORLETTERS EN VAN

DATE OF EXAMINATION  
DATUM VAN EKSAMEN

PAPER NUMBER  
VRAESTELNOMMER

EXAMINATION CENTRE (E.G. PRETORIA)  
EKSAMENSENTRUM (BY PRETORIA)

STUDENT NUMBER  
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UNIQUE PAPER NO.  
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BELANGRIK

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PART 2: (ANSWERS/ANTWOORDE) DEEL 2

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