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HRM2602 (490029)

MAY/JUNE 2015

HUMAN RESOURCE MAINTENANCE AND RETENTION

STUDENT NUMBER									

IDENTITY NUMBER									

<p>FOR USE BY EXAMINATION INVIGILATOR</p>
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Question no.	Marks*	
	Examiners	
	1	2
Section A*		
Section B		
1		
2		
3		
Total for section B	4	0
Total for paper		

Module

Number of paper

Date of examination

**Please note that the mark for section A, the total for the paper and the final exam mark will not be written on the paper, although all these components as well as the year mark (if applicable) will be considered*

WARNING

- 1 A candidate who, without authorisation, takes into the examination venue any book, document or object which could assist him or her in the examination, and does not hand over such material to the invigilator before the official commencement of the examination, will be guilty of infringing the University's examination regulations and will be liable to punishment as determined by the Council
- 2 Rough work may be done only on the examination question paper and must be labelled as such. See the insert at the end of the paper
- 3 No notes may be made on any part of the body, such as the hands, or on any garment
- 4 This paper is the property of the University and under no circumstances may the candidate retain it or take it out of the examination venue

NB: PLEASE COMPLETE THE ATTENDANCE REGISTER ON THE BACK PAGE, TEAR IT OFF, AND HAND IT TO THE INVIGILATOR

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HRM2602

(490029)

May/June 2015

HUMAN RESOURCE MAINTENANCE AND RETENTION

Duration 2 Hours

70 Marks

EXAMINERS
FIRST
SECOND

MRS N TAKAWIRA
MS SF AHMED

Closed book examination

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue

This paper consists of 24 pages, instructions for completing the mark-reading sheet, and an attendance register

INSTRUCTIONS – READ THESE CAREFULLY

- 1 The paper consists of two sections section A and section B A **mark-reading sheet** has been included
- 2 Answer **all** the questions in section A **on the mark-reading sheet** Use a **pencil** Hand in the mark-reading sheet **with your examination paper**
- 3 Write your answers to the questions in section B **in the space provided on the examination paper** itself **You should write your answers in pen** Please write neatly Section B contains **three** questions, of which you must answer **two** On the cover of the examination paper, draw a circle around the numbers of the questions in section B that you have answered – here is an example to help you

→

Question no.	1		2	
Section A				
Section B				
①				
②				
3				

- 4 There are two pages for rough work at the end of the examination paper

SECTION A – MULTIPLE-CHOICE QUESTIONS. ANSWER ALL THE QUESTIONS IN THIS SECTION

Fill in your answers on the mark-reading sheet. Use a PENCIL.
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- 1 The following are all decisions based on evaluative performance objectives, **except for**
- 1 employee bonuses
 - 2 merit increase
 - 3 on-the-job training
 - 4 lay-offs
- 2 Which of the following refers to the performance appraisal process?
- a relies on comparing set standards with actual performance
 - b managers and employees work together to set expectations
 - c concerns only line managers of the organisation
 - d is concerned with individual performance
 - e provides a basis for performance-related pay decisions
- Choose the correct option
- 1 a, b e
 - 2 b, c, e
 - 3 a, c, d
 - 4 a, d, e
- 3 CFA Bank is considering promoting two bank tellers to the position of branch managers. Which of the following persons should do the rating of the two bank tellers as part of the multiple-rater performance appraisal process?
- 1 Supervisors
 - 2 Customers
 - 3 Team portfolio
 - 4 Peers
- 4 Mr Lotto is a new line manager supervising eight electricians. Following the appraisal interview, the electricians feel demotivated, totally lost and wonder if what they do will make any difference. Mr Lotto may have omitted to _____
- 1 prepare for the interview discussion
 - 2 determine performance requirements
 - 3 provide and discuss performance feedback
 - 4 discuss rating used for appraisal
- 5 Rudi is the HR officer at Leadwood retailers and she is busy with yearly performance appraisals. She is not objective, because she lets factors that are not related to employees' job performance, like age, race, membership and gender, influence her ratings. For example, she rated the one male teller very low, because he is a member of the JF political party. Which rater error is Rudi guilty of?
- 1 rater bias
 - 2 halo effect
 - 3 central tendency
 - 4 leniency
- 6 Whether employees conduct career planning through a course or seminar or through formal career counselling, the first step is the assessment of _____
- 1 future opportunities in the organisation
 - 2 personal skills and abilities

[TURN OVER]

- 3 current opportunities in the organisation
- 4 needs and goals of the organisation

7 Employees generally progress through four career stages. Each stage is characterised by its own set of opportunities, problems and circumstances – the needs of employees change as they pass from one stage to the next. Which of the following is the correct order of the four career stages?

- a establishment
- b advancement
- c withdrawal
- d maintenance

Choose the correct option

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

8 Joseph has been promoted to managing director and has to move to the Cape Town head office. This has resulted in a crisis over whether to accept the promotion as his wife is not willing to leave her established medical private practice. This conflicting situation is as a result of _____

- 1 a dual-career plateau
- 2 a family career crisis
- 3 dual-career couples
- 4 a family-partnership crisis

9 The development of the production division of B&T motor manufacturers necessitated the opening of a new warehouse. The compliance of the safety measures within this new warehouse is of utmost importance. Therefore, the 40 health and safety representatives have to go for a training course that will suit B&T's manufacturing environment. Which of the following modes of training delivery will suit B&T's manufacturing environment?

- 1 e-learning
- 2 away-from-the-job training
- 3 job rotation
- 4 on-the-job training

10 You are the training and development officer of a provincial branch of a pharmaceutical company. Select the correct order in which you will apply the phases of the systems approach to T&D (training and development)

- a needs assessment
- b training delivery
- c training design
- d evaluation

Choose the correct option

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

11 Which of the following are general purposes of Training and Development (T&D) programmes for managerial and front-line employees?

- a Advance personal relationships
- b Improve performance

[TURN OVER]

- c Solve organisational problems
- d Resolve conflict among employees
- e Update employees' skills

Choose the correct option

- 1 a, b, c
 - 2 b, c, e
 - 3 a, d, e
 - 4 a, b, e
- 12 In order to rectify the imbalances of the past and the resulting shortages of skilled manpower, the South African government embarked on a number of initiatives. Which Act does not relate to overcoming the serious skills shortages in companies?
- 1 National Qualifications Framework Act
 - 2 Skills Development Act
 - 3 Employment Equity Act
 - 4 Skills Development Levies Act
- 13 With regard to compensation systems, this type of stock ownership plan allows employees to borrow against corporate assets to buy stock. Employees often accept wage concessions in return for stock. Which type of organisational incentive does this refer to?
- 1 distribution plan
 - 2 employee stock ownership plan
 - 3 deferred plan
 - 4 combination plan
- 14 You are the Director HR and Compensation of a large telecommunication company. You have decided that employees will only receive a pay increase after a performance appraisal of their work has found that their work performance is on the required standard. Which type of pay increase system is applied in this situation?
- 1 across-the-board increase
 - 2 performance appraisal increase
 - 3 merit increase
 - 4 skills based increase
- 15 In South Africa, organisations are legally required to provide _____ employee benefits in a non-discriminatory manner.
- 1 compensation for occupational injuries
 - 2 medical aid
 - 3 compassionate leave
 - 4 employment insurance
- 16 The _____ method is the simplest and least precise method of job evaluation. The job with the most "worth" in the organisation is identified first, then the next job with the most worth, until all the jobs are placed in a hierarchical order.
- 1 factor comparison
 - 2 job ranking
 - 3 classification
 - 4 point

[TURN OVER]

Questions 17 and 18 are based on the following scenario

Linda is the HR manager at one of the biggest government hospitals. She started to realise that employees are experiencing very high levels of job stress due to the nature of their jobs. A high number of injuries has also been reported. Linda wants to implement a programme that can assist employees to overcome personal crises like job stress, burnout, family problems and even alcoholism.

- 17 Which one of the following programmes would be most appropriate to overcome the mentioned problems?
- 1 employer help programmes
 - 2 employee psycho/social programmes
 - 3 wellness programmes
 - 4 employee assistance programmes
- 18 Linda and the health and safety representatives held an urgent meeting. As one of the objectives of this meeting was to remind representatives of their duties, which one of the following options is **NOT** a duty of a health and safety representative?
- 1 Identify potential hazards at the workplace
 - 2 Review the effectiveness of health and safety measures
 - 3 Provide information, instructions and training required to ensure the necessary safety
 - 4 Consult with inspectors at the workplace and accompany them on inspections
- 19 Henry is a newly appointed manager in the marketing division in his organisation. Ever since his promotion, he barely has time to have lunch, let alone casually chat to his staff. He also looks fatigued, depressed, and expresses signs of irritability. Henry's symptoms could be related to _____.
- 1 distress
 - 2 burnout
 - 3 frustration
 - 4 eustress
- 20 Which one of the following is not an essential component of a successful employee assistance programme (EAP)?
- 1 job security
 - 2 management support
 - 3 voluntary participation
 - 4 medical aid cover

Questions 21 and 22 are based on the following scenario

Diverse University now employs more women and most of them are young mothers who are finding it difficult to balance their work and family life. During the management meeting, Jeff, a line manager in one of the departments, complains that he is getting too many requests from young mothers to leave work early to collect their children from day care. He then adds, "If they want to have babies why not stay at home, after all, women with babies belong at home, not in the workplace." The room goes quiet and three women walk out of the meeting.

- 21 Jeff's statement about young mothers is an example of _____.
- 1 stereotyping and stems from the primary dimensions of diversity
 - 2 assimilation and stems from the primary dimensions of diversity
 - 3 stereotyping and stems from the secondary dimensions of diversity
 - 4 assimilation and stems from the secondary dimensions of diversity
- 22 Based on Jeff's statement, which of the following diversity training exercises can be used to enhance diversity management at Diverse University?

[TURN OVER]

- 1 perceptual differences
- 2 problem-solving case studies
- 3 values clarification
- 4 personalising experiences

23 The Code of Good Practice on the handling of sexual harassment provides a definition in this regard Which of the following are examples of sexual harassment?

- a Sexually offensive comments
- b Staring or grinning
- c Sex-oriented jokes
- d Touching during a conversation
- e Attempted rape

Choose the correct option

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

24 The _____ enforces the right to equality and states that all people are entitled to equal protection of the law

- 1 Labour Relations Act
- 2 Constitution of the Republic of South Africa
- 3 Commission for Conciliation, Mediation and Arbitration
- 4 Basic Conditions of Employment Act

25 A competency-based HR transformation involves three major phases Which one of the following is **NOT** a step in the implementation phase?

- 1 prioritising competencies
- 2 gaining leadership approval
- 3 developing a communication plan
- 4 setting up a team to oversee relevant changes

26 Organisations use competency-based rewards to _____

- 1 motivate people, increase workforce flexibility, change employee behaviour and decrease workforce flexibility
- 2 motivate people, increase workforce flexibility, increase competition and access job progression
- 3 motivate people, increase competition, change people behaviour and decrease workforce flexibility
- 4 motivate people, increase workforce flexibility, change people behaviour and access job progression

27 In this type of virtual work arrangement, the _____ employees work away from the office, most frequently at a customer's site

- 1 frontline
- 2 telecommuting
- 3 cyberlink
- 4 teleworking

28 The management of TC Technologies is concerned about the wasted commuting time and office space for its employees They decide to implement virtual work arrangements with a group of employees having specialised skills for a specific purpose with measurable outputs Which of the following skills will the HR manager include in a profile of a successful telecommuting worker?

[TURN OVER]

- 1 organisational, motivational, communication and delegation skills
- 2 organisational, motivational, controlling and delegation skills
- 3 organisational, motivational, communication and decision-making skills
- 4 organisational, motivational, communication and planning skills

29 Jeff has been promoted from regional manager to the CEO of a South African car manufacturing company. The company has a workforce of 600 employees. Which of the following will be the focus of his leadership as the new CEO?

- a Directing and controlling
- b Connecting emotionally
- c Inspiring and motivating people
- d Creating vision and strategy
- e Maintaining stability

Choose the correct option

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

30 To maximise impact in operations that add value to organisations, which one of the following actions does **NOT** need to be performed by HR leadership?

- 1 maintain stability
- 2 anticipate change
- 3 liberate thinking
- 4 initiate action

[TOTAL FOR SECTION A = 30 MARKS]

[TURN OVER]

SECTION B – ESSAY QUESTIONS

ANSWER ANY TWO OF THE THREE QUESTIONS IN THIS SECTION REMEMBER TO INDICATE ON THE COVER OF THIS EXAMINATION PAPER WHICH QUESTIONS YOU HAVE ANSWERED

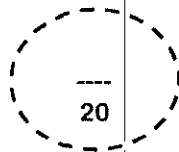
Write your answers in the space provided in the examination paper. You should write in pen.

Please note: Answer any TWO of the three questions from this section in the space provided. Please use headings and subheadings and make sure that your handwriting is legible. Encircle the numbers of the questions you answer on the cover page of the examination paper. See example below.

Question no	1	2
Section A		
Section B		
①		
②		
3		

Question 1

(20 marks)



← Students Please do not write in this space

- 1 1 Liven Food Giants is a well-developed organisation with supermarkets nationwide with a total of 600 till operators. Management decided to upgrade the pay points with computerised scanners in order to improve the speed for customer service. Management was aware of the effect of this strategic decision on the activities of human resource management, and involved the HR manager during the strategic management process. The HR manager then takes the 600 till operators for training to use the computerised scanners.
- 1 1 1 Following the upgrading of skills to operate computerised scanners, how can job evaluation assist the HR manager in determining compensation of the till operators? (4)
- 1 1 2 Should the HR manager decide to use the job point evaluation method for Liven Food Giants' till operators, what advantages and disadvantages of this method should the HR manager be aware of? (6)

[TURN OVER]

[TURN OVER]

- 1 2 You are the training and development (T&D) manager of a printing company Explain in detail to the line manager what the first phase of the systems approach to T&D entails by identifying the specific phase and discussing the three levels at which this phase may be conducted (10)

10

Question 2 (20 marks)

20

← Students Please do not write in this space

2.1 Differentiate between performance appraisal and performance management. In addition, discuss the end result of a performance appraisal (10)



2 2 Colourful is a company that manufactures paint and paint products. The manufacturing plant is situated in Gauteng and the company supplies its products in bulk directly to large retail stores.

2 2 1 What are the five steps Colourful's management can take in designing and maintaining a safe workplace? (5)

2 2 2 The Occupational Health and Safety Act 85 of 1993 states the general duties of the worker. As the HR officer of Colourful, explain the general duties of John, the new paint mixer (5)

[TURN OVER]

10

Question 3 (20 marks)

20

← Students should not write in this space

- 3 1 You are the HR manager of Cash Bank which employs a diverse workforce of different age, race, gender, parental status, marital status and religious groups. You are inundated with complaints from employees about insensitive language, discrimination and sexual harassment.
- 3 1 1 In preparation of the PowerPoint presentation to management, provide the reasons why it is important to embark on a diversity management process (5)
- 3 1 2 In your presentation, indicate which of the above-mentioned groups are of the primary dimensions and which are of the secondary dimensions of diversity (2)
- 3 1 3 As the HR manager, what is your responsibility or role in addressing sexual harassment in Cash Bank? (3)

Lined area for writing or calculation, consisting of multiple horizontal lines.

[TURN OVER]



3 2 1 Leadership differs from management in five crucial focus areas. Provide an example of each focus area for effective leadership performance in an organisation (5)

3 2 2 What are the potential benefits for both the organisation and the employees when implementing the telecommuting work arrangement? (5)

[TURN OVER]



[TOTAL FOR SECTION B = 40 MARKS]

CHECKLIST	✓
Have you answered all the multiple-choice questions and two of the three essay questions?	
Have you filled in all your details on the cover of the examination paper?	
Have you placed your completed mark-reading sheet inside the examination paper?	
On the cover of the examination paper, have you encircled the numbers of the two questions you answered from section B?	

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
VOORLETTERS EN VAN

3

DATE OF EXAMINATION
DATUM VAN EKSAMEN

4

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

5

UNIQUE PAPER NO
UNIEKE VRAESTEL NR

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For use by examination invigilator
Vir gebruik deur eksamenopsiener

◆

IMPORTANT

- 1 USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
- 2 MARK LIKE THIS
- 3 CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
- 4 ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
- 6 CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
- 6 CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
- 7 CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
- 8 DO NOT FOLD

BELANGRIK

- 1 GEBUIK SLEGS N HB POTLOOD OM HIERDIE BLAD TE VOLFOOI
- 2 MERK AS VOLG
- 3 KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
- 4 VUL U STUDENTENOMMER VAN LINKS NA REGS IN
- 6 KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VERSTREK HET
- 6 KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
- 7 MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
- 8 MOENIE VOU NIE

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

1	(1) (2) (3) (4) (5)	36	(1) (2) (3) (4) (5)	71	(1) (2) (3) (4) (5)	106	(1) (2) (3) (4) (5)
2	(1) (2) (3) (4) (5)	37	(1) (2) (3) (4) (5)	72	(1) (2) (3) (4) (5)	107	(1) (2) (3) (4) (5)
3	(1) (2) (3) (4) (5)	38	(1) (2) (3) (4) (5)	73	(1) (2) (3) (4) (5)	108	(1) (2) (3) (4) (5)
4	(1) (2) (3) (4) (5)	39	(1) (2) (3) (4) (5)	74	(1) (2) (3) (4) (5)	109	(1) (2) (3) (4) (5)
5	(1) (2) (3) (4) (5)	40	(1) (2) (3) (4) (5)	75	(1) (2) (3) (4) (5)	110	(1) (2) (3) (4) (5)
6	(1) (2) (3) (4) (5)	41	(1) (2) (3) (4) (5)	76	(1) (2) (3) (4) (5)	111	(1) (2) (3) (4) (5)
7	(1) (2) (3) (4) (5)	42	(1) (2) (3) (4) (5)	77	(1) (2) (3) (4) (5)	112	(1) (2) (3) (4) (5)
8	(1) (2) (3) (4) (5)	43	(1) (2) (3) (4) (5)	78	(1) (2) (3) (4) (5)	113	(1) (2) (3) (4) (5)
9	(1) (2) (3) (4) (5)	44	(1) (2) (3) (4) (5)	79	(1) (2) (3) (4) (5)	114	(1) (2) (3) (4) (5)
10	(1) (2) (3) (4) (5)	45	(1) (2) (3) (4) (5)	80	(1) (2) (3) (4) (5)	115	(1) (2) (3) (4) (5)
11	(1) (2) (3) (4) (5)	46	(1) (2) (3) (4) (5)	81	(1) (2) (3) (4) (5)	116	(1) (2) (3) (4) (5)
12	(1) (2) (3) (4) (5)	47	(1) (2) (3) (4) (5)	82	(1) (2) (3) (4) (5)	117	(1) (2) (3) (4) (5)
13	(1) (2) (3) (4) (5)	48	(1) (2) (3) (4) (5)	83	(1) (2) (3) (4) (5)	118	(1) (2) (3) (4) (5)
14	(1) (2) (3) (4) (5)	49	(1) (2) (3) (4) (5)	84	(1) (2) (3) (4) (5)	119	(1) (2) (3) (4) (5)
15	(1) (2) (3) (4) (5)	50	(1) (2) (3) (4) (5)	85	(1) (2) (3) (4) (5)	120	(1) (2) (3) (4) (5)
16	(1) (2) (3) (4) (5)	51	(1) (2) (3) (4) (5)	86	(1) (2) (3) (4) (5)	121	(1) (2) (3) (4) (5)
17	(1) (2) (3) (4) (5)	52	(1) (2) (3) (4) (5)	87	(1) (2) (3) (4) (5)	122	(1) (2) (3) (4) (5)
18	(1) (2) (3) (4) (5)	53	(1) (2) (3) (4) (5)	88	(1) (2) (3) (4) (5)	123	(1) (2) (3) (4) (5)
19	(1) (2) (3) (4) (5)	54	(1) (2) (3) (4) (5)	89	(1) (2) (3) (4) (5)	124	(1) (2) (3) (4) (5)
20	(1) (2) (3) (4) (5)	55	(1) (2) (3) (4) (5)	90	(1) (2) (3) (4) (5)	125	(1) (2) (3) (4) (5)
21	(1) (2) (3) (4) (5)	56	(1) (2) (3) (4) (5)	91	(1) (2) (3) (4) (5)	126	(1) (2) (3) (4) (5)
22	(1) (2) (3) (4) (5)	57	(1) (2) (3) (4) (5)	92	(1) (2) (3) (4) (5)	127	(1) (2) (3) (4) (5)
23	(1) (2) (3) (4) (5)	58	(1) (2) (3) (4) (5)	93	(1) (2) (3) (4) (5)	128	(1) (2) (3) (4) (5)
24	(1) (2) (3) (4) (5)	59	(1) (2) (3) (4) (5)	94	(1) (2) (3) (4) (5)	129	(1) (2) (3) (4) (5)
25	(1) (2) (3) (4) (5)	60	(1) (2) (3) (4) (5)	95	(1) (2) (3) (4) (5)	130	(1) (2) (3) (4) (5)
26	(1) (2) (3) (4) (5)	61	(1) (2) (3) (4) (5)	96	(1) (2) (3) (4) (5)	131	(1) (2) (3) (4) (5)
27	(1) (2) (3) (4) (5)	62	(1) (2) (3) (4) (5)	97	(1) (2) (3) (4) (5)	132	(1) (2) (3) (4) (5)
28	(1) (2) (3) (4) (5)	63	(1) (2) (3) (4) (5)	98	(1) (2) (3) (4) (5)	133	(1) (2) (3) (4) (5)
29	(1) (2) (3) (4) (5)	64	(1) (2) (3) (4) (5)	99	(1) (2) (3) (4) (5)	134	(1) (2) (3) (4) (5)
30	(1) (2) (3) (4) (5)	65	(1) (2) (3) (4) (5)	100	(1) (2) (3) (4) (5)	135	(1) (2) (3) (4) (5)
31	(1) (2) (3) (4) (5)	66	(1) (2) (3) (4) (5)	101	(1) (2) (3) (4) (5)	136	(1) (2) (3) (4) (5)
32	(1) (2) (3) (4) (5)	67	(1) (2) (3) (4) (5)	102	(1) (2) (3) (4) (5)	137	(1) (2) (3) (4) (5)
33	(1) (2) (3) (4) (5)	68	(1) (2) (3) (4) (5)	103	(1) (2) (3) (4) (5)	138	(1) (2) (3) (4) (5)
34	(1) (2) (3) (4) (5)	69	(1) (2) (3) (4) (5)	104	(1) (2) (3) (4) (5)	139	(1) (2) (3) (4) (5)
35	(1) (2) (3) (4) (5)	70	(1) (2) (3) (4) (5)	105	(1) (2) (3) (4) (5)	140	(1) (2) (3) (4) (5)