

MNG2602

(497019) October/November 2013

CONTEMPORARY MANAGEMENT ISSUES

Duration 2 Hours

70 Marks

EXAMINERS
FIRST
SECONDMRS K STANDER
MRS MJ VRBA

Closed book examination.

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The use of a calculator is not permissible

This examination paper consists of **28 pages**, plus instructions for the completion of a mark-reading sheet

INSTRUCTIONS

This exam paper consists of **70 multiple-choice questions**, worth one mark each, which you have to answer on the **mark-reading sheet**.

Please ensure that you have filled in the following information on the **mark-reading sheet**:

- your student number
- the module code **MNG2602**
- the unique number **497019**

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

[TURN OVER]

Answer the following multiple-choice questions on the mark-reading sheet provided.

- 1 The “old” **organisation** was characterised by the ‘_____’ man - a male executive, committed to serving the interests of the organisation in return for lifelong employment
 - 1 collaborative
 - 2 corporate
 - 3 social
 - 4 federal

- 2 Which one of the following statements is **incorrect**?
 - 1 Employees in the knowledge era have to be spontaneous and creative
 - 2 Workers need to update their knowledge and skills continually to stay on top of new job requirements
 - 3 Knowledge workers own the means of production
 - 4 In the knowledge era, employees have repetitive skills and tend to avoid taking risks

- 3 Which one of the following factors has **not** influenced the **world economy** in the last decade?
 - 1 cheap international transportation and communication
 - 2 markets becoming heterogeneous
 - 3 cross-border learning
 - 4 global standards and regulations

[TURN OVER]

- 4 _____ has enabled small enterprises to reach the global **market place**
- 1 The internet and e-commerce
 - 2 Low cost structures of different countries
 - 3 Cross-border learning
 - 4 Financial markets that are open 24 hours a day
- 5 "New" organisations are more likely to **structure** according to _____
- 1 product
 - 2 core competency
 - 3 market location
 - 4 customer preferences
- 6 New types of communications, transportation and information technologies have increased the **bargaining power** of _____.
- 1 customers
 - 2 suppliers
 - 3 organisations
 - 4 competitors
- 7 _____ capital is the **sum and synergy** of an organisation's knowledge, relationships, experience, discoveries, processes, innovations, market presences and influence on the community
- 1 Social
 - 2 *Structural*
 - 3 Customer
 - 4 Intellectual

8 **Change** is a complicated process at the heart of which lies _____.

- 1 people
- 2 technology
- 3 globalisation
- 4 diversity

QUESTION 9 TO 10

Match the **force of change** in **column A** to the **appropriate example** in **column B**.

COLUMN A FORCE OF CHANGE		COLUMN B EXAMPLE	
9	Political	1	Global competition
10	Economic	2	Legislation
		3	Waste production
		4	Education

11 _____ is the third step in the **change process**.

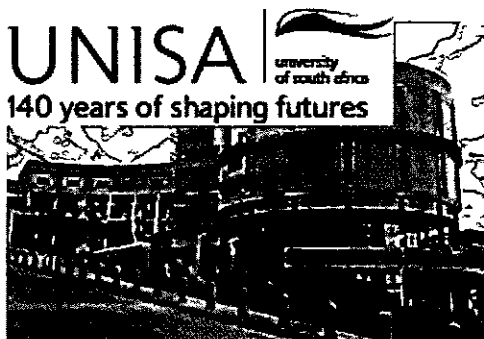
- 1 Planning for implementation
- 2 Implementing
- 3 Determining the desired outcome
- 4 Diagnosing causes

12. *Simon, the strategic director of Black Square (Pty) Ltd is contemplating to implement a change that will affect the marketing strategy of the organisation. To ease the resistance to change he invites the marketing director and managers, who are opposed to the change, to the strategic planning meeting where they will discuss the matter.*

This is an example of using _____ as **method to overcome resistance to change.**

- 1 education and communication
- 2 participation and involvement
- 3 facilitation and support
- 4 negotiation and rewards

13.



The image above shows an example of _____ that express the **corporate culture** of Unisa.

- 1 rituals
- 2 ideologies
- 3 symbols
- 4 buildings

- 14 **Divestment** refers to the_____
- 1 immediate and wholesale removal of people who deviate from the culture
 - 2 elimination of work groups and renewed focus on individualism
 - 3 forceful employee acceptance of the culture by management
 - 4 withdrawal of capital from another organisation
- 15 Which one of the following is **not** a common form of **political action** found in the workplace?
- 1 coalition building
 - 2 negotiations
 - 3 use of power
 - 4 power audit
- 16 Which statement is **incorrect**?
- 1 Power is the potential to influence behaviour
 - 2 Only people with formal authority can have an influence on the behaviour of other people
 - 3 Interests can assume two forms, namely individual and collective interests
 - 4 A low-ranking charismatic employee with an extensive social network can influence the behaviour of others

17 Which of the following are bases for **collective interests**?

- a certain professions in organisations
- b demographic groups
- c location (where one works)
- d division of labour
- e social and friendship groups

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

18 *“Steve Jobs inspired astounding effort and creativity from his people and had the ability to make his employees feel as though they were working on the greatest product in the world ”*

Based on the above statement, one can say that Steve Jobs had _____ **power**

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

- 19 Which of the following statements is **true** in relation to **conflict** in the workplace?
- a Conflict may be personal, interpersonal, between groups or within coalitions
 - b Conflict is only destructive in nature, not productive.
 - c Three general characteristics of conflict are incompatible goals, interdependence and interaction
 - d Managers can manage conflict through avoidance and smoothing techniques
 - e Conflict may occur because of the mere existence of incompatibility and not necessarily through the expression thereof

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

20. Which one of the following is **not** an example of a key factor contributing to an individual's power emanating from **social networks**?
- 1 the number of people that are part of the network
 - 2 the variety of departments and positions that are represented by people in the network
 - 3 the possible supporters and blockers of the network
 - 4 the number of contacts, in a network, between the person and important decision makers

- 21 Organisations are political terrains in which individuals and groups **compete** for the same _____, which gives rise to competition and conflict
- 1 resources
 - 2 customers
 - 3 technologies
 - 4 employees

QUESTIONS 22 TO 23

Match the **approach to ethical decision making** in **column A** to the **correct statement** in **column B**.

COLUMN A APPROACH	COLUMN B STATEMENT
22 Justice approach	1 Using this approach, the organisation considers who pays the costs and who gets the benefits
23 Utilitarian approach	2 The manager weighs the potentially positive results of the action against the potentially negative results.
	3 The manager makes decisions based on common sense and the inherent morality of human beings
	4 An ethically correct decision is one that best protects the rights of those affected by it

- 24 An **ethics committee** and the appointment of an **ethical ombudsman** are ways in which organisations can _____
- 1 lead by example
 - 2 manage whistle blowing
 - 3 create an ethical structure
 - 4 weigh ethical consequences

- 25 *“Virgin Active is a proud supporter of the Branson School of Entrepreneurship, which is an entrepreneurial school in Johannesburg that develops small businesses through incubation and funding. The school is an important vehicle for the creation of jobs and bringing young people into the economic stream”*

Adapted from <http://www.virginactive.co.za/socialresponsibilities/view/4>

This is an example of Virgin Active's social _____

- 1 responsiveness
 - 2 reaction
 - 3 obligation
 - 4 commitment
- 26 The _____ is a **primary stakeholder** of an organisation, whereas the _____ is a **secondary stakeholder**
- 1 employee, customer
 - 2 customer, local community
 - 3 local community, the country
 - 4 employee, shareholder

- 27 Which of the following is **not** a key aspect of the King III Report on Corporate Governance's section on **sustainability**?
- 1 inclusivity of stakeholders
 - 2 innovation, fairness and collaboration
 - 3 social transformation
 - 4 corporate citizenship
- 28 _____ is a system of reference according to which organisations are managed and controlled, and from which the organisation's values and ethics emerge
- 1 Corporate social responsibility
 - 2 The King Code of Governance
 - 3 Corporate governance
 - 4 Organisational sustainability
- 29 Which of the following statements is **incorrect** regarding corporate governance?
- 1 The King III Report on Corporate Governance became necessary due to the Companies Act no 71 of 2008
 - 2 Companies should report on their positive and negative influence on the economic life of the community where they operate
 - 3 The objectives of the company must be visible to both internal and external stakeholders
 - 4 The directors responsible for the performance of the company should be dependent on the CEO

- 30 Which one of the following is **not** a **secondary dimension** of diversity?
- 1 military experience
 - 2 sexual orientation
 - 3 education
 - 4 religious affiliation
- 31 Which statement is **true** regarding diversity?
- 1 Diversity, in organizations, is the solely initiated by the government, WHO drives the implementation thereof through promulgating laws
 - 2 Diversity is not a problem but an opportunity
 - 3 Diversity means that organisations have to lower their hiring and promoting standards
 - 4 Diversity focuses on eliminating discrimination and righting past wrongs
- 32 **Diversity** is about _____.
- 1 profitability, values and behaviour
 - 2 demographics, culture and values
 - 3 equal employment opportunities and affirmative action
 - 4 human behaviour, employment equity and beliefs

33. Which one of the following is **not** a trend in the workplace that results in an increased focus on managing workforce **diversity**?
- 1 changing demographics in the labour force
 - 2 legislation and legal action
 - 3 the globalisation movement
 - 4 the information technology revolution
34. Which statement is **incorrect**?
- 1 Diverse organisations develop favourable reputations as prospective employers for women and previously disadvantaged groups
 - 2 The presence of gender and cultural diversity in a group leads to freer discussions and reduces the risk of 'groupthink'.
 - 3 Diversity of perspectives should improve the level of creativity
 - 4 Homogeneity in decision-making and problem-solving groups can produce better decisions
35. *As the newly appointed director of Pluto's Construction, Katlego stated the following: "At Pluto's we do not have enough employees from previously disadvantaged groups such as black people, women and disabled individuals. Our main objective now is to hire those people and help make up for the years of negligence due to apartheid."*

Katlego is using the _____ approach to diversity

- 1 right the wrongs
- 2 value of differences
- 3 golden rule
- 4 equal employment opportunities

QUESTIONS 36 TO 37

Match the **diversity paradigm** in **column A** to the appropriate **statement** in **column B**.

COLUMN A DIVERSITY PARADIGM	COLUMN B STATEMENT
36 Discrimination – fairness	1 You must strive to incorporate diversity into the heart and fabric of the mission and culture of the organisation
37 Learning – effectiveness	2 Creation of equal opportunities and fair treatment of all employees
	3 One should match the internal employee demographics to the customer and marketplace the organisation serves
	4 Recruitment of employees from diverse groups to match external demands

38 Tina, the Human Resource director of Black Square, wants to train her employees in **valuing diversity**. Which one of the following actions should Tina **not** take if she wants to set an example and show support to her employees?

- 1 Raise awareness of diversity
- 2 Provide opportunities for peer support in the workplace
- 3 Recognise employees who contribute to enhancing diversity goals
- 4 Set tactical diversity management plans

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QUESTIONS 39–46

Read the following case study and answer question 39 to 46.

FUNKY DUCKLING A CHILDREN'S MAGAZINE

The children's magazine series, Funky Duckling, was given a major facelift in 2010. The household name in children's magazines was re-launched in a new avatar to keep step in a globalised entertainment world where Teenage Mutant Ninja Turtles compete with SpongeBob SquarePants for a child's fancy. In addition to English, Funky Duckling was to be re-launched in all ten other official South African languages.

The revamped edition is targeted at urban kids between the ages of four and six. The objective is to instil a reading habit among urban children, which has taken a beating with the inroads of television and computers. Though the entire magazine is in story format, there are many quizzes, puzzles and interesting snippets associated with the stories and activity charts. All of this will definitely attract children.

The focus of the magazine continues to be on South African history, culture and mythology, but there would be sections on contemporary issues such as environment and ecology. The company plans to invite more writers of literature for children such as Ms Swapna Dutta to write for the magazine, in addition to writers such as Ruskin Bond and Manoj Das who are already writing for the magazine.

To reboot their fortunes, Funky Duckling's publishers, the Cape Town-based Reddys, set up a new company, Funky Duckling Pty (Ltd). In 2005, Funky Duckling Pty (Ltd) purchased a printing factory and distribution centre in Botswana. This enabled the organisation to enter the sub-Saharan African market as well as reaching economies of scale on the number of units sold, without losing its quality. At this stage, the company has decided keep all its activities in every country separate to ensure a high level of local responsiveness.

"We felt the need for a formal re-launching of Funky Duckling with some improvements in both presentation and production, while, at the same time, keeping the content value

[TURN OVER]

intact,” said V Madison, marketing director “Many have tried the concept, but the heart of Funky Duckling is something that nobody could touch It is not just a storybook, but has character and instils human values. It’s been a read-along for children for generations,” he added

Subtle changes were incorporated to make the magazine contemporary without causing Funky Duckling to lose its brand appeal The changes included a better quality of paper and colour illustrations, but the magazine retained its African appeal

The company has continued featuring the same vibrant and happy colours on the magazine covers The new series of Funky Duckling costs R10 per copy, and has been available at bookstores and magazine stalls across South Africa since June 2010 The rebranded copies have been available in Namibia, Botswana and Mozambique since December 2010

In 2012 the publishers of Funky Duckling, in addition to the printed version, converted the magazine to a smart phone application, to enable children to read and interact with the magazines on smart phones and tablets. The organisation has also been restructured and departmentalised according to product. This entailed integrating all its activities and moving its country-specific head offices to one central site in Cape Town

- 39 After 2005, Funky Duckling could be classified as a(n) _____
organisation
- 1 local
 - 2 international
 - 3 global
 - 4 multi-national
- 40 After 2012, Funky Duckling could be classified as a(n) _____
organisation
- 1 local
 - 2 international
 - 3 global
 - 4 multi-national
- 41 The rich history and brand name of Funky Duckling can be classified as a(n)
_____ originating in its _____ **environment**
- 1 threat, external
 - 2 strength, internal
 - 3 weakness, internal
 - 4 opportunity, external
- 42 Contemporary media, such as SpongeBob SquarePants can be classified as a(n)
_____ originating in its _____ **environment**
- 1 threat, external
 - 2 strength, internal
 - 3 weakness, internal
 - 4 opportunity, external

- 43 Funky Duckling is currently following a _____ **generic strategy**
- 1 focused
 - 2 cost
 - 3 differentiation
 - 4 turnaround
- 44 Funky Duckling followed a(n) _____ **strategy** when it decided to enter sub-Saharan Africa in 2005.
- 1 product development
 - 2 concentration growth
 - 3 market development
 - 4 innovation
- 45 The re-launch of Funky Duckling in 2010 can be classified as a(n) _____ **strategy**.
- 1 product development
 - 2 concentration growth
 - 3 market development
 - 4 innovation
- 46 Funky Duckling followed a(n) _____ **strategy** when it decided to create an electronic version of the magazine in 2012
- 1 product development
 - 2 concentration growth
 - 3 market development
 - 4 innovation

- 47 Which of the following is **not** a characteristic of **strategic planning**?
- 1 Strategic planning is future-orientated
 - 2 It is an ongoing process.
 - 3 Strategic planning focuses department-level plans.
 - 4 It aims to integrate all management functions.
- 48 The _____ is the course chartered for an organisation as a whole and specifies which set of businesses the organisation should be in and in which markets it intends to compete
- 1 corporate strategy
 - 2 mission statement
 - 3 business strategy
 - 4 vision statement
- 49 *“Towards the African university in the service of humanity ”*

This statement refers to Unisa's _____

- 1 mission
- 2 grand strategy
- 3 core values and goals
- 4 vision

- 50 Why is a clear **vision** important for an organisation?
- a. It helps to keep decision making in context
 - b. It promotes change
 - c. It can lead to significantly higher levels of job satisfaction, commitment and productivity
 - d. It provides the basis for a strategic plan
- 1 a b c d
- 2 b d
- 3 a c
- 4 only d
-
- 51 Which of the following statements is **not** true?
- 1 Budgets are only stated in monetary terms
 - 2 Budgets establish standards of performance against which future projects will be compared
 - 3 A budget is a tool that project managers use to translate project plans into quantitative terms
 - 4 Budgets are reviewed and approved by an authority higher than the one that prepared them

- 52 Under which of the following circumstances is it necessary to have supporting documentation for a project?
- a when team members lack the necessary experience
 - b when the project is extremely complex and contains a great deal of technical difficulty
 - c when the project has a huge impact on the community
 - d when particular tasks need to be performed in a specific way
- 1 only b
- 2 b and d
- 3 a c d
- 4 a b c d
- 53 A project can be categorised as a _____ **plan**.
- 1 tactical
 - 2 strategic
 - 3 standing
 - 4 single-use
- 54 Which one of the following is **not** an element of **project management**?
- 1 cost
 - 2 time
 - 3 people
 - 4 quality

55 At _____ **level**, _____ managers play the role of project managers who are responsible for the actual planning, execution and control of a project

- 1 strategic, top
- 2 tactical, middle
- 3 tactical, line
- 4 operational, line

56 *Catherine is the newly appointed marketing director of Blue Cup (Pty) Ltd. She noticed that Blue Cup's marketing campaign failed to capture the attention of their target customers and initiated a new marketing project.*

Catherine is the _____ manager of the new marketing project

- 1 project
- 2 tactical
- 3 strategic
- 4 programme

57 Arrange the steps of the **project management process** into the correct order

- a Define the project
- b Plan the project
- c Evaluate the project
- d Identify the need for a project
- e Implement the project
- f Choose the project team and appoint a project manager

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

58 *Bella is the treasurer of the Health and Safety Committee in her organisation. Management developed this committee to monitor the health and safety aspects of the organisation and its employees. She is also part of the social club, which organises various social events for the members of her department. The social club is a group of friends who get together over lunch and plan fun events for the department.*

The Health and Safety Committee is an example of a(n) _____, while the social club is an example of a(n) _____

- 1 formal group, informal group
- 2 team, task group
- 3 task group, command group
- 4 work group, friendship group

- 59 When group members begin to think of themselves as part of the group, the _____ stage of **group development** is complete and the members can then move onto the next stage
- 1 storming
 - 2 performing
 - 3 forming
 - 4 norming
- 60 When a mature, organised and well-functioning group emerges, and members are able to adapt successfully to changing demands and opportunities, the group is in its _____ **stage**
- 1 forming
 - 2 storming
 - 3 norming
 - 4 performing
- 61 According to the **Group Behaviour Model**, group performance is **not** influenced by the _____ of the group
- 1 resources
 - 2 size
 - 3 structure
 - 4 processes

(25)

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62. Which of the following elements appear in the **organisational context** in which groups operate?
- a authority structures
 - b organisational culture
 - c group structures
 - d physical work setting
 - e group norms
-
- 1 a b c
 - 2 b c e
 - 3 a b d
 - 4 a b e

[TURN OVER]

QUESTIONS 63 TO 65

Match the type of **team** in **column A** to its appropriate **example** in **column B**.

COLUMN A TYPE OF TEAM	COLUMN B EXAMPLE
63 Virtual teams	1 This team gets together for a few hours a day to discuss ways of reducing the number of accidents in the manufacturing plant
64 Problem-solving teams	2 The Boeing Company created a team made up of employees from marketing, planning and design engineering to work on the new tail design for their aircraft
	3 "I report directly to a manager who sits 500 km away from me via web-links and teleconferences "
	4 In "The Frozen Veggie", team members are responsible for scheduling leave, conducting job interviews and conducting training sessions

65 _____ can be defined as the ability of an organisation to provide greater value to customers than its competitors can

- 1 The value chain
- 2 Inbound logistics
- 3 Supply management
- 4 Competitive advantage

[TURN OVER]

- 66 Who developed the concept of the **value system**?
- 1 Charles Darwin
 - 2 W Edwards Deming
 - 3 Michael Porter
 - 4 Adam Smith
- 67 Which of the following are **secondary value chain activities**?
- a production
 - b marketing
 - c systems support
 - d operations
 - e procurement
 - f research and development
 - g after-sales services
- 1 a, b, d, g
 - 2 c, e, f
 - 3 a, b, f, g
 - 4 b, c, e
- 68 The **value** that an organisation creates is measured by the_____.
- 1 amount that buyers are willing to pay for its products or services
 - 2 willingness of suppliers to work with the organisation
 - 3 number of competitors in the marketplace
 - 4 turnover received from customers

69 E-Bells is an online business that sells custom-designed wedding dresses to brides. E-Bells is a good example of _____ **e-commerce**.

- 1 business-to-business
- 2 business-to-customer
- 3 customer-to-business
- 4 customer-to-customer

70 Adam, a part-time photographer, sells his photos through Fotolia and iStockphoto (organisations who sell photographs). This is an example of _____ **e-commerce**.

- 1 business-to-business
- 2 business-to-customer
- 3 customer-to-business
- 4 customer-to-customer

TOTAL: 70

PART 1 (GENERAL/ALGEMEEN) DEEL 1

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INITIALS AND SURNAME
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For use by examination invigilator
Vir gebruik deur eksamenopsiener

- IMPORTANT**
- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
 - MARK LIKE THIS
 - CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
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Specimen only