

MNG2602

(493116)

October/November 2016

Contemporary Management Issues

Duration 2 Hours

70 Marks

EXAMINERSFIRST
SECONDMRS L CRONJE
MS I VAN WYK

Closed book examination.

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

This fill-in examination paper consists of **27 pages**, including two "additional space" pages (pp 24–25), two pages for rough work (pp 26–27), and instructions for the completion of a mark-reading sheet.

This is a fill-in examination paper and the completed paper as well as the mark-reading sheet must be submitted at the end of the examination session.

INSTRUCTIONS

This examination paper consists of **three sections**

Section A: 40 multiple-choice questions, worth 1 mark each, which you must answer on the mark-reading sheet.

Section B: 9 fill-in questions, worth 1 mark each, which you must answer in the space provided in this fill-in examination paper.

Section C: Three written questions worth 21 marks in total, which you must answer in the space provided in this fill-in examination paper.

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

- your student number
- the module code of **MNG2602 (unique number 493116)**

[TURN OVER]

SECTION A: MULTIPLE-CHOICE QUESTIONS**[40 MARKS]**

Answer the following multiple-choice questions on the mark-reading sheet provided. Copy your answers to these questions into the table on page 17 to ensure that there is a record of your answers should the mark-reading sheet get lost.

Question 1

Read the following background information on Le Creuset and answer question 1.

Le Creuset is a well-known French cookware manufacturer, whose brand is best known for its colourful, enamelled cast-iron cookware. Le Creuset's brand has gone from strength to strength following World War II, seeing an unprecedented period of growth and innovation with an increased variety of colours and styles for enamelled cast-iron cookware. Modernisations at the factory continued to enlarge its capacity and the organisation started to export its products to other European countries and the United States. As a spin-off of its expansion, Le Creuset launched its first wok, inspired by the growing trend in Asian cooking in the new markets in 1992. The Spanish Pueblo range in sun baked colours was added to the range in 1995.

Adapted from: Le Creuset (2016) History [Online]. Available from <http://www.lecreuset.co.za/history> (Accessed 10 February 2016)

1. **Evaluate** the **change** Le Creuset underwent and **select** the variables influencing change in contemporary organisations, which are most likely to be a reason for the described changes.
 - a New roles of workers
 - b Technological advances
 - c Globalisation and the global economy
 - d Radical transformation of the world of work
 - e The growing importance of intellectual capital
 - f Increased power and demands of the customer
-
- 1 a, c and f
 - 2 b, d and e
 - 3 b, c and f
 - 4 a, d and e

[TURN OVER]

Questions 2 and 3

Match the appropriate **feature of a "new" organisation** in **Column B** to the **management challenge** described in **Column A**

Column A Management challenge	Column B Feature of a "new" organisation
2. An over-reliance on teams	1 Flexibility
3. Multi-tasking	2 Networked
	3 Flatter and leaner
	4 Workforce diversity

- 4 Which one of the following options is **incorrect** regarding the **artefacts level of organisational culture**?

Artefacts _____

- 1 are found on the first level of organisational culture
 - 2 include visible aspects of the organisation
 - 3 include the archives of the organisation
 - 4 can always be understood
5. If employees have to dress professionally during the week, but are allowed to wear informal outfits on Fridays, it is an example of a **norm**, which is part of the _____ **level of culture**.
- 1 second
 - 2 fourth
 - 3 third
 - 4 first

[TURN OVER]

- 6 According to Edgar H Schein, culture is a pattern of assumptions developed by an organisation to deal with problems of external adaptation and internal integration.

External adaptation tasks do not include the development of consensus on the _____.

- 1 goals of the organisation
 - 2 group boundaries and criteria for inclusion
 - 3 criteria that are used to measure the results
 - 4 resources the organisation uses to accomplish its goals
7. The _____ **culture**, as categorised by Charles Handy (1993), is typified in terms of work by logic and rationality.
- 1 role
 - 2 person
 - 3 market
 - 4 process
8. In which one of the following **national culture dimensions** does society have a preference for achievement, heroism and assertiveness?
- 1 Uncertainty avoidance
 - 2 Power distance
 - 3 Collectivism
 - 4 Masculinity
9. Which one of the following is **not** a guideline, as identified by Cummings and Worley (2009), in attempting to **change the culture** of an organisation?
- 1 Formulating a new vision that guides the purpose of the culture change
 - 2 Terminating the services of people who do not fit into the culture
 - 3 Socialising newcomers to fit into the new culture
 - 4 Leaving elements of the culture unchanged

10. Consider the question, **“What is formal power?”**

Now suppose the following answer is given: “Formal power includes legitimate power which allows an individual, who possesses this power, to make decisions on information flows and resource allocation. It also includes reward power, which rests with an individual who can offer or restrict employee benefits.”

What is wrong with the answer?

- 1 Reward power is incorrectly described
- 2 Formal power does not include reward power.
- 3 Formal power does not include legitimate power.
- 4 Legitimate power does not allow an individual to make decisions

Questions 11 and 12

Match the **description** in **Column B** to the correct **phase of the negotiation process** in **Column A**.

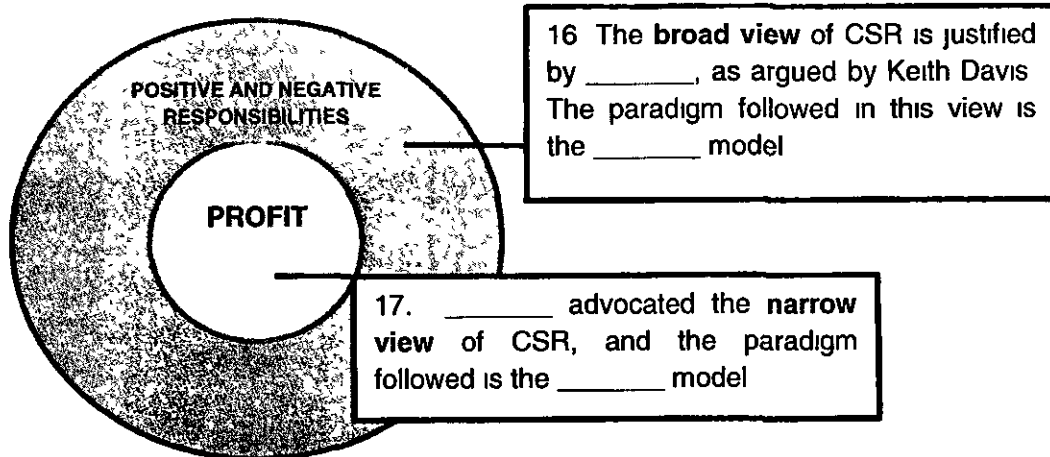
Column A Phase of the negotiating process	Column B Description
11. The planning phase	1 Involves four steps that include setting objectives; researching the other party; developing options, anticipating issues that the other party might raise; and allowing the other party to make the first offer.
12. The negotiation phase	2 Involves four steps that include focusing on the issues, not the individual, allowing the other party to make the first offer; making sense of the other party's needs, and not rushing into an agreement.
	3 Involves setting objectives with regard to an opening, a fair and achievable target, and an exit target.
	4 Involves both parties giving up something in order for them to reach a consensus

[TURN OVER]

- 13 According to Morgan (1997), **power** stems from all of the following sources, **except** _____.
- 1 informal interpersonal alliances
 - 2 control of technology
 - 3 formal authority
 - 4 social networks
14. If an individual informs the media about unethical internal organisational activities, it is a(n) _____, _____ form of **political behaviour**
- 1 internal, legitimate
 - 2 external; legitimate
 - 3 internal; illegitimate
 - 4 external; illegitimate
- 15 Which one of the following options is an example of a **secondary stakeholder**?
- 1 Community
 - 2 Suppliers
 - 3 Investors
 - 4 Creditors

Questions 16 and 17

Consider the following figure that illustrates the two views of **corporate social responsibility (CSR)**, and answer questions 16 and 17.



16. Complete the figure by choosing the correct option for question 16 (**outer circle** in the figure provided).

- 1 social power; stakeholder
- 2 a social contract; shareholder
- 3 a promissory relation; shareholder
- 4 stakeholder value creation; stakeholder

17 Complete the figure by choosing the correct option for question 17 (**inner circle** in the figure provided)

- 1 Melvin Anschen; stakeholder
- 2 Milton Friedman; shareholder
- 3 Edward Freeman; shareholder
- 4 Thomas Donaldson; stakeholder

[TURN OVER]

18. If the organisation has been using a uniform performance appraisal policy to rate all employees on all levels of the organisation, the _____ approach to managing **diversity** can be used to **remedy** the above situation.
- 1 "value of differences"
 - 2 "right the wrongs"
 - 3 compensation
 - 4 golden rule
19. _____ is a **primary** dimension of diversity.
- 1 Ethnicity
 - 2 Education
 - 3 Marital status
 - 4 Religious beliefs
20. The _____ **diversity paradigm** increases the organisation's effectiveness in capturing niche markets.
- 1 discrimination-fairness
 - 2 learning-effectiveness
 - 3 access-legitimacy
 - 4 growth-efficiency

Questions 21 and 22

Consider the following list of variables and answer questions 21 and 22

- a Proactive
- b Qualitative
- c Legally driven
- d Problem focused
- e Assumed integration
- f Government initiated
- g Only externally focused

21. Which of the above variables are characteristics of **diversity**?

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

22. Which of the above variables are characteristics of **employment equity**?

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

Questions 23 to 28

Read the following scenario and answer questions 23 to 28.

Project Pop-up

“Pop-up” stores are the new trend in the retail industry, which allows retailers to open short-term stores. The trend involves “popping up” one day and then disappearing from one day to several weeks later. These shops, while small and temporary, can build up interest by exposing their merchandise to the consumer. Pop-up retail allows a company to create a unique environment, in which it can engage its customers and that generates a feeling of relevance and interactivity.

[TURN OVER]

On 1 October 2013, Le Creuset opened pop-up shops with a range of its bestsellers – both new and classic designs in all the bright and bold colours for which the brand is known. Ben Paine, managing director of the stylish cookware range, said, "Le Creuset is excited to partner with Le Quartier Français (LQF) in Franschhoek, it's our first pop-up store in South Africa!"

Sipho Makgopa, the Le Creuset manager who planned and executed the project, gave the following insights: The inaugural shop offered Moreson Méthode Cap Classique (sparkling wine), and a range of specially created LQF merchandise designed to complement the Le Creuset products, such as aprons, recipe cards, notebooks and a bespoke range of knives, as well as Tina Jewell's famous fudge. Both these organisations (Moreson and LQF) were very excited about being exposed to the Franschhoek market, and their market share increased due to them being associated with the prestigious Le Creuset brand.

"We're thrilled to be hosting a Le Creuset shop," said Susan Huxter, owner of LQF. "The synergy between the two brands is fantastic!" "Le Creuset and LQF are wonderful complements to each other, and the brands live well together. We love using Le Creuset as part of our everyday service – from the tea cups used for breakfast to the pans in the kitchen. We believe our guests like to live the same way at home as when they are with us."

"The pop-up shop suits the character of Franschhoek and gives something special to the locals who now don't have to leave the village in search of the perfect gift." Employees at Le Creuset are excited about the project, as it requires a temporary assignment of some of the Cape Town staff to the beautiful wine town, Franschhoek.

Source: Le Quartier Français 2013 Press release Le Creuset pop-up store set to open at Le Quartier Français! Available [online] from <http://cdn1.buuteeq.com/upload/416/pr-sep-2013-le-creuset-pr.pdf> Accessed April 2016

Use the information on the stakeholders in Project Pop-up to conduct a stakeholder analysis. Use your analysis to answer questions 23 to 25.

23. Based on a stakeholder analysis, which stakeholder/s should the project team **keep satisfied**?

- 1 Le Creuset employees
- 2 Franschhoek locals
- 3 Ben Paine
- 4 Moreson

[TURN OVER]

24. Based on a stakeholder analysis, with which of the stakeholder/s should the project team **build strong relationships**?
- 1 LQF
 - 2 Môreson
 - 3 Franschhoek locals
 - 4 Le Creuset employees
- 25 The stakeholder tactical plan for _____ would require that the project team communicate project progress by using a **Facebook page**
- 1 Le Creuset employees
 - 2 Tina Jewell
 - 3 Ben Paine
 - 4 Môreson

Questions 26 to 28

Consider the key role players in project management and answer questions 26 to 28.

- 26 Ben Paine is the _____ of Project Pop-up.
- 1 public face
 - 2 project sponsor
 - 3 operational manager
 - 4 programme manager
27. Siphon Makgopa is the _____ of Project Pop-up.
- 1 public face
 - 2 project sponsor
 - 3 operational manager
 - 4 programme manager

28 Project Pop-up has an _____ **perspective** and it is pitched at the _____ **level**

- 1 internal; operational
- 2 internal, marketing
- 3 external, strategic
- 4 external; tactical

29. Read the following paragraph regarding an organisational **value chain** and correct it by choosing the correct option

*To optimise the value chain, organisations must shift their focus to **internal efficiencies** of the **secondary** activities. **Efficiency** is achieved by minimising operational inputs and optimising operational outputs, with **little or no investment or expansion being undertaken.***

- 1 The word "internal" should be replaced by "external"
- 2 The word "secondary" should be replaced by "primary".
- 3 The word "efficiency" should be replaced by "effectiveness".
- 4 The words "little or no" should be replaced by "some"

30. Which one of the following characteristics best describes a **commission-based** e-business revenue-generating model?

- 1 An amount is charged for intermediary services. It adds value by providing expertise and/or access to a wide network of alternatives
- 2 This model entails selling marked-up merchandise. It adds value through selection and distribution efficiencies.
- 3 Fees are charged for unlimited use of the service or content. It adds value by leveraging a strong brand name.
- 4 Fees are charged for metered services. It adds value by providing service efficiencies, expertise and practical outsourcing solutions.

Questions 31 to 33

Determine whether the following statements are true or false

31. A **click-and-mortar** e-business shopping platform showcases products by giving customers access to an inventory of stock. It provides for order taking and management of customer data.

- 1 True
- 2 False

32. The e-business advanced technology, **management information systems**, may serve the organisation well by acting as an early warning system and enabling management to take preventative steps in good time

- 1 True
- 2 False

33. Important considerations for **e-business web management** are the control, development and management of a website.

- 1 True
- 2 False

34. Select the **correctly** constructed sentence regarding **groups and teams** from the statements below:

- 1 A task group is a unit of two or more people who interact primarily to share information and to make decisions that will help each group member perform within his or her own area of responsibility
- 2 Self-managed work teams have the ability to reduce costs because they can make and implement decisions quickly, and take full responsibility for the outcomes.
- 3 The reason for the existence of interest groups is that the members have things in common, such as similar hobbies, to share with colleagues.
- 4 Belbin listed eight roles that teams need in order to be effective, and stated that the optimum size of a team is seven to ten members.

[TURN OVER]

- 35 The **group behaviour model** depicts five variables that _____
- 1 influence the development and effectiveness of work groups in organisations
 - 2 group members need to overcome in order to function as a cohesive unit
 - 3 represent the stages of the development of groups
 - 4 predict the performance of individuals in groups
- 36 _____ and _____ define a **group's structure**.
- 1 Cohesiveness; leadership
 - 2 Leadership; power and politics
 - 3 Authority structures; group decision making
 - 4 Group decision-making; performance management
- 37 _____ form(s) part of the **organisational context** that influences the functioning of a group.
- 1 Group decision making
 - 2 Authority structures
 - 3 Power and politics
 - 4 Leadership
38. An example of a **group process** is _____.
- 1 performance management
 - 2 group decision-making
 - 3 personnel selection
 - 4 leadership

Question 39

Consider the following conversation between two colleagues and answer question 39.



39. Complete the conversation by choosing the correct option provided below.

- 1 (i) interest; (ii) norming
- 2 (i) interest; (ii) forming
- 3 (i) task; (ii) storming
- 4 (i) task; (ii) forming

[TURN OVER]

40. There are various options available to organisations wishing to **develop individuals into team members** If they have already changed their selection procedures for hiring new employees and have altered their reward systems, what option are they left with?
- 1 Implementing a turnaround strategy to reduce staff with unwanted personality traits.
 - 2 Providing incentives to recognise employee performance
 - 3 Using the Belbin method to improve the diversity of skills
 - 4 Using teambuilding interventions

SUB-TOTAL SECTION A: 40 MARKS

[TURN OVER]

Copy your answers from the mark-reading sheet into the table below so that we can mark it if the mark-reading sheet is lost

Write down the number in the answer column ONLY.

For example:

Question	Answer
1.	3

IMPORTANT: You must still fill in the mark-reading sheet, as the table will only be considered in the event that the mark-reading sheet is lost.

Question	Answer	Question	Answer
1.		21.	
2.		22.	
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[TURN OVER]

SECTION B: FILL-IN QUESTIONS**[9 MARKS]**

- **Answer the fill-in questions in the space provided in this answer script.**
- **Write legibly.**

1. _____ encompasses the process of strategic analysis, formulation, implementation and control

2. The **real** challenge of any **winning strategy** is the creation of a _____ advantage, which can be defined as the ability to create value that rivals cannot duplicate.

3. Corporate citizenship, ethical leadership and sustainability are dimensions of the _____

4. An important contributing factor to the _____ of an organisation is the value that the organisation is creating for its customers.

5. _____ reinforce the culture of an organisation and relate to the successes and failures of an organisation.

6. _____ **culture**, as categorised by Jones *et al.* (2006), is typified by members being encouraged to interact with each other.

7. According to the **deontology approach to normative ethics**, the morality of an action is judged according to the _____

8. The King III Report on Governance is an example of the _____ approach to corporate governance

9. **Governance of ethics** concerns the _____, while the **ethics of governance** concerns the development of the organisation's ethical culture.

SUB-TOTAL SECTION B: 9 MARKS

[TURN OVER]

SECTION C: WRITTEN QUESTIONS**[21 MARKS]**

- **Answer the written questions in the space provided in this answer script.**
- **Plan your answers carefully, while considering the allocated space for your answer.**
- **Write legibly.**
- **No marks will be awarded for the listing of facts (theory) only, as the questions require you to apply the theory.**

Read the following Le Creuset scenario and answer questions 1 to 3.

Le Creuset is recognised the world over for market-leading, distinguishable, premium-quality ranges of enamelled cast-iron cookware, multi-ply stainless steel, toughened, non-stick stoneware and ceramics, along with its outstanding range of wine accessories

Established in 1925, Le Creuset has been making world-class cookware for almost 100 years, and innovation remains at the forefront of Le Creuset's success. Used by grannies, uncles, leading chefs, and keen cooks around the globe, Le Creuset cookware offers outstanding performance, time after time. Le Creuset has continued to use the hand-crafted techniques and the original process of forging and casting in the manufacturing of its cookware. This attention to its heritage is also characteristic of the design. The Cocotte, or French Oven, was one of the first cast-iron items produced by Le Creuset and it is still the most popular item sold in a range of bright retro colours, with Volcanic (orange) being the company's trademark.

After the Second World War, contrary to its competitors, Le Creuset concentrated on its range of enamelled cast-iron cookware and was a major innovator of the time with new and exciting styles and pieces. Originality was shown in the creation of enamel colours.

In 1952, export to other countries had really begun, with ever-greater volumes of products destined to other European countries and the United States. Subsequently, in 1957, Le Creuset bought its major competitor, les Hauts Fourneaux of Cousances, the designer of the popular *Doufeu* (a Cocotte with a water lid). In 1958, Le Creuset launched the *Coquelle* designed by Raymond Loewy, a famous Franco-American designer, justly named "the Father of Industrial Design". In 1962, Le Creuset launched its first fondue set, inspired by the growing trend in winter sports and skiing holidays. In 1963, Le Creuset launched its first barbecue set.

In 1966, Le Creuset modernised the factory production equipment and replaced the manual casting workshop with semi-automatic machines. Le Creuset took over the Godin company, specialists in furnaces and firing equipment for foundries, used in the production of its products, in 1970. In 1972, the celebrated Italian designer Enzo Mari completely redesigned the traditional cocotte to create the "Mama" range with its distinctly different handle shape. Total production exceeded 6,000 tons! In 1974, Le Creuset took a leap forward into the USA with the formation of its own subsidiary in South Carolina, "Le Creuset of America Inc."

Source: Le Creuset (2016) History [Online]. Available from <http://www.lecreuset.co.za/history> (Accessed 11/02/2016)

[TURN OVER]

Question 1**(7 marks)**

Evaluate the summary of the scenario below by identifying which statements about **change** are **omitted** in the summary, which are **correct** and which are **incorrect**.

In the scenario, Le Creuset experienced numerous changes. These changes happened because of various internal and external forces of change. The internal force of change evident in the scenario is the change in strategy and pressure to grow, while the macro-economic factors, such as the economy, development of new technology and change in customer preference, can be identified

The internal force/s correctly identified in the summary is/are:
The internal force/s incorrectly identified in the summary is/are:
The internal force/s evident in the scenario, but omitted in the summary is/are:
The macro environmental force/s correctly identified in the summary is/are:
The macro environmental force/s incorrectly identified in the summary is/are:

[TURN OVER]

The macro environmental force/s evident in the scenario, but omitted in the summary is/are:
The macro environmental force/s listed in the summary but that not evident in the scenario is/are:

Question 2**(8 marks)**

Interpret how change is dealt with at Le Creuset using the **dimensions of change**

First list the four dimensions of change, and then select where the changes at Le Creuset fall on each of the dimensions' continuums

[TURN OVER]

Question 3

(6 marks)

Identify the **generic strategy** of Le Creuset. Motivate your answer by correctly **defining** the strategy and then **providing evidence** from the scenario to support your answer.

[TURN OVER]

PART 1 (GENERAL/ALGEMEEN) DEEL 1

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For use by examination invigilator
Vir gebruik deur eksamenopsiener

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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. GEBRUIK SLEGS N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
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7. MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
8. MOENIE VOU NIE

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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4	c1	c2	c3	c4	c5
5	c1	c2	c3	c4	c5
6	c1	c2	c3	c4	c5
7	c1	c2	c3	c4	c5
8	c1	c2	c3	c4	c5
9	c1	c2	c3	c4	c5
10	c1	c2	c3	c4	c5
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13	c1	c2	c3	c4	c5
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27	c1	c2	c3	c4	c5
28	c1	c2	c3	c4	c5
29	c1	c2	c3	c4	c5
30	c1	c2	c3	c4	c5
31	c1	c2	c3	c4	c5
32	c1	c2	c3	c4	c5
33	c1	c2	c3	c4	c5
34	c1	c2	c3	c4	c5
35	c1	c2	c3	c4	c5

36	c1	c2	c3	c4	c5
37	c1	c2	c3	c4	c5
38	c1	c2	c3	c4	c5
39	c1	c2	c3	c4	c5
40	c1	c2	c3	c4	c5
41	c1	c2	c3	c4	c5
42	c1	c2	c3	c4	c5
43	c1	c2	c3	c4	c5
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138	c1	c2	c3	c4	c5
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140	c1	c2	c3	c4	c5

Specimen only