

Autonomous

120901

Roll No. : .....

**June, 2010**

**Master of Business Administration Examination  
[MBA (Full Time)]**

**Second Semester**

**FT201C: Human Resource Management**

Time: 3 Hours

Max Marks: 60

**Note: Attempt any three Questions from section A carrying 12 marks each. Section B is compulsory and carries 24 marks.**

**Section A**

- Q1. (a) What do you understand by HRM? 4  
(b) Explain Managerial and operative functions of HR Manager. 8
- Q2. (a) "Training and management development program have become essential activities of every organization" discuss. 5  
(b) Explain importance methods of Management Development Program. 7
- Q3. (a) What is job evaluation? 4  
(b) Discuss point method & factor comparison methods of job evolution. 8
- Q4. (a) What is meant by HR Planning? 4  
(b) Discuss various steps required in HR Planning? 8
- Q5. Write short notes on the following (Any Two):  
(a) Job Description & Job Specification. 6  
(b) Emerging trends & challenges in HRM. 6  
(c) Retrenchment & Lay Off. 6  
(d) Recruitment & Selection. 6

**Section B**

Q6. Analyze the following case and answer the question given at the end:

**HINDUSTAN CHEMICALS LTD**

The Hindustan chemicals limited (H.C.L.) is a public sector firm engaged in petrochemical business. It employs about 1600 most of whom are well qualified, fairly young (average age 32) and typically have an urban back ground .HCL has retained one reputed consultant and training organization each to impart training in supervisory skills for their junior managers, human resources management program with emphasis on organization analysis and behavior modification skills for middle managers and advanced management programs for senior manager.HCL wanted to train all managerial employees over a period of 12 to 15 months in batches of 20 per month at junior and middle levels and 20 senior managers in once every two months.

IAM, a renowned management institute was assigned to responsibility to cover middle managers.

A couple of months after the start of training intervention, the top management learnt of a growing tendency on the part of some of the employees on night shift to sleep while on duty. Since it was a tightly manned petrochemical complex, any negligence and or dereliction of duty in certain critical areas could be potentially hazardous and extremely risky. Therefore, the Director (Personnel) and a couple of members of the top management team went around the plant one night, without any prior information to the plant people about their visit. They caught red handed, four persons sleeping on duty, recorded evidence and proceeded with taking steps to initiate disciplinary action the following day. When the charge sheets were being prepared, trade union leaders descended on the scene, persuaded the top management to be lenient, as an exception in this case, to the concerned persons. The union leaders also assured that they would advise their member not to sleep while on duty. In the interest of maintaining good industrial relations, the top management did not pursue the cases.

This gesture on the part of top management was perceived as a sign of their weakness by the officers association and its members. They protested to top management whether they (the latter) would be equally considerate in cases of involving them (the managers). The workers felt that so long as there is no problem in the plant, management would be considerate enough. With the result, the incidence of sleeping in night duty began to grow. Top management became alarmed. The personnel department was asked to advise all line managers, particularly shift in charges in night duty to keep a vigil on those who have a tendency to sleep and report cases of persons who are found guilty of sleeping on duty. The circular did not register any impact on the middle and junior managers. Instead, they derisively laughed and ignored the circulars. They also felt that "the top management's perception of industrial relations dynamics at the plant is very different from that of junior and middle level managers".

Seeing no improvement in the situation, the top management asked IAM to include a module on Handling indiscipline with role play sessions on 'how to conduct Domestic Enquiry'. The Program Coordinator readily agreed to the suggestion because he felt that in doing so he was making it tailor-made to the needs of the organization.

When the module was first offered to the fifth batch of middle managers, the participant wondered why this subject was additionally introduced. They wanted to know why it did not form an integral part of the programme from the beginning itself and whether the need for including the topic was felt by their colleagues who attended the programme in the previous batches or by the top management. When they learnt that it was at the latter's instance, they stoutly protested in chorus and said, "we know the importance of Discipline. In fact, with growing violence our physical security is often threatened due to sabotage, violence and vandalism by a handful of unruly elements. Discipline, therefore,

is not merely an organization need, but also a personal need for us, where as for the top management it is a bargainable aspect of shop-floor industrial relations. What we need is not training but proof that top management means what it says. We demand that the top management supports and sustains the action we initiate in maintaining discipline. We will able to have confidence in top management if it shows us the way by first initiating actions on the cases they themselves have booked”

Such restiveness affected the receptivity in what was on the agenda in the training schedule for that afternoon. But the trainees became intensely involved the following day when they were doing the organization analysis in small groups. Most participants wondered what happened to the suggestion their predecessors made while presenting the finding of their group discussion on their organization analysis before some members of top management team on the last day of every program held so far. One participant asked: “our colleagues gave their feedback to the top management .We understand the later agreed on most points. But we see no evidence on follow-up of any kind”. A second one argued with the program coordinator “why are you asking us to give vent to our feelings? Do you realize that our top management is merely using you and the other faculty as a buffer?” A third one queried “you quote Kurt Levin On the first day and observed that behavior is a function of personality and situation. Now tell us whether top management merely wanting to change our personality but does not want to change the situation. We do not know whether discussion on aspects concerning their personality should remain a taboo since projection will not help us”.

#### Questions

1. Discuss the key issue involved in the case.
2. Identify the lessons for developing training strategies.
3. What remedial measures would you suggest in this case?

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Roll No. ....

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120902

**June 2010**  
**Master of Business Administration Examination**  
**[MBA (Full Time)]**

**Second Semester**  
**FT202C: Supply Chain Management**

**Time: 3 Hours**

**Max Marks: 60**

**Note: Attempt any three Questions from section A carrying 12 marks each. Section B is compulsory and carries 24 marks.**

**Section A**

- Q.1. (a) Define Logistics and Supply Chain Management. Discuss the relationship between Logistics and Competitive Performance.
- (b) Elaborate your understanding about Third Party Logistics (3 PL) and Fourth Party Logistics (4PL). Give examples
- Q.2. (a) Briefly explain the Quick Response, Accurate Response System and Efficient Customer Response. Explain the relationship amongst them
- (b) Explain Inbound and Outbound Logistics. Which one is more important in supply Chain and why?
- Q.3. What are the reasons for variability in the Supply Chain? What is the Bullwhip Effect? Explain the various approaches to reduce this effect in Supply Chain Management.
- Q.4. Highlight the importance of Information sharing in Integrated Supply Chain Management. Discuss some of the Information Technology Applications for Supply Chain Management.
- Q.5. Write short notes on (any three)
- (a) Purchasing Principles, Procedures & System.
  - (b) Negotiation and Buyer Seller Relations.
  - (c) e – Business and Distribution Network.
  - (d) Supply Chain Drivers.

**SECTION 'B'**

- Q.6. Read the following Case and answer the questions given at the end-

**Hindustan Unilever Limited (HUL)**

Hindustan Unilever Limited (HUL) is a FMCG company dealing in Home and Personal Care Products, Foods and Beverages, Healthcare, Confectionaries and network Marketing. HUL has a supply and distribution chain of such magnitude that few companies have. HUL is India's largest packaged Mass Consumption Goods Company. HUL is the leader in Home and Personal Care Products and

Food and Beverages. They seek to “meet everyday needs of people everywhere, to anticipate the aspirations of their consumers and customers and to respond creatively and competitively with branded products and services which raise the quality of life.” It is this purpose, which inspires them to build brands. Over the past 70 years, HUL have introduced about 110 brands. They have products like fair & Lovely, Surf, Pond’s, Pepsodent, Close-Up, Liril, Sunsilk, Lux, Clinic, Lakme, Kwality Wall’s ice creams, Brooke Bond, Taj Mahal Tea, Lipton and Kissan etc.

HUL has grown manifold over the years. In the process, the number of factories and the number of SKUs too have increased. In order to rationalize the logistics and planning task, an innovative step has been the formation of the Mother Depot and Just in Time System (MD-JIT). Certain Carrying and Forwarding Agents (C&F Agents) were selected across the country to act as mother depots. Each of them has a minimum number of JIT depots attached for stock requirements. All brands and packs required for the set of markets, which the MD and JIT service in a given area requires, are sent to the mother depot by all manufacturing units. The JITs draw their requirements from the MD on a weekly or bi-weekly basis. An IT-powered system has been implemented to supply stocks to redistribution stockists on a continuous replenishment basis. The objective is to catalyze HLL’s growth by ensuring that the right product is available at the right place in right quantities, in the most cost-effective manner. For this, stockists have been connected with the company through an inter-based network, called RS Net, for online interaction on orders, dispatches, information sharing and monitoring. RS Net covers about 80% of the company’s turnover. Today, the sales system gets to know every day what HLL stockists have sold to almost a million outlets across the country. RS Net is part of Project Leap, HUL’s end-to-end supply chain, which also includes a back-end system connecting suppliers, all company sites and stretching right up to stockists.

RS Net has come as a force multiplier for HUL Way, the company’s action-plan to maximize the number of outlets reached and to achieve leadership in every outlet, by unshackling the field force to solely focus on secondary sales from the stockists to retailers and market activation. HUL Way has also led to implementing best practices in customer management and common norms and processes across the company. Powered by the IT Tools is has further improved customer service, while ensuring superior availability and impactful visibility at retail points.

**Questions:**

- (a) Explain the MD-JIT concept used here. Is drawing of requirement weekly or bi-weekly really JIT?
- (b) How has IT helped HUL?
- (c) HUL has also started multi-level marketing like Amway recently. Will this step change their present supply chain?

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120903

**June, 2010**  
**Masters of Business Administration**  
**[MBA (Full Time)]**

**Second Semester**  
**FT203C: Financial Management**

Time: 3 hours

Maximum Marks: 60

**Note: Answer any two questions from Section A and any three questions from Section B. All questions carry equal marks.**

**Section A**

- Q.1. SLIM LTD. wants to start a project in Backward Area (BA). To start the project it requires an initial investment of Rs.100 Crore. As a Finance manager of the company which sources of finance would you recommended and why?
- Q.2. Distinguish between any two of the following.  
(a) Fund flow statement & Balance sheet.  
(b) Operating, Financing & total leverage.  
(c) Return on equity & Return on investment.
- Q.3. What do you understand by the term working capital? What are the Methods of computing working capital? Also state the concept of permanent & temporary working capital.

**Section B**

- Q.4. From the following, prepare a Fund flow statement of the company.

**MARS LTD**  
**Balance Sheet**

<b>Liabilities</b>	<b>2009</b>	<b>2008</b>
Share Capital	65,000	45,000
General Reserve	7,500	5,000
P & L A/c	15,000	10,000
Debentures	20,000	10,000
Creditors	11,000	8,700
<b>Total</b>	<b>1,18,500</b>	<b>78,700</b>
Fixed Assets	83,000	46,700
Stock	13,000	11,000
Debtors	19,500	18,000
Cash	2,500	2,000
Preliminary Exp.	500	1,000
<b>Total</b>	<b>1,18,500</b>	<b>78,700</b>

Q.5. The following Data relate to Bigger & Small LTD.

	<b>Bigger LTD</b>	<b>Small LTD</b>
Sales Volume	10,000 units	10,000 units
Selling price P.U. (Rs.)	200	200
Variable cost P.U.(Rs.)	120	120
Fixed cost P.U.(Rs.)	60	30
Equity capital	3,00,000	6,00,000
Preference Capital	1,00,000	-
Debt capital	6,00,000	4,00,000
Interest on Debt	16.25%	15.00%
Dividend Rate on Pref. shares	13%	-
Tax rate	60%	60%

You are required to compute & answer for each of above companies:-

- Operating, Financial, Total leverage
- Compute profit after Tax to equity ratio
- If the sales increases by 10 % what changes it would bring on Earning before Interest & Tax
- If the EBIT Increase by 10% what change it would bring on EPS

Q.6. Consider the following information of KABIR LTD.

	Rs.
Fixid assets	5,50,000
Opening Stock	1,45,000
Closing Stock	1,55,000
Sales	7,50,000
Purchases	6,10,000
Share Capital	7,00,000
Reserve & Surplus (inclusive of profit for current year)	1,20,000
Debtors	80,000
Bank	2,20,000
Bank Overdraft	35,000
Creditors	1,50,000
Operating Expenses	80,000

Using above information, you are required to Compute & Comment on:-

- Current ratio
- Gross Profit ratio
- Debtors Turnover Ratio
- Inventory Turnover Ratio
- Quick ratio
- Total Asset Turnover Ratio

- Q.7. (A) Prime LTD is considering the purchase of a machine. Two machines A and B are available each costing Rs. 50,000. The hurdle rate of the company is 10%. Earning after Tax (EAT) are expected as follows:-

Year	Cash Inflows	
	Machine A (Rs.)	Machine B (Rs.)
1	15,000	5,000
2	20,000	15,000
3	25,000	20,000
4	15,000	30,000
5	10,000	20,000

You are required to compute:-

- Pay back period
  - Net present Value
  - Profitability Index
  - Internal Rate of Return
- (B) From the following, you are required to compute overall cost of capital using Book Value weights

Capital structure

10% Debentures	3,00,000
9% Preference shares	2,00,000
Equity – 5000 shares @ Rs. 100 each	5,00,000
Total	10,00,000

The equity shares of the company are Quoted at Rs. 102 per share and the company is expected to pay a dividend of Rs.9 per share. The growth rate in dividend is 5% assuming the Tax rate is 50%. Also state any other assumption you would like to consider while computing the cost of capital.

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Roll No. : .....

**June, 2010**  
**Master of Business Administration Examination**  
**[MBA (Full Time)]**

**Second Semester**  
**FT204C: e-Business Fundamentals**

Time: 3 Hours

Max Marks: 60

**Note: Attempt any five Questions. All Questions carry equal marks. .**

- Q1. Explain the e-Business framework. How e- Business encompasses e- Commerce?
- Q2. What are different Wireless Technologies used in e-Business?
- Q3. List the types of e-Payment. Also explain the risk related issue associated with e-Payment.
- Q4. Discuss legal and security issues in EDI. Explain two types of EDI Standards.
- Q5. "After sale service option is not available with e-products." Do you agree with this statement? why or why not?
- Q6. Explain advertising activities related to e-Business. Also explain the role of internet in e-Business.
- Q7. Explain the concept of Mobile Computing with help of its framework. Write various Mobile Information Access devices.
- Q8. Write short notes on any two of the following.  
(a) Web-catalogues  
(b) Value Added Network  
(c) Web Portals

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Roll No. : .....

**June, 2010**  
**Master of Business Administration Examination**  
**[MBA (Full Time)]**

**Second Semester**  
**FT205C: Marketing Management**

Time: 3 Hours

Max Marks: 60

**Note: Attempt any three Questions from section A carrying 12 marks each. Section B is compulsory and carries 24 marks.**

**Section A**

- Q1. (a) Define Marketing. Discuss the following core concepts of Marketing.
- (i) Needs, Wants and Demands
  - (ii) Supply Chain
  - (iii) Marketing Channels
  - (iv) Competition
- (b) Discuss the concept of 'Integrated Marketing.'
- Q2. (a) What do you understand by Market Segmentation? Discuss the possible bases of segmenting mobile handsets markets.
- (b) What do you understand by the term Positioning? Discuss the types of Positioning with examples.
- Q3. What do you understand by Product Life Cycle (PLC)? Discuss the different Marketing Strategies available at each life cycle stage.
- Q4. (a) Discuss the factors affecting the consumers buying behavior.
- (b) Explain the Purchase Decision Process.
- Q5. Write Short notes on the following (any two);
- (a) Pricing methods
  - (b) Promotion Mix
  - (c) Internet Marketing
  - (d) Global Marketing

**Section B**

**Q6. Analyze the following case and answer the questions given at the end of the case.**

**LAXMI MILLS**

Rajan Kohali along with his brothers, started making and selling edible oils way back in 1910. In 1930, Rajan along with his sons started Laxmi Mills with factories operating in Bombay and Hyderabad. The change was not only in name but also in a major technological difference. The Laxmi Mills was subjected to a new process: refining. The mill had to get people to accept a "tasteless" cooking medium because that is what the oil

became after refining. However, Rajan had all that taken care of. By generating an export market, he covered the risk of being left with excess stocks while he experimented with the Indian market. At that time, there was a sufficient number of Europeans in India to form the base of his local market.

Rajan had chosen groundnut oil for the following reasons:

- (i) It was the commonly used in Indian families and the potential customer base was wide.
- (ii) Groundnut was grown widely.
- (iii) The oilseeds yielded a good Quantity of oil.

The oil was sold in 15 and 50 kg barrels to cater to both the nuclear and joint family needs.

Rajan sold the concept of refined oil as one that is pure as it undergoes a thorough cleaning process retaining the flavor of the food stuff itself. The concept being new, the buyers had to be convinced that it was not harmful.

The company enjoyed 80 percent of market share till 1970. Other companies saw the growing potential and entered the market. To remain in the market as a leader the Laxmi Mills changed the pack size to one, two, five ten, fifteen and twenty five kg. However, competition became fairly intense in 1980. A number of big players entered the market. In 1980, Maruti Oil Mills launched refined Kardai Oil which helps to lower cholesterol levels, the primary cause of heart attacks.

Mumbai Oil Mills exploited this to the hilt. Doctors also started prescribing Kardai Oil. Any person with a heart problem was immediately prescribed to change his cooking medium to Kardai Oil.

Consumers Queries started coming into 'Laxmi Mills'. People wanted to know if it was safe to use refined groundnut oil. The market share dropped sharply to 65 percent.

**Answer the following questions.**

- (a) What positioning strategy would you recommend Laxmi Mills to use for its edible oil.
- (b) What recommendation can you give to Laxmi Mills to fight the new competitors as well as to manage customer queries and concern.

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**June, 2010**  
**Masters of Business Administration**  
**[MBA (Full Time)]**

**Second Semester**  
**FT206C: Business Laws**

Time: 3 hours

Maximum Marks: 60

**Note: Attempt any three Questions from section A carrying 12 marks each. Section B is compulsory and carries 24 marks.**

**Section A**

- Q.1. Can a minor be admitted to partnership? If so, what will be his rights and liabilities during his minority and after he has attained majority?
- Q.2. What are the objects of Consumer Protection Act, 1986?
- Q.3. Distinguish between a "condition" and a "warranty". When does a condition descend to the level of a warranty? Explain the rule of Caveat Emptor and state how far it is modified by implied conditions.
- Q.4. What is the procedure of incorporation of a company?
- Q.5. How a company is wound up?

**Section B**

- Q.6. (a) A sells a horse to B. When B goes with the horse, he is arrested by the police on the charge of keeping stolen property as the horse belongs to C. Can B sue A and if so, on what basis, and what damages can he recover?
- (b) A promises to sell and deliver on the fifth of January, a lorry to B. The parties have stipulated that time should be the essence of the contract. A delivers the lorry only on the fifth of February. Explain what are the rights of B against A in this case. Suppose B desires to accept the belated delivery and also to claim compensation for loss occasioned by the non performance of the promise at the time agreed. Advice B as to whether he can achieve these two objectives.
- (c) A, B and C are partners in a business. A is entitled, according to the terms of the partnership contract, to three-eighths of the partnership property and profits. A becomes insolvent but B and C continue the business under the same name without paying out A's share of the assets of the firm or settling account with A's estate. Is A entitled to any of the profits made in the business by the firm after the date of his insolvency? If so, till which date? Discuss.

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**June, 2010**  
**Master of Business Administration Examination**  
**[MBA (Full Time)]**

**Second Semester**  
**FT207C: Operations Research**

**Time: 3 Hours**

**Max Marks: 60**

**Note: Attempt any two Questions from section A and three from Section B. Each Question carries 12 marks.**

**Section A**

- Q1. Define Operations Research (O.R.). Briefly explain its scope and applications in manufacturing and non-manufacturing sectors. Also list down the advantages and limitations of OR. (2 + 5 + 5)
- Q2. (a) Explain the meaning of basic feasible solution and degenerate solution in a Linear Programming Problem. (6)  
(b) Explain Saddle Point, Pure and Mixed Strategy, Theory of Dominance in Game Theory. (6)
- Q3. Discuss the scope of Replacement Models in Managerial Decision Making. Distinguish between individual replacement and group replacement policies. (6 + 6)
- Q4. Write short notes on (any two) - (6 Marks Each)  
(a) Monte-Carlo simulation technique and its application.  
(b) Travelling Salesman Problem.  
(c) Markov Chain Analysis and its applications.  
(d) Goal Programming.  
(e) Integer Programming.

**Section B**

- Q5. A firm manufactures three products P1, P2 and P3. The minimum number of units of P1, P2 and P3 that must be produced are 100, 200 and 150 respectively. These products require two types of raw materials M1 and M2, which the firm can purchase up to a maximum of 500 and 400 units respectively. Design a production plan so as to maximize the profit if the respective individual profits of P1, P2, and P3 are Rs2, Rs5 and Rs4 respectively. Consumption of raw materials is shown below.

Raw Material	Consumption of Raw Materials per Unit Product		
	P1	P2	P3
M1	$\frac{1}{2}$	1	1
M2	2	$\frac{1}{2}$	$\frac{1}{5}$

Formulate as a LPP and solve by simplex Method

(12)

- Q6. A product is produced by four factories A, B, C and D. The unit Production costs in them are Rs. 2, Rs.3, Rs. 1 and Rs. 5 respectively. Their production capacities are: Factory A – 50 Units and Factory B – 70 Units, Factory C – 30 Units and Factory D – 50 Units. These factories supply the product to four stores, demands of which are 25, 35, 105 and 20 units respectively. Unit transport cost in rupees from each factory to each store is given in the table below.

		STORES			
		1	2	3	4
FACTORIES	A	2	4	6	11
	B	10	8	7	5
	C	13	3	9	12
	D	4	6	8	3

Determine the extent of deliveries from each of the factories to each of the stores so that the total production and transportation cost is minimum. (12)

- Q7. Five operators are to be assigned to five machines. The assignment costs are given below in table.

		OPERATORS				
		I	II	III	IV	V
MACHINES	A	10	5	13	15	16
	B	3	9	18	3	6
	C	10	7	2	2	2
	D	5	11	9	7	12
	E	7	9	10	4	12

Assign the operators to different machines so that total cost is minimized. (12)

- Q8. Reduce the following game by dominance and find the game value. (12)

		PLAYER 'B'			
		I	II	III	IV
PLAYER 'A'	I	3	2	4	0
	II	3	4	2	4
	III	4	2	4	0
	IV	0	4	0	8

- Q9. The cost of a machine is Rs. 6,100 and its scrap value is Rs. 100. The maintenance costs found from experience are as follows -

Year	1	2	3	4	5	6	7	8
Maintenance Cost (Rs.)	100	250	400	600	900	1,200	1,600	2,000

When should the machine be replaced? (12)

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Roll No. : .....

120908

**June, 2010**  
**Master of Business Administration Examination**  
**[MBA (Full Time)]**

**Second Semester**  
**FT208C: Research Methodology**

Time: 3 Hours

Max Marks: 60

**Note: Attempt any three Questions from section A and two from Section B. Each Question carries 12 marks.**

**Section A**

- Q1. "Research is much concerned with proper fact finding, analysis and evaluation." Do you agree with this statement? Give reasons in support of your answer.
- Q2. Explain the meaning of the following term:  
(a) Extraneous Variable  
(b) Treatment  
(c) Judgment Sampling
- Q3. (a) Examine the merits & limitations of Interview method of collecting primary data?  
(b) What are the guiding principles in designing a questionnaire?
- Q4. (a) Write the procedure for testing of hypothesis.  
(b) Describe in brief, the layout of research report.
- Q5. (a) Explain the concepts of reliability & validity of a measurement tool.  
(b) Distinguish between Probability Sampling & Non probability Sampling?

**Section B**

- Q6. A manufacturer of precision gaskets makes gaskets in two grades: Military & Consumer Automobile. In military applications, the precise gasket thickness is far more critical than in consumer automobile applications. The production run for military applications is very small; whereas the production run for consumer applications is very large. Explain how these facts affect decisions in sample design, confidence intervals & sample size.
- Q7. Four salesmen A, B, C, D recorded their sales of sarees in three seasons – Summer, Winter, & Monsoon. The figures are given in the following table. Find out, if there is a significant difference:-
- (i) In the sales recorded by the salesmen.  
(ii) In the sales recorded season-wise

Season	<u>Salesmen</u>			
	A	B	C	D
Summer	360	360	210	350
Winter	280	290	310	320
Monsoon	260	280	290	290

Q.8 The following data show employees rates of defective work before and after a change in the Wage Incentive Plan. Compare the two sets of data given below to see if the change lowered the defective units produced. Use 5% level of significance.

Before : 8 7 6 9 7 10 8 6 5 8 10 8  
 After : 6 5 8 6 9 8 10 7 5 6 9 5

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