

MNG1502

(477502) October/November 2017

Management IA

Duration 2 Hours

70 Marks

EXAMINERS

FIRST

MS RT DEYSEL

SECOND

MR AA DE BEER

Closed book examination

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This examination paper consists of **16** pages plus instructions for the completion of a mark-reading sheet

Answer all the questions on the mark-reading sheet provided and indicate your answers on the examination paper

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

Good luck!

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Read the following case study and answer the questions that follow.

Pretty in Bloom Florists

Jake is the owner and general manager of Pretty in Bloom Florists, a wholesale flower shop in Centurion. Jake sells a variety of individual flowers, bouquets and special floral arrangements. He believes that there is no single best way to manage and that situations should be dealt with as they arise. Jake has implemented very few formal rules in Pretty in Bloom Florists as he feels that the behaviour of his employees should be formed by traditions, loyalty, and self-management.

Jake recently expanded his business by entering into the wedding and events industry. He used factual evidence and logical arguments to convince his employees of the need for this new venture. Furthermore, he informed his employees about the change and actively sought their views on the proposed new venture. Initially, Jake was met with some resistance to the new venture. His employees felt that they would not have the necessary skills to do floral arrangements for weddings, and they were not comfortable with making changes to the current state of affairs. To overcome this resistance, Jake engaged in formal bargaining to obtain the employees' approval and acceptance of the new venture.

Jake appointed Lerato, a professional events coordinator and floral designer, to assist him with this new venture. Lerato was given the right to take decisions regarding the events and has a duty to carry out her tasks to the best of her abilities. She has an intense focus on the customer and believes that the customer's requirements should always be met at the lowest cost every time. Furthermore, she believes that the work must be done at all costs, even if this means placing great pressure on her employees.

The newest employee at Pretty in Bloom Florists is Carol, the social media and website manager. She has to answer all the online queries within a day of them being posted, and upload any information on social media regarding news, promotions and events hosted by Pretty in Bloom Florists on a regular basis. She strives to be accepted and to build friendships within the organisation.

To assist with the workload, Lerato promoted Janine and Thomas to first-level management positions, and delegated a number of tasks to each of them. Janine is in charge of marketing the flowers and floral arrangements to the prospective brides and other customers, while Thomas ensures that all the necessary activities are carried out so that the flowers and floral arrangements can be provided to satisfy the needs of the consumers. Janine and Thomas report only to Lerato. Janine places great emphasis on the happiness and satisfaction of the staff members, while Thomas is an abdicator who does only enough to not lose his job.

Lerato further decided to appoint Shivani, Harry, and Brett to assist with setting up events. Lerato wants to see quick results and often makes hasty decisions and gives direct orders to the rest of the team. Janine is skilful at developing team unity and has an excellent ability to read the emotions and feelings of the other team members. Thomas knows his strengths and skills,

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and works hard to build up his strengths and use his skills effectively. Lerato, Janine, Thomas, Shivani, Brett, and Harry form the events team of Pretty in Bloom Florists.

Due to the intense workload, tensions are running high in the events team, and Jake and Lerato have to step in to prevent the team from falling apart. They discover that Brett and Thomas do not get along well with each other. Brett is extremely upset that Thomas got the promotion, as he feels that Thomas is lazy and not worthy of a management position. In addition, he feels that Thomas does not communicate well. Shivani, on the other hand, often complains about her long working hours and the fact that she has to work over weekends instead of being at home with her family. Jake and Lerato are not really worried, however, as Jake believes that conflict is natural and an inevitable outcome of any group, while Lerato believes that conflict in the group has a positive effect and is important for effective performance.

It recently came to Lerato's attention that one of the receptionists was sending customer queries privately to one team member and not to the events team as required. When asked about it, the receptionist stated that by doing favours for that one team member, she was creating obligations for when she needed assistance in the future.

As a token of appreciation for the hard work that the employees do throughout the year, Jake takes his employees out to a fancy restaurant to celebrate every December. Each employee is treated to a three-course buffet lunch, a small gift and the rest of the day off.

Answer the following Multiple Choice Questions on the answer sheet provided. Please also circle your answers on the question paper.

- 1 Which contemporary approach to management does Jake follow?
 - 1 Systems theory
 - 2 Contingency theory
 - 3 Human-relations approach
 - 4 Quantitative management
- 2 Which approach to management does Lerato firmly believe in?
 - 1 The learning organisation
 - 2 Scientific management
 - 3 Total quality management
 - 4 Re-engineering
- 3 Which one of the following would **NOT** be an input for Pretty in Bloom Florists?
 - 1 The final arrangement
 - 2 The client's specifications
 - 3 The green oasis sponge
 - 4 The fresh flowers
- 4 Certain disabilities could cripple a learning organisation. The "enemy is out there" disability implies that _____.
 - 1 proactiveness is often reactiveness in disguise
 - 2 workers are trained to be loyal to their jobs, yet have little understanding of them
 - 3 external sources are often blamed for misfortune or failure
 - 4 team members suppress disagreement and turn decisions into compromises
- 5 Which of the following would form a part of the micro environment of Pretty in Bloom Florists?
 - a The finance and marketing departments of Pretty in Bloom Florists
 - b The flower market from which Pretty in Bloom Florists buy their fresh flowers
 - c The customers who order from Pretty in Bloom Florists or hire them for a function
 - d The fresh flowers and labour that go into making a bouquet
 - e The water restrictions in place throughout Pretoria

Choose the correct combination

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

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- 6 Janine is in charge of the marketing function of Pretty in Bloom Florists. This means that she _____
- 1 deals with the procurement of all the flowers
 - 2 is concerned with obtaining, analysing and recording any information about the flower deliveries
 - 3 executes a programme of action that would earn the public's approval of Pretty in Bloom Florists
 - 4 oversees the process of transferring the flowers and floral arrangements to the prospective customers
- 7 Thomas oversees the _____ department in Pretty in Bloom Florists
- 1 purchasing
 - 2 operations
 - 3 information
 - 4 public relations
- 8 In which type of market does Pretty in Bloom Florists primarily function?
- 1 International market
 - 2 Resale market
 - 3 Industrial market
 - 4 Consumer market
- 9 Jake buys fresh flowers from the local flower market on a daily basis. The flower market is one of Jake's _____, which is a factor in the _____ environment of Pretty in Bloom Florists
- 1 suppliers, market
 - 2 suppliers, macro
 - 3 competitors, market
 - 4 competitors, macro
- 10 The Reserve Bank has decided to increase the interest rates in the second quarter of 2017, which will have a negative impact on Jake and Pretty in Bloom Florists. Interest rates can be described as the _____
- 1 continual rise in the prices of products and services
 - 2 decrease in the demand for products and services
 - 3 indication of the price at which money can be bought
 - 4 value of one currency in terms of another
- 11 The flowers that Jake uses in his arrangements come from various farms across South Africa. The flower farms form part of which sub-environment of Pretty in Bloom Florists?
- 1 The sociocultural environment
 - 2 The statutory environment
 - 3 The physical environment
 - 4 The geological environment

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- 12 The fiscal policy, which outlines government spending and taxation, is a variable in the _____ sub-environment
- 1 economic
 - 2 statutory
 - 3 international
 - 4 physical
- 13 Which one of the following is **NOT** an additional management task that Jake has to perform?
- 1 Jake has to weigh a number of alternatives against one another and select the best one
 - 2 Jake has to transfer messages relating to organisational activities to various people
 - 3 Jake has to energise people to do their best voluntarily
 - 4 Jake has to provide guidelines according to which performance can be managed
- 14 When Jake formulates goals and objectives, and develops strategies to achieve these goals and objectives, what task of management has he performed?
- 1 Planning
 - 2 Organising
 - 3 Leading
 - 4 Control
15. As top level management, Jake would develop _____ goals, which are _____-term in nature
- 1 strategic, short
 - 2 strategic, long
 - 3 tactical, short
 - 4 tactical, long
- 16 As middle level managers, Janine and Thomas will develop _____ strategies for Pretty in Bloom Florists
- 1 corporate
 - 2 tactical
 - 3 operational
 - 4 directive
- 17 Lerato was given the right to take decisions regarding the floral arrangements for the events Which principle of organising does this describe?
- 1 Responsibility
 - 2 Accountability
 - 3 Delegation
 - 4 Authority

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- 18 Lerato's duty to carry out the floral arrangement tasks to the best of her abilities refers to her _____ in Pretty in Bloom Florists
- 1 responsibility
 - 2 accountability
 - 3 delegation
 - 4 authority
- 19 Janine and Thomas are accountable to Lerato only This is the definition of _____
- 1 co-ordination
 - 2 the span of control
 - 3 unity of command
 - 4 centralisation
- 20 Lerato has two employees who report directly to her, namely Janine and Thomas This defines which principle of organising?
- 1 Co-ordination
 - 2 The span of control
 - 3 Unity of command
 - 4 Centralisation
- 21 Jake has given each manager the responsibility for making decisions and carrying out tasks within their departments This implies that Pretty in Bloom Florists is a/an _____ organisation
- 1 inclusive
 - 2 exclusive
 - 3 centralised
 - 4 decentralised
- 22 The process according to which Jake exerts his influence over his staff by inspiring them, and guiding their activities, in order to achieve the goals of Pretty in Bloom Florists, is known as _____
- 1 motivation
 - 2 leading
 - 3 management
 - 4 leadership
- 23 Lerato promoted Janine and Thomas to their respective positions According to the Operant Conditioning Theory, which tool was used in this scenario?
- 1 Driving forces
 - 2 Motivation
 - 3 Positive reinforcement
 - 4 Constructive reinforcement

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- 24 Carol has to answer any online queries within a day of them being posted. Which step in the control process is being described?
- 1 Setting performance standards
 - 2 Measuring actual performance against the standards
 - 3 Taking corrective steps
 - 4 Feedback and reporting
- 25 As the owner and general manager of Pretty in Bloom Florists, Jake has _____ power
- 1 referent
 - 2 expert
 - 3 legitimate
 - 4 reward
- 26 Lerato is a professional event coordinator and floral designer. She will, therefore, have _____ power within Pretty in Bloom Florists
- 1 referent
 - 2 expert
 - 3 legitimate
 - 4 reward
- 27 Jake is often regarded by his employees as someone who brings about change rather than as someone who maintains the status quo. Therefore, Jake can be described as having _____ leadership qualities
- 1 charismatic
 - 2 task-oriented
 - 3 people-oriented
 - 4 traditional
- 28 According to the managerial grid of Blake and Mouton, what type of manager is Lerato?
- 1 A people-oriented manager
 - 2 An autocratic manager
 - 3 A contingent manager
 - 4 A team manager
- 29 According to the managerial grid of Blake and Mouton, Janine is a _____ manager, while Thomas is a _____ manager
- 1 middle-of-the-road, autocratic
 - 2 autocratic, middle-of-the-road
 - 3 laissez-faire, country-club
 - 4 country-club, laissez-faire

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- 30 Which phase of Hersey and Blanchard's life-cycle theory is Carol currently in?
- 1 Phase one
 - 2 Phase two
 - 3 Phase three
 - 4 Phase four
- 31 When Carol becomes more independent, gains more experience, and begins to take the lead more often, she will have moved to phase _____ of the life-cycle theory
- 1 one
 - 2 two
 - 3 three
 - 4 four
- 32 Lerato, Thomas and Janine have to work as a team to coordinate the weddings and events successfully Which one of the following is a characteristic of this team?
- 1 Members are individually accountable for their actions
 - 2 The team works within the boundaries of the organisation
 - 3 The members share the leadership roles
 - 4 The performance goals of the team are set by others in the organisation
- 33 The events team have resolved their internal conflicts and team unity and agreement has emerged The events team is in which stage of team development?
- 1 Forming
 - 2 Norming
 - 3 Storming
 - 4 Performing
- 34 Within the events team, what role does Lerato play?
- 1 The Co-ordinator
 - 2 The Shaper
 - 3 The Plant
 - 4 The Implementer
- 35 What role does Janine play in the events team?
- 1 The Monitor evaluator
 - 2 The Resource investigator
 - 3 The Completer
 - 4 The Team Worker

- 36 Thomas' awareness of his strengths and skills refers to which competency that a leader of a team of people in the knowledge era should have?
- 1 Management of the self
 - 2 Management of attention
 - 3 Management of meaning
 - 4 Management of trust
- 37 Janine sends an e-mail to Brett about the specifications for the event scheduled for the following Saturday. When Brett receives this e-mail and interprets its contents, it is referred to as _____
- 1 encoding
 - 2 the message source
 - 3 decoding
 - 4 noise
- 38 When Jake sends a wedding enquiry to Lerato, who then has to pass the message on to the rest of the team, it is referred to as _____ communication
- 1 upward
 - 2 downward
 - 3 horizontal
 - 4 informal
- 39 Brett, Shivani and Thomas all live in Moreleta Park and, due to the rising petrol costs, decided to start a lift club to get to and from work. The conversations during the car trip, which relate to their work, are examples of _____ communication
- 1 upward
 - 2 downward
 - 3 horizontal
 - 4 informal
- 40 According to Maslow's hierarchy of needs, Carol's longing to be accepted and to build friendships within Pretty in Bloom Florists, indicates that her _____ need has not been satisfied
- 1 physiological
 - 2 social
 - 3 esteem
 - 4 safety
- 41 Once Carol's need for acceptance and friendship has been satisfied, what would her next need be in terms of Maslow's hierarchy?
- 1 Physiological needs
 - 2 Social needs
 - 3 Esteem needs
 - 4 Safety needs

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42 The events team often have to work long hours and most Saturdays to set up the flowers for the various weddings and functions. These working conditions are known as _____ factors according to the two-factor theory of motivation.

- 1 hygiene
- 2 motivating
- 3 self-actualisation
- 4 transcendence

43 Jake believes that the average employee can learn to accept or even seek responsibility. This indicates that Jake is what type of manager according to McGregor's theory of motivation?

- 1 Manager X
- 2 Manager Y
- 3 People-oriented manager
- 4 Task-oriented manager

44 Which school of thought does Jake believe in when it comes to handling the conflict in the events team?

- 1 The traditional school of thought
- 2 The constructive school of thought
- 3 The interactionist school of thought
- 4 The human-relations school of thought

45 In terms of handling the conflict in the events team, Lerato follows the _____ school of thought.

- 1 traditional
- 2 constructive
- 3 interactionist
- 4 human-relations

46 Jake would like to encourage constructive conflict in Pretty in Bloom Florists. Which of the following are outcomes of constructive conflict?

- a Conflict increases a person's awareness of the problems in their relationships
- b Conflict helps make a person aware of what makes them angry or scared
- c Conflict can help encourage change
- d Conflict can make life more interesting
- e Conflict encourages a person to be accountable for their actions

Choose the correct combination

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

[TURN OVER]

- 47 The conflict between Brett and Thomas is an example of a conflict of _____
- 1 information
 - 2 values
 - 3 relationships
 - 4 structural issues
- 48 What specific type of conflict of interest is Shivani experiencing?
- 1 Conflict over substantive issues
 - 2 Conflict over procedural issues
 - 3 Conflict over psychological issues
 - 4 Conflict over dysfunctional issues
- 49 Which of the following are the unobservable elements of Pretty in Bloom Florists' organisational culture?
- a Socialisation
 - b Values
 - c Practices
 - d Assumptions
 - e Language
- Choose the correct combination
- 1 b
 - 2 b, d
 - 3 a, c, e
 - 4 a, b, c, d, e
- 50 When Carol joined Pretty in Bloom Florists, she had to attend an orientation morning with Jake. This refers to which aspect of organisational culture?
- 1 Assumptions
 - 2 Symbols
 - 3 Language
 - 4 Socialisation
- 51 Every year, Jake takes his employees out to a restaurant to celebrate the end of another successful year. This refers to which element of the organisational culture of Pretty in Bloom Florists?
- 1 Symbols
 - 2 Practices
 - 3 Socialisation
 - 4 Norms

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- 52 What type of organisational culture is present in Pretty in Bloom Florists?
- 1 An entrepreneurial culture
 - 2 A market culture
 - 3 A bureaucratic culture
 - 4 A clan culture
- 53 If Jake decides that he would rather have Pretty in Bloom Florists structured by formal rules and regulations, with hierarchical structures to facilitate reporting information, what type of organisational culture would then have to be implemented?
- 1 An entrepreneurial culture
 - 2 A market culture
 - 3 A bureaucratic culture
 - 4 A clan culture
- 54 Jake can be met with resistance if he decides to change the organisational culture of Pretty in Bloom Florists. The two basic techniques Jake can use to overcome this resistance to change are _____ and _____
- 1 force-field analysis, selective implementation techniques
 - 2 internal analysis, situational techniques
 - 3 process management, operational strategies
 - 4 the quality-of-life approach, self-fulfilling prophecies
55. In terms of diversity, ethnocentricity can be defined as the _____
- 1 employment of people from several subcultures
 - 2 belief in the inherent superiority of one's own ethnic group or culture
 - 3 belief that other cultures or ethnic groups are superior to one's own culture or ethnic group
 - 4 employment of people from marginalised or previously disadvantaged groups
- 56 Which one of the following is an example of a secondary dimension of diversity?
- 1 Lerato's work background
 - 2 Thomas' ethnicity
 - 3 Shivani's age
 - 4 Brett's physical ability
- 57 The Companies Act and Basic Conditions of Employment Act, by which Jake must abide, are found in which domain of the spectrum of ethics?
- 1 The social standard domain
 - 2 The domain of free choice
 - 3 The personal standard domain
 - 4 The codified law domain

- 58 Which one of the following can be considered a secondary stakeholder of Pretty in Bloom Florists?
- 1 The brides
 - 2 Lerato and Carol
 - 3 The supplier of fresh flowers
 - 4 The community surrounding the flower farms
- 59 Jake must be careful not to make a decision that will negatively impact on other people, both inside and outside of his organisation, or on society in general. This refers to the _____ responsibility of Pretty in Bloom Florists in terms of its corporate social performance
- 1 economic
 - 2 legal
 - 3 ethical
 - 4 discretionary
- 60 When questioned about the way in which the customer queries were handled, the receptionist responded with which action of negative organisational politics?
- 1 Blaming others
 - 2 Ingratiation
 - 3 Creating a favourable image
 - 4 Developing a support base
- 61 Which of the following are ways in which Jake can turn negative organisational politics around?
- a Encourage speculation
 - b Treat everyone fairly
 - c Hold team-building workshops
 - d Create a favourable image
 - e Inspire career development
- Choose the correct combination
- 1 b, c
 - 2 c, d, e
 - 3 a, b, d, e
 - 4 a, b, c, d, e
- 62 Jake decided to expand his flower shop to cater for weddings and events, as he saw that there was a gap in the market. During which phase in the change process would this decision have taken place?
- 1 Recognise the need for change
 - 2 Unfreeze
 - 3 Change
 - 4 Refreeze

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- 63 What influencing tactic did Jake use to convince his employees of the need for the new events section of Pretty in Bloom Florists?
- 1 Inspirational appeal
 - 2 Coalition tactics
 - 3 Rational persuasion
 - 4 Personal appeal
- 64 Which change style did Jake use when he decided to start the events section of Pretty in Bloom Florists?
- 1 Coercive style
 - 2 Collaborative style
 - 3 Directive style
 - 4 Consultative style
- 65 The employees' concern regarding their skills to do the floral arrangements for weddings, refers to which reason for resisting the change?
- 1 Self-interest
 - 2 A lack of confidence
 - 3 Fear of the unknown
 - 4 A belief that nothing can be gained
- 66 The employees stated that they were not comfortable with changing the current state of affairs. This refers to which reason for resisting change?
- 1 Lack of role models
 - 2 Security and tradition
 - 3 Economic wellbeing
 - 4 A lack of understanding
- 67 Which strategy did Jake use to manage the employees' resistance to the changes in Pretty in Bloom Florists?
- 1 Negotiation and agreement
 - 2 Participation and involvement
 - 3 Establishing trust
 - 4 Coercion
- 68 To help overcome the resistance of the employees to the new events section, Jake would need to visibly show his support for this change. This refers to which strategy for managing the resistance to change?
- 1 Negotiation and agreement
 - 2 Participation and involvement
 - 3 Establishing trust
 - 4 Coercion

- 69 During which phase of the HIV infection would an HIV-positive person display no symptoms?
- 1 Phase one
 - 2 Phase two
 - 3 Phase three
 - 4 Phase four
- 70 Failure to deal with HIV/AIDS in the workplace could lead to higher economic costs and lower employee morale. Which one of the following is **NOT** an economic cost of HIV/AIDS in the workplace?
- 1 Absence from work and worker attrition are likely to increase
 - 2 Many employees will want to take compassionate leave
 - 3 The supply and cost of labour will be affected
 - 4 The price per unit of production will increase

Total for the paper = 70 marks

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

BELANGRIK

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109	c1	c2	c3	c4	c5
110	c1	c2	c3	c4	c5
111	c1	c2	c3	c4	c5
112	c1	c2	c3	c4	c5
113	c1	c2	c3	c4	c5
114	c1	c2	c3	c4	c5
115	c1	c2	c3	c4	c5
116	c1	c2	c3	c4	c5
117	c1	c2	c3	c4	c5
118	c1	c2	c3	c4	c5
119	c1	c2	c3	c4	c5
120	c1	c2	c3	c4	c5
121	c1	c2	c3	c4	c5
122	c1	c2	c3	c4	c5
123	c1	c2	c3	c4	c5
124	c1	c2	c3	c4	c5
125	c1	c2	c3	c4	c5
126	c1	c2	c3	c4	c5
127	c1	c2	c3	c4	c5
128	c1	c2	c3	c4	c5
129	c1	c2	c3	c4	c5
130	c1	c2	c3	c4	c5
131	c1	c2	c3	c4	c5
132	c1	c2	c3	c4	c5
133	c1	c2	c3	c4	c5
134	c1	c2	c3	c4	c5
135	c1	c2	c3	c4	c5
136	c1	c2	c3	c4	c5
137	c1	c2	c3	c4	c5
138	c1	c2	c3	c4	c5
139	c1	c2	c3	c4	c5
140	c1	c2	c3	c4	c5

MARK READING SHEET INSTRUCTIONS

Your mark reading sheet is marked by computer and should therefore be filled in thoroughly and correctly

USE ONLY AN HB PENCIL TO COMPLETE YOUR MARK READING SHEET

PLEASE DO NOT FOLD OR DAMAGE YOUR MARK READING SHEET

Consult the illustration of a mark reading sheet on the reverse of this page and follow the *instructions step by step* when working on your sheet

Instruction numbers ❶ to ❿ refer to spaces on your mark reading sheet which you should fill in as follows

- ❶ Write your paper code in these eight squares, for instance

P	S	Y	1	0	0	-	X
---	---	---	---	---	---	---	---

- ❷ The paper number pertains only to first-level courses consisting of two papers

WRITE

0	1
---	---

 for the first paper and

0	2
---	---

 for the second. If only one paper, then leave blank

- ❸ Fill in your initials and surname
- ❹ Fill in the date of the examination
- ❺ Fill in the name of the examination centre
- ❻ WRITE the digits of your student number HORIZONTALLY (from left to right). Begin by filling in the first digit of your student number in the first square on the left, then fill in the other digits, each one in a separate square
- ❼ In each vertical column mark the digit that corresponds to the digit in your student number as follows [-]
- ❽ WRITE your unique paper number HORIZONTALLY
- NB Your unique paper number appears at the top of your examination paper and consists only of digits (e.g. 403326)
- ❾ In each vertical column mark the digit that corresponds to the digit number in your unique paper number as follows [-]
- ❿ Question numbers 1 to 140 indicate corresponding question numbers in your examination paper. The five spaces with digits 1 to 5 next to each question number indicate an alternative answer to each question. The spaces of which the number corresponds to the answer you have chosen for each question and should be marked as follows [-]



For official use by the invigilator. Do not fill in any information here

Tear

Fill-in/MCQ



Examination period

Student number

Surname

First Names

Subject

Code of paper

Number of paper

Centre

Date

This is to certify that I have read the rules governing the examinations as set out on the inside cover of this examination answer book and in the examination instructions

That the information supplied by me in this answer book is correct and valid

I undertake to adhere to the procedures, rules and regulations of the University of South Africa as published in the official brochures

Signature of candidate

Batch No

28092015MCQ

ID Number

Signature of invigilator

UNISA invigilator's personnel number

NOTE Not a valid document if not completed by the Invigilator

Fill-in/MCQ



Examination period

Student number

Surname

First Names

Subject

Code of paper

Number of paper

Centre

Date

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Signature of candidate

Batch No

28092015MCQ

ID Number

Signature of invigilator

UNISA invigilator's personnel number

NOTE Not a valid document if not completed by the Invigilator

Tear