

MNG1502

(480769)

May/June 2017

MANAGEMENT IA

Duration 2 Hours

70 Marks

EXAMINERS

FIRST

SECOND

MS RT DEYSEL

MR AA DE BEER

Closed book examination

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This examination paper consists of 17 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!

[Turn over]

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

Posh Pads Interior Designs

Stephanie's passion was to redesign homes and office spaces and, therefore, she decided to start her own interior design company in Cape Town. However, Stephanie realised that her business was not doing well and decided to radically redesign all her work processes to improve her productivity and financial performance. This was the start of the now successful, *Posh Pads Interior Designs*.

Stephanie is the general manager and CEO of *Posh Pads Interior Designs*. Her staff members obey her simply because they respect and like her. There is a belief in *Posh Pads Interior Designs* that every member of staff should be focused on providing excellent customer service and being fair to all people, be it colleagues, stakeholders, or customers. With business doing so well, Stephanie realised that she could no longer manage everything on her own. She decided to appoint the following people to manage the different departments and form part of the management team of *Posh Pads Interior Designs*.

- Antony is in charge of the procurement of the paint and design products that enable *Posh Pads Interior Designs* to achieve its objectives. He has an intense focus on the customer and a great amount of concern for the continual improvement of the organisation. Furthermore, he believes that the customers' requirements should be met at the lowest cost, first time, every time. Antony's role in the team is to energise new ideas, provide new approaches, and formulate new ways of doing things.
- Sam is concerned with the process of transferring the goods and services to the customers to ensure that their needs are satisfied. In addition, Sam manages the public relations of *Posh Pads Interior Designs* and places great emphasis on the happiness and satisfaction of his staff.
- Monica, who has a master's degree in Financial Management, is in charge of the finances of *Posh Pads Interior Designs*. Monica keeps computerised spread sheets and conducts programme evaluation and review techniques (PERT), regression analysis and other statistical models, to manage the business' budgeting, cash flow and inventory control. Monica is familiar with the work situation and, therefore, has a lot of self-confidence when it comes to doing her job. She works independently and takes the lead in meetings more often. Stephanie has given Monica the power to give or withhold bonuses or prizes in her section.
- Thembi, who is the newest member of *Posh Pads Interior Designs*, was placed in charge of the human resources of the company. Thembi believes that the work must be done at all costs, even if this means placing a great amount of pressure on the employees. Furthermore, she believes that the only way to enforce compliance in her department is through fear. Thembi assumes that her employees dislike work and that they will avoid responsibilities and seek formal direction whenever possible.

[Turn over]

Stephanie and Monica have very different views on organisational culture. On the one hand, Stephanie believes that the culture of *Posh Pads Interior Designs* must allow freedom, creativity, risk taking and flexibility. On the other hand, Monica believes that the culture must be like a family-type of organisational environment that focuses on consensus-building and unity regarding the objectives and values of *Posh Pads Interior Designs*.

Stephanie provides a complete interior design service to her clients, focusing specifically on individual households and small businesses in and around Cape Town. Approximately one month ago, a new interior design company, *Executive Designs*, opened in a nearby neighbourhood to offer their interior design services to the small and medium sized businesses of Cape Town. *Posh Pads Interior Designs* has the advantage, however, in that all their products are of a high quality and environmentally friendly, with little negative effects on the ozone layer. Furthermore, *Posh Pads Interior Designs* sources all its wood from a local forestry instead of importing it like *Executive Designs*.

Because of Antony and Sam's workloads, Stephanie decided to appoint Helen, Ntombi and Oliver to help them. Antony has transferred the task, authority and responsibility of paint procurement to Helen, while Ntombi and Oliver report directly to Sam. Ntombi likes to be told what to do, and in return, she will do the job well and work cautiously for good results. At the weekly staff meeting, Stephanie congratulated Oliver for his hard work and promoted him to website and social media manager.

After the staff meeting, Helen approached Antony and Stephanie with a problem concerning one of the newly appointed painters. Helen stated that the painter often complained about the long working hours (especially those that had to be put in over the weekend), his salary, and the manner in which certain tasks had to be done. Furthermore, Helen said that she felt she could not trust this painter. Antony indicated that he believed conflict was bad and should be avoided at all costs, while Stephanie stated that conflict was a natural and inevitable outcome in any group.

Upon investigation, it became clear that Helen had a good reason not to trust the painter. It became evident that the painter was stealing paint and other supplies, as well as ideas from *Posh Pads Interior Designs* and selling them to the competing firm. When confronted, the painter confessed that he was doing a favour for the other firm which, in turn, would create obligations for when assistance was required.

Over the past few months, Stephanie has been thinking of including garden landscaping as part of their service offerings. She has conducted a SWOT analysis and determined that there was an opportunity to offer a complete home makeover solution to her clients. She aroused her employees' enthusiasm by appealing to their values, ideals and aspirations. Furthermore, Stephanie made her employees part of the change process by sending them to garden landscaping workshops.

[Turn over]

Answer the following multiple-choice questions on the mark reading sheet provided, and also circle the correct answers on this examination question paper.

Chapter 1 – An outline of management

- 1 The use of spread sheets, PERT diagrams, regression analysis and various other statistical models, indicate that Monica believes in which contemporary approach to management?
 - 1 Human relations approach
 - 2 Systems theory
 - 3 Total quality management
 - 4 Quantitative management

- 2 Which contemporary approach to management does Antony follow?
 - 1 Human relations approach
 - 2 Quantitative management
 - 3 Total quality management
 - 4 Systems theory

- 3 If the management team turns its decisions into compromises, which are seldom challenged, when they want to suppress disagreement, it is referred to as which organisational learning disability?
 - 1 The delusion of learning from experience
 - 2 The enemy is out there
 - 3 The illusion of taking charge
 - 4 The myth of teamwork

- 4 The radical redesign of Stephanie's original business into *Posh Pads Interior Designs* is known as which contemporary management approach?
 - 1 Re-engineering
 - 2 The learning organisation
 - 3 Contingency theory
 - 4 Bureaucracy

- 5 Antony is in charge of the _____ organisational function, while Sam is in charge of the _____ organisational function
 - 1 marketing, purchasing
 - 2 purchasing, marketing
 - 3 operations, information
 - 4 information, operations

[Turn over]

- 6 The management team and their respective departments form part of the _____ environment of *Posh Pads Interior Designs*
- 1 micro
 - 2 market
 - 3 macro
 - 4 task
- 7 Which one of the following is **NOT** a production factor available to *Posh Pads Interior Designs*?
- 1 Labour
 - 2 Operations
 - 3 Raw materials
 - 4 Capital
- 8 Which type of market does *Posh Pads Interior Designs* primarily operate in?
- 1 International market
 - 2 Government market
 - 3 Industrial market
 - 4 Consumer market
- 9 *Executive Designs* is a/an _____ to *Posh Pads Interior Designs* and is a variable in the _____ environment of the business
- 1 intermediary, market
 - 2 supplier, macro
 - 3 competitor, market
 - 4 consumer, macro
- 10 Since *Executive Designs* has to import a large majority of its resources, they have to keep a close eye on the ever-changing exchange rates when determining their prices. The exchange rates are a factor in the _____ environment which is part of the larger _____ environment
- 1 economic, macro
 - 2 political, macro
 - 3 economic, market
 - 4 political market
- 11 Consumers today are highly conscious of quality and whether or not the products are environmentally friendly. The changing lifestyles of *Posh Pads Interior Designs'* consumers are a factor in the _____ environment
- 1 economic
 - 2 international
 - 3 social
 - 4 physical

[Turn over]

- 12 The wood from the local forestry is an example of a factor in the _____ environment of *Posh Pads Interior Designs*
- 1 economic
 - 2 physical
 - 3 statutory
 - 4 social

Chapter 2 – Management Tasks

- 13 Which management task did Stephanie undertake when she allocated the management team to the various departments, and coordinated the human and other resources in order to achieve the organisational goals of *Posh Pads Interior Designs*?
- 1 Planning
 - 2 Organising
 - 3 Leading
 - 4 Controlling
- 14 When Stephanie directs and influences the actions of her employees in such a way that they will willingly perform their duties, it is referred to as _____
- 1 planning
 - 2 organising
 - 3 leading
 - 4 controlling
- 15 What type of goals or objectives would Stephanie have to develop for *Posh Pads Interior Designs*?
- 1 Strategic goals
 - 2 Operational objectives
 - 3 Tactical objectives
 - 4 Active goals
- 16 What type of strategies would the middle level managers of *Posh Pads Interior Designs* have to develop?
- 1 Corporate strategies
 - 2 Communal strategies
 - 3 Tactical strategies
 - 4 Operational strategies
- 17 Which principle of organising occurred when Antony transferred the task of procuring the paint to Helen?
- 1 Accountability
 - 2 Specialisation
 - 3 Co-ordination
 - 4 Delegation

[Turn over]

- 18 Ntombi and Oliver report directly to Sam. This refers to which organisational principle?
- 1 Span of control
 - 2 Unity of command
 - 3 The scalar principle
 - 4 Departmentalisation
- 19 Ntombi has to report on the findings of a public relations activity to Sam, who then reports these findings to Stephanie. This indicates the _____ within *Posh Pads Interior Designs*
- 1 co-ordination
 - 2 chain principle
 - 3 specialisation
 - 4 unit of command
- 20 Monica and Thembi were assigned to their relevant departments based on their abilities, aptitudes and interests. This indicates that *Posh Pads Interior Designs* departmentalises according to _____
- 1 product
 - 2 function
 - 3 project
 - 4 customer
- 21 If Stephanie wishes to be an effective leader, she should exhibit a number of characteristics. Which one of the following is **NOT** such a characteristic?
- 1 Egotism
 - 2 Knowledge
 - 3 Integrity
 - 4 Maturity
- 22 Which one of the following best depicts the correct order of the motivation process?
- 1 Unsatisfied need, drivers, search behaviour, satisfied need, tension, reduction in tension
 - 2 Unsatisfied need, tension, reduction in tension, search behaviour, drivers, satisfied need
 - 3 Unsatisfied need, tension, drivers, search behaviour, satisfied need, reduction of tension
 - 4 Unsatisfied need, search behaviour, drivers, tension, reduction of tension, satisfied need

- 23 Oliver's promotion at the weekly staff meeting is an example of which tool of the Operant Conditioning Theory?
- 1 Refurbishment
 - 2 Punishment
 - 3 Negative reinforcement
 - 4 Positive reinforcement
- 24 As the new social media manager, Oliver is expected to post something at least once a week, and answer at least three consumer complaints or queries per week. This refers to which step in the control process?
- 1 Setting performance standards
 - 2 Measuring the actual performance against the standards
 - 3 Taking corrective steps
 - 4 Reporting and feedback

Chapter 3 – Leadership and teamwork

- 25 Which one of the following is a charismatic quality of a leader?
- 1 Creates a driving force to take action and accept responsibility
 - 2 Good reasoning abilities and powers of judgement
 - 3 The ability to explain their vision in a practical and comprehensible way
 - 4 Work-relevant knowledge to solve problems that may arise
- 26 Which approach to leadership implies that a person is only a person through other people and, therefore, every person is entitled to respect and acceptance by the community?
- 1 Ubuntu approach
 - 2 Laissez-faire approach
 - 3 Autocratic approach
 - 4 Western approach
- 27 Stephanie's employees obey her because they respect her. What type of power does Stephanie have?
- 1 Reward power
 - 2 Coercive power
 - 3 Referent power
 - 4 Legitimate power
- 28 What type of power does Thembi have?
- 1 Reward power
 - 2 Coercive power
 - 3 Referent power
 - 4 Legitimate power

[Turn over]

- 29 Monica's ability to give or withhold rewards refers to _____ power
- 1 reward
 - 2 coercive
 - 3 referent
 - 4 legitimate
- 30 Which manager's leadership style can be described as a country-club management style (1 9)?
- 1 Antony
 - 2 Sam
 - 3 Thembi
 - 4 Monica
- 31 Which manager can be described as having an autocratic management style (9 1)?
- 1 Thembi
 - 2 Monica
 - 3 Sam
 - 4 Stephanie
- 32 According to the life cycle theory of Hersey and Blanchard, which phase is Thembi currently in?
- 1 First
 - 2 Second
 - 3 Third
 - 4 Fourth
- 33 According to Hersey and Blanchard's life cycle theory, Monica is in the _____ phase
- 1 first
 - 2 second
 - 3 third
 - 4 fourth
- 34 During which stage of team development would Helen, Ntombi and Oliver discover which performance is acceptable to others, discover friendship potential and decide on task orientation?
- 1 Storming
 - 2 Norming
 - 3 Forming
 - 4 Performing

[Turn over]

- 35 According to Belbin's team roles, which role does Ntombi play?
- 1 Co-ordinator
 - 2 Resource investigator
 - 3 Implementer
 - 4 Monitor evaluator
- 36 Antony fulfils the role of the _____ in the team according to Belbin's team roles
- 1 team worker
 - 2 completer
 - 3 shaper
 - 4 plant

Chapter 4 – Interpersonal Skills

- 37 When Oliver sends a message to Stephanie regarding the new design for the website, it is referred to as _____ communication
- 1 downward
 - 2 upward
 - 3 horizontal
 - 4 parallel
- 38 Oliver sends a weekly email to Stephanie regarding the social media activities of *Posh Pads Interior Designs*. The weekly email refers to which element in the communication process?
- 1 The channel
 - 2 The communication source
 - 3 Encoding
 - 4 Decoding
- 39 The communication between Sam and Monica to ensure co-ordination between the two departments is an example of _____ communication
- 1 downward
 - 2 upward
 - 3 horizontal
 - 4 parallel
- 40 Oliver was motivated to achieve recognition, status and autonomy in *Posh Pads Interior Designs*. According to Maslow's hierarchy of needs, Oliver was motivated by which need?
- 1 Safety needs
 - 2 Social needs
 - 3 Esteem needs
 - 4 Self-actualisation needs

[Turn over]

- 41 According to Herzberg's theory, the employees' salaries and working conditions are a _____ factor and, if they are present, will result in the employees of *Posh Pads Interior Designs* being _____
- 1 hygiene, satisfied
 - 2 hygiene, motivated
 - 3 motivating, satisfied
 - 4 motivating, motivated
- 42 Thembi's assumption about her staff members refers to which theory of motivation?
- 1 McGregor's Theory X
 - 2 McGregor's Theory Y
 - 3 The Acceptance Theory of Authority
 - 4 The Two-factor Theory of Motivation
- 43 A conflict of opinion refers to _____
- 1 the difference between what a person thinks he or she must have and what another person thinks he or she ought to have
 - 2 one party experiencing that another party has negatively affected or is about to negatively affect something about which the first party cares
 - 3 the perceived or actual incompatibility of belief systems between two or more people
 - 4 the difference between what a person thinks is right and what another person thinks is right
- 44 When it comes to analysing and addressing the conflict between Helen and the painter, Antony believes in the _____ school of thought, while Stephanie believes in the _____ school of thought
- 1 human relations, interactionist
 - 2 behavioural, human relations
 - 3 traditional, behavioural
 - 4 interactionist, traditional
- 45 The conflict experienced between Helen and the painter can be classified as a conflict of/in _____
- 1 information
 - 2 interest
 - 3 values
 - 4 relationships

- 46 The painter's complaints about the way in which the painting tasks need to be carried out, refers to which type of issue that causes conflict within his department?
- 1 Procedural issues
 - 2 Psychological issues
 - 3 Substantive issues
 - 4 Structural issues
47. If an employee was to complain about the oppressive patterns of human relationships within *Posh Pads Interior Designs*, and more specifically his or her limited authority and inability to take decisions, which type of conflict would have occurred?
- 1 Structural conflict
 - 2 A conflict of values
 - 3 Constructive conflict
 - 4 A conflict of information
- 48 Which one of the following is **NOT** a key point Stephanie and Antony can use to manage and solve the conflict between Helen and the painter?
- 1 Take responsibility to deal with the conflict
 - 2 Ask probing questions to explore all sides of the conflict and listen openly and objectively
 - 3 Offer individual rewards and incentives to each party for resolving the conflict
 - 4 Set goals and develop a plan of action for improving the situation

Chapter 5 – Contemporary Issues Part 1

- 49 The beliefs and values that are shared by the employees of *Posh Pads Interior Designs*, such as practicing customer excellence, refers to organisational _____
- 1 ethics
 - 2 culture
 - 3 diversity
 - 4 social responsibility
- 50 Which building block of organisational culture does the belief that every member of *Posh Pads Interior Designs* should be focused on providing excellent customer service refer to?
- 1 Symbols
 - 2 Values
 - 3 Assumptions
 - 4 Narratives

[Turn over]

- 51 The basic beliefs about aspects of the organisation, including being fair to all people, be it colleagues, stakeholders or customers, refer to which organisational building block?
- 1 Symbols
 - 2 Values
 - 3 Assumptions
 - 4 Narratives
- 52 When Thembi first joined the organisation, she had to go through the company's orientation and induction processes to familiarise herself with the values of *Posh Pads Interior Designs*. Which building block of organisational culture does this describe?
- 1 Symbols
 - 2 Norms
 - 3 Socialisation
 - 4 Practices
- 53 What type of organisational culture does Monica want *Posh Pads Interior Designs* to have?
- 1 Clan culture
 - 2 Bureaucratic culture
 - 3 Entrepreneurial culture
 - 4 Market culture
- 54 Which type of organisational culture is Stephanie trying to instil in *Posh Pads Interior Designs*?
- 1 Clan culture
 - 2 Bureaucratic culture
 - 3 Entrepreneurial culture
 - 4 Market culture
- 55 Stephanie and Monica could not agree on an organisational culture, and instead agreed that the organisation rather should aim for market share, sales growth and profitability. Which organisational culture did they finally implement in *Posh Pads Interior Designs*?
- 1 Clan culture
 - 2 Bureaucratic culture
 - 3 Entrepreneurial culture
 - 4 Market culture

56 Which of the following are primary dimensions of diversity?

- a Age
- b Ethnicity
- c Marital status
- d Education
- e Physical ability

Choose the correct combination

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

57 The secondary dimensions of diversity refer to those dimensions _____

- 1 which are inherent in the worker
- 2 that are acquired by the worker
- 3 that influence the self-image and perceptions of people
- 4 of which a person is a product

58 *Posh Pads Interior Designs* will classify the _____ as primary stakeholders

- 1 municipality
- 2 broader communities
- 3 government
- 4 employees

59 Suppose the staff members of *Posh Pads Interior Designs* decide to host a soup day to feed the homeless people in Cape Town in an attempt to improve society. Which form of social responsibility would this be seen as?

- 1 Legal responsibility
- 2 Economic responsibility
- 3 Discretionary responsibility
- 4 Ethical responsibility

Chapter 6 – Contemporary Issues Part 2

60 When the painter was confronted with the evidence of theft, which one of the following negative organisational political actions did he use?

- 1 Blaming or attacking others
- 2 Misusing information
- 3 Creating a favourable image
- 4 Ingratiation

[Turn over]

- 61 Upon further investigation, the painter stated that he had stolen the goods as he had wanted to strengthen his position in the design industry by forming a coalition or developing a powerful ally with influential people. Which organisational political action has the painter now described?
- 1 Creating a favourable image
 - 2 Developing a support base
 - 3 Finding a scapegoat
 - 4 Misusing information
- 62 During which phase of the change process would Stephanie have to make adjustments to the systems and structures of *Posh Pads Interior Designs* to allow for the successful implementation of the garden landscaping service offering?
- 1 Recognising the need for change
 - 2 Unfreezing
 - 3 Change
 - 4 Refreezing
- 63 During which phase in the change process would Stephanie have conducted the SWOT analysis for offering a garden landscaping service?
- 1 Recognising the need for change
 - 2 Unfreezing
 - 3 Change
 - 4 Refreezing
- 64 Which influencing tactic did Stephanie use when she was preparing her employees for the addition of garden landscaping to their service offering?
- 1 Inspirational appeal
 - 2 Personal appeal
 - 3 Exchange tactics
 - 4 Rational persuasion
- 65 Stephanie made use of the _____ change style when she introduced the garden landscaping service
- 1 Coercive
 - 2 Directive
 - 3 Collaborative
 - 4 Consultative

- 66 Ntombi was resistant to the change as she felt that she did not have the necessary skills to do garden landscaping. Which reason for resisting change is Ntombi currently experiencing?
- 1 Self-interest
 - 2 A lack of confidence
 - 3 Lack of understanding
 - 4 Fear of the unknown
- 67 Some of Stephanie's woodworkers are also resistant to the change as they feel that they may lose their jobs as a result of this change. Which reason for resisting the change best describes the woodworkers' feelings?
- 1 A belief that nothing can be gained
 - 2 A lack of role models
 - 3 Security and tradition
 - 4 Economic well-being
- 68 There are a number of strategies that Stephanie can use to manage her employees' resistance to the implementation of the garden landscaping service. Which one of the following best describes the "communication and education" strategy?
- 1 The acceptance of change can be increased if procedures are implemented that allow employees to participate in the planning and implementation of the change
 - 2 Employees should be kept knowledgeable about the changes that will take place, the consequences of the changes, and their new work roles
 - 3 For the change to succeed, employees need to have confidence in management's reliability and integrity, and they need to accept management's vision
 - 4 This strategy entails formal bargaining to obtain the employees' approval and acceptance of the change, and reach an agreement on the implementation of the change
- 69 Which one of the following is a way in which HIV can be transmitted from person to person?
- 1 Kissing or hugging an infected person
 - 2 Using the same work equipment or toilet seats
 - 3 Having an infected person cough or sneeze on you
 - 4 Using blood-contaminated knives or razors

- 70 Which one of the following statements is **NOT** true regarding the laws governing HIV/AIDS in the workplace?
- 1 HIV-positive employees may not be treated differently to other employees by employers or by co-workers
 - 2 No employee may be dismissed or forced to resign due to his/her HIV-positive status
 - 3 Employers may require that an employee or job applicant go for an HIV test
 - 4 An employee's HIV status may be disclosed only with that employee's written consent

[Total = 70 marks]

PART 1 - (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100-X
STUDIE-EENHEID by PSY100-X

INITIALS AND SURNAME
VOORLETTERS EN VAN

DATE OF EXAMINATION
DATUM VAN EKSAMEN

PAPER NUMBER
VRAESTELNOMMER

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

STUDENT NUMBER
STUDENTENOMMER

UNIQUE PAPER NO
UNIEKE VRAESTELNR.

For use by examination invigilator
Vir gebruik deur eksamenopsiener

IMPORTANT

- 1 USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
- 2 MARK LIKE THIS
- 3 CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
- 4 ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
- 5 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 GEBRUIF SLEGS 'N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
- 2 MERK AS VOLG
- 3 KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
- 4 VUL U STUDENTENOMMER VAN LINKS NA REGS IN
- 5 KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VERSTRFK HEET
- 6 KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
- 7 MAAK SEKER DAT NET EEN ALTERNATIEFF PER VRAAG GEMERK IS
- 8 MOENIE VOU NIE

PART 2 - (ANSWERS/ANTWOORDE) DEEL 2

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

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 ① to ⑩ refer to spaces on your mark reading sheet which you should fill in as follows

- ① Write your paper code in these eight squares, for instance

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

- ② The paper number pertains only to first-level courses consisting of two papers

WRITE

0	1
---	---

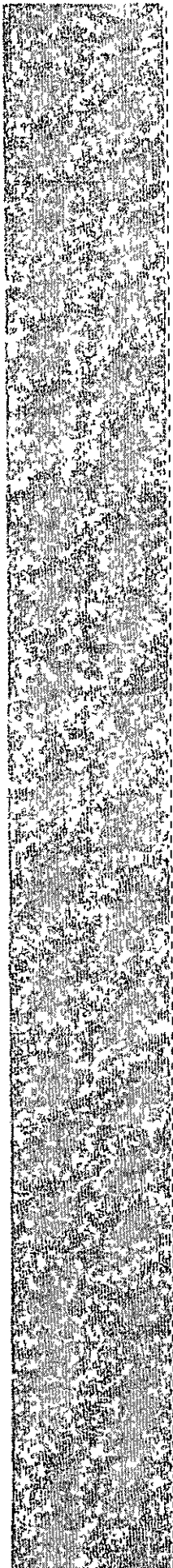
 for the first paper and

0	2
---	---

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

- ③ Fill in your initials and surname
- ④ Fill in the date of the examination
- ⑤ Fill in the name of the examination centre
- ⑥ 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
- ⑦ In each vertical column mark the digit that corresponds to the digit in your student number as follows [-]
- ⑧ 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)
- ⑨ In each vertical column mark the digit that corresponds to the digit number in your unique paper number as follows [-]
- ⑩ 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 correspond 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

Tear

attendance register
(university copy) UNISA

attendance register
(student copy) UNISA

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

ID Number

Batch No
28092015MCQ

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

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Signature of candidate

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UNISA invigilator's personnel number

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