

BSM1602

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May/June 2017

BUSINESS MANAGEMENT IB

Duration 2 Hours

70 Marks

EXAMINERS

FIRST

MS MS VAN HEERDEN MS E KRUGER

SECOND MS E KRUGE

Closed book examination

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ANSWER ALL THE MULTIPLE-CHOICE QUESTIONS.

EACH QUESTION COUNTS 1 MARK, 70 MARKS IN TOTAL.

THE PAPER CONSISTS OF TWENTY (20) PAGES PLUS INSTRUCTIONS FOR THE COMPLETION OF A MARK-READING SHEET.

PLEASE COMPLETE THE ATTENDANCE REGISTER ON THE BACK OF THE PAGE, TEAR IT OFF AND HAND TO THE INVIGILATOR.

PLEASE INDICATE YOUR ANSWERS ON THE MARK-READING SHEET
PROVIDED, AND CIRCLE THE CORRECT ANSWER ON THE EXAMINATION
QUESTION PAPER.

READ THROUGH THE CASE STUDY AND ANSWER ALL THE QUESTIONS THAT FOLLOW

CASE STUDY: CHATAWAY

Phillip Carlson, a marketing consultant from Johannesburg, and Thomas Harding, a mobile application developer from Pretoria, decided that they wanted to start their own enterprise

From their backgrounds, they understood the importance of the use of cellphones and, more specifically, the use of instant messaging services as a preferred mode of communication. It was for this reason that they decided to develop a new mobile application service called ChatAway

To determine the needs of the market, Phillip and Thomas decided to conduct a market survey. They gathered information on teens and university students to ensure that better marketing decisions were made. Although the survey identified various other instant messaging services, Phillip and Thomas strongly believed that they could offer a better service. ChatAway was successfully launched in 2008 as a free instant messaging service. ChatAway's services included free instant messaging, mobile voice clips, video clip sharing, interactive media sharing, entertainment, chat rooms and online games. ChatAway offered a free instant messaging service, but charged extra for chat rooms, entertainment and online gaming.

Phillip and Thomas decided to register ChatAway as a partnership as they would have joint control and authority over the enterprise, but each partner would be able to adjust the control and authority aspect in their partnership agreement. The initial start-up costs for the enterprise were very low. Thomas already had the software package available to build the new application and Phillip had the office space to do so. For start-up financing, Phillip and Thomas used their own money which they had saved up for when an opportunity like this came their way.

As part of their marketing efforts, ChatAway pays for advertisements in the vicinity of local high schools and universities. They often advertise on local university radio stations and various other marketing campaigns. Although the initial launch appealed mainly to the youth, ChatAway aimed to target all age groups.

Phillip and Thomas soon realised that the main challenge of a service like this was to measure and closely monitor customer satisfaction and improve their current services to keep up with the pace of their target markets. Competitors were on the increase and the demand and awareness of instant messaging services were also on the increase. They came to the conclusion that offering value to their customers was the only way to succeed in the new world of mobile application services. It was for this reason that Phillip and Thomas had to move to a bigger office space and appoint

more people to assist with the daily tasks within ChatAway Phillip and Thomas took out a loan from the bank for R200 000, payable within 5 years, to assist with this needed transition Phillip had experience with finances and purchasing and he continued to be responsible for these functions within ChatAway They appointed two technicians, a marketing specialist, a customer service consultant and a media liaison specialist. They also appointed a software developer on an ad hoc contract basis Thabile, Phillip's previous work colleague, was also permanently appointed to assist with general administration duties. Thomas and Phillip strongly believe that a strong leader should be able to judge and sum up circumstances quickly and adapt his leadership style accordingly. As a result, the degree of direct supervision of the employees has been gradually decreased over the years.

Today ChatAway is considered as one of the top five instant messaging services, and the demand and awareness are still on the rise. ChatAway has been successful in this industry for many years now and is constantly on the lookout to provide their clients with the best service offering.

ANSWER ALL THE QUESTIONS ON THE MARK-READING SHEET AND CIRCLE THE CORRECT ANSWER ON THE EXAMINATION QUESTION PAPER.

Chapter 1: Introduction to business management for the entrepreneur

1	Phillip and Thomas decided to start their own enterprise and can therefore be regarded as
	 small business managers business managers entrepreneurs managers
2	According to the National Small Business Amendment Act 26 of 2003, ChatAway can be classified as a enterprise as the enterprise employs full-time employees
	 small , eight very small , eight small , nine very small , nine
3	The continued success of ChatAway is determined by
	 a) Phillip's ability to lead ChatAway through the different stages of its development b) the establishment phase of ChatAway c) the ability of Phillip and Thomas to manage ChatAway d) employee inputs during the decision-making process
	Choose the correct combination
	1) a, c 2) a, b, d 3) b, d 4) a, b, c, d
4	The mission and objectives of ChatAway fall under control of management and can be identified in the environment of ChatAway
	1) direct, micro 2) direct, macro 3) limited, micro 4) indirect, market
	[TURN OVER]

large	ch one of the following environments has the potential to influence, to a degree, how ChatAway is managed through the behaviour of sumers, suppliers and intermediaries?
2) Ma 3) Ma	cro-environment acro-environment arket environment ega environment
	nange in the value of the Rand can be classified as a/an
·	
Chapter 2: T	he general management function
world	p and Thomas should be aware of the components that reshape the d of the new economy. He should therefore utilise the intellects, skills ideas of all the employees at ChatAway. This statement refers to
2) kno 3) nev	balisation owledge management v communication technologies ances across business borders
	way in which Phillip and Thomas assist Thabile and other employees in eving the objectives of ChatAway, refers to
•	
9 Phillip Chat/	o will be responsible for setting the plans and objectives of Away
1) tact 2) stra 3) fund	tegic

- 10 At the tactical level of ChatAway, Phillip and Thomas will be
 - a) responsible for implementing policies and strategies
 - b) responsible for allocating resources
 - c) concerned with medium- to short-term planning
 - d) concerned with organising, leading and controlling functional departments

- 1) a, b
- 2) c, d
- 3) a, c, d
- 4) a, b, c, d
- 11 Which one of the following criteria could Phillip give Thabile to assist her with her time management skills?
 - 1) If a task is important but not so urgent, it needs to be done immediately
 - 2) If a task is not important and not urgent, plan to do the task at a later stage
 - 3) If a task is both important and urgent, it can wait for a while
 - 4) If a task is not important but urgent, it needs to be done immediately, even if it takes long.
- 12 The control process in ChatAway is executed in four logical steps. During which step will Phillip and Thomas evaluate and compare actual performance against set standards?
 - 1) Step 1
 - 2) Step 2
 - 3) Step 3
 - 4) Step 4
- 13 Which one of the following leadership competencies do Phillip and Thomas portray in the case study?
 - 1) Management of self
 - 2) Management of trust
 - 3) Management of attention
 - 4) Management of meaning

- 14 As the owner and co-finder of ChatAway, Phillip is in the position to identify problems, find alternative solutions, evaluate the solutions and then choose the best solution which must then be implemented. To which additional management function does this statement refer?
 - 1) Control
 - 2) Organising
 - 3) Co-ordination
 - 4) Decision-making

Chapter 3: The financial function

- 15 Which one of the following is **NOT** a liability of ChatAway?
 - 1) Notes receivable from eployees
 - 2) The water and electricity account
 - 3) Salaries and wages payable
 - 4) Taxes payable
- 16 Which one of the following is **NOT** a purpose of preparing financial statements at ChatAway?
 - 1) Financial statements record the performance of ChatAway
 - 2) It allows Phillip and Thomas to diagnose the strengths and weaknesses of ChatAway
 - Financial statements assist in calculating the profitable selling price of ChatAway's service
 - 4) It provides Phillip and Thomas with a written summary of all the financial activities of ChatAway

17	The	level	of	operations	at	which	ChatAway	neither	makes	а	profit,	nor
	susta	ains a	los	s is known a	as t	he	point					

- 1) liquidity
- 2) break-even
- 3) solvency
- 4) equity

- 18 Which of the following statements regarding owner's equity are true?
 - a) Owner's equity is also referred to as 'net worth'
 - b) Owner's equity is represented by the difference between the total assets and total liabilities of the enterprise
 - c) The two main items that make up the owner's equity are profit/loss and capital
 - d) Owner's equity is the investment made by the owners of the enterprise in the form of capital

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- 1) a, c
- 2) c, d
- 3) a, b, d
- 4) a, b, c, d
- 19 Which one of the following formulas will Phillip and Thomas use to calculate the working capital of ChatAway?
 - 1) Working capital = Total current assets + Total current liabilities
 - 2) Working capital = Total current assets Total current liabilities
 - 3) Working capital = Total current assets / Total current liabilities
 - 4) Working capital = Total current liabilities / Total current assets
- 20 To measure ChatAway's current ratio, one must divide the current assets by the _____
 - 1) current inventory
 - 2) working capital
 - 3) current liabilities
 - 4) gross profit
- 21 There are many factors that can create a need for additional capital in ChatAway Which one of the following is **NOT** a factor that will be applicable for an enterprise such as ChatAway?
 - 1) Efficiency drives
 - 2) Local or national economic conditions
 - 3) Seasonal factors
 - 4) Phillip and Thomas needing cash for business growth

available for	homas must understand that various sources of capital are their enterprise to be successful. The main, and also the most e of capital is
1) internally ge	enerated capital
2) disposal of	non-current assets
trade credito	ors or suppliers of inventory
4) borrowed fu	inds from banks and other lenders
Chapter 4: The mark	eting function
and universit	and Thomas conducted a survey to gather information on teens y students, to ensure that better marketing decisions can be Away, they were involved in market
1) communicat	tion
2) segmentation	n
3) research	
4) analysis	
	itions such as Whatsapp and Snapchat, can be classified as hatAway's SWOT analysis
1) strengths	
2) weaknesses	3
opportunitie	s
4) threats	
25 Thomas's exp applications, analysis	perience in the mobile industry and the development of mobile can be classified as a/an in ChatAway's SWOT
1) strength	
2) weakness	
3) opportunity	
4) threat	
26 Which one of Thomas use average age a	the following bases for market segmentation would Phillip and if they want to use information such as the users' education, and gender?
1) Psychograpi	hic segmentation
	c segmentation
	tic segmentation
4) Geographic	-
/ -:	g

27 ChatAway pays for advertisements in the vicinity of local high schools and universities. This form of marketing communication forms part of ChatAway's marketing
 strategy analysis process plan
28 The marketing plan of ChatAway must be done according to certain steps. The first step that Phillip and Thomas would have to do would be to compile a/an
 marketing strategy executive summary market analysis action plan
29 Which of the following are important aspects that Phillip and Thomas need to consider when compiling the action plan for ChatAway's marketing plan?
 a) The people responsible for carrying out each step b) How the success of each step will be measured c) Expected completion dates of each step d) The steps to be followed
Choose the correct combination
1) a, c 2) c, d 3) a, b, d 4) a, b, c, d
30 According to the case study, ChatAway is currently in the phase of the product life cycle
1) introduction2) growth3) maturity4) decline

Chapter 5: Operations management

- 31 Which of the following operations management activities at ChatAway demand creativity?
 - a) Production planning and control
 - b) Product and service design
 - c) Improvement, problem-solving and maintenance
 - d) Demand and capacity planning
 - e) Operations system design

Choose the correct combination

- 1) a, d
- 2) a, b, d
- 3) b, c, e
- 4) a, b, c, d, e
- 32 One of the servers of ChatAway has broken, and a new server had to be installed for the ChatAway application to work again. The time needed for Thomas to check whether the new server complied with the quality standards of ChatAway, is known as ______ time.
 - 1) waiting
 - 2) inspection
 - 3) transportation
 - 4) processing
- 33 Which one of the following represents the correct formula used to calculate productivity at ChatAway?
 - 1) Input expenses/ Output income
 - 2) Output income/ Input expenses
 - 3) Output expenses/ Input income
 - 4) Input income/ Output expenses
- 34 Fixed capacity planning is the first long-term question facing the operations management function in ChatAway Which one of the following is **NOT** an element of fixed capacity planning?
 - 1) Occupational safety
 - 2) Identifying a suitable location
 - 3) Determining the size of the productive unit
 - 4) Determining the price of the productive unit

35 The costs attached to obsolescence, record-keeping, physical stocktaking, and inventory planning at ChatAway, can be classified as costs
 direct inventory carrying direct inventory ordering indirect inventory ordering indirect inventory carrying
36 The technique used to determine the volume at which total revenues are equal to total cost in ChatAway, is known as the
 break-even analysis lot-for-lot approach material requirements analysis economic ordering quantity calculation
37 ChatAway constantly strives to be the best in the market and is willing to meet the consumers' needs when their needs are expressed. To which quality dimension of service does this statement refer?
 Responsiveness Competence Performance Reliability
38 Which of the following are consequences of defective machinery and equipment in ChatAway?
 a) Threats to safety b) Customer dissatisfaction c) Decreased production costs d) Reduced production capacity e) Lower quality products and services
Choose the correct combination
1) a, b, c 2) a, b, d, e

3) b, c, d, e 4) a, c, d, e

Chapter 6: The purchasing function

39	Phillip a	and	Thomas	s hav	e to formula	ate ChatAway	r's purch	nasing	objective	es,
	purchas	ing	policy	and	purchasing	procedures	During	which	phase	of
	purchas	ing r	nanage	ment	do they nee	d to do this?				

- 1) Planning
- 2) Leading
- 3) Organising
- 4) Control

40	According	to	the	case	study,	ChatAway	follows	а		purchasing
	function, si	nce		i	s respo	nsible for th	e purcha	ısır	ng function	

- 1) centralised, Phillip
- 2) decentralised, Phillip
- 3) centralised, each business unit
- 4) decentralised, each business unit
- 41 Which one of the following is an internal factor that could influence the timing of purchases at ChatAway?
 - 1) Lead time
 - 2) Market conditions
 - 3) Availability of funds
 - 4) Government regulations
- 42 Which one of the following best represents the just-in-time principle?
 - 1) Attaining the purchasing objectives of the right quality
 - 2) Attaining the purchasing objectives at the right time
 - 3) Attaining the purchasing objectives of the right quantity and quality
 - 4) Attaining the purchasing objectives of the right quantity and quality, and at the right time
- 43 How could Phillip and Thomas measure the efficiency of ChatAway's purchasing activities, in terms of their relationship performance with their suppliers?
 - a) By means of a supplier survey
 - b) By monitoring the diligent execution of requests
 - c) By determining the number of rejected orders
 - d) By means of scrutiny

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1)	υ.	C,	d

- 2) a, d
- 3) a, b
- 4) a, b, c, d
- 44 When selecting ChatAway's suppliers, Phillip and Thomas had to compile a list of possible suppliers, and then reduce it to a shortlist. Which one of the following is **NOT** a factor they had to take into account when shortlisting the possible suppliers?
 - 1) Technical capability
 - 2) Progressiveness
 - 3) Financial capability
 - 4) Market conditions
- 45 As a preventative measure, Phillip and Thomas decided to take out insurance against fire and theft. This is an example of _____ costs
 - 1) long-term capital
 - 2) short-term capital
 - 3) inventory ordering
 - 4) inventory carrying
- 46 The process of making materials, methods, practices and techniques uniform, is known as _____
 - 1) quality
 - 2) specification
 - 3) standardisation
 - 4) total quality management

Chapter 7: The human resources function

- 47 Phillip and Thomas appointed Thabile to assist with general administration duties such as answering the phone, organising meetings and travel arrangements. These duties, authorities and responsibilities need to be included in her job ______
 - 1) specification
 - 2) description
 - 3) analysis
 - 4) survey

48 The experience, skills and qualifications Thabile needs for the job will be included in the job
 specification description analysis survey
49 During which step of the selection process would Thomas and Phillip have made the final choice to select Thabile for the job?
1) Step 5 2) Step 6 3) Step 7 4) Step 8
50 Once Thabile was appointed she had to be introduced to ChatAway, the procedures, the environment and her colleagues. What did Thomas and Phillip have to do before Thabile arrived at ChatAway?
 a) Congratulate Thabile on her appointment b) Introduce Thabile to the activities of the section c) Inform other employees of Thabile and her duties d) Identify Thabile's possible shortcomings and training needs
Choose the correct combination
1) a, c 2) b, d 3) a, c, d 4) a, b, c, d
51 If Thomas and Phillip decide to pay Thabile an extra allowance for her cell phone, it would form part of her remuneration
 direct indirect primary secondary

- 52 Which one of the following forms serves as a summary of ChatAway's employee's income and deductions for the past financial year?
 - 1) IRT 14
 - 2) IRT 20
 - 3) IRP 5
 - 4) IRP 6
- 53 When Phillip decided to include an independent contractor to assist with the software development of ChatAway on an ad hoc basis, he had to
 - a) come to an agreement with the contractor about the job
 - b) come to an agreement about the amount to be paid for the job
 - c) draw up a contract
 - d) sign the contract together with the contractor and two witnesses

- 1) a, b, c
- 2) b, c, d
- 3) a, c, d
- 4) a, b, c, d
- 54 Which one of the following **CANNOT** be considered a personal factor that may cause accidents within ChatAway?
 - 1) Lack of knowledge
 - 2) Inadequate working standards
 - 3) Physical and psychological distractions
 - 4) Lack of skills

Chapter 8: Information management

55 The difference between data and information is that information _____

- 1) cannot be used in decision-making
- 2) refers to facts in an unprocessed format
- 3) contains figures and also transactions recorded
- 4) is processed data that can be used in decision-making

56 One of the most important stages of processing information in ChatAway is the collection of data. Which of the following aspects must be considered during this stage?
 a) The staff collecting data b) The format in which data is collected c) The methods used to collect data d) The activities for which data is collected e) The date and time data is collected
Choose the correct combination
1) b, c, d 2) a, c, e 3) b, d, e 4) a, b, c, d, e
57 External information about existing and potential suppliers, acquisition costs and availability of other similar products, will form part of the information that is needed by the function
 operations financial purchasing marketing
58 The electronic transmission of signals for communications, that enable/s an enterprise to conduct processes through effective computer networks, is known as
 telecommunications wireless transmission networks software
59 Phillip and Thomas must be aware that the normal suggested time period for the retention of records such as salary adjustment schedules and industrial training records is years
1) five 2) six 3) ten

4) twelve

60 There are three important elements in the processing of information, namely
 inputs, collecting and distribution collecting, processing and discarding inputs, processing and outputs processing, inputs and distribution
61 Knowledge that refers to processes and procedures in an enterprise, for example, records of meetings between sales representatives and key customers or management reporting procedures, is known as knowledge
1) exclusive 2) tactical 3) tacit 4) explicit
62 If Phillip asks Thabile to find specific purchasing records that were kept in the filing cabinet, it refers to the of information
1) distribution 2) collection 3) retrieval 4) storage

Chapter 9: The public relations function

- 63 The public relations function of ChatAway aims to create a good image for the enterprise among all its interest groups. Which one of the following is **NOT** a benefit of a favourable image of ChatAway?
 - 1) It would determine if new staff would like to join ChatAway
 - 2) ChatAway has an established and growing clientele
 - 3) Financial donations are made to community projects in the area
 - 4) The media will give ChatAway the benefit of doubt during crisis times

- 64 Which of the following are means that Thabile can use to improve her communication within ChatAway?
 - a) Have good telephone manners to ensure positive reactions
 - b) Treat everyone equally
 - c) Be helpful and friendly
 - d) Practise good voice techniques to convey a positive image of ChatAway
 - e) Ensure that all written communication with clients is clear and correct

- 1) a, c, d
- 2) b, d
- 3) a, b, e
- 4) a, b, c, d, e
- 65 Which one of the following best represents the way ChatAway could have performed their social responsibility towards their employees?
 - 1) Including them in decision-making
 - 2) Having them participate in charity events
 - 3) Participating in the upliftment of the community
 - 4) Giving financial donations to community projects
- 66. The public relations process in ChatAway should adhere to certain steps in a definite sequence. Which one of the following is the correct sequence?
 - 1) Defining the problem or opportunity, planning and programming, taking action and communicating, evaluating the campaign
 - 2) Identifying the problem, gathering information, taking action, evaluating the process
 - 3) Planning and programming, gathering information, evaluating alternatives, taking action and communicating
 - 4) Defining the problem or opportunity, gathering information, planning and programming, taking action and communicating

67	What type of public relations campaign would Phillip use if he only wanted to
	create awareness of an event ChatAway is promoting?
4) Informative reinforcing compared

- 1) Informative reinforcing campaign
- 2) Information awareness campaign
- 3) Public awareness campaign
- 4) Public education campaign

68	The	bank	from	which	Thomas	and	Phillip	took	out	а	loan,	forms	part	of
	Chat	lAway	's	p	ublics									

- 1) internal
- 2) external
- 3) primary
- 4) secondary
- 69 During which stage of the public relations campaign would ChatAway need to show that the enterprise is living up to its promises and actions are delivered?
 - 1) Participation stage
 - 2) Penetration stage
 - 3) Distribution stage
 - 4) Legitimacy stage
- 70 Which of the following would be benefits for ChatAway through promoting and planning events?
 - a) ChatAway would achieve press coverage
 - b) People would acquire a sense of identification after attending an event
 - c) Employee productivity would be increased
 - d) Employee retention would be decreased

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

TOTAL: [70]

EXAMINATION MARK READING SHEET



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

Write your paper code in these eight squares, for instance

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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
- Fill in the name of the examination centre
- 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
- In each vertical column mark the digit that corresponds to the digit in your student number as follows

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- WRITE your unique paper number HORIZONTALLY

 NB Your unique paper number appears at the top of your examination paper and consists only of digits
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- In each vertical column mark the digit that corresponds to the digit number in your unique paper number as follows [-]
- 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. [-]
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