

**MNG2602**  
**RMG2602**

( 489673)

( 490044)

May/June 2015

**CONTEMPORARY MANAGEMENT ISSUES**

Duration . 2 Hours

70 Marks

EXAMINERS

FIRST

SECOND

MRS L CRONJE

MS I VAN WYK

Closed book examination

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue.

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

This examination paper consists of **23 pages**, plus instructions for the completion of a mark-reading sheet.

**INSTRUCTIONS**

This examination paper consists of **two sections**.

**Section A: 50 multiple-choice questions, worth 1 mark each, which you have to answer on the mark-reading sheet.**

**Section B: 1 question, worth 20 marks, which you have to answer in the answer book provided.**

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

- Your student number
- The module code **MNG2602** (unique number 489673) or
- The module code **RMG2602** (unique number 490044)

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

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**SECTION A: MULTIPLE-CHOICE QUESTIONS****[50 MARKS]**

- **Answer the following multiple-choice questions on the mark-reading sheet provided.**
- ***Important: Please copy the answers into your answer script as well.***

1. *Mr Chris O'Reilly, the CEO of MoneyMax Microfinancing Solutions, is looking for a new manager to operate and lead the first international branch of his business in Australia. While doing research, he comes across a profile for effective global leaders and uses this profile as an aid to compile the job requirements for the position.*

Which **one** of the following is **not** an ability that the new global manager of MoneyMax would need?

- 1 He/she must be able to work independently
- 2 He/she should be able to transfer knowledge effectively
- 3 He/she must be able to manage the change process
- 4 He/she should have excellent communication skills

2. Which **one** of the following is **not** a variable that influences a contemporary organisation to change?

- 1 Technological advances
- 2 Higher expectations of workers
- 3 Intellectual capital as a critical resource
- 4 Flatter organisational structures

**[TURN OVER]**

**Questions 3 to 4**

Match the **feature** of the new organisation in **Column A** with the **managerial challenge** inherent to that feature in **Column B**.

<b>COLUMN A FEATURE</b>	<b>COLUMN B MANAGERIAL CHALLENGE</b>
3. Networked	1 Negotiating win-win situations
4. Global	2 Working productively at several tasks
	3 Forming alliances with suppliers
	4 Managing culturally diverse individuals

**Question 5**

Consider the following list of **job requirements of workers** and answer question 5.

- a Repetitive skills
- b Risk avoidance
- c Dependence on memory
- d Being creative
- e Collaborating with people

5. Which **two** of the above requirements are relevant to the **knowledge era**?

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

**Questions 6 to 13**

Read the following case study and answer questions 6 to 13.

**ORGANIX FOOD STORE**

Organix Food Store is an independent retailer selling healthy, organic food and groceries. Their first branch opened in Cape Town in 2008, and it successfully stocked and sold products such as gluten-free grains and flours, natural sugar alternatives and dairy alternatives. In 2012, a Pretoria branch was opened in answer to an increase in the demand for healthy and organic food products in the region. Consumers in Pretoria and elsewhere were becoming increasingly health conscious.

One of the products in high demand is quinoa, a high-protein, gluten-free grain sourced from South America. Quinoa has been the staple of poor communities in Peru and Bolivia for centuries. While exports of quinoa seeds earned vast amounts of cash for South American countries, they could not produce enough of these ancient grains. A strong worldwide demand led to quinoa shortages.

Organix Food Store's customers followed the healthy food trend. Both the Cape Town and the Pretoria branches of Organix Food Store experienced a growing demand for all organic foods, especially quinoa. After implementing a new point-of-sale system at the main branch in Cape Town, the founder of Organix, Mr Hudson, decided that his Pretoria branch also had to be upgraded in order to deal with its ever-increasing sales and consumers' demands. Mr Hudson decided to send one of his trusted managers, Mrs Scott, and two other employees to Pretoria to upgrade the sales system and expand the product range. He also instructed Mrs Scott to find a new quinoa supplier for the store, because the current supplier was out of stock.

Mrs Scott was accompanied to Pretoria by a personal assistant and a sales clerk employed at the main branch in Cape Town. A new point-of-sale system had been implemented successfully there and would now be implemented in Pretoria. The employees at the Pretoria branch felt threatened by the new technology and their colleagues from Cape Town. They were worried that they would be required to work shorter hours and that they would not be able to operate the new point-of-sale system effectively. Mrs Scott arranged training for the sales clerks at the Pretoria store and had a meeting with them. She assured them that the new sales clerk would only help out

[TURN OVER]

with certain key customers and their deliveries. She also informed them that from then on they would have a get-together every Friday morning to discuss the weekly sales. Snacks would be served at the get-together.

Shortly after the successful implementation of the new point-of-sale system at the Pretoria branch of Organix, Mr Hudson was informed by a contact that one of their competitors, Fresh Eating, a health food store in Sandton, Johannesburg, was struggling financially. Mr Hudson decided to acquire Fresh Eating and immediately started arranging discussions with his financial manager, Ms Ntombi.

Source: <http://www.washingtonpost.com/blogs/wonkblog/wp/2013/07/11/quinoa-should-be-taking-over-the-world-this-is-why-it-isnt/>

6. The consumer trend where consumers increasingly choose healthier and more organic food products refers to an \_\_\_\_\_ change, caused by a \_\_\_\_\_ force
- 1 external; social
  - 2 external; technological
  - 3 internal; stakeholder
  - 4 internal; technological
- 7 The implementation of the new point-of-sales system at Organix refers to an \_\_\_\_\_ change, caused by a \_\_\_\_\_ force.
- 1 external; technological
  - 2 internal; power and politics
  - 3 internal; new technology
  - 4 external; pressure to grow

8. The decision that Mrs Scott should find a new supplier who would deliver quinoa more frequently, is an example of \_\_\_\_\_ **change**.
- 1 revolutionary
  - 2 punctuated
  - 3 reactive
  - 4 planned
9. *The new manager, Mrs Scott, used the \_\_\_\_\_ method to overcome the resistance to change.*
- 1 education
  - 2 participation
  - 3 facilitation
  - 4 negotiation
10. When Organix expanded and opened a branch in Pretoria, it followed a \_\_\_\_\_ **growth strategy**.
- 1 integration
  - 2 market development
  - 3 diversification
  - 4 product development
11. Should Organix successfully **acquire** Fresh Eating, they would be implementing a(n) \_\_\_\_\_ **strategy**.
- 1 concentric diversification
  - 2 unrelated diversification
  - 3 horizontal integration
  - 4 backward integration

12. The new tradition that will be taking place on Fridays, forms part of creating a \_\_\_\_\_, which is step \_\_\_\_\_ in **Kotter's successful change process**.

- 1 culture; eight
- 2 vision; five
- 3 sense of urgency; five
- 4 guiding team, eight

13 There are a number of **situational factors** that could have influenced the choices Mr Hudson faced when he decided to design and implement a change effort. When the **anticipated strength of resistance** is \_\_\_\_\_, the **involvement of others will be** \_\_\_\_\_.

- 1 strong; lots
- 2 weak; lots
- 3 great; little
- 4 little; lots

14. \_\_\_\_\_ is an integration model of how the organisation conducts its business.

- 1 The mission statement
- 2 Strategic leadership
- 3 An environmental analysis
- 4 Organisational architecture

15. The \_\_\_\_\_ perspective of the **balanced scorecard** is measured by \_\_\_\_\_.

- 1 financial; growth
- 2 customer; quality
- 3 learning; growth
- 4 internal; quality

**Questions 16 to 17**

Match each quadrant of the Boston Consulting Group Growth-Share Matrix in Column A with an appropriate description in Column B.

<b>COLUMN A</b> <b>QUADRANT OF THE MATRIX</b>	<b>COLUMN B</b> <b>DESCRIPTION OF QUADRANT</b>
16. Question marks	1 Strategic business units with a high market share and a low market growth rate
17 Cash cows	2 Strategic business units with a high market share and a high market growth rate
	3 Strategic business units with a low relative market share and a high relative market growth rate
	4 Strategic business units with a low market share and a low market growth rate

18. *Mustard Seed Communications (MSC) believes in diversity and employing people, regardless of their ethnicity, in positions that match their skills and experience. MSC is hosting a diversity week to show that they promote the diverse nation within which they operate. They will have an informational programme every day on all the different ethnic groups in South Africa.*

What **misconception regarding diversity** is illustrated in the above scenario?

Diversity is not \_\_\_\_\_.

- 1 a culture
- 2 affirmative action
- 3 equal employment
- 4 an absence of standards

[TURN OVER]



19. Which **one** of the following is a reason for an **increased focus on managing workforce diversity**?

- 1 The industrialisation of countries globally
- 2 An increase in productivity and profitability
- 3 Globalisation of businesses and the use of information and communication technologies (ICTs)
- 4 The increasing number of ethnic groups in countries

20. The \_\_\_\_\_ approach is **not** an approach used to manage diversity.

- 1 golden rule
- 2 "right the wrongs"
- 3 platinum rule
- 4 "value of differences"

21. When applying the **learning-effectiveness diversity paradigm** as a strategy for **diversity** management, the organisation focuses on \_\_\_\_\_.

- 1 making all employees feel valued and respected
- 2 creating equal opportunities and ensuring fair treatment
- 3 matching employee demographics to the customers and marketplace
- 4 incorporating diversity into the heart of the mission, work and culture

**Questions 22 to 23**

Consider the following **perspectives** on **project management** and answer questions 22 to 23.

- a Control is exercised over all the activities of the project, which leads to higher overall productivity
- b The different beliefs and values of the project team can be transmitted and aligned
- c Transparency in a project can be improved when all the role-players are involved
- d A viewpoint taken on the efficiency of systems, methods and procedures employed by the organisation to deliver quality products and/or services
- e A view taken to determine the effectiveness of the organisation's products and/or services in the marketplace
- f The project manager needs to allocate resources, tasks and responsibilities to an individual or group in order to complete the task within a certain time
- g Projects are undertaken in a competitive environment where work is acquired through tenders
- h Different government departments invariably have to collaborate to ensure the success of these projects

22. Which **two** of the above-listed variables form part of the **internal perspective** of project management?

- 1 a; h
- 2 c; e
- 3 b; g
- 4 d; f

23. Which **three** of the above-listed variables form part of the **external perspective** of project management?

- 1 a; d, f
- 2 e; g; h
- 3 d, e; f
- 4 b; e; h

[TURN OVER]

**Questions 24 to 26**

Consider the table below on the **key role-players in project management and their corresponding responsibility**, and answer questions 24 to 26

KEY ROLE-PLAYER	CORRESPONDING RESPONSIBILITY
(a) _____	Mediates at strategic level on behalf of the project manager or project team
Tactical manager	(b) _____
(c) _____	A cohesive group of professionals working together to achieve contracted project deliverables

24. Identify the **key role-player** for option (a).

- 1 Project sponsor
- 2 The project team
- 3 Operational manager
- 4 Project management office

25. Identify the **main responsibility** of a tactical manager in option (b).

- 1 Analyses the internal and external environments of the organisation, and defines the strategic direction and priorities of the organisation
- 2 Manages at lower management level, and ensures that systems, methods, processes and resources are optimally used
- 3 Manages at middle management level, and ensures that systems, methods, processes and resources are in place
- 4 Responsible for the management and administration of project-specific systems, processes, procedures, methods, tools and techniques

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26. Identify the **key role-player** for option (c).

- 1 Project sponsor
- 2 The project team
- 3 Operational manager
- 4 Project management office

### Questions 27 to 33

Read the following case study and answer questions 27 to 33.

#### **MICROSOFT**

Founded in April 1975, Microsoft Corporation (Microsoft) is a leading multinational computer technology corporation. It develops, licenses and supports a wide range of software products for computing devices. The popular products developed by Microsoft include MS-DOS (Microsoft Disk Operating System), the Microsoft Windows operating system and the Microsoft Office suite of productivity software. The company also markets home entertainment products such as the Xbox 360 and Xbox One.

Microsoft has been considered to be a “great place to work for” right from the early years of its inception. This is due to a number of reasons, including the fact that the “mentors” are erudite but never short on passion, and the “pupils” are diligent and willing to take risks. Obstacles are seen as challenges that will result in personal and organisational growth. Even though obstacles may induce change, Microsoft encourages change. They state that “working within a culture that encourages change is nothing short of an adventure”. The compensation and benefits provided by the company are among the best in the industry. At Microsoft, employees are seen as invaluable. Microsoft provides professional training to employees and offers several programmes to develop their skills. Microsoft encourages work/life balance and has introduced several programmes to support employees in this regard.

Although Microsoft employees share common company goals and visions, they hail from all walks of life and speak a variety of languages, reflecting the global audience that they serve. Microsoft strives to maintain an open culture in which everyone is a hands-on contributor and feels comfortable sharing ideas and opinions. This culture is evident in all their international branches, including the one based in Johannesburg, South Africa.

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Mr Nyati is the managing director of Microsoft South Africa, and he strongly believes in the open door policy and informal communication with all employees based at the head office in Johannesburg. While there is no set rule regarding the dress code at Microsoft South Africa, it is generally accepted that employees should dress professionally during the week. On Fridays, employees may dress more informally, because they can socialise between 15:00 and 16:00. Mr Nyati attends most of the social meetings and encourages employees to get to know one another better.

The sales manager for Microsoft South Africa is Mr Spector, who works closely with Mr Ross, the financial manager. During one of the Friday socials, Mr Spector and Mr Ross discussed sustainable social and environmental initiatives launched by other local corporations. Mr Ross mentioned that Microsoft topped the ratings in this regard in the United States of America (USA) by ensuring that their present actions would not hamper the ability of future generations to satisfy their needs, thereby creating a cycle of sustainability. Mr Spector suggested that South Africa should also follow this approach and become part of the Microsoft Unlimited Potential (UP) programme. The ultimate goal of the programme is to help individuals around the world to access affordable technologies to transform education, to foster local innovation and to create job opportunities. The two colleagues decided they would submit this idea to Mr Nyati after they had done more research and had recruited some of the other employees to support the cause.

Adapted from.

<http://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB127.htm>

<http://www.slideshare.net/JNathan/corporate-social-responsibility-308175>

<https://www.microsoft.com/about/corporatecitizenship/us/communityinvestment/communitytechskills/upcurriculum.aspx>

[http://research.microsoft.com/en-us/news/asia/features/ciw\\_mscorpculture.aspx](http://research.microsoft.com/en-us/news/asia/features/ciw_mscorpculture.aspx)

27. The **element of culture** that is illustrated by the open door policy and informal communication between top management and the employees at Microsoft South Africa is a(n) \_\_\_\_\_.

- 1 assumption
- 2 symbol
- 3 artefact
- 4 value

28. The fact that employees dress professionally during the week, but wear informal outfits on Fridays, is an example of a(n) \_\_\_\_\_, which is part of the \_\_\_\_\_ **level of culture**.

- 1 norm; second
- 2 assumption; third
- 3 symbol; first
- 4 ritual; fourth

### Questions 29 to 31

Consider the following list of **influence tactics** and answer questions 29 to 31.

- a Rational persuasion
- b Inspirational appeal
- c Pressure
- d Coalition
- e Ingratiating
- f Exchange

29. When Mr Spector speaks to his subordinates in the sales department about their failure to reach their midyear targets, he could **influence** them by using **tactics** such as \_\_\_\_\_ and \_\_\_\_\_.
- 1     b; c
  - 2     a; e
  - 3     b; d
  - 4     c; e
30. Mr Spector consults his colleague, Mr Ross, about an internal organisational matter. In this situation the most effective **influence tactics** that Mr Spector could use, are \_\_\_\_\_ and \_\_\_\_\_.
- 1     c; e
  - 2     b; d
  - 3     d; e
  - 4     b; c
31. The best **tactic** Mr Spector could use to provide Mr Nyati with arguments and evidence concerning the changes he wishes to introduce to achieve the sales department's goals more efficiently, would be \_\_\_\_\_.
- 1     e
  - 2     d
  - 3     b
  - 4     a

32. *Microsoft topped the ratings in this regard in the United States of America (USA) by ensuring that their present actions would not hamper the ability of future generations to satisfy their needs, thereby creating a cycle of sustainability*

The three pillars of the **triple bottom line of sustainability** that Microsoft should focus on are \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_.

- 1 profit; communities; ethics
- 2 morality; people; planet
- 3 environment; economy; ethics
- 4 economy; society; environment

33. The Microsoft Unlimited Potential (UP) programme is an example of \_\_\_\_\_.

- 1 business ethics
- 2 promissory relations
- 3 corporate governance
- 4 corporate social responsibility



**Questions 34 to 35**

Match the **type of group** in **Column A** with its corresponding **example** in **Column B** to answer questions 34 and 35.

<b>COLUMN A TYPE OF GROUP</b>	<b>COLUMN B EXAMPLE</b>
34. Interest group	1 Colleagues at Microsoft who share a love for mountain biking and ride together every Sunday
35. Task group	2 A committee in the Microsoft human resources department that organises social events for all the members of that department
	3 The general manager; the research and development manager; and the marketing manager report to the regional director
	4 Individuals in a standing committee form a group and are tasked with identifying new research areas for Microsoft South Africa

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

**External adaption** tasks do **not** include the development of consensus on the \_\_\_\_\_.

- 1 goals of the organisation
- 2 group boundaries and criteria for inclusion
- 3 criteria that are used to measure the results
- 4 resources the organisation uses to accomplish its goals

[TURN OVER]

37. The \_\_\_\_\_ **culture**, as categorised by \_\_\_\_\_, is typified in terms of norms, values and beliefs.
- 1 person; Jones et al (2006)
  - 2 role; Charles Handy (1993)
  - 3 process; Deal and Kennedy (2000)
  - 4 market; Trompenaars and Prud'homme (2004)
38. Quinn and McGrath (1985) identify four **types of culture**, namely the \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ and hierarchy culture.
- 1 power; process; logic
  - 2 role; aggressive; constructive
  - 3 person; authority; passive
  - 4 market; adhocracy; clan
39. The relationship between power and \_\_\_\_\_ is based on the idea that a member of a group that has formed because the members work in the same geographical area, will use his or her power to protect the group.
- 1 politics
  - 2 interests
  - 3 influence
  - 4 conflict
40. A(n) \_\_\_\_\_ strategy will be appropriate to **manage organisational conflict** in a situation where a high level of willingness to consider the apprehensions of others and a high degree of assertiveness are present. This strategy involves \_\_\_\_\_.
- 1 avoidance; one or both parties choosing to avoid or suppress the conflict
  - 2 collaboration; addressing all differences and creating a win-win situation for all parties
  - 3 compromise; both parties giving something up and the parties reaching a consensus decision
  - 4 accommodation; one party choosing to focus on the other party's needs to suppress or resolve the conflict

**Question 41**

Consider the following steps in the second and **final phase** of the **negotiation process** and answer question 41.

- a Allow the other party to make the first offer
- b Focus on the issues, not the individuals
- c Do not rush into the agreement
- d Make sense of the other party's needs

41. Place the steps in the negotiation phase listed above in the **correct sequential order**.

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

42. Groups represent \_\_\_\_\_, because group action can achieve what individuals often cannot achieve by themselves.

- 1 power
- 2 status
- 3 authority
- 4 achievement

43. Which **one** of the following is **not** a condition for an **effective team**?

- 1 Widespread acceptance and commitment are critical to the successful implementation of a response to a situation
- 2 The problem and its solution have important organisational consequences
- 3 The problem is relatively complex, uncertain and holds the potential for conflict
- 4 There are tight and immediate deadlines

[TURN OVER]

44. In the \_\_\_\_\_ stage of group and team development \_\_\_\_\_.
- 1 forming; individuals attempt to influence the group
  - 2 storming; members become more assertive and opinionated
  - 3 norming; there is a sensitive balancing of forces between members
  - 4 performing; the group can complete complex tasks
45. Which **one** of the following statements regarding an organisation's **value system** is **incorrect**?
- 1 The value chain and value system allow managers to focus on their internal activities and are linkages with the activities taking place in their industry
  - 2 Michael Porter developed both the value chain and the value system
  - 3 The value chain is an interdependent system of activities connected by various linkages
  - 4 Quality initiatives such as total quality management (TQM) and just-in-time (JIT) principles focus on the value chain rather than the value system
46. The **secondary activities** of the value chain do **not** include \_\_\_\_\_.
- 1 human resources
  - 2 technologies
  - 3 general management
  - 4 marketing
47. A(n) \_\_\_\_\_-based **business model** adds value through selection, distribution efficiencies and the leveraging of brand image and reputation.
- 1 mark-up
  - 2 subscription
  - 3 advertising
  - 4 commission

48. \_\_\_\_\_ **systems** can act as an early warning system and allow managers to take preventative steps in good time.

- 1 Expert
- 2 Workflow management
- 3 Decision support
- 4 Management information

### Questions 49 to 50

Read the following mini case study and answer questions 49 to 50.

#### **TAKEALOT.COM**

In June 2011, the Hedge Fund, Tiger Global Management and Kim Reid officially launched takealot.com. They had a simple vision in mind: to be the largest, simplest, most customer-centric online shopping destination in Africa. The business has expanded and has warehouses in both Johannesburg and Cape Town. It is one of the fastest growing, most innovative e-commerce retailers on the African continent.

The customer is at the core of the takealot.com experience, beginning with the moment someone visits the website, throughout the payment and shipping processes, until the product ordered is safely in the customer's hands

Adapted from <http://www.takealot.com/about/our-journey>

49. takealot.com is an example of a(n) \_\_\_\_\_ **e-business shopping model**.

- 1 storefront
- 2 online trading
- 3 click-and-mortar
- 4 online service provision

[TURN OVER]

50 When doing an internet search on Google using the words “shop online South Africa”, one finds the takealot.com link in the right-hand margin of the first results page. Google reserves this section and the top margin on the page for \_\_\_\_\_ search results.

- 1 ranked
- 2 organic
- 3 pay per click
- 4 online trading

**SUBTOTAL SECTION B: 50 MARKS**

**[TURN OVER]**

**SECTION B: WRITTEN QUESTION**

- **Answer the written question in the answer book.**
- **Please write legibly.**
- **No marks will be awarded for the listing of facts (theory) only, as the question requires you to apply the theory.**

Read the following case study and answer the question that follows.

**THE DYING PASSENGER**

Mike Nolan knew there was a problem even before the flight attendant knocked on the cockpit door. After 18 years of piloting 747s across the country and around the world, Mike had developed a keen sense of the atmosphere aboard his planes. So when the knock came on the cockpit door, Mike was not entirely unprepared

At the door was Maggie Cho, a flight attendant Mike had worked with a few times before. Maggie wasted no time in telling Mike and the rest of the cockpit crew that there was trouble in the back: a passenger had suffered a severe heart attack and needed immediate medical attention. While a doctor aboard the plane had been able to help, a hospital was needed quickly – or the patient would likely die.

Mike knew his options were few and his time short. His night flight, now 20 minutes from Denver, was in the middle of a big storm. The storm covered America's middle states with a wide swath of snow, sleet and strong winds.

Transferring control to his co-pilot, Mike took to the radio and called the Denver tower to seek clearance for an emergency landing. However, permission was denied. The Denver controller explained that weather conditions were worsening, making a landing unadvisable and unsafe for Mike's crew and passengers. With extreme regret, the Denver tower told Mike to provide what medical care he could – but to continue his flight as advised.

Adapted from 'The Dying Passenger', Institute for Global Ethics [http://www.gloethics.org/resources/dilemmas/dying\\_passenger.htm](http://www.gloethics.org/resources/dilemmas/dying_passenger.htm)

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**QUESTION 1**

**[20 marks]**

Mike, Maggie and the rest of the cockpit crew looked at each other with pained expressions on their faces. After talking quietly for a few minutes, Mike summarised their options: They could follow Denver's orders and stay aloft, or they could demand a landing for a medical evacuation. What should Mike do?

Approach this ethical dilemma from a **utilitarian perspective** and apply the **rational, ethical decision-making process** to assist you in deciding what to do. Use the eight steps as headings to structure your answer. Conclude whether you would land the plane or stay aloft

**SUBTOTAL SECTION B: 20 MARKS**

**GRAND TOTAL: 70 MARKS**



PART 1 (GENERAL/ALGEMEEN) DEEL 1

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INITIALS AND SURNAME  
VOORLETTERS EN VAN

DATE OF EXAMINATION  
DATUM VAN EKSAMEN

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

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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. GEBRUIK SLEGS 'N HB-POTLOOD OM HIERDIE BLAD TE VOLTOOL
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 VERSTREK HET
6. KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
7. MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS.
8. MOENIE VOU NIE.

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

1	01	02	03	04	05
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