

PURCHASING MANAGEMENT

STUDENT NUMBER					

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FOR USE BY EXAMINATION INVIGILATOR

Subject

Number of paper

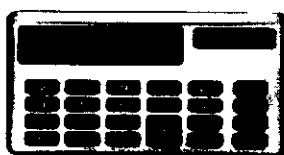
Date of examination

Question No	Marks					
	Examiners					
	1		2		3	
1						
2						
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Total	35					

WARNING

- 1 A candidate who without authorisation takes into the examination venue any book, document or object which could assist him in the examination and does not hand over such material to the invigilator before the official commencement of the examination will be guilty of infringing the University's examination regulations and will be liable to punishment as determined by Council.
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**MNP2601**

(478544)

May/June 2018

Purchasing Management

Duration 2 Hours

70 Marks

EXAMINERS

FIRST

SECOND

DR JO CILLIERS

MRS L MARCANTUONO

Use of a non-programmable pocket calculator is permissible

Closed book examination

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EXAMINATION PAPER STRUCTURE

THIS PAPER CONSISTS OF **24 PAGES**, INCLUDING **TWO PAGES OF ADDITIONAL SPACE** (PP 21-22) AND **TWO PAGES FOR ROUGH WORK** (PP 23-24)

THIS PAPER HAS **TWO SECTIONS** (SECTIONS A AND B) THE **CASE STUDY** STARTS ON PAGE 2

PLEASE ANSWER THE QUESTIONS AS INDICATED BELOW:

SECTION A Answer all the multiple-choice questions by marking the correct option on the mark-reading sheet provided (35 marks)

SECTION B: Answer question 1 (compulsory) and then answer any **ONE** from the **TWO other** descriptive/case study questions in your answer book (35 marks)

TOTAL: 70 MARKS**INSTRUCTIONS ON ANSWERING THE EXAMINATION QUESTIONS**

- 1 This is a **fill-in examination paper** Write your answers in this book and hand it to the invigilator after you have answered the questions
- 2 Please complete the attendance register on the back page, tear it off and hand it to the invigilator
- 3 Familiarise yourself with the instructions for completing a mark-reading sheet, then mark your answers to the multiple-choice questions (Section A) on this fill-in examination paper and then transfer them to the **mark-reading sheet**.
- 4 Draw a **circle** around the question numbers on the **front cover** of this book to indicate which descriptive questions you have answered
- 5 Read all the questions carefully

PLEASE NOTE

Read the following case study before you answer the examination questions.

Case study: Woolworths' sustainable Distribution Centre

The Woolworths supply chain faced significant challenges in 2004 due to aggressive store rollouts and the associated volume growth. At that time their supply chain had defragmented into five distribution centres in Gauteng, which did not support their centralised distribution strategy. In Woolworths' strive to serve its store network in that region and to replace the five separate distribution centres to maximise the delivery of cost-effective availability, they established a distribution centre in Midrand, Gauteng. They assigned the company Aurecon to design their distribution centre in Midrand

Sustainability was the cornerstone during the design and development of the facility. The engineering of the distribution centre was carried out by considering the size and refrigeration technology required, and the large number of vehicles that move through the complex to deliver or load items. Since centres of this type can have significant social and environmental impacts they were cautious of any potentially negative impacts on the local environment and surrounding communities. After investigating the sustainability potential of a number of sites, a suitable 96 hectare plot was purchased. Much of the planning behind the distribution centre flowed from Woolworths' supply chain strategy which aims to transport all products to stores in a single delivery, reducing both energy consumption and damaging gas emissions. The location of the centre was also planned to enable their suppliers delivering to Gauteng to drive approximately 9% fewer kilometres when delivering.

The design of the centre also focused on Woolworths only handling stock once when the bulk deliveries have to be broken up to get specific store orders ready. With all five temperature storage sections under one roof, delivery trucks can gather all stock required by a store on a daily basis with one journey to the centre. By having it all in one place, Woolworths is able to improve the efficiency of the vehicle fleet which means fewer kilometres driven and lower costs.

A two-metre wide sheeting runs through the distribution centre, allowing for natural light to create a more pleasant working environment. Furthermore, the site has been landscaped with extensive areas of water wise indigenous flora and frost resistant trees. Solar panels have been installed to cater for the centre's energy needs. To capture water for re-use, six retention ponds were constructed.

The principle applied in the design was one of 'economy of effort', ensuring optimum flow of people, product and vehicles around and within the facility. The design is such that extensions to the building to create capacity for future needs can be made with the smallest amount of effort and with no disruption to operations.

Woolworths sets the standards in South Africa for retailers by setting global standards. Their logistics achievements contributed substantially to their results in market share and competitive advantage.

<http://www.aurecongroup.com/en/projects/property/woolworths-distribution-centre.aspx>

http://www.woolworthsholdings.co.za/media/news_display.asp?Id2=127

<http://www.lpcinternational.co.uk/pdf/news/woolworths-platinum-award2.pdf>

[TURN OVER]

SECTION A (35 MARKS)**INSTRUCTIONS FOR COMPLETING SECTION A**

ALL of the questions in section A are compulsory. Mark each answer on this fill-in examination paper and then transfer your answers to the **mark-reading sheet. Each question counts one mark**

Questions 1 to 5 are based on the case study ("Woolworths' sustainable Distribution Centre") on page 2.

Question 1

The logistics function performed by the Woolworths distribution centre in Gauteng is called

- [1] sourcing.
- [2] warehousing
- [3] sales planning
- [4] waste elimination

Question 2

The Woolworths distribution centre contributes to the reduced order cycle time of a Woolworths retail store by

- [1] allowing delivery trucks to gather ordered stock items in one journey to the centre
- [2] considering sustainability as the cornerstone of the facility design
- [3] planning for extensions to the building for extra capacity in future
- [4] sourcing sought after speciality products from international suppliers

Question 3

Identifying suitable suppliers to deliver quality products at the Gauteng distribution centre forms part of .

- [1] distribution.
- [2] product classification
- [3] sourcing
- [4] downstream supply chain activities

[TURN OVER]

Question 4

Imperial Logistics is known as a . . . when Woolworths outsources deliveries from their distribution centre to branches in malls.

- [1] first tier customer
- [2] third-party logistics provider
- [3] focal firm
- [4] second-tier supplier

Question 5

An example of an upstream linkage in Woolworths' supply chain would be

- [1] Tetra Pak who provides packaging for transporting fruit juice without refrigeration.
- [2] Imperial Logistics delivering orders at Woolworths in Mall of Africa
- [3] Woolworths' employees receiving orders at local branches.
- [4] Woolworths' financial services doing credit checks on credit card applicants.

Question 6

The process of *supply base optimisation* relates to ..

- [1] two supplying organisations buying regularly from each other
- [2] eliminating marginal suppliers to limit the number of suppliers
- [3] conducting a spend analysis during market research
- [4] identifying suppliers used by competing organisations

Question 7

If an organisation decides not to purchase more than 40% of its production from an individual supplier, this kind of decision is focused on eliminating .

- [1] captive suppliers.
- [2] supply base broadening
- [3] a reciprocity agreement
- [4] supplier development

[TURN OVER]

Question 8

Select the statement that reflects the example of critical items in the strategic sourcing matrix

- [1] Expensive navigation parts used by car dealers to assemble motorcars with difficult substitution
- [2] Cost-effective printer cartridges used for printing documents throughout the entire organisation.
- [3] A specially made check valve in a hydraulic pump which can only be bought from one unreliable supplier.
- [4] Computer hardware with standard specifications used by lecturers in universities

Question 9

When using a Just-In-Time system, which one of the following documents would provide suppliers with a clear description of and specifications for an organisation's specific need for components?

- [1] Kanbans
- [2] Purchasing requisitions
- [3] Materials lists
- [4] Invoices

Question 10

A large clothing manufacturer purchases stationery *for office use*, which do not form part of clothing inventory items. According to the strategic sourcing matrix, stationery would be a item for this clothing manufacturer

- [1] leverage
- [2] critical
- [3] bottleneck
- [4] routine

Question 11

Which one of the following statements describes lean manufacturing the best?

- [1] The most effective and least expensive operation of all manufacturing processes
- [2] The effective and efficient flow of information upstream and downstream in the supply chain
- [3] Linking demand-driven customer sales to customer-driven demand
- [4] Ensuring the lowest logistics cost in the supply chain, while conforming to or exceeding customer requirements

[TURN OVER]

Question 12

Purchasing and supply management can reduce lead times to their customers by reducing

- [1] logistics costs from the point of origin to point of sales
- [2] inventory levels at different retail outlets
- [3] cycle time from design to finished phase.
- [4] the number deliveries to local branches

Question 13

Which organisational function is mainly responsible for *keeping* a copy of the order form for the purpose of following-up and expediting an order, as well as to control in the case of part deliveries of an order?

- [1] finance
- [2] receiving
- [3] inspection
- [4] purchasing

Question 14

Which one of the following activities is typically performed when following up with the supplier after placing an order?

- [1] Assisting the supplier in obtaining an import permit
- [2] Bidding and negotiation
- [3] Checking for orders not received on the delivery date
- [4] Determining the origin of the need

Question 15

The more geographically dispersed the supply base, the more complex the supply chain. This will firstly result in , which in turn could lead to increased stock levels and subsequent higher costs

- [1] longer lead times
- [2] shorter cycles
- [3] increased prices
- [4] improved quality

[TURN OVER]

Question 16

If a catering company finds that a contracted supplier of banting meals are not performing to their satisfaction and then decides to rather source the activity internally due to a lack of capable suppliers of banting meals, it is called

- [1] supplier evaluation
- [2] insourcing
- [3] captive suppliers
- [4] subcontracting

Question 17

Buying from local suppliers generally has the following advantage

- [1] Express orders can be accommodated by nearby suppliers
- [2] Bigger and less frequent orders can be made, since delivery is usually not possible by local suppliers
- [3] Longer lead times occur due to local suppliers' labour-intensive order-processing techniques
- [4] Larger inventories from local suppliers are held to provide for unforeseen customer needs

Question 18

Suppliers whose past performance consistently meets and exceeds the required levels for quality are known as suppliers

- [1] weighted average
- [2] approved
- [3] preferred
- [4] accredited

Question 19

An example of striving towards environmental sustainability would be when an organisation

- [1] replaces traditional boilers with modular heat pumps to have warm water more efficiently and cost-effectively
- [2] accepts economic accountability to ensure that resources are used in such a way that viability is continued
- [3] accepts their social responsibility and provides nutritious food for the Feed-a-Child project
- [4] realises that happy workers are productive workers and provides fringe benefits to suit workers' diverse compensation needs

[TURN OVER]

Question 20

If suppliers of sustainable products do not keep to the agreed delivery dates, the organisation can be affected negatively. This type of risk would typically be a(n) risk

- [1] operational
- [2] external downside
- [3] incidental
- [4] lead time

Question 21

A straightforward relationship between a buyer and a seller where both parties exchange goods and services for payment is known as a(n) relationship

- [1] transactional
- [2] collaborative
- [3] alliance
- [4] reciprocal

Question 22

The process of strategic sourcing entails

- [1] selecting a purchasing team with knowledge about specific products and services to make purchases.
- [2] setting policy guidelines to streamline purchasing and supply decision-making
- [3] purchasing goods from external suppliers that were previously produced in-house
- [4] buying packaging materials that can be more easily recycled or reused

Question 23

The following principle should be kept in mind when evaluating purchasing and supply performance

- [1] A generic evaluation system is best to evaluate purchasing and supply performance
- [2] Quantitative measures give the most accurate indication of purchasing and supply performance
- [3] As long as benefits equal costs, any system for evaluating purchasing and supply performance is effective
- [4] A sound database with information on a wide spectrum of purchasing and supply activities is necessary to evaluate performance.

[TURN OVER]

Question 24

What is the *main* difference between a supply chain and a value chain?

- [1] A supply chain is focused on the supply activity, whereas the value chain is focused on value-adding activities
- [2] A supply chain has different upstream and downstream linkages, whereas the value chain has only downstream linkages
- [3] A supply chain consists of the value-adding activities of a network of organisations, whereas a value chain consists of the value-adding activities of a specific organisation
- [4] A supply chain focuses its activities on satisfying final consumers' needs, whereas a value chain coordinates the supply chain activities of different supply chain role-players

Question 25

When buying specialised equipment, the purchasing procedures might require that requisitions exceeding a predetermined amount be accompanied by two or three written quotations. In such cases, the . . . has the prerogative of selecting the supplier

- [1] user of the equipment
- [2] purchasing and supply official
- [3] equipment specialist
- [4] financial function

Question 26

The usual procedure for selecting suppliers of standard items in relatively small quantities would be to choose the supplier

- [1] after following a comprehensive procedure for supplier selection
- [2] as recommended on the requisition by the user function
- [3] with the lowest price and quickest delivery
- [4] which submitted a complete quotation

Question 27

When making the decision to insource or outsource, which one of the following options is most suitable when the buying organisation is more competent in performing an activity than a potential supplier?

- [1] Outsource to any external supplier that has the capability to perform the activity
- [2] Outsource a core activity even though it gives a competitive advantage
- [3] Invest in disadvantaged suppliers to create their capability to perform the activity in-house at their premises
- [4] Keep the activity in-house and invest to maintain and increase competitive advantage

[TURN OVER]

Question 28

An example of external failure costs when a product or service does not comply to quality expectations is .

- [1] reworking costs
- [2] warranty claims
- [3] scrap costs
- [4] double inspections

Question 29

When measuring supply management performance, supply proficiency could measure (a) . , whereas supply efficiency could measure (b) .

- [1] (a) negotiation ability, (b) promptness of delivery.
- [2] (a) rejection ratio, (b) outstanding orders.
- [3] (a) contracting the right suppliers; (b) supplier development
- [4] (a) overall goal achievement, (b) input-output ratio

Question 30

How can transportation carriers assist in reducing retailers' lead time?

- [1] by doing a delivery to retailers on relatively short notice
- [2] by using different sizes vehicles based on different retailers' needs.
- [3] by carefully screening their drivers before being appointed
- [4] by using idle space to transport goods to outlying neighbourhood stores.

Question 31

When profit margins are tight, retailers can improve their rate of return by .

- [1] lowering their purchasing costs of goods to realise a higher profit margin
- [2] lowering the selling price of their goods and having a wider variety of goods.
- [3] increasing transportation costs and saving on electricity expenses related to refrigeration.
- [4] increasing the carrying costs of goods and offering premium-priced products

[TURN OVER]

Question 32

Optimum inventory at retail outlets would imply a situation where

- [1] transportation costs from warehouses are the lowest.
- [2] overall inventory costs are the lowest
- [3] inventory holding costs equal inventory ordering costs
- [4] the stock-out costs of inventory are related to transportation costs

Question 33

If retailers protect themselves against irregular supply due to public holidays and hold more items in store, such additional items are known as . inventories

- [1] unavoidable
- [2] economic
- [3] synchronised
- [4] buffer

Question 34

Since retailers nowadays have less backroom to keep additional inventory, suppliers might have no option but to keep the items until they are ordered by the retailers. In a supply chain, retailers should consider the following when keeping items at suppliers' sites

- [1] Suppliers should not be asked to hold sufficient safety inventory for retailers based on ethical reasons
- [2] Even if the supplier is located near the premises of the retailer, it would still be best to hold inventory at the retailer's premises
- [3] Inventory held by a supplier can have cost implications for the supplier, which will be transferred to the retailer
- [4] The best decision is to keep all inventory items at suppliers to lower overall costs in the supply chain.

Question 35

Which supplier assessment criteria will be *most important* in an organisation that uses a just-in-time (JIT) system?

- [1] delivery
- [2] flexibility
- [3] technology
- [4] social responsibility

**End of multiple-choice questions.
Continue with Section B.**

[TURN OVER]

SECTION B (35 MARKS)**INSTRUCTIONS FOR COMPLETING SECTION B**

1. Question 1 is compulsory and is based on the case study on page 2
2. **CHOOSE** and answer any **ONE** question from Questions 2 and 3. Note that these questions have subsections. Ensure that you answer all the subsections of the question that you decide to answer.
3. **STRUCTURE** your answers by using headings. Underline/highlight important sections of your answer and write neatly.
4. If you do not have enough space to answer the questions, use the "additional space" section at the end of this fill-in examination paper (on pages 30 and 31) **AND** clearly indicate in your answer that you are continuing in the additional space.

QUESTION 1 (COMPULSORY)**[10 MARKS]**

Woolworths' commitment to contribute to a green supply chain is illustrated in the case study

- 1.1 Provide 3 quotes directly from the case study showing Woolworths' *management team's philosophy* of directing their overall efforts at greening their supply chain (3)
- 1.2 Provide 5 quotes directly from the case study to substantiate how Woolworths has exploited opportunities for greening their supply chain (5)
- 1.3 Provide one example of how Woolworths would use **reverse logistics** as a greening opportunity? (You may make assumptions) (2)

- 1.1 Provide 3 quotes directly from the case study showing Woolworths' *management team's philosophy* of directing their overall efforts at greening their supply chain. (3)

Quote 1

Quote 2:

Quote 3:

[TURN OVER]

1 2 Provide 5 quotes **directly** from the case study to substantiate how Woolworths has exploited opportunities for greening their supply chain (5)

Quote 1

Quote 2.

Quote 3.

Quote 4

Quote 5:

1 3 Provide one example of how Woolworths would use **reverse logistics** as a greening opportunity? (You may make assumptions) (2)

End of question 1

Now answer ANY ONE questions from questions 2 and 3.

[TURN OVER]

QUESTION 2**[25 MARKS]**

2.1 The case study explains Woolworths' responsibility towards the environment. Provide 5 examples from the case study of **other** corporate social responsibilities that Woolworths has accepted. In your answer, first name the type of responsibility and then provide one example per responsibility. (10)

2.2 When purchasing services, purchasing and supply managers must consider certain key variables

- (a) Discuss the 5 key variables that must be considered when purchasing transport services. Complete the table in the answering section. (10)
- (b) Discuss one example of a trade-off that the purchasing and supply team has to make when considering the variables discussed in (a) during transport services decision-making. (5)

(Note: Question 2.2 is based on theory; thus, no application from the case study is expected)

2.1 The case study explains Woolworths' responsibility towards the environment. Provide 5 examples from the case study of **other** corporate social responsibilities that Woolworths has accepted. In your answer, first name the type of responsibility and then provide one example per responsibility. (10)

Responsibility 1: _____

Example from case:

Responsibility 2: _____

Example from case:

[TURN OVER]

Responsibility 3: _____

Example from case:

Responsibility 4: _____

Example from case:

Responsibility 5: _____

Example from case:

2.2 When purchasing services, purchasing and supply managers must consider certain key variables

- (a) Discuss the 5 key variables that must be considered when purchasing transport services
Complete the following table (10)

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Variables in transportation	Description
Variable 1. <hr/>	
Variable 2. <hr/>	
Variable 3 <hr/>	
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Variable 5 <hr/>	

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QUESTION 3

- 3.1 Imperial Logistics Refrigerated Services is one of the key service providers to Woolworths in implementing their sustainable transport strategy. Discuss the basic terms and conditions that would probably be included in the **service level agreement** between Woolworths and Imperial Logistics. (10)
- 3.2 Purchasing and supply can be involved in enhancing **supplier quality**. Complete the table in the answering section by listing the purchasing and supply activities aimed at enhancing quality in selected areas of supplier involvement. (10)
- 3.3 What is the difference between a **cost analysis** (3 marks) and a **price analysis** (2 marks) when purchasing and supply determines the price that will be paid for goods or services. (5)

[TURN OVER]

- 3 1 Imperial Logistics Refrigerated Services is one of the key service providers to Woolworths in implementing their sustainable transport strategy. Discuss the basic terms and conditions that would probably be included in the **service level agreement** between Woolworths and Imperial Logistics (10)

[TURN OVER]

- 3.2 Purchasing and supply can be involved in enhancing **supplier quality**. Complete the table below by listing the purchasing and supply activities aimed at enhancing quality in selected areas of supplier involvement (10)

Areas of involvement in supplier quality management	Purchasing and supply activities aimed at enhancing supplier quality
Selection and assessment of suppliers	(list 4)
Supplier development	(list 2)
Supplier integration	(list 2)
Supplier relationships	(list 2)

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(5)

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(Note Use the lines below if the space provided for the answer to a question is not enough
PLEASE write the **question number** clearly)

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ADDITIONAL SPACE

(Note: Use the lines below if the space provided for the answer to a question is not enough
PLEASE write the **question number** clearly)

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ROUGH WORK

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PART 1 (GENERAL/ALGEMEEN) DEEL 1

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For use by examination invigilator
Vir gebruik deur eksamenopsiener

IMPORTANT

1. USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
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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

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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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

WRITE

0	1
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 for the first paper and

0	2
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 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 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

UNISA
UNIVERSITY OF SOUTH AFRICA
attendance register
(university copy)

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

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

Surname

First Names

Subject

Code of paper

Number of paper

Centre

Date

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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

UNISA
UNIVERSITY OF SOUTH AFRICA
attendance register
(student copy)

Tear