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**MNP2602 (496018)**  
**SECOND PAPER**

**SUPPLY CHAIN MANAGEMENT**

STUDENT NUMBER						

IDENTITY NUMBER											

**FOR USE BY EXAMINATION INVIGILATOR**

Question No	Marks			
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<b>Total</b>		<b>40</b>		

Subject

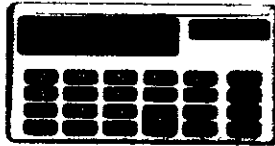
Number of paper

Date of examination

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## MNP2602 (496018) SECOND PAPER

May/June 2017

### SUPPLY CHAIN MANAGEMENT

Duration 2 Hours

70 Marks

**EXAMINERS .**  
 FIRST  
 SECOND

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Use of a non-programmable pocket calculator is permissible.

Closed book examination.

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#### EXAMINATION PAPER STRUCTURE

THIS PAPER CONSISTS OF 28 PAGES, INCLUDING ONE PAGE OF ADDITIONAL SPACE (P 27) AND ONE PAGE FOR ROUGH WORK (P 28)

THIS PAPER HAS TWO SECTIONS SOME OF THE QUESTIONS (IN SECTIONS A AND B) ARE BASED ON A CASE STUDY, WHICH APPEARS AT THE BEGINNING OF THIS PAPER

**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, **AS WELL AS** in your answer book. (30 marks)

**SECTION B:** Answer any **TWO** of the **THREE** essay questions in your answer book (40 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 all 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 two (2) essay questions you have answered.
5. Read all the questions carefully.

**PLEASE NOTE**

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

**Revolutionising print management within ABSA Bank South Africa: The case of ABSA and POINT SA**

When a customer thinks of a bank, services such as payments, withdrawals or ATM services usually come to mind. One often tends to forget that banks are also businesses. As such, they have basic requirements, such as elastic bands to tie up banknotes, stationery for their employees and print and print-related services to be able to conduct their day-to-day business - all of which need to be procured. In light of this, a partnership between ABSA and POINT SA, one of South Africa's print management service providers, emerged.

**Background**

Like many South African banks and corporates, ABSA has managed their own print and print-related services for decades. However, in July 2008, this South African bank recognised the need for the rationalisation of print procurement and to focus on their core functions. In recognition of this need for a comprehensive solution for ordering, managing and delivery of print and print-related services throughout the organisation, ABSA decided to adopt a web-based operating system, which is easily accessible and would fit into the existing ABSA framework with minimum disruption. ABSA's procurement department also wanted to reduce costs, improve quality and shorten lead times in terms of the print and print-related requirements within ABSA. Until 2008, print management was unheard of in the banking industry. As such, ABSA's appointment of POINT SA was a pioneering move and one that has revolutionised the way ABSA manages their print and print-related requirements.

**Why print management specifically?**

A number of key shortcomings within ABSA's print and print-related services were identified, some of which included point of sale material (POSM) and their ability to manage the requirements thereof, promotional packaging and displays which were handled in a very fragmented, country-specific way. Also, there was limited knowledge inside the organisation on print and the print-related services required by ABSA.

Considering these rationalising issues, ABSA recognised the potential benefit of centralising and outsourcing their print procurement. Jeff Hudson, Chief Operating Officer at ABSA explains "After a robust selection process POINT SA was chosen to manage ABSA's printing due to their knowledge of the print industry and their ability to get the best price without compromising on quality and turnaround times. Having them on site also resulted in a seamless integration with our marketing and communication teams".

**Implementation**

In 2008, ABSA and POINT SA began to plan for implementation. A six-month initial phase preceded the organisation-wide implementation. This involved POINT SA establishing an operational centre within the ABSA offices in Central Johannesburg initially to procure only a portion of ABSA's print and print-related service spend. This phasing ensured smooth systems and organisational integration. The on-site print management centre (PMC) began to channel all ABSA's print and print-related services through one central point, enabling ABSA to obtain uncompromised data on print and paper buying throughout the organisation, and allowing ABSA's print and print related service suppliers to bid for print work on an equal footing.

**Key successes**

Nine months after the roll out of POINT SA's print management system in ABSA, the team reviewed the progress of the project. The findings were positive, with POINT SA having exceeded expectations on all of the key metrics outlined as performance indicators. Some of the successes included:

**1) Cost savings**

A cost saving of 34% was reported across ABSA's organisational print and print-related services. These cost savings were tracked and reported on a monthly and job-by-job comparison basis, and exceeded the initial savings targets of 15% across the board. Moreover, the system gained a positive response from departments, such as marketing, which found its budget now stretched significantly further.

**2) Enhanced competitiveness and quality**

With the new system, suppliers could routinely be evaluated to ensure consistent quality and on-time delivery, ensuring improved quality on all aspects of printing performance.

POINT SA has since also introduced competitive dynamics, resulting in suppliers bidding competitively on jobs for which they are best equipped. Christian Bell, from POINT SA, explained that "POINT SA used ABSA's existing printing facilities, but enhanced their inter-printer competitiveness through the introduction of competitive bidding and ongoing supplier evaluation and management tools. Jobs were allocated to the best-matched supplier for the job, which in turn resulted in increased ease of printer management and increased clarity and transparency of reporting and performance management."

**3) Satisfied customers**

ABSA's internal customers, such as their regional ABSA branches, also indicated their satisfaction with the cost and efficiency benefits that POINT SA was able to facilitate in their individual branches. A customer satisfaction survey cited general process efficiencies and time-to-delivery improvements as the main benefit of this new print management system.

**Conclusion**

The POINT SA/ABSA symbiotic partnership has been a resounding success, providing both parties with mutual benefits, such as opportunities for learning and mutual efficiency enhancements.

**Adapted from:**

[http://www.smartprocurement.co.za/archives/print\\_management\\_at\\_ABSA\\_a\\_financial\\_services\\_case\\_study.php#sthash=8BiAYV0Jdpuf](http://www.smartprocurement.co.za/archives/print_management_at_ABSA_a_financial_services_case_study.php#sthash=8BiAYV0Jdpuf)

[http://www.themarketingsite.com/live/pagebuilder/components/ensight/content\\_toolbox\\_print.php?Item\\_ID=14934&Language=en&Category\\_ID=](http://www.themarketingsite.com/live/pagebuilder/components/ensight/content_toolbox_print.php?Item_ID=14934&Language=en&Category_ID=)

[http://www.smartprocurement.co.za/archives/print\\_management\\_at\\_ABSA\\_a\\_financial\\_services\\_case\\_study.php#sthash=TVeKu1J7dpbs](http://www.smartprocurement.co.za/archives/print_management_at_ABSA_a_financial_services_case_study.php#sthash=TVeKu1J7dpbs)

**PLEASE TURN OVER FOR SECTION A.**

**SECTION A (30 MARKS)****INSTRUCTIONS FOR COMPLETING SECTION A**

**ALL the questions in this section 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 – 6 ARE BASED ON THE CASE STUDY****QUESTION 1**

Marketing Mania, ABSA's advertising consultants would be a \_\_\_\_\_ in ABSA's supply chain

- [1] first-tier supplier
- [2] first-tier customer
- [3] second-tier supplier
- [4] second-tier customer

**QUESTION 2**

The case study cites 'time-to-delivery improvements' as the *main* benefit of the new print management system implemented by ABSA. Considering this, which one of the following performance categories of the SCOR Model would best define this benefit?

- [1] Agility
- [2] Cost
- [3] Asset management
- [4] Reliability

**QUESTION 3**

ABSA's internal customers indicated their satisfaction with the cost and efficiency benefits that POINT SA was able to facilitate. Which one of the following would be an example of an *internal* customer of ABSA?

- [1] Sally, a customer of ABSA, withdrawing money from her nearest ATM
- [2] Bill, ABSA Brooklyn's branch manager who prints statements for head office
- [3] David, a printer-service technician employed by POINT SA
- [4] Maggie, a sales agent of POINT SA who does promotions for ABSA

**QUESTION 4**

Which one of the following prerequisites for a successful supply chain is the *most important* in ensuring success between ABSA and POINT SA?

- [1] POINT SA should periodically make suggestions to ABSA on how they can work together on supply base reduction programmes
- [2] ABSA should allow POINT SA to source products and services globally, this will ensure that POINT SA can meet their key performance targets
- [3] ABSA and POINT SA should ensure they have a shared corporate culture, this will warrant a receptive attitude towards the requirements of supply chain management
- [4] POINT SA should take ABSA's corporate reputation into consideration when procuring print and print-related services, i.e. they should only procure services from suppliers who adhere to sustainable supply chain practices

**QUESTION 5**

"The POINT SA/ABSA symbiotic partnership has been a resounding success providing both parties with mutual benefits." Considering this statement, which one of the *key performance indicators* will be used to objectively measure supply chain relationship performance?

- [1] Reliability
- [2] Stability
- [3] Communication
- [4] Value

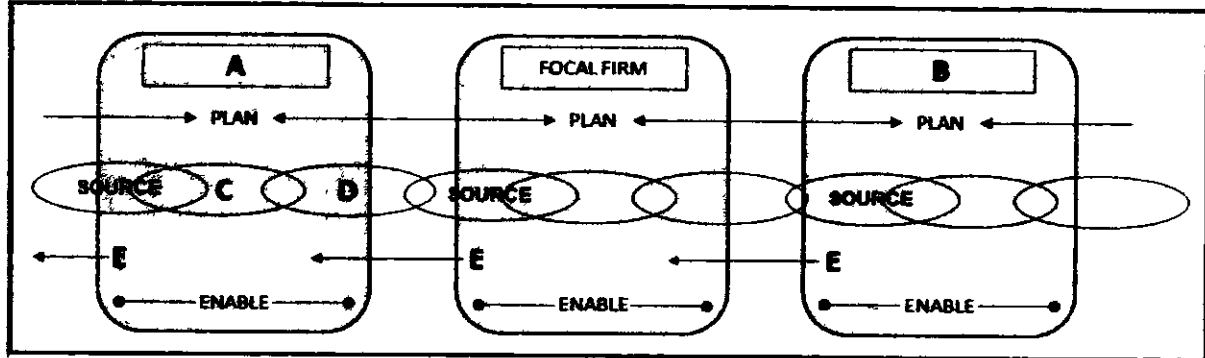
**QUESTION 6**

If ABSA wants to evaluate POINT SA according to the weighted criteria evaluation system, the first step in the process would be to

- [1] monitor and collect the performance data of POINT SA
- [2] classify POINT SA based on their overall performance scores
- [3] select key dimensions of performance which is mutually accepted by both ABSA and POINT SA
- [4] assign weights, based on their relative importance, to each performance dimension  
POINT SA will be evaluated on

Consider figure 1 below, when answering questions 7 – 11

**Figure 1**



**QUESTION 7**

Figure 1 represents a supply chain management diagnostic, benchmarking and process improvement tool. The name of this tool is

- [1] The Generic Supply Chain
- [2] The SCOR Model Processes and Linkages
- [3] The Balanced Scorecard Framework
- [4] The Supply Chain Integration Model

**QUESTION 8**

Suppose the tool illustrated by figure 1 was applied to the ABSA case study, block A would represent

- [1] First National Bank (FNB)
- [2] the end customer
- [3] POINT SA
- [4] a Nedbank branch

**QUESTION 9**

The process improvement tool illustrated in figure 1 consists of several process categories. The letter D represents which one of the following process categories?

- [1] Make
- [2] Deliver
- [3] Enable
- [4] Return

**QUESTION 10**

Considering figure 1, which one of the following options would best describe what the letter C entails?

- [1] The emphasis of this step is manufacturing and production, which include production activities, packaging, and releasing the products
- [2] The emphasis of this step is demand and supply planning which refers to balancing resources with requirements and determining communication along the entire supply chain
- [3] This step describes material acquisition and the handling of supplier payments, as well as receiving, verifying, and transferring products
- [4] This step involves the management of business rules, return inventory, assets, transportation and regulatory requirements

**QUESTION 11**

Suppose ABSA is not satisfied with the quality of the pamphlets printed by POINT SA for their latest marketing campaign. ABSA then decides to send these pamphlets back to POINT SA for re-printing. This situation would be represented by letter \_\_\_\_\_ in figure 1.

- [1] B
- [2] C
- [3] D
- [4] E

**QUESTION 12**

Which one of the following is an activity that causes the bullwhip effect?

- [1] Updating demand forecasts regularly
- [2] Placing frequent orders from suppliers
- [3] Performing order batching
- [4] Having a silo mentality

**QUESTION 13**

When managers identify potential supply chain disruptions and employ official responses to these disruptions, they are employing which one of the following *supply chain risk management activities*?

- [1] identify backup suppliers and logistics
- [2] develop a formal risk management program
- [3] increase safety stocks and forward buying
- [4] benchmark levels of risks

**QUESTION 14**

Which one of the following automated sales force tools would best comply with an organisation's need to allow sales representatives to follow *prescribed sales tactics when dealing with sales prospects*?

- [1] Sales activity
- [2] Lead
- [3] Knowledge
- [4] Sales territory

**QUESTION 15**

Customer relationship management (CRM) becomes necessary as soon as an organisation finds a market for its products. Which one of the following options is CRM *mostly* associated with?

- [1] Integration forecasting
- [2] Material requirements planning
- [3] Certification requests
- [4] Communication applications

**QUESTION 16**

When calculating 'customer lifetime value' (CLV), an organisation should base their calculations on a projection of a customer's lifetime purchases, as well as .

- [1] the profit margin on items the customer purchase and the net present value of the customer's projected profits
- [2] the net present value of the customer's projected profits and the number of complaints per customer
- [3] the profit margin on items the customer purchase and the number of complaints per customer
- [4] the number of complaints per customer and the profit margin on items the customer purchase

**QUESTION 17**

By using data-mining software and behaviour analytics organisations can forecast which products are most likely to be sold in future. This activity is known as

- [1] cloud computing
- [2] sales activity management
- [3] predicting customer behaviour.
- [4] sales revenue per customer analysis

**QUESTION 18**

Rethinking and redesigning processes in order to reduce waste and increase performance is known as

- [1] enterprise resource planning
- [2] material requirement planning
- [3] demand management strategies
- [4] business process reengineering

**QUESTION 19**

When an organisation wants to rapidly improve their supply chain responsiveness, they need to

- [1] reduce supply chain relationships
- [2] use business process reengineering
- [3] establish centralised warehouses
- [4] increase new product design cycles

**QUESTION 20**

Sourcing can be defined as

- [1] identifying and exploiting cost-efficient opportunities for insourcing
- [2] developing and using a website for online purchases based on customer preferences
- [3] appointing and developing experts in the purchasing function to ensure professionalism
- [4] identifying, conducting negotiations with and forming supply agreements with vendors

**QUESTION 21**

In South Africa, the difference between procurement and purchasing usually lies in the following

- [1] Procurement is the strategic focus of purchasing
- [2] Procurement entails buying only from government suppliers, whereas purchasing is mainly made from small businesses
- [3] Procurement is the purchasing function of government entities
- [4] Procurement entails the distribution of the requirements bought by the purchasing function

**QUESTION 22**

One of the Ethical Trading Initiative's (ETI) base code clauses state that *regular employment should be provided*. Which one of the following would best describe what this clause entails?

- [1] Wages should be enough to meet basic needs
- [2] Work performed must be on the basis of recognised employment relationships established through national law and practice
- [3] Overtime should be voluntary and should not exceed 12 hours per week
- [4] There is no discrimination in hiring, compensation, access to training, termination of employment or retirement based on the demographics of an employee

**QUESTION 23**

*Ethical sourcing policies* should include

- [1] a *report* provided to the stakeholders which indicates the degree to which suppliers adhere to performance standards
- [2] the *supplier's rating* of their level of vendor compliance
- [3] *only ethical ratings* for suppliers and no other performance criteria
- [4] a *draft* of sourcing expectations that vendors should comply with as indicated by all stakeholders

**QUESTION 24**

The most common formula for calculating an organisation's inventory turnover ratio (ITR) is

- [1] labour, capital, energy and material costs over average inventory costs
- [2] average inventory costs over cost of storing goods
- [3] cost of goods sold over average inventory at cost
- [4] average total expenses over ratio of total income

**QUESTION 25**

can be defined as the part of supply chain management that plans, implements and controls the efficient and effective forward and reverse flow and storage of goods, services and related information between the point of origin and the point of consumption to meet customers' requirements

- [1] Transportation
- [2] Logistics management
- [3] Distribution management
- [4] Distribution channels

**QUESTION 26**

When developing a collaborative negotiation infrastructure, designing a negotiation launch process would refer to

- [1] building working relationships with suppliers
- [2] brain-storming value maximising solutions and terms for both parties
- [3] the process of reviewing previous negotiations
- [4] the identification of objective criteria wherein both sides evaluate the fairness of the agreement

**QUESTION 27**

Supply management can best be defined as a

- [1] process of planning, implementing, evaluating and controlling strategic and operating decisions to direct all the activities of the purchasing function towards opportunities that are consistent with the organisation's capabilities in order to achieve its long-term goals
- [2] process of identifying, conducting negotiations with and forming supply agreements with vendors of goods and services
- [3] strategic process of identifying, acquiring, accessing, positioning and managing the resources that the organisation currently or potentially needs to achieve its mission and strategic goals
- [4] strategic management process whereby commodities (materials and services) and suppliers are analysed, and relationships are formed and managed according to best practices and appropriate strategies in support of long-term organisational goals

**QUESTION 28**

Third-party logistics services (3PLs) are *for-hire outside agents* to which all or much of an organisation's *logistics activities* can be outsourced Which one of the following would be considered a *logistics activity* that a 3PL could provide?

- [1] Labelling
- [2] Manufacturing
- [3] Technological development
- [4] Purchasing

**QUESTION 29**

Distribution management entails managing the outbound processes in a basic supply chain

- [1] downstream
- [2] upstream
- [3] purchasing
- [4] focal firm's

**QUESTION 30**

Logistic decisions are primarily concerned with a trade-off between which *one* of the following?

- [1] Delivery time, customer service and cost
- [2] Cost, supplier certification and delivery time
- [3] Customer service, demand management and cost
- [4] Supplier certification, delivery time and demand management

**SECTION B (40 MARKS)****INSTRUCTIONS FOR COMPLETING SECTION B**

1. Answer any **TWO** of the following **THREE** questions. Please note that each question has subsections, for example, 1.1 to 1.4. Please ensure that you answer all the subsections of the **TWO** questions that you decide to answer.
2. **STRUCTURE** your answers by using headings. Underline/highlight important sections of your answer and write neatly.
3. Parts of all three questions are based on the case study: *Revolutionising print management within ABSA Bank South Africa: The case of ABSA and POINT SA*. Please refer to the case study at the beginning of this paper before you answer the questions.
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. However, please clearly indicate that your answer continues at the additional space section.



















2 3 Name any three (3) risks associated with global supply chains (3)

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End of Question 2  
[20]

**QUESTION 3**

**[20 MARKS]**

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|-----|---|------|
| 3 1 | Nine months after the roll out of POINT SA's print management system, the team at ABSA reviewed the progress of the project. Discuss the <b>balance scorecard</b> as a performance measurement tool to review the progress of the project by answering the following: | (14) |
|     | a) Discuss what a <b>balance scorecard</b> is   | [2]  |
|     | b) Name and discuss the <b>four (4) perspectives</b> of the balance scorecard and give <b>any relevant example</b> of each of the four perspectives with relation to ABSA and POINT SA's print management project.  | [12] |
| 3 2 | Briefly discuss the <b>total cost of ownership (TCO)</b> concept.   | (3)  |
| 3.3 | Discuss the <b>bullwhip effect</b> .  | (3)  |

3 1 Nine months after the roll out of POINT SA's print management system, the team at ABSA reviewed the progress of the project. Discuss the **balance scorecard** as a performance measurement tool to review the progress of the project by referring to the following

a) Discuss what a **balance scorecard** is [2]

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b) Name and discuss the **four perspectives of the balance scorecard** and give **any relevant example** of each of the four perspectives with relation to ABSA and POINT SA's print management project [12]

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**3 3 Discuss the bullwhip effect**

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**End of Question 3**

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**IMPORTANT**

- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
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- CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
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**BELANGRIK**

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**PART 2 (ANSWERS/ANTWOORDE) DEEL 2**

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86	86	86	86	86	86
87	87	87	87	87	87
88	88	88	88	88	88
89	89	89	89	89	89
90	90	90	90	90	90
91	91	91	91	91	91
92	92	92	92	92	92
93	93	93	93	93	93
94	94	94	94	94	94
95	95	95	95	95	95
96	96	96	96	96	96
97	97	97	97	97	97
98	98	98	98	98	98
99	99	99	99	99	99
100	100	100	100	100	100
101	101	101	101	101	101
102	102	102	102	102	102
103	103	103	103	103	103
104	104	104	104	104	104
105	105	105	105	105	105

106	106	106	106	106	106
107	107	107	107	107	107
108	108	108	108	108	108
109	109	109	109	109	109
110	110	110	110	110	110
111	111	111	111	111	111
112	112	112	112	112	112
113	113	113	113	113	113
114	114	114	114	114	114
115	115	115	115	115	115
116	116	116	116	116	116
117	117	117	117	117	117
118	118	118	118	118	118
119	119	119	119	119	119
120	120	120	120	120	120
121	121	121	121	121	121
122	122	122	122	122	122
123	123	123	123	123	123
124	124	124	124	124	124
125	125	125	125	125	125
126	126	126	126	126	126
127	127	127	127	127	127
128	128	128	128	128	128
129	129	129	129	129	129
130	130	130	130	130	130
131	131	131	131	131	131
132	132	132	132	132	132
133	133	133	133	133	133
134	134	134	134	134	134
135	135	135	135	135	135
136	136	136	136	136	136
137	137	137	137	137	137
138	138	138	138	138	138
139	139	139	139	139	139
140	140	140	140	140	140

Specimen only

## MARK READING SHEET INSTRUCTIONS

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

**USE ONLY AN HB PENCIL TO COMPLETE YOUR MARK READING SHEET**

*PLEASE DO NOT FOLD OR DAMAGE YOUR MARK READING SHEET*

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

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

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

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

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

WRITE 

0	1
---	---

 for the first paper and 

0	2
---	---

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

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

UNISA  
UNIVERSITY OF SOUTH AFRICA  
attendance register  
(student copy)

Tear

Fill-in/MCQ



Examination period

Student number

Surname

First Names

Subject

Code of paper

Number of paper

Centre

Date

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