FINAL %	

UNISA university of south africa

HRM2605 *(Unique number 474611)*

October/November 2017

HUMAN RESOURCE MANAGEMENT FOR LINE MANAGERS

STUDENT NUMBER									
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IDENTITY NUMBER												

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Question no	Marks* Examiners 1		2	
Section A*				
Section B				
1				
2				
3				
Total for Section B				
Total for paper				

Module

Number of paper

Date of examination

Examination centre

Please note that the mark for Section A, the total for the paper and the final mark will not be written on the paper although all these components as well as the year mark (if applicable) will be taken into account

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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UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS

UNISA university of south africa

HRM2605 (474611) October/November 2017

HUMAN RESOURCE MANAGEMENT FOR LINE MANAGERS

Duration 2 Hours 70 Marks

EXAMINERS
FIRST MRS M DU PLESSIS
SECOND MS M SUKDEO

Closed book examination

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This paper consists of 23 pages including instructions for the completion of the mark reading sheet and an attendance register

INSTRUCTIONS

1 This examination paper consists of two sections, section A and section B
2 **Section A** must be completed in pencil on the mark reading sheet The mark reading sheet must be handed in together with your examination paper
3 **Section B** must be completed in the examination paper in the space provided Answer **two** of the three questions from section B in the space provided Please use headings and subheadings and make sure that your handwriting is legible
4 Encircle the number of each question you complete in Section B on the cover of the examination paper in the column ("*Question No*") dedicated for this purpose See example below

Question No	**1**		**2**	
Section A				
Section B				
→ (1)				
(2)				
3				

Note. Only two questions will be marked If you answered three questions, only your first two will be marked

5 A page for rough work has been included for your convenience and use in the middle of the exam paper Rough work will not be marked
6 Please write legibly
7 Define all the concepts in your answers and read the questions carefully

[TURN OVER]

SECTION A – MULTIPLE-CHOICE QUESTIONS

This section must be completed on the mark-reading sheet. Use a PENCIL when completing the mark-reading sheet.

1 Janine is the human resource (HR) director of a large auditing firm She has called a meeting with all the line managers and the entire HR section of the firm to discuss the division of responsibilities of the strategic human resource planning (SHRP) process that she plans to implement within the next month Which of the following are the responsibilities of the HR department?

a identifying the HR strategies
b designing the HR planning data systems
c participating in the strategic planning process of the entire organisation
d monitoring the HR plan to identify changes needed
e integrating the HR plan with departmental plans

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

2 Thabo has been a forklift operator at a large storage warehouse for the past five years When the inventory controller resigned, Thabo applied for the position and he was appointed as the new inventory controller Does Thabo need orientation in his new position? Give a reason for your answer

1 Yes When an employee has been promoted or transferred in an organisation, they should receive orientation because the new position typically involves a change in environment and duties
2 No Thabo has been working for the organisation for five years and knows how the organisation works
3 Yes Thabo needs training for the new position
4 No He is not a new employee Only new employees receive orientation

3 Carla, a clerk at a medium-sized law firm in Johannesburg, specialises in conveyance cases Her colleague, Daniel, who started his clerkship on the same day as Carla and who specialises in divorce cases, has resigned because he wants to pursue a career in acting The partners in the firm have decided that they cannot afford another clerk to do Daniel's work and that Carla should do both her own and Daniel's work Of which motivation intensive technique of job design is this scenario an example of?

1 job enlargement
2 job rotation
3 job enrichment
4 job improvement

4 Michael was appointed as a chef in a large restaurant He has been performing below standard, messing up orders, burning food and taking too long with the preparation of the food You are the owner of the restaurant and you want to determine what the reason for Michael's poor performance is The first step in this process of performance analysis would be to define employee expectations What would the second step be?

1 identifying personal circumstances
2 identifying performance barriers
3 identifying causes of the poor performance

4 identifying working relations

5 Which option below is **not** a non-traditional recruitment strategy used by employers to address the labour shortage in South Africa?

1 disadvantaged training programmes
2 internships and mentoring programmes
3 telerecruiting
4 job posting

6 Mr Mahlangu is the marketing director of a large organisation and is also on the organisation's senior board of directors In Mr Mahlangu's employment contract, it is stipulated that should the organisation be acquired by another organisation through a merger or acquisition, he shall still receive his salary each month for the next five years What is this type of executive compensation called?

1 golden parachute
2 bold incentive
3 stock ownership plan
4 stock option plan

7 "The process through which the goals a company sets itself, as put forth in its mission statement and company plan, are translated into HR objectives to ensure that the company is neither overstaffed nor understaffed, and that employees with the appropriate talents, skills and desire are available to carry out their tasks in the right jobs at the right times"

Which HR concept is defined in the citation above?

1 strategic human resource planning
2 human resource planning
3 human resource management
4 succession planning

8 Jill is the HR manager at Venter, Simelani and Partners and she is busy with the firm's yearly performance appraisals She is an experienced and objective rater, but in one case she has given her colleague Mark a high rating because he won a very important case for the firm However, she neglected to take into account that Mark's administration is a disaster and that he is always late for work Of which rater error is Jill guilty of?

1 rater bias
2 halo effect
3 leniency
4 central tendency

9 The use of external recruitment has numerous advantages Which of the following is **not** one of them?

1 It is a cheaper process
2 New ideas and perspectives can be brought into the organisation
3 Infighting is reduced
4 The applicant pool is greater

10 Nthabiseng recently complained to her supervisor that she is not being paid as well as her co-workers and that the conditions under which she has to work are horrible Which factor of Hertzberg's two-factor theory of motivation is applicable here?

1 hygiene
2 motivator
3 affiliation
4 power

11 The policy of awarding employees benefits in addition to compensation has increased dramatically in South African organisations There are various types of benefits that employers can offer their employees, including paid time off Which of the following is **not** an example of paid time off?

1 sick leave
2 leave to participate in a protected strike
3 compassionate leave
4 witness in court

12 What is the most important purpose of the performance appraisal interview?

1 to discuss future training and development needs
2 to provide vocational guidance
3 to discuss employee concerns
4 to provide performance-related feedback

13 Which of the following is **not** a common pitfall in the SHRP process?

1 identity crises
2 top management support
3 coordination with other functions
4 personal problems and conflict

14 Jacob and Fatima can follow various approaches towards internal staffing One of these approaches is promotion, which not only entails the upward internal movement of an employee, but usually also involves greater responsibility and autonomy, and an increased salary and benefits Which one of the following is **not** a valid criterion that can be used when deciding which candidates to promote?

1 seniority
2 performance
3 assessment centre
4 leadership

15 Sarah is the HR manager of a popular clothing manufacturing company She and her team of HR officers are systematically investigating the tasks, duties and responsibilities associated with all the jobs in the company Which process is Sarah and her team involved in?

1 job analysis
2 job design
3 job enrichment
4 task analysis

16 There are various important principles of learning to consider when designing an effective training and development programme Which one of the following is **not** a principle of learning?

1 motivation
2 participation
3 feedback
4 learning

17 Jackson, the recruitment consultant of ABC Bank, has to contact Maria's previous employer to obtain information about her performance, ability to meet deadlines and trustworthiness As ABC Bank wants to appoint Maria as a bank clerk, it must first obtain this information before making a final decision Where in the selection process is ABC Bank?

1 interviews
2 reference checks
3 completing the application
4 medical testing

18 Job stress is often caused by factors in the workplace Organisations can implement policies and strategies to combat job stress Which of the following is **not** such an organisational policy or strategy?

a preventative management
b management by objectives
c removing the cause of stress
d extended leave of employees
e maintaining a productive culture

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

19 Daniel is the HR director at a large mining company He wants to implement an internal staffing strategy in the organisation Which of the following are important reasons why Daniel needs to design a proper internal staffing programme?

a employee dissatisfaction
b employee morale
c increasing concerns with job security
d employment equity issues
e financial considerations

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

20 Dalinda has been appointed as the departmental manager of the distribution department in a large warehouse The general manager has informed her that she needs to report the training and development needs in her department What are some of her other responsibilities as a manager with regard to training and development?

a providing technical information
b co-ordinating training and development efforts
c monitoring training and development needs
d conducting and monitoring continuous on-the-job training and development
e preparing training and development material

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

21 Ronny has been tasked to look at the newly appointed typist's work station His supervisor indicated that the following should be taken into consideration the employee's posture (back and hands) and the environment What process is Ronny been tasked to investigate?

1 robotics
2 total quality management (TQM)
3 ergonomics
4 the work environment

22 Which of the following are important signs that a person may be on their way to burnout?

a They are exhausted once every week
b They experience every second day as a bad day
c Caring about their work or life at home feels like a waste of energy or too much for them
d They spent large parts of their day doing tasks that they experience as boring or overwhelming
e They feel like nothing they do really makes a difference

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

23 Which of the following represent the only three grounds on which an employee can be fairly dismissed?

1 misconduct, illness, poor work performance
2 operational requirements, incapacity, theft
3 misconduct, incapacity, operational requirements
4 poor work performance, dishonesty, retrenchment

24 What is the process called of designing and implementing goals, plans and strategies that enable HR professionals and managers to satisfy workforce needs and allow individuals to achieve their career objectives?

1 selection criteria
2 employability
3 career management
4 career attributes

25 Which of the following are important purposes of onboarding and orientation?

a The basic responsibilities of the job must be identified
b The employee needs to know how they fit into the organisation
c Employees must understand the goals, policies and procedures of the organisation
d Employees must understand how the internal culture operates in groups and teams
e The importance of becoming socially involved in the organisation must be emphasised

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

26 A registered trade union has certain organisational rights which the trade union may apply in the workplace Which one is **not** such an organisational right?

1 joint decision-making rights to protect the employees
2 access to the workplace by office-bearers and officials of the union
3 union meetings at the workplace and balloting of union members
4 stop-order facilities and leave for trade union activities

27 Abigail has been appointed as the HR manager of a manufacturing company Her first task is to develop a proper training and development system in the organisation The previous HR manager did not keep any records, and training and development were not administered or controlled in an appropriate or cost-effective manner What is the first thing that Abigail needs to do when developing a training and development system?

1 planning
2 determining the budget
3 strategic alignment
4 needs assessment

28 The members and shop stewards of the representative trade union at a car manufacturing plant are going on strike because they feel that the management of the plant disciplined one of their members too harshly by suspending him without pay because he arrived late for work What type of strike is this?

1 economic strike
2 secondary strike
3 grievance strike
4 wildcat strike

29 Which of the following is **not** an effect of HIV/AIDS in the workplace?

1 Absence from work and worker attrition is likely to increase as people fall ill and take sick leave
2 Employees would require time off to care for sick family members
3 Many employees would want to take compassionate leave
4 People would want time off for medical testing

30 Sally has been working for a stationery company for the past five years She does not feel like staying in her current job, because she does not receive recognition for the work she does She is faced with unrealistic expectations and she feels whatever she does, she will not succeed She feels irritable, sick, frustrated and has a desire to quit her job without fear of the consequences of such a decision Her current situation is having a negative impact on the company and on her performance What is most probably the root cause of the symptoms that she is experiencing?

1 burnout
2 job stress
3 high blood pressure
4 anxiety

[TOTAL FOR SECTION A = 30 MARKS]

SECTION B – ESSAY QUESTIONS

Answer two of the three questions from this section in the space provided Please use headings and subheadings and make sure that your handwriting is legible Encircle the numbers of the questions you answer on the cover page of the examination paper See example below:

Question No	1		2	
Section A				
Section B				
(1)				
(2)				
3				

Note. If you answer all three questions only the first two will be marked

Question 1 (20) **← Students should not write in this space**

1 1 Claudette is an HR officer at a large manufacturing company in South Africa She is tasked with ensuring that the company's goals are translated into HR objectives and that the company is neither overstaffed nor understaffed so that the right employees with the appropriate talents, skills and desire are available to carry out their tasks in the right jobs at the right times However, she is unsure why this process is so important to the organisation She approached you for some assistance and guidelines Assist Janine by explaining the importance of strategic human resource planning (SHRP) to the organisation (5)

5

1 2 Define the following concepts

1 2 1	Job design	(1)
1 2 2	Recruitment	(1)
1 2 3	Selection	(1)
1 2 4	Orientation	(1)
1 2 5	Compensation	(1)
		[5]

5

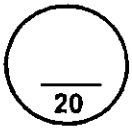
1 3 Jeremy is a security guard at a large bank in Johannesburg His duties are to guard the entrance to the building and direct visitors to their destinations Jeremy is very frustrated because his job does not enable him to make use of his talents and skills With reference to the motivation-intensive approach to job design, explain how Jeremy's job can be redesigned to not only motivate him but to utilise his skills and abilities optimally You are required to refer to the three methods of the motivation-intensive approach to job design (6)

6

1 4 Line managers play a central role in human resource management Discuss the role of the line manager in the performance appraisal process (4)

4

Question 2



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2 1 Joubert, Anderson and Majola attorneys are seeking the services of a legal secretary The successful candidate must have experience as a personal assistant in a legal environment The partners decide to recruit internally before they consider external recruitment Briefly discuss the advantages and disadvantages of internal recruitment that the partners should be aware of before they acquire applicants to fill the position (5)

2 2 Differentiate between internal recruitment and internal staffing by defining the concepts (2)

2

2 3 Identify and briefly describe the type of internal staffing move that took place in the following scenarios

2 3 1 Kaiden was moved from shop assistant to general manager after he had worked in the shop for five years and had proved his loyalty and skill His position as general manager means more responsibility and a higher salary (2)

2 3 2 Kara has been working as an administrative officer for six months She has received office administration training and on-the-job training, but she is not performing up to standard Her supervisor decides to move her to a lower position with less responsibility, as tea lady (2)

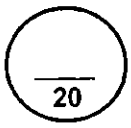
2 3 3 Kgala is an accountant at a large auditing firm in Johannesburg with nationwide branches His wife has been offered a job in Cape Town, and to accommodate Kgala's personal situation, the firm has decided to appoint him as an accountant in the Cape Town branch (2)

[6]

6

2 4 Jacquie is the chief executive officer (CEO) of a large manufacturing plant She has had numerous complaints from supervisors in the company that the employees' work is not on the required performance standard and that the employees are damaging the company's reputation with costly mistakes However, there is no system in place to determine the level of the employees' performance and to establish which areas of their performance are lacking and why Identify which system/process needs to be put in place and also discuss the objectives of such a system (7)

Question 3



← Students should not write in this space

3 1 You are the manager of ABC Factory where many clothing labels for the national market are manufactured It is difficult to find qualified tailors in the labour market Consequently, ABC appoints a large number of young tailors per year However, most of them leave the factory within a few months You asked around, and it does not seem that pay is the problem You suspect that young employees are not well integrated into the factory ABC abandoned orientation and onboarding years ago due to the cost and time involved Should ABC reinstate onboarding and orientation? Provide reasons for your answer (5)

3 2 Read the following scenario carefully and then answer the questions that follow

Golden Insurance (Pty) Ltd is a large life insurance organisation in Sandton, South Africa The organisation has many divisions but one department that has been receiving a lot of criticism in the media, is its inbound call centre Customers have been complaining that the call centre agents are rude and disrespectful and that their calls are directed to various departments before they reach the correct one

Simon, the call centre supervisor, has approached you for assistance in developing and presenting a training programme for call centre agents He is of the opinion that both existing and new call centre agents should be taught how to answer incoming telephone calls professionally, listen to what the customer requires, and then assist the customer in an efficient and professional manner

Explain how training and development would address the problems at Golden Insurance by discussing the purposes of training and development (5)

5

3 3 Abigail is an extremely hard worker and she has been employed at Mac IT for nearly ten years She has moved up the corporate ladder and now holds a managerial position where she is responsible for retail outlets in three provinces in South Africa Abigail's manager, Jacob, recently noticed that Abigail does not seem happy anymore He calls Abigail to his office and Abigail tells him that she feels depressed and that she works hard every day, but that it feels like nothing she does is worthwhile Abigail expresses her opinion and she states that she will never be able to achieve the new set target of a turnover of R6,3 million Over and above her recent struggle with regular lung infections, Abigail also suffers from headaches Her manager has also noticed that she started drinking lots of coffee and that she is taking smoke breaks more often

First, identify and briefly define Abigail's health condition Secondly, discuss two types of programmes that can be implemented to assist Abigail with her condition (6)

6

3 4 Thabo, one of the assistant managers at a local restaurant, was dismissed for allegedly stealing from the till at the end of his shift Thabo immediately lodged an unfair dismissal claim mainly to clear his name for future career prospects Even though the employees are under constant surveillance, the video footage did not show proof that Thabo had indeed stolen the money The only basis for the accusation of theft was that the till takings did not balance

What constitutes an unfair dismissal? (4)

4

[TOTAL FOR SECTION B = 40 MARKS]

CHECKLIST	✓
Did you complete all your personal particulars on the cover of the examination paper?	
Did you complete all the multiple choice questions?	
Have you placed your completed mark reading sheet into the examination paper?	
Have you **encircled the numbers of the TWO questions you completed in Section B of the paper** on the cover of the examination paper?	

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ROUGH WORK (Will not be marked):

UNIVERSITY OF SOUTH AFRICA UNISA university of south africa **UNIVERSITEIT VAN SUID-AFRIKA**

EXAMINATION MARK READING SHEET — EKSAMEN-MERKLEESBLAD

PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100 X / STUDIE-EENHEID bv. PSY100 X — 1

PAPER NUMBER / VRAESTELNOMMER — 2

INITIALS AND SURNAME / VOORLETTERS EN VAN — 3

DATE OF EXAMINATION / DATUM VAN EKSAMEN — 4

EXAMINATION CENTRE (E.G. PRETORIA) / EKSAMENSENTRUM (BV. PRETORIA) — 5

STUDENT NUMBER / STUDENTENOMMER — 6 — 7

UNIQUE PAPER NO. / UNIEKE VRAESTEL NR. — 8 — 9

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 VOLTOOI
2. MERK AS VOLG
3. KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
4. VUL U STUDENTENOMMER VAN LINKS NA REGS IN
5. KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VERSTREK HET
6. KONTROLLER 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 — 10

1	c1 c2 c3 c4 c5	36	c1 c2 c3 c4 c5	71	c1 c2 c3 c4 c5	106	c1 c2 c3 c4 c5
2	c1 c2 c3 c4 c5	37	c1 c2 c3 c4 c5	72	c1 c2 c3 c4 c5	107	c1 c2 c3 c4 c5
3	c1 c2 c3 c4 c5	38	c1 c2 c3 c4 c5	73	c1 c2 c3 c4 c5	108	c1 c2 c3 c4 c5
4	c1 c2 c3 c4 c5	39	c1 c2 c3 c4 c5	74	c1 c2 c3 c4 c5	109	c1 c2 c3 c4 c5
5	c1 c2 c3 c4 c5	40	c1 c2 c3 c4 c5	75	c1 c2 c3 c4 c5	110	c1 c2 c3 c4 c5
6	c1 c2 c3 c4 c5	41	c1 c2 c3 c4 c5	76	c1 c2 c3 c4 c5	111	c1 c2 c3 c4 c5
7	c1 c2 c3 c4 c5	42	c1 c2 c3 c4 c5	77	c1 c2 c3 c4 c5	112	c1 c2 c3 c4 c5
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9	c1 c2 c3 c4 c5	44	c1 c2 c3 c4 c5	79	c1 c2 c3 c4 c5	114	c1 c2 c3 c4 c5
10	c1 c2 c3 c4 c5	45	c1 c2 c3 c4 c5	80	c1 c2 c3 c4 c5	115	c1 c2 c3 c4 c5
11	c1 c2 c3 c4 c5	46	c1 c2 c3 c4 c5	81	c1 c2 c3 c4 c5	116	c1 c2 c3 c4 c5
12	c1 c2 c3 c4 c5	47	c1 c2 c3 c4 c5	82	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5
13	c1 c2 c3 c4 c5	48	c1 c2 c3 c4 c5	83	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5
14	c1 c2 c3 c4 c5	49	c1 c2 c3 c4 c5	84	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5
15	c1 c2 c3 c4 c5	50	c1 c2 c3 c4 c5	85	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5
16	c1 c2 c3 c4 c5	51	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5	121	c1 c2 c3 c4 c5
17	c1 c2 c3 c4 c5	52	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5	122	c1 c2 c3 c4 c5
18	c1 c2 c3 c4 c5	53	c1 c2 c3 c4 c5	88	c1 c2 c3 c4 c5	123	c1 c2 c3 c4 c5
19	c1 c2 c3 c4 c5	54	c1 c2 c3 c4 c5	89	c1 c2 c3 c4 c5	124	c1 c2 c3 c4 c5
20	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5	90	c1 c2 c3 c4 c5	125	c1 c2 c3 c4 c5
21	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5	91	c1 c2 c3 c4 c5	126	c1 c2 c3 c4 c5
22	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5	92	c1 c2 c3 c4 c5	127	c1 c2 c3 c4 c5
23	c1 c2 c3 c4 c5	58	c1 c2 c3 c4 c5	93	c1 c2 c3 c4 c5	128	c1 c2 c3 c4 c5
24	c1 c2 c3 c4 c5	59	c1 c2 c3 c4 c5	94	c1 c2 c3 c4 c5	129	c1 c2 c3 c4 c5
25	c1 c2 c3 c4 c5	60	c1 c2 c3 c4 c5	95	c1 c2 c3 c4 c5	130	c1 c2 c3 c4 c5
26	c1 c2 c3 c4 c5	61	c1 c2 c3 c4 c5	96	c1 c2 c3 c4 c5	131	c1 c2 c3 c4 c5
27	c1 c2 c3 c4 c5	62	c1 c2 c3 c4 c5	97	c1 c2 c3 c4 c5	132	c1 c2 c3 c4 c5
28	c1 c2 c3 c4 c5	63	c1 c2 c3 c4 c5	98	c1 c2 c3 c4 c5	133	c1 c2 c3 c4 c5
29	c1 c2 c3 c4 c5	64	c1 c2 c3 c4 c5	99	c1 c2 c3 c4 c5	134	c1 c2 c3 c4 c5
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31	c1 c2 c3 c4 c5	66	c1 c2 c3 c4 c5	101	c1 c2 c3 c4 c5	136	c1 c2 c3 c4 c5
32	c1 c2 c3 c4 c5	67	c1 c2 c3 c4 c5	102	c1 c2 c3 c4 c5	137	c1 c2 c3 c4 c5
33	c1 c2 c3 c4 c5	68	c1 c2 c3 c4 c5	103	c1 c2 c3 c4 c5	138	c1 c2 c3 c4 c5
34	c1 c2 c3 c4 c5	69	c1 c2 c3 c4 c5	104	c1 c2 c3 c4 c5	139	c1 c2 c3 c4 c5
35	c1 c2 c3 c4 c5	70	c1 c2 c3 c4 c5	105	c1 c2 c3 c4 c5	140	c1 c2 c3 c4 c5

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