

MNH202C (461664)
RMH2028 (472877)

May/June 2010

HUMAN RESOURCE MANAGEMENT

Duration 2 Hours

70 Marks

EXAMINERS
 FIRST
 SECOND

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 PROF M COETZEE

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This paper consists of 20 pages plus instructions for the completion of the mark reading sheet and an attendance register

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

INSTRUCTIONS

- 1 A **mark reading sheet** has been included. The paper consists of two sections, section A and section B. Section A must be completed on the mark reading sheet and section B on the paper in the space provided. The **mark-reading sheet** must be handed in together with your examination paper. Please note that **all information on the mark-reading sheet should be completed in PENCIL**.
- 2 Read the instructions and questions in this paper carefully.
- 3 Write legibly.
- 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				

- 5 A page for rough work has been included for your convenience and use in the middle of the exam paper.

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SECTION A - MULTIPLE CHOICE QUESTIONS (COMPULSORY)

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

- 1 In terms of human resource planning, the HR information that is made available either before or during the strategic planning process refers to _____ linkages

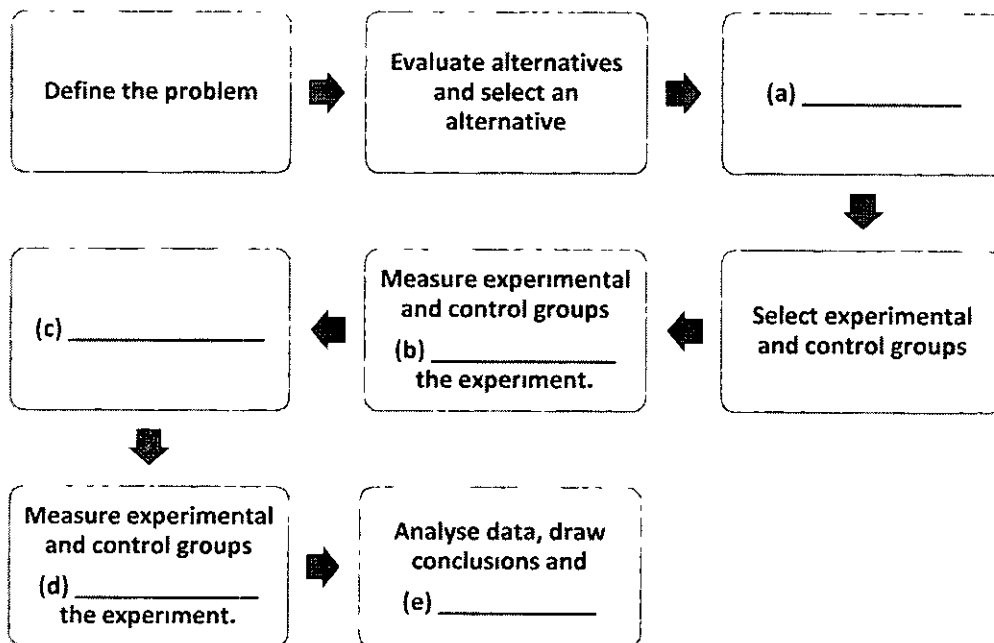
- 1 input
- 2 output
- 3 review and reaction
- 4 decision inclusion

- 2 Choose from the list below the aspects that reflects strategic human resource planning for **strategic change**

- a specifying strategic objectives for change efforts
- b participation in the assessment of the global and organisational environment
- c developing corporate- and business-level plans for strategic change
- d specifying objectives of HR change efforts to ensure forecasted needs are met
- e developing HR plans with measurements and timetables

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

- 3 A number of steps can be followed in a controlled experiment



Refer to the options on the next page to answer this question
(This question is continued from the previous page)

Choose the option below that reflects the correct missing words in the steps above

- 1 (a) State the problem (b) after (c) Conduct the experiment (d) prior to (e) report results
- 2 (a) State the hypothesis (b) prior to (c) Conduct the experiment (d) after (e) repeat
- 3 (a) State the hypothesis (b) prior to (c) Conduct the experiment (d) after (e) report results
- 4 (a) State the problem (b) after (c) Conduct the experiment (d) prior to (e) repeat

[TURN OVER]

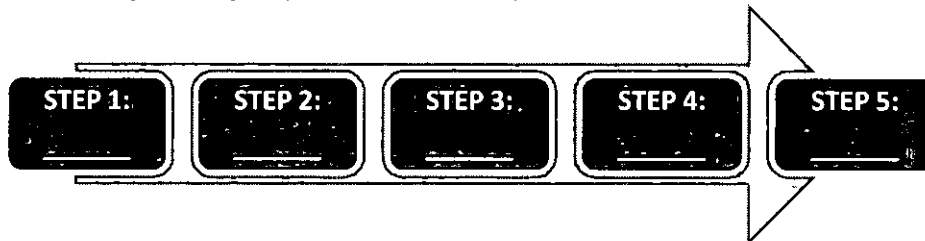
4 If a company intends to implement a flexitime arrangement and conducts research with the aim of obtaining the employees' opinion about the matter, it will be using a _____

- 1 job descriptive index (JDI)
- 2 specific-use questionnaire
- 3 job satisfaction survey
- 4 position analysis questionnaire

5 Mary is an accountant employed by a flower distribution company. She is extremely capable and she is currently responsible for capturing the company's debtors and creditors' information on the accounting software program. Her direct supervisor, Tom, unexpectedly passed away and the owner of the business approached her to temporarily take on Tom's responsibilities as well. She is very excited and motivated by this new challenge. In terms of job design, this is called job _____

- 1 rotation
- 2 enrichment
- 3 evaluation
- 4 enlargement

6 The job analysis process can be depicted as follows



Choose the option below that reflects the correct order of the steps in the job analysis process

- 1 (1) Collect information, (2) Review information, (3) Verify data, (4) Compile job description and job specification, (5) Update information regularly
 - 2 (1) Gather information, (2) Analyse information, (3) Information input into computerised system, (4) Print reports, (5) Verify reports
 - 3 (1) Committee review, (2) Collect information, (3) Review information, (4) Complete product, (5) Future use and updating of information
 - 4 (1) Gather information, (2) Analyse information, (3) Verify information, (4) Compile job description and job specification, (5) Review
- 7 You are a line manager at a small company. A few years ago, you completed your BCom degree in Human Resource Management and you plan to further your studies in this field. When you were looking for employment after your studies, you could not find any in HR, but this opportunity of being appointed as a line manager arose. The company outsources much of its HR activities, but it has asked for your help. The company wants to recruit a team leader for one of its production lines and wants to place an advertisement in the regional newspaper. At first glance, you realise that the advertisement they drafted does not comply with the principles of a good advertisement. You write a report to indicate which questions should be asked when compiling a successful advertisement. Which of the questions will you include in your report from the list below?
- a What should the advertising message convey?
 - b How and where would you advertise?
 - c What do you want to accomplish?
 - d Who do you want to reach?

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

- 8 Choose the correct option from the list below. The following information regarding a secretarial job will be contained in a (a) _____ – “Types at least 50 words per minute”. The following information regarding a secretarial job will be contained in a (b) _____ – “Types at least 50 words per minute with no more than two errors, using MS Word”
- | | | |
|---|--------------------------|--------------------------|
| 1 | (a) KSA | (b) job description |
| 2 | (a) job specification | (b) performance standard |
| 3 | (a) job description | (b) KSA |
| 4 | (a) performance standard | (b) job description |
- 9 The process of creating a pool of suitable candidates for a specific job is called (a) _____
The process of choosing the most suitable candidate from this pool for a specific position is called (b) _____
- | | | |
|---|-----------------------------|-----------------------------|
| 1 | (a) recruitment | (b) selection |
| 2 | (a) human resource planning | (b) recruitment |
| 3 | (a) selection | (b) interviewing |
| 4 | (a) interviewing | (b) human resource planning |
- 10 The following are advantages of using an employment agency when recruiting job incumbents, **except for** _____
- | | |
|---|---|
| 1 | reducing the number of interviews |
| 2 | interviewing only the right candidate |
| 3 | saving time and money by finding, interviewing and selecting only the most qualified candidates |
| 4 | increasing the amount of time spent on the selection process |
- 11 National Carriers is an airline that wants to appoint five new pilots. They have decided to use a panel interview followed by a test during the selection process. The aim of the test is to evaluate the candidate's abilities to land and take off safely within the required time and parameters. The _____ test will be the best option to determine this competency
- | | |
|---|--------------------|
| 1 | simulation |
| 2 | pen and paper test |
| 3 | in-basket exercise |
| 4 | assessment centre |
- 12 The objectives of an induction/orientation programme can be achieved by implementing three phases of induction. The first phase encompasses all the learning that occurs before a new member joins the organisation and is called the _____ phase
- | | |
|---|----------------------------|
| 1 | encounter |
| 2 | anticipatory socialisation |
| 3 | change and acquisition |
| 4 | settlement |
- 13 According to Alderfer's ERG theory of motivation, a person will _____
- | | |
|---|--|
| 1 | only move to the next level in the hierarchy once the needs of the previous lower level has been satisfied |
| 2 | be motivated if the need for achievement is critical for organisational success |
| 3 | only increase their job performance through goal setting – when individuals are given measurable goals rather than vague performance standards |
| 4 | concentrate on their other needs if one of their needs is not satisfied |

- 14 A typical induction programme in a large organisation is developed and monitored by _____
- 1 the new employee's co-workers
 - 2 the chief executive officer (CEO)
 - 3 the human resource department
 - 4 the new employee's supervisor
- 15 Which one of the following statements regarding effective internal staffing is NOT correct?
- 1 When employers emphasise internal staffing, their first obligation is to pay close attention to identifying the current employee skill levels and development needs
 - 2 It is not imperative that a human resource information system (HRIS) exists within the organisation
 - 3 For an internal staffing programme to succeed, irrespective of the presence of all of these requirements, it must have the involvement of top-level managers as well as line managers
 - 4 HR managers must recognise both formal and informal power structures within their organisations and the desire of employees to maintain the status quo
- 16 The reassignment of an employee to a job with similar pay status, duties and responsibilities is called a _____
- 1 retrenchment
 - 2 promotion
 - 3 transfer
 - 4 demotion
- 17 Individual career planning is important and the following steps should be included
- a the formulation of a career management policy and framework in the organisation
 - b the assessment of personal interests, aims, skills and abilities
 - c the collection of information about existing and future opportunities in an organisation
 - d the development of a strategy to achieve career goals
- 1 a, b and c
 - 2 b, c and d
 - 3 a and d
 - 4 b and c
- 18 When supervisors interview their employee's customers, suppliers, peers and sometimes subordinates to develop a more complete picture of the employee's performance, this type of performance appraisal is called a _____
- 1 360° appraisal
 - 2 peer review
 - 3 reverse appraisal
 - 4 team portfolio appraisal
- 19 Behaviourally anchored rating scales (BARS) are a rating-scale approach normally used in combination with _____
- 1 the critical incident method
 - 2 management by objectives (MBO)
 - 3 the forced choice method
 - 4 the forced distribution method

- 20 Solly, the HR manager of a medium-sized information technology (IT) company is conducting bi-annual performance appraisals (PAs) with the employees of the organisation. All the staff members understand the system and supervisors have been properly trained to conduct the appraisals.

If Solly were inexperienced, had never conducted performance appraisals before and awarded all the employees high evaluations because he believed that employees would feel that they have been accurately appraised – or that even if they know they have been inaccurately appraised, it would be to their benefit – what common rater error would he be guilty of?

- 1 halo effect
- 2 rater bias
- 3 leniency
- 4 central tendency

- 21 You are the training and development (T&D) officer of a provincial branch of a retail-clothing store. You are busy with assessments on three levels, namely an organisational analysis, operations analysis and person analysis. What does this reflect?

- 1 employee assessment
- 2 operations assessment
- 3 needs assessment
- 4 skills assessment

- 22 You are an experienced engineer and you provide guidance to a junior engineer who is still completing his degree. In addition, you facilitate his personal development, “show him the ropes” in the organisation and give advice and assist him with his work. This is an example of _____.

- 1 guiding
- 2 coaching
- 3 advising
- 4 mentoring

- 23 Career planning begins with gaining a realistic understanding of _____.

- 1 promotional possibilities
- 2 the nature of the firm
- 3 oneself
- 4 the opportunities at competitors

- 24 You are the HR manager of a new clothing factory and you are setting the objectives for the compensation system. What three (3) aspects should be present if the organisation wants to motivate employees and encourage good performance?

- a peer criticism
- b accurate evaluation
- c performance rewards
- d panel appraisal
- e supervisor feedback

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

- 25 Eric is the regional HR manager of Billy's Chicken, a national takeaway food group. He is busy with job evaluations of shop managers in Gauteng. He encounters certain problems with the job evaluation method that he has decided to use for this purpose. The biggest problems/disadvantages he encountered are the following
- The method is relatively time consuming
 - The method is costly to develop
 - It requires significant interaction and decision making by the different parties involved in conducting the job evaluation

What job evaluation method is Eric using?

- 1 job ranking
 - 2 point
 - 3 factor comparison
 - 4 job classification
- 26 In terms of compensation, a _____ can be used to estimate the average salaries of employees in specific jobs or categories in the labour market
- 1 wage survey
 - 2 wage assessment
 - 3 wage examination
 - 4 wage review
- 27 Tembi is a fighter plane pilot in the United States of America and she is currently working in Iraq. She is experiencing intestinal distress, frequent illness, insomnia, fatigue, irritability and a lack of concentration. What do you think, keeping the theory in your prescribed book in mind, is the main probable cause of the symptoms that she is experiencing?
- 1 lack of motivation
 - 2 job stress
 - 3 family conflicts
 - 4 heart problems
- 28 When Anna, a teacher at an elementary school, starts to believe that she cannot and will not continue to do her job, and she has the overall perception that she is giving much more than she is receiving in monetary rewards, support, recognition and advancement from the school, she is experiencing _____
- 1 interpersonal conflict
 - 2 demotivation
 - 3 burnout
 - 4 social problems
- 29 According to Dayalan Govender and Jean Grundling, stress is never the result of one single factor. Which one of the following is, according to them, NOT an interrelated factor/stressor that causes stress?
- 1 ineffective decision making
 - 2 high levels of pressure at work
 - 3 too many social commitments
 - 4 an inability to organise and manage time effectively

30 Jack often calls his employer on a Monday morning to inform him that he is sick. You suspect that he has a drinking or drug-related problem. You approach your head of department for advice on how to deal correctly with Jack. He indicates that it is important to follow the steps suggested by the South African National Council for Alcoholism and Drug Dependency (SANCA), as this is your company's policy. According to SANCA, the first step in dealing with Jack's drug/alcohol problem in the workplace would be to _____

- 1 arrange a disciplinary hearing
- 2 determine the cause(s) of Jack's dependency
- 3 confront Jack in a firm and supportive manner
- 4 dismiss Jack immediately

[TOTAL FOR SECTION A = 30 MARKS]

SECTION B - ESSAY QUESTIONS (COMPULSORY)

Please Note: 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				

Question 1

20

← Students should not write in this space

(1 1) Define the following important human resource related terms briefly (2 marks for each concept)

(10)

CONCEPT	DEFINITION
Job analysis	
Job design	

[TURN OVER]

CONCEPT	DEFINITION
Performance Appraisal	
Job evaluation	
Job enrichment	



(1 2) Tommy is a training consultant for an HR outsourcing company. A Law Firm approached him to deliver leadership and management training for their board of directors to improve their leadership and management skills. Tommy decides to use “away-from-the-job” training, because he feels that these lawyers’ jobs are very stressful and training would be more successful away from their working environment as it will enable them to focus only on the training. Identify and discuss any three (3) **appropriate methods** that Tommy can use for this training session. Also indicate which one you would particularly prefer and why. (10)

10

Question 2

20

← **Students should not write in this space**

2 1 With regards to the selection process, discuss interviews under the following headings

- 2 1 1 Reliability and validity of interviews (2)
- 2 1 2 Problems experienced during the interview (4)
- 2 1 3 Guidelines for effective and objective interviewing (3)
- 2 1 4 Types of interviews (3)
- (12)

2.1.1 Reliability and validity

2.1.2 Problems experienced during the interview

2.1.3 Guidelines for effective and objective interviewing

[TURN OVER]

2.1.4 Types of interviews



2.2 What are the four objectives of compensation? Describe each objective briefly

(8)

[Lined writing area consisting of 28 horizontal lines]





3 2 Discuss employee wellness programmes in the workplace by specifically addressing the following aspects

- What it entails
- The Coors model to achieve behavioural change

(7)



33 When designing an effective performance appraisal system the HR department can involve employees in the design Name and briefly discuss the four steps that they can take to involve the employees (8)



[TOTAL FOR SECTION B = 40 MARKS]

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CHECKLIST	✓
Did you complete all the multiple choice questions?	
Did you complete all your personal particulars on the cover of the examination paper?	
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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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

- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
- MARK LIKE THIS
- CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
- ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
- CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
- DO NOT FOLD

BELANGRIK

- GEBRUIK SLEGS 'N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
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- KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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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
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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