



Victoria Management School

HRIR 302: MANAGING EMPLOYMENT AGREEMENTS

Trimester One 2010

COURSE OUTLINE

COURSE COORDINATOR/LECTURER Dr Stephen Blumenfeld Room: RH1010, Rutherford House

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Administrator

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TUTORIAL COORDINATOR

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Trimester Dates

Teaching Period: Monday 1st March – Friday 4th June 2010 Study Period: Monday 7th June – Thursday 10th June 2010 Examination Period: Friday 11th June – Wednesday 30th June 2010 (inclusive)

Class Times and Room Numbers

Lectures:	(Begin the week of March 1 st)	
Monday:	10:30 – 11:20 (GB LT 4)	
Thursday:	10:30 – 12:20 (GB LT 4)	
Tutorials:	(Begin the week of March 22 nd)	
TBA		

This course also has a 6-hour contract negotiation workshop, scheduled for Saturday, March 27th.

This course has a 2-hour end-of-term test, scheduled for June 3rd, and NO FINAL EXAMINATION.

Course Content

Human resource management (HRM) and industrial relations (IR) together comprise a multidisciplinary area of study that investigates all aspects of employment relations in the public and private sectors. Successful management of employment (formerly industrial) relations is vital if employees are to be motivated and organisations are to be successful, and managing employment agreements is a key aspect of the management of employment relations.

This course provides advanced study of the regulation (or governance) of employment relations in New Zealand. It is intended for students seeking a career in human resource management or industrial relations or proceeding to honours level. Material covered in this course pertains to the negotiation and administration of employment agreements, the institutions and processes set up in New Zealand for resolving employment relations problems, the role of trade unions in those processes, and critical analysis of issues of contemporary relevance to employment and employment relations in New Zealand.

Overall Course Objectives

The course has three principal aims:

- to provide an understanding of the ways in which the processes of employment relations are conducted in New Zealand;
- to explore the practical aspects of negotiation and operating under employment agreements in unionised and non-unionised organisations; and
- to place employment relations in its wider legal, economic, and political environments.

Course-related Student Learning Objectives

On successful completion of the course, students should be able:

- demonstrate an applicable understanding of the major theoretical frameworks and concepts relevant to the study of employment relations; (*assessed by essay, case analysis, debate & examination*)
- apply such frameworks to describe and critically evaluate employment relations practices in the New Zealand context; (*assessed by essay, case analysis, & examination*)and
- present a reasoned assessment and analysis of changes in the management of employment relationships (*assessed by essay, case analysis & examination*).

Expected Workload

Students can expect the workload to be approximately 16 hours per week, including both scheduled contact time (i.e., lectures and tutorials) and outside class. Students will note that required readings amount to an average of approximately fifty (50) printed pages per week.

Group Work

While the course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is <u>not</u> allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments. You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

Tutorial & Workshop Signup

HRIR 302 tutorials start the 5th week of the trimester. Tutorial sign up will be done via S-CUBED Tutorial & Workshop Signup System at <u>https://signups.victoria.ac.nz/</u>. Students will be sent an email advising them when and how to sign up. Note that this system is only signing up for tutorials and workshops and not for enrolling into courses. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard and on the HRIR notice board on the Mezzanine Floor of Rutherford House (Pipitea Campus) by 17:00 (5:00pm), Friday, 26th March 2010. If you have any serious problems about the allocations see The Tutorial Coordinator ASAP.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <u>http://blackboard.vuw.ac.nz/</u>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email,

e.g., HRIR 302_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

Readings

Students are expected to have and use their own copy of the *Employment Relations Act 2000*, copies of which are available at the Victoria University Book Centre on the Kelburn Campus and on the Ground Level of Rutherford House. The *Employment Relations Act (ERA) 2000*, along with other relevant New Zealand legislation, is also available on the Internet at http://rangi.knowledge-basket.co.nz/gpacts/actlists.html.

A volume of course readings ("Student Notes") will be issued to students at the first lecture on Monday, March 1st. After that time, the readings may be collected from the 10th Floor Reception (Room 1022) in Rutherford House. To receive the readings, students will need to provide their VUW Student ID.

Schedules of lectures and assigned readings follow.

HRIR 302 LECTURE & TUTORIAL SCHEDULE-1ST TRIMESTER 2010

Teaching Period: Monday, March 1st – Friday, June 4th, 2010

Week of	Lecture Topics & Additional Materials			
01 March 2010	Course Introduction and Overview Labour Market Deregulation in New Zealand			
08 March 2010	Employment as a Contractual Relationship			
15 March 2010	Employment Institutions in New Zealand			
22 March 2010	The Process of Collective Bargaining Bargaining Structure & Outcomes Assignment of Bargaining Teams			
Saturday 27 March 2010—Workshop: Employment Contract Negotiation Exercise				
29 March 2010	Freedom of Association & Trade Unions Tutorial—Video: "The Negotiator" (51 minutes)			
Essay Assignment Due Thursday 01 April 2010 no later than 4.30pm				
02 April – 18 April 2010—Mid-trimester Break				
19 April 2010	Strikes & Lockouts			
26 April 2010	Personal Grievances & Rights Disputes Tutorial—Cases: "Forbidden Nuptials" & "Gross Safety Violation" Video: "All in Good Faith" (22 minutes)			
03 May 2010	The Individual Employment Relationship Non-Standard and Contingent Employment Tutorial—Case: "How Much Bereavement Leave Pay" Video: "On the Level" (25 minutes)			
10 May 2010	Human Rights & Equity in Employment			
17 May 2010	Discipline & Dismissal			
24 May 2010	Redundancy & Restructuring			
PG/Dispute Case Assignment Due Friday 28 May 2010 no later than 4.30pm				
31 May 2010	Course Review			
End-of-Term Test—Thursday, 03 June 2010				

HRIR 302 Assigned Readings—1st Trimester 2010

Course Introduction & Overview

A.J. Geare, "New Zealand Industrial Law," in Dennis R. Nolan (ed.), *The Australasian Labour Law Reforms: Australia and New Zealand at the End of the Twentieth Century* (Leichhardt, NSW: Federation Press, 1998), pp. 29-51.

Labour Market Deregulation in New Zealand

Jane Kelsey, "Labour Market Deregulation," *The New Zealand Experiment: A World Model for Structural Adjustment?*, 1st Revised Edition (Auckland, New Zealand: Auckland University Press, 1997), pp. 173-206.

Peter Boxall, "Evaluating Continuity and Change in the *Employment Relations Act 2000*," New Zealand Journal of Industrial Relations Vol. 26, No. 1 (February 2001):27-44.

Philip S. Morrison, "Deregulation of the New Zealand Labour Market," *GeoJournal* Vol. 59, No. 2 (2003):127-136.

Employment as a Contractual Relationship

Penelope Brook, "A Contractual Approach to Labour Market Regulation," in *Freedom at Work: The Case for Reforming Labour Law in New Zealand* (Auckland: University of Auckland Press, 1990), pp. 94-128.

Employment Institutions in New Zealand

New Zealand Department of Labour, *Using Mediation Services Effectively* (Wellington: Department of Labour, 2009).

Ian McAndrew, "Final Offer Arbitration: A New Zealand Variation," *Industrial Relations* Vol. 42 No. 4 (October 2003):736-744.

George Lafferty and Robyn May, "Legislation, Mediation and Unions: New Zealand's Employment Relations Act 2000, Paper presented at the Labour Movements Conference (Sheffield, July 2004).

Charles Chauvel, "On Why the Employment Court Should Be Abolished," *Employment Law Bulletin* (September 2002):89-91.

The Process of Collective Bargaining

A.J. Geare, "Bargaining," in *Industrial Relations: A General Introduction and the New Zealand System*, 3rd Revised Edition (Dunedin, New Zealand: Foundation for Industrial Relations, Research and Education NZ, 1995), pp. 161-202.

Bargaining Structure & Outcomes

John Hughes, "Good Faith Bargaining Under the Employment Relations Act: The Original Scheme," in Erling Rasmussen (Editor), *Employment Relationships: New Zealand's Employment Relations Act* (Auckland: Auckland University Press, 2004), pp. 77-97.

New Zealand Department of Labour, In Good Faith: Collective Bargaining Under the Employment Relations Act 2000 (Wellington: Department of Labour, 2005)

Freedom of Association & Trade Unions

Pat Walsh and Raymond Harbridge, "Re-regulation of Bargaining in New Zealand: The Employment Relations Act 2000," *Australian Bulletin of Labour* Vol. 27, No. 1 (March 2001):43-60.

Rae Cooper and Robyn May, "Union Revitalisation in Australia and New Zealand, 1995-2005," *New Zealand Journal of Employment Relations* Vol. 30, No. 3 (October 2005): 51-67.

Paul Roth, "International Labour Organisation Conventions 87 and 98 and the Employment Relations Act" *New Zealand Journal of Industrial Relations* Vol. 26, No. 2 (June 2001):145-69.

Charles W. Baird, "Back Toward Serfdom in New Zealand," The Freeman, (April 2004):47-48.

Alexander John Murrie, Barry Foster, and Glyn Jeffrey, "We Are Independent: The Role of Employers in the Formation of New Unions Under the Employment Relations Act 2000," Paper presented at the Twelfth Conference on Labour, Employment and Work (Wellington, Victoria University of Wellington 15-16 November 2006).

Strikes & Lockouts

Andrew Wilson, "But What Does It Mean?," *New Zealand Management* Vol. 48, No. 2 (March 2001):55.

Len Perry, "Labour Market Reforms and Lockouts in New Zealand," Australian Bulletin of Labour Vol. 32, No. 4 (2006):401-420.

Chris Briggs, "Strikes and Lockouts in the Antipodes: Neo-Liberal Convergence in Australia and New Zealand," *New Zealand Journal of Employment Relations* Vol. 30, No. 3 (October 2005):21-35.

Personal Grievances & Rights Disputes

John Hughes, "Personal Grievances," in Raymond Harbridge (Editor), *Employment Contracts: New Zealand Experiences* (Wellington, New Zealand: Victoria University Press, 1993), pp. 89-133.

Gordon Anderson, "The Personal Grievance Provisions," *Employment Law Bulletin* (April 2000):63-64.

The Individual Employment Relationship

Gordon Anderson, "The Individual and the Employment Relations Act," *New Zealand Journal of Industrial Relations* Vol. 26, No. 1 (February 2001):103-118.

John Hughes, "Good Faith Bargaining and Individual Employment Agreements," *Employment Law Bulletin* No. 8 (2004):95-101.

Non-Standard and Contingent Employment

Paul Spoonley, "Is Non-Standard Work Becoming Standard? Trends and Issues," *New Zealand Journal of Employment Relations* Vol. 29, No. 3 (October 2004):3-24.

Iain Campbell and Peter Brosnan, "Relative Advantages: Casual Employment and Casualisation in Australia and New Zealand," *New Zealand Journal of Employment Relations* Vol. 30, No. 3 (October 2005):1-14.

David Guest, "Employment Contracts, the Psychological Contract and Employee Outcomes: An Analysis and Review of the Evidence," *Management Centre Research Paper 19* (London: King's College), June 2003, pp. 1-32.

Pam Nuttall and Felicity Reid, "Employee or Independent Contractor? Comments on: Three Foot Six Limited v Bryson (CA 246/03, 12 November 2004)," *New Zealand Journal of Employment Relations* Vol. 30, No 1 (February 2005)::87-92.

Human Rights & Equity in Employment

Julie Kemp, "The Human Rights Act in the Workplace," New Zealand Law Journal (April 1997):133-136.

John Hughes, "Editorial: Challenging Discrimination," *Employment Law Bulletin* (October 2006):125-127

Peter Kiely, "Discrimination and Human Rights: An Overview of Remedies," New Zealand Journal of Industrial Relations Vol. 18, No. 3 (1993):362-375.

Prue Hyman, "Pay equity and equal employment opportunity in New Zealand: Developments 2006/2008 and Evaluation," *New Zealand Journal of Employment Relations*, Vol. 33, No. 3 (2008): 1-15.

Discipline & Dismissal

Louise Freyer, "Unjustifiable Dismissal: Procedural Fairness and the Employer," *New Zealand Journal of Industrial Relations* Vol. 22, No. 2 (August 1997):143-156.

John Hughes, "The Evolving Law of Operational Suspension," New Zealand Journal of Industrial Relations Vol. 28, No. 3 (October 2003):290-313.

Alan Knowsley, "Employers' Guide to the Disciplinary Process," *New Zealand Business* (April 2005):8.

New Zealand Department of Labour, *Themes in Employment Law: The New Test of Justification Explained* (Wellington: Department of Labour, 2006).

Redundancy & Restructuring

A.J. Geare, "Full Circle? The Continuing Saga of Redundancy Legislation," *New Zealand Journal of Industrial Relations* Vol. 24, No. 1 (February 1999):75-82.

Raymond Harbridge and Aaron Crawford, "Redundancy: The Rise and Rise of Judicial Activism," *Proceedings of the 13th Association of Industrial Relations Academics of Australia and New Zealand Conference*, Volume 1 (Adelaide, South Australia, Australia, 4-6 February 1999), pp. 47-56.

Christopher Hogg, "Reversal of 'Fortune'," Employment Today (June 1998):23-25.

Peter Kiely, "Redundancy and Good Faith," The Employment Agreement (May 2001):7-8.

Jim Roberts, "Process is Power," Employment Today (October/November 2002):34.

ASSESSMENT REQUIREMENTS

Assessment for this course consists of three items—an essay and a personal grievance/rights dispute case, each worth 25% of the total assessment, and an end-of-term test, which is worth 50% of the total assessment and will take place during the examination period following the end of the trimester. Although no marks are allocated for this, **regular attendance in lectures and tutorials and, in particular, during the contract negotiation exercise is required of all students**.

Assignment	Title	% of Marks Available	Due Date
1	Essay	25	01 April 2010
2	PG/Rights Dispute Case	25	28 May 2010
3	End-of-Term Test	50	03 June 2010
	TOTAL	100	

Essay Assignments

Value: 25% of the final grade

Length: Around 4,000 words (give or take 10%)

Topic: Shortly after New Zealand's general election in November 2008, the newly-elected Government amended the *Employment Relations Act 2000* to implement the National Party's policy on trial employment periods for new employees of businesses with fewer than 20 employees. Under this legislation, which came into effect on March 1st 2009, workers of small and medium sized employers in New Zealand can, within 90 days of starting their jobs, be dismissed without written notice and without the employer having to provide any reason for the dismissal. The trial period is voluntary, and must be agreed to in writing and in good faith as part of the employee has not previously been employed by that employer. If the trial employee is given notice of dismissal before the end of a trial period, he or she *cannot* raise a personal grievance on other grounds, such as discrimination or harassment or unjustified action by the employer that disadvantages the employee.

Following enactment of this amendment, Minister of Labour Kate Wilkinson said the Government was open to extending coverage of the legislation to all employers, irrespective of size. To that end, a 9-page explanatory note attached to the bill as tabled in Parliament late in 2008 stipulated: "Extending the (90-day trial period) initiative to all employers would have a positive effect on labour market efficiency. Consideration could be given to evaluating the outcomes of this legislative change with a view to extending it to cover all employers in future." Moreover, it is important to note that the aim of the 'grievance-free' period is to allow employers to take a chance on employing someone who will help grow their business and afford new job opportunities to people looking for work. Given that the majority of workers in New Zealand ultimately find work with larger employers, it seems this objective of the legislation could be better met by extending the coverage of this act to all (potential) employers. This, though, must be weighed against the potential negative consequences of what is effectively a form of 'employment-at-will'.

What do you think? Should (all, some, or no) employers (in New Zealand or elsewhere) have the right to hire new workers on a probationary basis without the threat of having to defend against an unjust dismissal claim should they decide to discontinue that employment relationship prior to at the end of that trial period? Why or why not? What are the tradeoffs of such a policy? Discuss and support your arguments with evidence derived from your researching of this topic.

Submitting Assignment for Assessment

Completed HRIR 302 assignments (i.e., both essay and case assignments) are to be submitted no later than 4.30pm (NZ time) on the due date to the HRIR 302 Box (#14) on the Mezzanine Floor of Rutherford House in hard copy. Essay assignments (i.e., not case assignments) must also be submitted electronically through Blackboard within 48 hours of the due date and time.

Submitted essay assignments will be automatically checked for academic integrity by the electronic search engine <u>www.turnitin.com</u>. Turnitin is an online plagiarism prevention tool, which identifies material that may have been copied from other sources including the internet, books, journals, periodicals or other students. Turnitin is used to assist your lecturer in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism.

The decision about whether any copying is plagiarism will be made in the first instance by the lecturer based on the information supplied by Turnitin. Students are strongly advised to check with their lecturer if uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, access to the full text of submissions will not be made available to any third party.

All hard-copy (i.e., not electronic or 'soft' copy) submissions of assignment must have a cover sheet. The cover sheet is in Annex A of this course outline. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library website at http://www.vuw.ac.nz/library/research/reference/referencingguides.aspx.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. attend the Saturday collective bargaining workshop;
- b. submit a hardcopy of the two graded assignments no later than 7 days after the due date;
- c. submit an electronic copy of the one essay assignment through Blackboard no later than 7 days after the due date; and
- d. To obtain at least 40 per cent (i.e. 16 marks out of 40) of the final examination marks available.

Grading Guidelines

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

- A+ excellent performance in all respects at this level
- A excellent performance in almost all respects at this level
- A- excellent performance in many respects at this level
- B+ very good, some aspects excellent

B, B-good but not excellent performance at this level

C+, C work satisfactory overall but inadequate in some respects

- D poor performance overall, some aspects adequate
- E well below the required standard
- K failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment. Note this is a failing grade.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade.

Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, whether or not the mandatory course requirements have been satisfied.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board.

Penalties for Lateness & Excessive Length of Assignments

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. The penalty is 5 percent of the marks available for an assignment submitted after the due time on the due date for each part day or day late. Saturdays, Sundays and public holidays will be included when counting the number of days late. Assignments received more than 7 days after the due date will not be accepted and the student will automatically fail the Mandatory Requirements.
- (ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. Extensions to submission deadlines for any assigned work will only be granted in exceptional circumstances.
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the Tutorial Coordinator, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the Tutorial Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. For example the penalty will be proportional to the percentage over the limit X% of the grade for an assignment which is X% over the word limit.

Policy of Remarking

Every attempt is made to ensure that the marking is consistent and fair to students. Students may ask for their written work to be remarked. A different academic staff member will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex B) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment at Reception Level 10. Allow for up to 5 days for remarks to be completed.

Withdrawal from Courses

A student may withdraw from a course at any time during the first three quarters of the teaching weeks. Withdrawals after that date require the approval of the relevant Associate Dean (or Dean). Exact withdrawal dates for particular trimesters and information regarding fee refunds can be found at <u>http://www.victoria.ac.nz/home/admisenrol/payments/withdrawlsrefunds.aspx</u>.

For the following important information follow the links provided:

Academic Integrity and Plagiarism

http://www.victoria.ac.nz/home/study/plagiarism.aspx

General University Policies and Statutes

http://www.victoria.ac.nz/home/about/policy

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

http://www.victoria.ac.nz/fca/studenthelp/

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/

ANNEX A



Victoria Management School

HRIR 302 Individual Assignment Cover Sheet

Name:______Student ID:_____

Course Coordinator's Name: _____

Date Due: _____

Date Submitted: _____

I have read and understood the university policy on Academic Integrity and Plagiarism. I declare this assignment is free from plagiarism.

Signed: _____

Extension of the due date (*if applicable*)

Please attach a copy of the note authorising your extension.

Date extension applied for:_____

Extension granted until:_____

Extension granted by:_____

ANNEX B



Victoria Management School

HRIR 302

Request for re-examination of assessed work

	Assessment affected e.g. Individual Assignment, In-class Test
Student ID	Name As it appears in your enrolment
Contact Details	Phone Email

Specify which section (criteria specified in the mark sheet) you wish to be re-examined Note: requests to re-examine "all" criteria will not be considered.

Clearly state why you believe each of these sections should be re-examined: Note: "I think it is worth more," is insufficient.

In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

Signature	Date