TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

Victoria Management School

MGMT 308 ORGANISATIONAL COMMUNICATION

Trimester One 2010

COURSE OUTLINE

COURSE COORDINATOR
Sashi Meanger
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Phone: 463-6925
Email: sashi.meanger@vuw.ac.nz
Website: www.vuw.ac.nz/vms

ADMINISTRATOR   **TUTORIAL COORDINATOR**
Luisa Acheson   **Garry Tansley**
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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)
This course has no final examination.

Withdrawal from Courses:
Information available via
> **Withdrawal dates: Late withdrawals with Associate Dean (Students) permission**
> **(See Section 8: Withdrawals - from the Personal Courses of Study Statute)**
> http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf
> **Withdrawal dates: refunds:**
> http://www.victoria.ac.nz/home/admisenrol/payments/withdrawlsrefunds.aspx

Class Times and Room Numbers
Workshops: Monday: 10.30am – 11.30am (GB LT 3)
Lectures: Friday: 10.30am – 12.30pm (GB LT 3)
              Lectures and Workshops commence Monday, 1 March 2010.

Tutorials: Times vary. All students must attend one 1 hour tutorial per week. Tutorials will
              commence in Week 3 of the course and finish in Week 10. To pass the course
              you must go to **6** of the **7** scheduled tutorial sessions. Once times are finalised
              you must go to your **assigned tutorial time.** Students requesting a change will
              have to provide documentary evidence of reasons for the change. Please contact
              the tutorial coordinator with all queries about tutorials.

Introduction

MGMT308 Organisational Communication will examine the range of contemporary topics and perspectives in organisational communication. It will introduce concepts and issues that will enable students to explore the process of how people communicate in organisational settings. It will attempt to provide tools to examine the ways in which communication in organisations operates at different levels including mass media and public, group and interpersonal communication. Communication processes set up the contexts in which we make sense of organisational life. Through learning to analyse these processes, it is possible to critically question the identities, relationships, and ethics that are created and maintained in organisational communication.

The intent has been to design a course which provides an appropriate introduction to the broad field of organisational communication, which challenges students to think independently and critically about contemporary topics and perspectives. Students will demonstrate independent and critical thinking about how organisational communication works, and they will show that they understand and can use communication perspectives to observe situations and analyse issues in organisational life. Students will be encouraged to investigate and evaluate how organisations can create and maintain success in communication.

Programme and Course-related Learning Objectives

Our graduates will:

- demonstrate application of critical and creative thinking skills to practical and theoretical problems
- develop effective communication skills
- have a global and multicultural perspective
- recognise, support and display leadership
- develop specific knowledge and skills in at least one business, or public policy discipline area.

Overall Course Objectives

The course has several objectives, which include:
- examining contemporary issues and perspectives in communication both globally and in New Zealand
- comprehending the complex interaction of organisational communication
- defining issues critical to the organisational communication processes
- understanding the skills of effective communication in organisations
- exploring a range of contemporary topics in organisational communication
- understanding organisational communication theory
- improving competence in organisational communication practices
- developing an ability to effectively manage change related communication.

Course-related Student Learning Objectives

On successful completion of the course, students should be able to:
- demonstrate an understanding of some major theoretical frameworks and concepts relevant to organisational communication and use such frameworks to critically evaluate and develop tools for organisational communication. *This will be assessed in the short essay, the long essay, the project and the test.*

- develop an ability to communicate reason / argument / recommendations etc related to critical analysis of a specified managerial situation using a specific theoretical framework. *This will be assessed in the long essay, the project and the test.*
- recognise the importance of critical analysis, leadership and change related communication. *This will be assessed in the project and the test.*

The achievement of these Student Learning Objectives will be assessed through the course assessments, tutorials and the test.

Readings
There is *no required* **t**extbook for this course.

Recommended reading (for assessments): On 3-day loan at Pipitea library.

Adler, R. (2002). *Communicating at work.* 7th ed. New York: McGraw-Hill.

Bordow, A., & More, E. (1991). *Managing organisational communication*. Melbourne: Longman Cheshire.

Cheney G., Christensen L. T., Zorn T. E., Ganesh, S. (2004). Organizational Communication in an Age of Globalization: Issues, Reflections, Practices. Prospect Heights, Ill.: Waveland Press.

Daniels, Tom D., Barry K. Spiker, Michael J. Papa (1997). Perspectives on organizational communication. Boston, Mass. : McGraw-Hill.

Eisenberg, E. M., & Goodall, H. L. (1997). *Organizational communication: Balancing creativity and constraint.* 2nd ed. New York: St Martin's Press.

Griffin, E. A. (2003). *A first look at communication theory.* (5th ed.) Boston: McGraw-Hill.

Jones, J. & Grant, B. (1991). *Writing, setting and marking essays: A guide for students and staff.* 2nd ed. Auckland : Higher Education Research Office, University of Auckland.

Littlejohn, S. W. (2002).*Theories of human communication.* 7th ed. Belmont, CA: Wadsworth/Thomson Learning.

Miller, K. (2003). *Organizational communication: Approaches and processes.* Belmont, CA: Wadsworth.

Pearce, W. Barnett. (1994). *Interpersonal communication: Making social worlds*. New York, NY : HarperCollins.

Shockley-Zalabak, P. (1999). *Fundamentals of organizational communication*. 4th ed. New York: Longman.

Verderber, K. S. & R. F. Verderber (2001). *Inter-act: Interpersonal communication, concepts, skills and contexts.* 9th ed. Australia; Belmont, CA: Wadsworth.

Westwood, R. I., and Linstead, S. (Eds.) (2001). *The language of organization.* London: Sage.

Wood, J. (1997). *Communication theories in action: An introduction*. Belmont, CA.: Wadsworth.

Finding extra material on organisational communication:
- There is a wide range of **books** on organisational communication in the university library, and these are **scattered** around many parts of the collection – most can be tracked by searching for communication as a key word. Books can be requested and sent down from Kelburn via the Intersite service.
- You can also use the university catalogue and electronic databases to find **journal articles** or current material from **New Zealand print media.** See 'external links' folder on Blackboard

for suggestions in using these databases. Many journals are available online - these can be found via the catalogue or the databases.

Apart from specific database material via the library, and for bibliographic searching, the internet is usually NOT a good source to use for essays. If you use internet material it should be at the level of a third-year (or above) textbook or journal article, and you should have a good reason for using it.
Additional Readings will be distributed as required.

Course Delivery

Week	Dates	TOPIC	Assessments
1	Mar 1 Mar 5	*Workshop*: Introductions, Course Outline Lecture: What is Organisational Communication? *No Tutorials*	
2	Mar 8 Mar 12	*Workshop: Briefings on Assignments and Project; Presentation Skills* Lecture: Organisational Communication - Theory *No Tutorials*	
3	Mar 15 Mar 19	*Workshop: Business Communication* Lecture : Rationality and Decision Making Participation in Groups and Teams *Tutorial: Introductions, Assignments and Projects Communication Theory analysis*	
4	Mar 22 Mar 26	*Workshop: Organisational Communication* Lecture: Social Relationships and Networks *Tutorial: Proposal presentations, Case study*	Assessment 1 Short Essay
5	Mar 29 Apr 2	*Workshop: Guest Speaker* Good Friday: *No Lecture* *No Tutorials*	
		Mid Semester Break	
6	Apr 19 Apr 23	*Workshop: Guest Speaker* Lecture: Global and Multicultural Communication *Tutorial: Proposal presentations, Case study*	Proposal Presentations starts
7	Apr 26 Apr 30	*Workshop: Public Relations* Lecture: Public Communication *Tutorial: Proposal presentations, Case study*	Assessment 2 Movie Case Study
8	May 3 May 7	*Workshop: Guest Speaker* Lecture: Ethics and Values in Communication *Tutorial: Proposal Presentation, discussion exercise and Project*	
9	May 10 May 14	*Workshop: Media Communication & Events Management* Lecture: Leadership and Communication *Tutorial: Proposal Presentation, discussion exercise and Project*	
10	May 17 May 21	*Workshop: Interpersonal Communication* Lecture: Power and Control in Organisational Life *Tutorial: Proposal Presentation, discussion exercise and Project*	Assessment 3 Project Report
11	May 24 May 28	*Workshop: Career Workshop*/Analysis of OC Career Paths Lecture: Change Related Communication *No Tutorials*	
12	May 31 Jun 4	*Workshop: Case Study* Lecture: **Test** *No Tutorials*	Assessment 4 Final Test

Assessment Requirements

Assessment	Title	Weight	Date
1	**Short Essay: Communication** Word count: 1000 words maximum, excluding references	10% of final grade	Due 10am Fri 26 March
2	**Long Essay: Movie Case Study** Word count: 1500 words maximum, excluding references	15% of final grade	Due 10am Fri 30 April
3	**Project** Proposal (10%) Presentation and one page summary Report (25%) Word count: 2500 words maximum, excluding references	35% of final grade	In Assigned Tutorials Due 10am Fri 21 May
4	**Final Test** (in class)	40% of final grade	10:30am – 12:20pm Fri 4 June
	TOTAL	**100%**	

Assignments in Detail

- There will be opportunities to ask about assignments in class.
- Please check out the notes on 'handling assignments' below, including the cover sheet outline.
- See course readings on Blackboard on essay writing, referencing, and critical reading skills.
- All assignments will be assessed for <u>clear and correct writing style, correct formatting and referencing</u>.

1. <u>Short Essay</u>: Communication   10% of final grade
Word Count: 1000 words, excluding references.

Objective: to extend students' ideas about 'communication' in organisations.

This is a short essay based on class sessions in weeks one and two, and readings from sources on 'organisational communication'. (See the **Recommended Reading** list in this outline).

Task: According to Griffin, 1997, (p. 495),

> *'The naïve notion that communication is merely the transmission of information perpetuates managerialism, discursive closure, and the corporate colonization of every day life. Language is the principal medium through which social reality is produced and reproduced."*

Discuss this proposition, comparing the 'transmission' model of communication with at least one other perspective. Use examples to illustrate your discussion.

Assessment criteria:
- Demonstrate independent and critical thinking about what is 'communication'.
- Combine independent reading with class work and textbook material.

2. Long Essay: Movie Case Study: 15% of final grade
Word Count: 1500 words excluding references.

Objective:
The purpose of this assignment is to test your ability to recognise and analyse concepts and ideas from the assigned readings, and show how they work together, by observing a rich and complex case, based on a movie.

The basis of your analysis will be a case study drawn from a feature-length movie set in an organisational context. The selected movie title will be provided to you.

Task: Your instructions for completing this assignment after watching the movie are as follows:

1. Provide no more than a one-page overview of the aspects of the movie and the main characters to be discussed. Use your own words for this, explaining the organisational context and key organisational relationships shown in the movie - as well as who the characters are and what happens. (Remember, this is a communication case study, not a movie review).
2. Identify and discuss/define two key concepts/ideas from course materials to serve as the focal point of your analysis. Your discussion should provide enough detail and breadth to fit any examples you offer from the movie.
3. Apply the selected concepts/ideas to the movie; that is, demonstrate how each concept/idea applies to the movie. Use specific examples or scenes from the movie to support your argument.
4. You should also do some further relevant reading from books or journals on the two key concepts you have chosen to focus on.

Assessment criteria:
- Demonstrate critical thinking in your analysis of organisational life
- Show that you understand and can use communication concepts to make sense of a case study
- Make good use of relevant further reading from both books and journal articles.

3. Project   35% of final grade
Proposal (10%) and Report (25%)
Word Count for Report - 2500 words, excluding references.

Objective: To research and explore critical issues in organisational communication.

Task: Your instructions for completing this assignment are as follows:
- Choose an organisation or event you are familiar with or one where you can gain access for research.
- Consider and select critical organisational communication issues applicable to the organisation. (See list below)
- Research these issues and with a theoretical perspective discuss and apply the critical issues to the organisation or current event.
- The outcome of your project should contain conclusions and possible recommendations for the organisation.

A list of suggested topics for you to research is provided below or you may choose other areas. Your topic should be specific, investigating at least one main issue or a particular aspect. All

topics, in the form of a proposal, will be approved by your lecturer before you begin your research.

The project has two components.
- The presentation of your Proposal is worth 10 per cent of the total mark, and
- The Report is worth 25 per cent of the total mark.

Proposal Presentation: During selected tutorials, you will give a **5 minute** presentation of your proposal to the class.
- The presentation will convey which organisation you have chosen and why,
- which critical organisational communication issue(s) you have chosen in relation to the organisation and why,
- your plan of research, and
- what you propose to find from your research.
- The presentation will be assessed for both content and the manner in which it was presented.

Written Report: In 2,500 words you should write a report about the topic you researched in line with your proposal. The report should reflect your understanding and critical analysis of the topic. Reports are to be delivered in the MGMT 308 drop-off box 27 **on the mezzanine floor of Rutherford House** by 10am, Fri 21 May**.**

Research for your topic should include:
- Recommended texts
- Current and relevant Journals
- Newspaper and other media resources

Research should also include material from the organisation you researched including interviews with appropriate personnel.

Critical Issues Topics:
- Communication Theory
- Rationality and Decision Making
- Communication Modification
- Social Relationships
- Perception
- Communication in Organisations
- Cross Cultural Communication
- Gender Communication
- Interpersonal Communication
- Transactional Analysis
- Networks
- Groups and Teams
- Leadership
- Public Communication
- Structure and Design

- Public Relations
- Organisational Culture
- Organisational Power
- Organisational Politics
- Organisational Conflict
- Negotiation
- Workplace Ethics and Values
- Organisational Change
- Globalisation and OC
- Impact of Changing Workforce on OC
- Information Technology and OC
- Organisational Development
- Organisational Communication in the Future
- Public Relations
- Organisational Culture

Assessment criteria
- Demonstrate your overall understanding of course material and chosen topic.
- Demonstrate a critical perspective.

- Be original and show what you have researched and learned.
- Demonstrate effective communication skills.

4. <u>Final Test</u>: 40% of final grade
Students must achieve a minimum of 40% of marks in the test to pass the course.
Date: Friday 4 June
Times: 10:30am – 12:20pm
Duration: 100 minutes

Objective: To assess your overall understanding of course material.

Task: This is an OPEN BOOK test which will include short essay-type questions and a case study. You can bring in any notes you want to, as well as recommended texts. Dictionaries can also be brought in. Questions will cover a range of topics from the whole course.

Assessment criteria:
- Demonstrate critical thinking about organisational communication.
- Demonstrate independent reading and thinking.
- Demonstrate your overall understanding of ideas and topics covered in the course.

Handing in assignments:

Assignments should be dropped in the relevant MGMT308 Box #26 on the Mezzanine floor of Rutherford House (Pipitea Campus) in hard copy form by the **<u>due time and date</u>**. All completed assignments must have a cover sheet. The cover sheet is in Annex A. 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.

Assignments received after the due time will be deemed to be late, and must be handed to the Administrator for this course in RH912 where your assignment will have the **<u>time, date and signature</u>** noted on the front cover by the person receiving it.

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.

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.

Policy on Remarking

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor 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 into the following place:-

RH 912, Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow up to 5 days for remarks to be completed.

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 site (http://www.vuw.ac.nz/library/research/reference/referencingguides.aspx).

Examinations

This course has no final examination.

Expected Workload

Students are likely to spend more time on coursework during assessment and test periods, but the following is a guideline which they may like to follow for an average teaching week of the course. Students can expect the workload to be approximately 16hrs per week of student work, including both scheduled contact time (lectures, tutorials, workshops) and outside class.

6 hours to read through relevant recommended reading
4 hours to attend lectures and tutorials
6 hours reading and preparation for tutorials and assessments.
= 16 hours

Group Work

While the course has a tradition of study group collaboration, there are no group assignments. However there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not 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 Signup Instructions:

Tutorial signup is done through the online programme; 'S-Cube'. You will be notified by email when to sign-up to a tutorial using this system. Go to the signup website at: https://signups.vuw.ac.nz and enter your SCS username and password to log into the system. If you have been unable to sign up by the end of the second week please contact the Tutorial Coordinator - Garry Tansley.

Penalties

(i)   In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available** (**marks available** means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date **for each part day or day late.** (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **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 Course Requirements**.

(ii)   Course Outlines provide a signal to students 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 clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.

(iv)   In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), 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. **The penalty will be 10% of the grade for an assignment which is 10% over the word limit.**

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

a. Attend at least 6 out of the 7 tutorial sessions;
b. Sit the one In-class test;
c. Submit all assignments within the allowable timeframe (see Penalties section above); and
d. To obtain at least 40 per cent of the test marks available.

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, regardless of whether the mandatory course requirements have been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard.

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 of Additional Information

Information on course-related matters will be announced at class and posted on the **Blackboard** website at http://blackboard.vuw.ac.nz/. 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, eg
                    MGMT308_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.

Use of Turnitin (if applicable)

The following words below (modified as necessary for particular circumstances) should be added to the section on plagiarism when work submitted by students is likely to be checked by Turnitin.

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine http://www.turnitin.com Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject

to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

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/

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
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Victoria Management School

MGMT308 Individual Assignment Cover Sheet

Name:_____ Student ID:_____

Tutor's Name: _____   **Tutorial Number:** ____

Tutorial Day: _____   **Tutorial Time:** _____

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: _____

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*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:_____

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

Victoria Management School

MGMT308

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*	**Tutorial No/Tutor's name**
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