

Victoria Management School

MGMT202 ORGANISATIONAL BEHAVIOUR

Trimester One 2009

COURSE OUTLINE

CONTACT DETAILS

COURSE COORDINATOR

Dr Todd Bridgman

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ADMINISTRATOR

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TUTORIAL COORDINATOR

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Trimester Dates: Monday 2 March to Wednesday 1st July 2009.

Class Times and Room Numbers

Lectures: Wednesday: 2.40 – 4.30pm (RH LT 1)
 Thursday: 3.40 – 4.30pm (RH LT 1)

Withdrawal dates: Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

Introduction

Organisational behaviour (OB) is about people in organisations: who they are, how they think, interact and behave, and why. This course aims to feed your intellectual curiosity, your understanding of organisations and ultimately your management capability. The aim is not to teach you ‘how to manage’ because managing (and being managed) is a practical activity and not something you learn from a textbook. The ‘how to manage’ idea is also problematic because it implies there is ‘one best way’ of managing, independent of the particular nature of the situation, history, context etc. This approach is rejected in favour of an understanding of organisations which highlights the complexity and difficulty of managing people in unique contexts. The course will introduce you to concepts, ideas, theories and frameworks which will hopefully lead you to reflect on your own experience of organisations and to generate a deeper understanding of those experiences. Through challenging you intellectually, the hope is that you will develop a better understanding of organisations, which will then enhance your abilities as a manager.

Programme and Course-related Learning Objectives

Our graduates will:

- demonstrate application of critical and creative thinking skills to practical and theoretical problems
- be effective communicators
- have a global and multicultural perspective
- recognise, support and display leadership
- develop specific knowledge and skills in organisational behaviour

Overall Course Objectives

The objectives of this course are to present the field of organisation behaviour in a way that

- values your own experience of organisations as a means to understand organisation and management
- encourages you to consider and reconsider what you already know about management and organisation
- appreciates that the study of organisation behaviour has an intellectual base that draws from a variety of academic disciplines (e.g. sociology, politics, psychology and economics) and is more than just 'commonsense'
- recognises that 'commonsense' understandings of organisations are conservative and allow little room for debate, discussion and new ways of thinking
- challenges the way organisations are conventionally understood in mainstream approaches
- illustrates that the key concepts in the study of organisation are as useful for making sense of our everyday lives as they are for studying behaviour in organisations

Course-related Student Learning Objectives

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

- demonstrate an understanding of mainstream and critical approaches to organisational behaviour
- apply such frameworks to deepen your understanding of people issues in organisations
- critically evaluate theories, concepts and frameworks and apply them to a range of organisational phenomena

The assessment for this course comprises an in-class test, a case analysis and a final examination. Each piece of assessment involves a combination of each objective outlined above.

Expected Workload

Students can expect the workload to be approximately 15hrs per week of student work, including both scheduled contact time (lectures, tutorials) and outside class.

Course Schedule

Week	Date	Topic	Reading	Tutorial
1	Wed 4/3	Course Information, Perspectives on OB	K&W Ch 1	
	Thur 5/3	Motivation	K&W Ch 2; CR 2.1, 2.2	
2	Wed 11/3	Motivation	K&W Ch 2; CR 2.1, 2.2	
	Thur 12/3	Groups and Teams	K&W Ch 4; CR 4.1, 4.2	
3	Wed 18/3	Groups and Teams	K&W Ch 4; CR 4.1, 4.2	Tutorial 1
	Thur 19/3	Knowledge and Learning	K&W Ch 5; CR 5.1, 5.2	
4	Wed 25/3	Knowledge and Learning	K&W Ch 5; CR 5.1, 5.2	Tutorial 2
	Thur 26/3	Leadership	K&W Ch 7; CR 7.1, 7.2, 7.3	
5	Wed 1/4	Leadership	K&W Ch 7; CR 7.1, 7.2, 7.3	Tutorial 3
	Thur 2/4	Power and Politics	K&W Ch 8; CR 8.1, 8.2	
6	Wed 8/4	IN CLASS TEST		
	Thur 9/4	Power and Politics	K&W Ch 8; CR 8.1, 8.2	
Mid-Trimester Break				
7	Wed 29/4	Ethics	K&W Ch 14; CR 14.1, 14.2	Tutorial 4
	Thur 30/4	Ethics	K&W Ch 14; CR 14.1, 14.2	
8	Wed 6/5	Culture	K&W Ch 9; CR 9.1, 9.2, 9.3	
	Thur 7/5	Culture	K&W Ch 9; CR 9.1, 9.2, 9.3	
9	Wed 13/5	Change	K&W Ch 10; CR 10.1, 10.2	Tutorial 5
	Thur 14/5	Change	K&W Ch 10; CR 10.1, 10.2	
10	Wed 20/5	Globalisation	K&W Ch 12; CR 12.1, 12.2	
	Thur 21/5	Globalisation	K&W Ch 12; CR 12.1, 12.2	
11	Wed 27/5	Bureaucracy and Post-Bureaucracy	K&W Ch 13; CR 13.1, 13.2	Tutorial 6
	Thur 28/5	Bureaucracy and Post-Bureaucracy	K&W Ch 13; CR 13.1, 13.2	
12	Wed 3/6	Course Review and Exam Preparation		Tutorial 7
	Thur 4/6	NO LECTURE		

Key:

K&W = Knights & Willmott textbook

CR= Course Readings

Tutorial Schedule

There are seven tutorials during the course and the first tutorial is in week 3. Please refer to the Course Schedule to see when tutorials are scheduled.

The tutorials will be a mixture of case studies and structured discussions around questions. The case studies are drawn from the New Zealand context and require you to apply concepts, theories and frameworks to real-life situations. You are expected to have read the assigned case (available in the booklet of course readings) and prepared answers to the questions before attending the tutorial.

The structured discussions will be based around questions which have been used in test and question banks in 2007 and 2008. This will provide excellent preparation for the test and exam. Again, you are expected to prepare answers to the questions before attending the tutorial.

Tutorial 1: Week beginning 16 March

Topics: Perspectives on OB/Motivation

Answer the following questions:

1. What are the differences between the mainstream and critical views of organisational behaviour?
2. How has our understanding of how to motivate people developed since Frederick Taylor first introduced his ideas about scientific management?
3. Based on your own experiences, what insights can critical perspectives provide the study of motivation? What are their limitations?

Tutorial 2: Week beginning 23 March

Topic: Groups and Teams

Read the case '*Developing Teamwork at New Zealand Cricket*' (Reading 4.3 in the book of course readings) and answer the following questions:

1. What did John Bracewell and New Zealand Cricket hope to achieve by employing Leading Teams?
2. What were the main criticisms of the Leading Teams programme?
3. What changes could have been made to the way the programme was implemented to make it more successful?
4. To what extent is Barker's concept of 'concertive control' relevant to this case study? (see Knights & Willmott, p.149-150.)
5. What are some alternative ways for developing a team culture and encouraging players to take greater responsibility for their actions?

Tutorial 3: Week beginning 30 March

Topic: Knowledge and Learning

Answer the following questions:

1. The adoption of management ideas by managers in organisations has been compared to fashion, with managers enthusiastically embracing new ideas and then quickly discarding them for newer ideas. What might be some explanations for this?
2. What issues does the documentary "*Dangerous Company*" (shown in the lecture) highlight in relation to the adoption of management ideas?

Tutorial 4: Week beginning 27 April**Topics: Leadership/Power and Politics**

Answer the following questions:

1. Refer to 'Bullshit Bingo' (Figure 7.4, page 291 of the text). What attitudes towards managers and leaders does this game reflect? What can managers and leaders do to counteract such attitudes?
2. "When women exhibit what, in a man, would be judged as leadership behaviour, they are judged as something less than, or other than, leaders" (Sinclair, 2005, p.33). Discuss.

Tutorial 5: Week beginning 11 May**Topic: Ethics**

Answer the following questions:

1. From a critical perspective, what is dangerous about the idea of trying to manage ethics?
2. Why might a corporation that is actively involved in corporate social responsibility practices still be considered unethical?

Tutorial 6: Week beginning 25 May**Topics: Culture/Change**

Read the case '*Leading Culture Change at New Zealand Police*' (Reading 9.4 in the book of course readings) and answer the following questions:

1. What practical steps should the Commissioner implement to develop a more positive culture to alleviate the concerns of the public?
2. What factors would be critical to the success of this initiative?
3. What would be the main challenges/threats to its successful implementation?
4. What lessons can be learnt from the case '*Leading Culture Change at New Zealand Police*' about the issues involved in managing planned culture change?

Tutorial 7: Week beginning 1 June Topics: Globalisation/Bureaucracy, Post-Bureaucracy

Answer the following questions:

1. From an employee's perspective, what would be the costs and benefits of working in a bureaucracy?
2. Why might it be more difficult to manage a post-bureaucratic organisation than a bureaucratic one?
3. Look at the labels of 20 items of your clothing and create a table showing the number of items from each country.

Read the following pages of the textbook:

- Case Study 12.1 Nike: A mainstream view (p.446-447)
 - Case Study 12.2 Nike: A critical approach (p.465-467)
- a. Are the actions of Nike socially responsible?
 - b. To what extent is Government responsible for the criticism directed at Nike?
 - c. To what extent are Western consumers responsible for the criticism directed at Nike?

Tutorial Signup Instructions:

Requirements to use this programme:

- You must be enrolled in the course for the tutorial you want to sign up for; and
- You will need your SCS username and password.

You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance will not be recorded.

Instructions:

Go to the signup website at: <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system.

The “Signup Home” page opens. It displays all courses you are enrolled for and that use the new signup system. Click on MGMT202

MGMT 202 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A “key” is provided at the bottom of the page that explains all buttons and what they do.

The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial session.

If there are spaces left in a particular session, you will see the “ENROL” button next to it. You can click this button to enrol yourself into that tutorial session.

If there are NO more spaces left in a particular session, find another. You can waitlist in your desired tut if the waitlist spaces have not been filled. If this is the case you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for your desired tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you’re enrolled into the session from a waitlist.

You can only “JOIN WAITLIST” if you have already enrolled in one of the other available sessions. In other words, “ENROL” in one session and then you can choose to join the waitlist for one (1) other preferred session. The WAITLIST is only active while the tutorial sign up process for your course is active. In other words, once the signup process has been closed for your course the WAITLIST is AUTOMATICALLY CANCELLED. It does not roll over into the start of the tutorials.

You can choose to “WITHDRAW” from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to “CANCEL WAITLIST” to remove yourself from a particular waitlist.

A “FULL” button indicates all seats and waitlists are full for that tutorial session. You must choose another.

More details on the various buttons are available in the “Key” section at the bottom of the signup page.

You can only “ENROL” in ONE tutorial session and “JOIN ONE (1) WAITLIST” for other tutorial sessions.

You will be able to login and signup (or change your signup) anytime between 12 midnight Wednesday 4 March 2009 and the last date: midnight Thursday 12 March 2009. You will NOT be able to signup or change your choice after the last date - midnight Thursday 12 March 2009. Any changes will be made by the tutorial coordinator on a case by case review of your ‘exceptional circumstance’.

You can view/confirm details of the sessions that you are enrolled and waitlisted for by clicking on “My Signups” on the left hand menu.

Click on “Support” on the left hand menu if you are having problems.

This online signup system is available round the clock over the internet. Please make use of it to sign up for a MGMT202 tutorial before midnight, Thursday 12 March 2009. Any requests after this date will need to be manually handled by the Tutorial Coordinator and you will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as a medical certificate etc. Please note that the tutorial coordinator will only put you into a particular tutorial session in ‘exceptional circumstances’ and there is **NO GUARANTEE** that you will get your requested tutorial time.

Tutorials start on the third week of the course. As there is a maximum of 17 students per tutorial class you are encouraged to sign up early. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard by 5pm Friday 13 March 2009. If you have any serious problems about the allocations see the Tutorial Coordinator asap.

Readings

The *required* textbook is:

Knights, D and Willmott, H. (2007). *Introducing Organizational Behaviour and Management*. Thomson, London.

Additional readings are contained in a book of Course Readings, which will be distributed in the first lecture.

Assessment Requirements

Assignment	Title	% of Marks Available	Due Date
1	In-Class Test	15%	Wednesday 8 April
2	Individual Assignment	25%	Monday 18 May
3	Tutorial Participation	10%	
4	Final Examination	50%	12 June- 1 July 2009
	TOTAL	100%	

1. In-Class Test

Date: Wednesday 8 April at 2.40pm Marks: 15%

The test is closed book and will be 60 minutes in duration. It will consist of 2 questions, which the course coordinator will select from a question bank. The question bank will be distributed in class on Wednesday 25 March and posted on Blackboard.

2. Case analysis

Due: Monday 18 May, 3pm Marks: 25%

Word Limit: 1500 words

This individual assignment requires you to read a case and answer a series of questions. The case and questions will be distributed in class on Thursday April 9 and posted on Blackboard.

3. Tutorial Participation

Marks: 10%

Participation in tutorials is crucial to the learning process on this course. This is a participation mark, not an attendance mark. You will be assessed by your tutor on the extent and quality of your participation. There are seven tutorials during the course and the first tutorial is in week 3. Please refer to the Course Schedule to see when tutorials are scheduled.

The topics of the tutorials and the preparation you are required to undertake for them are outlined in the Tutorial Schedule.

4. Examination

Examination dates for trimester one: Friday 12th June to Wednesday 1st July 2009 (inclusive). Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

The examination is worth 50% of the total marks available for this course. It will be a closed book 3-hour examination. More information will be given in lectures and posted on Blackboard.

Handing in assignments:

Assignments should be dropped in the MGMT 202 Box (Number 24) on the Mezzanine floor of Rutherford House (Pipitea Campus) in hard copy form by the due time on the due date. All completed assignments must have a cover sheet. The cover sheet is in Annex A.

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 **time, date and signature** noted on the front cover by the person receiving it.

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.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Sit the one In-class test;
- b. Submit the individual assignment; and
- c. Obtain at least 40 per cent of the marks available (i.e. 20 marks out of 50) for the final examination.

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.

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 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) The ability to write in an economical style is a skill that is valued in both academic and business settings and therefore word limits should be strictly adhered to. +/- 10% is acceptable. Beyond that, **a penalty may be applied.**

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:-

- Pipitea Campus – the Reception Desk on Level 10 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>).

Communication

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

MGMT202_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.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building on the ground floor (EA005). This counter is the first point of contact for:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to www.victoria.ac.nz/home/about/policy/students.aspx

For information on the following topics, go to the Faculty's website www.victoria.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

www.victoria.ac.nz/home/studying/plagiarism.html

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.



Victoria Management School

MGMT 202 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: _____

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: _____



Victoria Management School

MGMT 202

Request for re-examination of assessed work

	Assessment affected <i>e.g. Individual Assignment, In-class Test</i>	
Student ID	Name <i>As it appears in your enrolment</i>	Tutorial No/Tutor's name
Contact Details	<i>Phone</i> _____ <i>Email</i> _____	

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