MNGT8574
Managerial Decision Making

Course Outline
Session 2, 2017

Part A: Course-Specific Information

Part B: Key Policies, Student Responsibilities and Support
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PART A: COURSE-SPECIFIC INFORMATION

1  STAFF CONTACT DETAILS

Course Coordinator and Facilitator: Patrick Sharry
Email: p.sharry@agsm.edu.au
Consultation Times: by appointment

2  COURSE DETAILS

2.1  Teaching Times and Locations

Cliftons, Level 5, Hutchison House, 10 Harcourt Road, Central, Hong Kong,
Ph: +852 2159 9999

<table>
<thead>
<tr>
<th>#</th>
<th>Day</th>
<th>Date</th>
<th>Lecture time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Saturday</td>
<td>1 Apr</td>
<td>2:00pm – 8:00pm</td>
<td>Cliftons, HK</td>
</tr>
<tr>
<td>2</td>
<td>Sunday</td>
<td>2 Apr</td>
<td>10:00am – 7:00pm</td>
<td>Cliftons, HK</td>
</tr>
<tr>
<td>3</td>
<td>Monday</td>
<td>3 Apr</td>
<td>7:00pm – 10:15pm</td>
<td>Cliftons, HK</td>
</tr>
<tr>
<td>4</td>
<td>Tuesday</td>
<td>4 Apr</td>
<td>7:00pm – 10:15pm</td>
<td>Cliftons, HK</td>
</tr>
<tr>
<td>5</td>
<td>Thursday</td>
<td>6 Apr</td>
<td>7:00pm – 10:15pm</td>
<td>Cliftons, HK</td>
</tr>
<tr>
<td>6</td>
<td>Friday</td>
<td>7 Apr</td>
<td>7:00pm – 10:15pm</td>
<td>Cliftons, HK</td>
</tr>
<tr>
<td>7</td>
<td>Saturday</td>
<td>8 Apr</td>
<td>2:00pm – 8:00pm</td>
<td>Cliftons, HK</td>
</tr>
<tr>
<td>8</td>
<td>Sunday</td>
<td>9 Apr</td>
<td>10:00am – 7:00pm</td>
<td>Cliftons, HK</td>
</tr>
</tbody>
</table>

2.2  Bad Weather Policy

Classes will be cancelled if a No. 8 or higher tropical cyclone warning signal or black storm warning is raised at any time from 3 hours before the start of the class. In the event of cancellation due to bad weather, make up classes may or may not be held depending on room/lecturer availability.

2.3  Units of Credit

The course is worth 6 units of credit.
2.4 Summary of Course

The aim of this course is to improve decision-making skills and to provide strategies for further improvement in the future. We cover how individuals and groups make decisions and solve problems, individually and in organisations. By the end of the course, students will understand their own decision styles and personal dispositions, make decisions more deliberately and systematically, and will be able to use decision analysis techniques and group processes, integrate their values into their decisions, and generally, have increased confidence in their decision-making.

The course will address four key areas:
- cognitive aspects of decision making (biases, expertise, habit and will power)
- personal decision making style
- effective organisational decision making
- practical tools

2.5 Course Aims and Relationship to Other Courses

This course builds on content covered in other courses in the MBA and looks at these issues through the lens of decision-making.

Decision-making is a critical aspect of every manager’s role as it is in decision-making that the insights of strategy, finance and organisation behaviour are turned into action.

2.6 Course Learning Outcomes

By the end of this course, you should be able to:

1. explain the implications of recent cognitive research into human decision-making for individual and group decision-making
2. analyse organisational systems to identify opportunities to improve decision quality
3. apply tools, techniques and frameworks to solve a range of decision situations that managers commonly confront
4. apply an understanding of personal decision style to maximise effectiveness of individual decision-making
5. design and implement effective organisational decision processes
6. evaluate approaches to decision-making and explain the strengths and weaknesses of approaches
7. design effective group decision processes
8. understand the strengths and weaknesses of their preferred decision-making style and be able to adopt a variety of styles as required
9. understand and articulate the risks of poorly designed decision processes
10. understand and articulate the challenges of forecasting
11. use techniques to quantify risks and be able to incorporate these risks into decision models.
The Course Learning Outcomes are what you should be able to do by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate postgraduate coursework students at UNSW Business School. Program Learning Goals are what we want you to be or have by the time you successfully complete your degree (e.g. ‘be an effective team player’). You demonstrate this by achieving specific Program Learning Outcomes – what you are able to do by the end of your degree (e.g. ‘participate collaboratively and responsibly in teams’).

<table>
<thead>
<tr>
<th>MBA Program Learning Goals and Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning Goal 1: Business Management Knowledge</strong></td>
</tr>
<tr>
<td>Students should be able to identify and apply current knowledge of disciplinary and interdisciplinary theory and professional practice to general management and business within diverse situations</td>
</tr>
<tr>
<td><strong>Learning Goal 2: Critical Thinking</strong></td>
</tr>
<tr>
<td>Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions</td>
</tr>
<tr>
<td><strong>Learning Goal 3: Communication</strong></td>
</tr>
<tr>
<td>Students should be able to produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience and purpose</td>
</tr>
<tr>
<td><strong>Learning Goal 4: Teamwork</strong></td>
</tr>
<tr>
<td>Students should be able to participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team and on the necessary processes and knowledge within the team to achieve specified outcomes</td>
</tr>
<tr>
<td><strong>Learning Goal 5: Responsible Business</strong></td>
</tr>
<tr>
<td>Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business</td>
</tr>
<tr>
<td>Students should be able to consider the social and cultural implications of management practices and of business activities</td>
</tr>
<tr>
<td><strong>Learning Goal 6: Leadership</strong></td>
</tr>
<tr>
<td>Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams</td>
</tr>
<tr>
<td><strong>Learning Goal 7: International Perspective</strong></td>
</tr>
<tr>
<td>Students should understand the needs of undertaking business within a global context</td>
</tr>
<tr>
<td>Students should be able to apply business management knowledge to business situations within global markets with due recognition for differences in cultural, legal, commercial and other issues</td>
</tr>
<tr>
<td><strong>Learning Goal 8: Risk Management</strong></td>
</tr>
<tr>
<td>Students should be able to demonstrate an understanding of the limits in precision and the risks associated with business models</td>
</tr>
<tr>
<td>Students should be able to appraise risk and to develop risk mitigation strategies applicable to business undertaken within uncertain and volatile environments</td>
</tr>
</tbody>
</table>
The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be practised in tutorials and other activities):

<table>
<thead>
<tr>
<th>Program Learning Goals and Outcomes</th>
<th>Course Learning Outcomes</th>
<th>Course Assessment Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>This course helps you to achieve the following MBA Program Learning Goals</td>
<td>On successful completion of the course, you should be able to [see details of the Course Learning Outcomes above]:</td>
<td>This learning outcome will be assessed in the following items:</td>
</tr>
<tr>
<td>1 Business Management Knowledge</td>
<td>1, 3, 5</td>
<td>Class Participation, Quiz</td>
</tr>
<tr>
<td>2 Critical Thinking</td>
<td>2, 3, 4</td>
<td>Class participation, Assignment, Quiz</td>
</tr>
<tr>
<td>3 Communication</td>
<td>6</td>
<td>Class participation, Assignment, Quiz</td>
</tr>
<tr>
<td>4 Teamwork</td>
<td>7</td>
<td>N/A</td>
</tr>
<tr>
<td>5 Responsible Business</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>6 Leadership</td>
<td>8</td>
<td>Class participation, Assignment, Quiz</td>
</tr>
<tr>
<td>7 International Perspective</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>8 Risk Management</td>
<td>9, 10, 11</td>
<td>Class participation, Quiz</td>
</tr>
</tbody>
</table>
3 LEARNING AND TEACHING ACTIVITIES
The course will use a mix of lectures, class discussion, workshops and guest speakers to provide a variety of theoretical and practical perspectives on decision making in organisations.

4 ASSESSMENT

4.1 Formal Requirements
In order to pass this course, you must:
• achieve a composite mark of at least 50; and
• make a satisfactory attempt at all assessment tasks (see below).

4.2 Assessment Details

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weighting</th>
<th>Length</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in class activities and discussions</td>
<td>20%</td>
<td>See below</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Short-answer quiz</td>
<td>10%</td>
<td>45 minutes</td>
<td>Tuesday 4 April 2017</td>
</tr>
<tr>
<td>End-of-session short-answer quiz</td>
<td>10%</td>
<td>45 minutes</td>
<td>Sunday 9 April 2017</td>
</tr>
<tr>
<td>Assignment</td>
<td>60%</td>
<td>2,000 – 3,000 words</td>
<td>Friday 28 April 2017</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Details of each assessment task:

**Participation in class activities and discussions**
Each session, there will be readings that need to be completed so that students can participate in class discussions. The mark for class participation will be based on thoughtful participation in class activities based on evidence of reflection on the assigned readings.

**Assignment**
The assignment (2,000 words) will offer a range of possible topics. Students will need to demonstrate a solid grasp of the theoretical foundations and the ability to consider how these might be applied in practice. The topics will be based on the ideas covered in class, including both the theoretical material and the practical tools. The assignment will be due on Friday 28 April 2017. Standard MBA submission procedures (including treatment of late submissions) and referencing protocols will apply. Detailed marking criteria will be provided in class.
Short Answer quizzes
There will be two (2) short answer quizzes, one mid-session and one at the end of the session. The mid-session quiz will be based on the topics that are covered in the first half of the course and will enable students to gauge their understanding of the material. There will be another short answer quiz on the last day of the course which will cover all topics. Quizzes will be an open book format. Questions will require students to integrate theoretical concepts and practical tools.

4.3 Assignment Preparation and Submission
Unless otherwise stipulated in the specific details for each of your assignments, please prepare and submit your assignments in accordance with the following.

4.3.1 Assignment length
What is included in the word count?
- Executive Summary (if required), all text, tables, figures, diagrams and charts, appendices and table of contents (if required)

What is excluded from the word count?
- Reference list or bibliography

Any text (including appendices) that goes beyond the word count will not be read in grading the assignment.

4.3.2 Assignment format
For consistency across all assignments, students are required to supply assignments in a standard format, which is detailed below. Assignments should always be submitted in Word format.

<table>
<thead>
<tr>
<th>Headings</th>
<th>Body text</th>
<th>Page setup</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Font: Times New Roman</td>
<td>• Font: Times New Roman</td>
<td>• Top: 2.54 cm</td>
</tr>
<tr>
<td>• Font size: 12 points</td>
<td>• Font size: 12 point</td>
<td>• Bottom: 2.54 cm</td>
</tr>
<tr>
<td>• Line spacing: Double</td>
<td>• Line spacing: Double</td>
<td>• Left: 3.17 cm</td>
</tr>
<tr>
<td>• Text style: Bold</td>
<td>• Text style: Normal</td>
<td>• Right: 3.17 cm</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Header: 1.25 cm</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Footer: 1.25 cm</td>
</tr>
</tbody>
</table>

Note: The left and right margins are wider than the default margins in Word.

4.3.3 Paragraph breaks
First line indent: 1.27cm

4.3.4 Diagrams and tables
Students are encouraged to include diagrams and tables in their assessments, but must ensure they do not take up more than 20% of the assignment.

Diagrams and tables must:
- be formatted with single line spacing
- be formatted with a minimum font size of 8 points
- be positioned vertically in between paragraphs.
Assignment file name
Please use the following naming convention for each assignment.

z9999999_surname_[XXXX1111]_17s2_Ass1

where:

- z9999999 is your student ID – please insert your surname
- XXXX1111 is the course code
- 17s2 is the session name (2017, Session 2)
- Ass1 is the Assignment number (Ass2 for Assignment 2)

Assignment submission
1. You must submit your assignment through your online classroom as per the instructions in your LMS User Manual.

2. Assignment submission in your LMS is performed via Turnitin, the similarity detection software used by UNSW students and teaching staff to prevent plagiarism by ensuring referencing is correct and that work has not been inadvertently copied from elsewhere. You can access Turnitin under the ‘Assessments’ section in your Moodle course site.

3. You are able to submit a draft version of your assignment prior to the due date. This enables you to view the Turnitin similarity report on your work and decide whether it complies with the guidelines regarding referencing and plagiarism, before you submit your final version for marking. More information about plagiarism can be found here: https://student.unsw.edu.au/plagiarism

4. Please note that draft assignments submitted in this way will be regarded as the final version at the due date if you have not uploaded a subsequent, finalised version (each file uploaded overwrites the previous version).

5. Late submissions are possible but will be marked as such and will be subject to late penalties of 5% of the assignment weighting for each day late. If for any reason you are unable to submit a late submission via Turnitin please contact your Facilitator or AGSM Student Experience.

6. Extensions to assignment deadlines will be granted only in exceptional circumstances, and where adequate supporting documentation can be provided. Please note that work commitments do not constitute grounds for an extension. Requests must be made through the special consideration process. For details about this process, see: https://student.unsw.edu.au/special-consideration

7. Assessment tasks, other than the major final assessment, will normally be reviewed, and feedback provided, within 10 working days of submission.

8. Please keep a copy of your assignment.

Quality Assurance
The UNSW Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of UNSW Business School programs. All material used for such processes will be treated as confidential and will not be related to course grades.
5 COURSE RESOURCES

Readings and additional resources will be posted on Moodle.

6 COURSE EVALUATION AND DEVELOPMENT

Mid and end-of-Session feedback is sought from students about the courses offered in the AGSM MBA Program, and continual improvements are made based on this feedback. The mid-Session feedback is collected and communicated to students in the class following its collection. Significant changes to courses and programs within the Program based on end-of-Session feedback are communicated to subsequent cohorts of students.
### COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Day 1: Saturday 1 April</th>
<th>(2.00pm – 8.00pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unit 1: Cognitive Biases in decision making</td>
<td></td>
</tr>
<tr>
<td>• Unit 2: Prospect Theory</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Day 2: Sunday 2 April</th>
<th>(10.00am – 7.00pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unit 3: Leadership and personal decision making</td>
<td></td>
</tr>
<tr>
<td>• Yum Cha</td>
<td></td>
</tr>
<tr>
<td>• Unit 4: Insight, innovation and creativity in decision making</td>
<td></td>
</tr>
<tr>
<td>• Unit 5: Types of decisions, decision tools overview and generic approaches</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Day 3: Monday 3 April</th>
<th>(7.00pm – 10:15pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unit 6: Scenario planning</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Day 4: Tuesday 4 April</th>
<th>(7.00pm – 10:15pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Case discussion / Review</td>
<td></td>
</tr>
<tr>
<td>• Mid session quiz</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Day 5: Thursday 6 April</th>
<th>(7.00pm – 10:15pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unit 7: Design thinking</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Day 6: Friday 7 April</th>
<th>(7.00pm – 10:15pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unit 8: Decision tools: Bayesian probability; Probabilistic decision making</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Day 7: Saturday 8 April</th>
<th>(2.00pm – 8:00pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unit 9: Decision tools: Multi Criteria Decision Analysis</td>
<td></td>
</tr>
<tr>
<td>• Unit 10: The future of big data and decision making</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Day 8: Sunday 9 April</th>
<th>(10:00am – 7:00pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unit 11: Effective organisational decision making</td>
<td></td>
</tr>
<tr>
<td>• Review</td>
<td></td>
</tr>
<tr>
<td>• End of session quiz</td>
<td></td>
</tr>
</tbody>
</table>
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

1 ACADEMIC HONESTY AND PLAGIARIsm

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: http://www.lc.unsw.edu.au/plagiarism/index.html as well as the guidelines in the online ELISE and ELISE Plus tutorials for all new UNSW students: http://info.library.unsw.edu.au/skills/tutorials/InfoSkills/index.htm.

To see if you understand plagiarism, do this short quiz: http://www.lc.unsw.edu.au/plagiarism/plagquiz.html

For information on how to acknowledge your sources and reference correctly, see: https://student.unsw.edu.au/referencing


2 STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

AGSM MBA Programs and UNSW policies

In general, UNSW policies apply to staff and students of AGSM MBA Programs. Where there are additional points or procedures which apply specifically to AGSM MBA Programs they are set out on the AGSM website:

https://www.business.unsw.edu.au/agsm/students/resources/students-rights-responsibilities

If students are in doubt about the policy or procedure relating to a particular matter they should seek advice from the Student Experience. Information and policies on these topics can be found in the ‘A-Z Student Guide’: https://student.unsw.edu.au/guide

See, especially, information on ‘Attendance and Absence’, ‘Assessment Information’, ‘Examinations’, ‘Workload’ and policies such as ‘Occupational Health and Safety’.

2.1 Workload

It is expected that you will spend at least 10 hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.
Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

2.2 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment.

https://www.business.unsw.edu.au/agsm/students/student-enrolment-information#attendance-participation

2.3 General Conduct And Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: https://student.unsw.edu.au/guide

2.4 Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see http://safety.unsw.edu.au/

2.5 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course website. From time to time, the University will send important announcements to your university email address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details

3 STUDENT RESOURCES AND SUPPORT

To access Moodle, go to: https://moodle.telt.unsw.edu.au/login/index.php

Login with your student zID (username) and zPass (password).

Moodle eLearning support

Should you have any difficulties accessing your course online, please contact the eLearning support below:
For login issues:

**UNSW IT Service Centre**

Hours: Monday to Friday: 8.00am – 8.00pm  
Saturday and Sunday: 11.00am – 2.00pm

Email: ITServiceCentre@unsw.edu.au

Phone: Internal: x51333  
       External: 02 9385 1333  
       International: +61 2 9385 1333

For assistance in using Moodle, including how to upload assessments:

**The AGSM eLearning Coordinator**

Hours: Monday to Friday: 9.00am – 5.00pm

Email: elearning@agsm.edu.au

Phone: Internal: x19541  
       External: 02 9931 9541  
       International: +61 2 9931 9541

For help with technical issues and problems:

**External TELT Support**

Hours: Monday to Friday: 7.30am – 9.30pm  
       Saturdays and Sundays: 8.30am – 4.30pm

Email: externalteltsupppport@unsw.edu.au

Phone: Internal: x53331  
       External: 02 9385 3331  
       International: +61 2 9385 3331

**Administrative support**

**Student Experience**

If you have any administrative queries, they should be addressed to Student Experience.

Hong Kong Office – Student Experience Support
Email: studentexperience@agsm.edu.au
Phone: +61 2 9931 9400

In Hong Kong – teaching venue:
Cliftons Limited  
Level 5, Hutchison House, 10 Harcourt Road, Central  
Email: Beatrice Mok (Beatrice.Mok@Cliftons.com)  
Phone: +852 2159 9999
Additional student resources and support

The University and the UNSW Business School provide a wide range of support services for students, including:

- **AGSM – Digital Resources and Tutorials**

- **Business School Education Development Unit (EDU)**
  [https://www.business.unsw.edu.au/students/resources/learning-support](https://www.business.unsw.edu.au/students/resources/learning-support)
  The EDU provides academic writing, study skills and maths support specifically for Business students. Services include workshops, online resources, and individual consultations.
  EDU Office: Level 1, Room 1033, Quadrangle Building.
  Phone: +61 2 9385 5584; Email: edu@unsw.edu.au

- **UNSW Learning Centre**
  [http://www.lc.unsw.edu.au](http://www.lc.unsw.edu.au)
  Provides academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library services and facilities for students**
  [https://www.library.unsw.edu.au/study/services-for-students](https://www.library.unsw.edu.au/study/services-for-students)

- **UNSW Counselling and Psychological Services**
  Provides support and services if you need help with your personal life, getting your academic life back on track or just want to know how to stay safe, including free, confidential counselling.
  Office: Level 2, East Wing, Quadrangle Building;
  Phone: +61 2 9385 5418.

- **Disability Support Services**
  Provides assistance to students who are trying to manage the demands of university as well as a health condition, learning disability or have personal circumstances that are having an impact on their studies.
  Office: Ground Floor, John Goodsell Building;
  Phone: +61 2 9385 4734;
  Email: disabilities@unsw.edu.au