MFIN 6205
Risk Management for Financial Institutions

Course Outline
Semester 1, 2016

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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS
Lecturer-in-charge Dr. Thomas Ruf
Office BUS 361
Phone 9385-5709
E-mail t.ruf@unsw.edu.au
Consultation times TBA

To get to Dr. Ruf’s office, please use the East wing elevator (closer to the bookstore), find the phone pad next to the glass door, hit the # key (i.e., “on”) and dial the last 5 digits of the phone number.

1.1 Communication with Staff

Students with questions about course administration or content are encouraged to:

- Read this course outline
- Check the course website
- Contact the instructor during class for non-urgent matters
- Post questions of a general nature on the forum of the course website
- E-mail your instructor
- Contact your instructor during consultation hours

For e-mail communication with staff, University regulations indicate that students MUST use a valid UNSW student account. Teaching staff may ignore non-UNSW email address for security reasons. Students are responsible for ensuring their email accounts are NOT full. E-mail is best suited for asking simple questions about course administration that requires only a short reply. Prior to contacting staff by e-mail, please check thoroughly whether the answer to your question is not already given in any of the course-related documents and resources available to you.

E-mail is neither an appropriate nor an effective medium for learning. Do not expect staff to reply to an e-mail that requests extensive or substantive answers. These questions are best raised after class or during consultation times.

1.2 Use of the forum

In years past, I noticed that students tend to email instructors with very similar questions. To avoid repeating the same answers many times, students are encouraged to use the forums on the course website (Moodle). Students may pose questions there if they feel that the questions are general enough to be helpful to the entire class. The instructor will aim to check these forums regularly and provide the necessary answers for everybody to see.
2 COURSE DETAILS

2.1 Teaching Times and Locations
Lectures start in Week 1 (to Week 12): The Time and Location are:

<table>
<thead>
<tr>
<th>Class #</th>
<th>Section</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>4441</td>
<td>A</td>
<td>Thu 6pm-9pm</td>
<td>Webster Theatre A (F Hall A)</td>
</tr>
</tbody>
</table>

2.2 Units of Credit
The course is worth 6 units of credit. There is no parallel teaching in this course.

2.3 Summary of Course
This course is an advanced course in the management of financial service firms and
the development of risk management systems. It will deal with advanced methods of
measuring financial risk within financial institutions such as Value-at-Risk.

Various types of risks that can potentially arise in the operation of financial firms will be
discussed in detail and case studies will provide historical and practical context.

Given the events of recent years and the active debate about banking regulation, some
emphasis will be put on current events, practical limitations and conflicts of interest that
arise within financial markets and within the firm, which may hamper effective risk
management and regulation.

I will aim to make the class as interactive as possible and expect student’s to actively
participate in discussions or through questions. It is imperative that students engage
with the assigned readings prior to class. This year I will use brief quizzes to
reward those students that do their homework.

2.4 Course Aims and Relationship to Other Courses
This course aims to give an overview of the risks faced by financial institutions and how
they can be managed. The course is linked with other courses that deal with financial
management issues in more depth such as the courses on fixed income and derivative
management. To some extent the course on corporate governance is related to the
firm-level implementation of risk management and its enforcement.

2.5 Student Learning Outcomes
On completion of the course, you will:

1. Appreciate the complexity of risk management issues facing financial
   institutions
2. Apply methods taught in this class to a variety of situations arising at financial
   institutions
3. Identify the key components of the Basel I/II/III frameworks and related
   regulation
4. Be able to argue for and against certain types of risk management and
   regulatory frameworks
5. Be able to analyse market risk on a stand-alone basis applying a VaR
   framework and understand ways to manage market risk;
6. Be able to analyse credit risk on a stand-alone basis applying a number of
   different approaches and understand ways to manage credit risk;
7. Be able to analyse operational risk using the standardised approach and understand ways to manage operational risk;
8. Develop a general risk management strategy for a financial institution.

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 postgraduate coursework students in the 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’).

For more information on the Postgraduate Coursework Program Learning Goals and Outcomes, see Part B of the course outline.

<table>
<thead>
<tr>
<th>Business Postgraduate Coursework Program Learning Goals and Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Knowledge: Our graduates will have current disciplinary or interdisciplinary knowledge applicable in local and global contexts. You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.</td>
</tr>
<tr>
<td>2. Critical thinking and problem solving: Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues. You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.</td>
</tr>
<tr>
<td>3. Communication: Our graduates will be effective communicators in professional contexts. You should be able to:</td>
</tr>
<tr>
<td>a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and</td>
</tr>
<tr>
<td>b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.</td>
</tr>
<tr>
<td>4. Teamwork: Our graduates will be effective team participants. You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team’s processes and ability to achieve outcomes.</td>
</tr>
<tr>
<td>5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice. You should be able to:</td>
</tr>
<tr>
<td>a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and</td>
</tr>
<tr>
<td>b. Consider social and cultural implications of business and/or management practice.</td>
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</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 developed 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 learning goals for all Business postgraduate coursework students:</td>
<td>On successful completion of the course, you should be able to:</td>
<td>This learning outcome will be assessed in the following items:</td>
</tr>
</tbody>
</table>
| 1 Knowledge | • Understand, explain and apply various risk management techniques  
• Identify and manage various types of risks arising within the financial institution | • Midterm  
• Final exam  
• Group assignment  
• Quizzes |
| 2 Critical thinking and problem solving | • Weigh critically the pros and cons of various risk management techniques  
• In particular, understand the practical limitations of any RM framework or model  
• Argue for or against certain kinds of financial regulation | • Midterm  
• Final exam  
• Group assignment  
• Quizzes |
| 3a Written communication | • Construct written work which is logically and professionally presented. | • Group assignment |
| 3b Oral communication | • Communicate ideas in a succinct and clear manner. | • Not specifically assessed. |
| 4 Teamwork | • Work collaboratively to complete a task.  
• Explain your findings to your group members. | • Not specifically assessed. |
| 5a Ethical, environmental and sustainability responsibility | • Identify agency problems and conflicts of interest in financial markets  
• In particular, understand the incentives to take risks | • Midterm  
• Final exam  
• Group assignment  
• Quizzes |
| 5b Social and cultural awareness | | |

3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

This course will be taught with a combination of lectures, additional reading materials, class discussions and group work. It is expected that students will have a general interest in the area and will seek more specialised skills to apply the knowledge. The textbook provides a useful background to the topics and will be explored and discussed
in class. A more in-depth group assignment will allow for the application of the
concepts learned in class.

### 3.2 Learning Activities and Teaching Strategies

The primary sources for teaching material in this subject are the textbook and the
lecture notes. The chapters to be covered in this course are identified later in this
document. The lecture notes and important announcements will be available on the
course website (http://moodle.telt.unsw.edu.au/).

Whenever possible, I will split sessions into 2 parts, one being more focused on
introducing new concepts and the second being more practical. The latter may involve
basic statistical concepts, in-class problem-solving, individually or in groups, numerical
solution of problems in Excel, case studies as well as in-class discussions of current
events. Additional problems from the text will be recommended for practice.

The group assignment will allow students to apply the skills taught in class in more
depth in realistic risk management settings and demand analytical thinking, problem
solving as well as the ability to critically assess existing practices in financial firms
today.

Students are strongly encouraged to read the topics before attending the lectures. It
will be difficult to grasp all the underlying principles without preparation. Finally, it
should be realized that attendance in class lectures is extremely important. If you miss
a lecture, it is your responsibility to prepare the topic yourself. You cannot use the
consultation time to have a private tuition for the missed lecture.

### 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

There are four components to the assessment process in this course. These are aimed
at individual as well as group performances. The components have been designed to
make the students confident about solving problems in real life situations in the
financial industry.

The weighting of the assessment components are:

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weighting</th>
<th>Length</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>In class/online quizzes</td>
<td>10%</td>
<td>5-10 minutes</td>
<td>In-class</td>
</tr>
<tr>
<td>Group assignment</td>
<td>10%</td>
<td>Weeks 10-12</td>
<td>End of week 12</td>
</tr>
<tr>
<td>Mid-Session Exam</td>
<td>35%</td>
<td>2 hours</td>
<td>Week 7</td>
</tr>
<tr>
<td>Final Exam</td>
<td>45%</td>
<td>3 hours</td>
<td>During University Exam Period 10th to 27th of June,</td>
</tr>
</tbody>
</table>
The exams will be closed book, with formula sheets provided. The formula sheets will be available on the course website. The exams will be a mix of multiple-choice and short answer questions.

If applicable, students should notify their employers of the requirement to attend exams. Failure to show up at the exams does not automatically lead to reassessment. The exams are not learning tools and will not be returned to students. If you have questions about your performance on the mid-session exam, see the lecturer during consultation hours.

The assignment will ask students to perform some numerical exercises involving a number of risk management techniques. The assignment will heavily rely on EXCEL. Working knowledge of this software is required. It is a group assignment (groups of size up to 4). Students will choose their groups themselves.

Participation during all parts of class is strongly encouraged. The instructor will strive to have as many class room discussions as possible and make the learning environment as interactive as possible. We will discuss financial news or financial anecdotes during class as they relate to the concepts taught in class. This is an opportunity for students to showcase their knowledge and interest in finance topics.

NEW: This year, a formal participation grade is replaced by a few very brief quizzes that are either given online, before class or during class. They may test the most basic concepts taught in the previous class or some knowledge of the reading assignments that were required for the current class.

4.3 Assessment Format
You are allowed to bring scientific or financial calculators, writing and drawing instruments to the exam. NO PROGRAMMABLE CALCULATORS WILL BE ALLOWED.

4.4 Assignment Submission Procedure
Hard copies of the assignment can either be submitted directly to the lecturer, or you may hand in the assignment at the Banking and Finance assignment boxes on the ground floor of the UNSW Business School building. Details will be provided later. Please do not disturb our administrative staff.

4.5 Late Submission
Assignments submitted late will have marks deducted (10% of the total marks per day).

Quality Assurance
The 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 Business School programs. All material used for such processes will be treated as confidential.
5 COURSE RESOURCES
The website for this course can be found on UNSW Moodle at:

Textbook – The prescribed textbook for this course is “Risk Management and

Lecture Notes – The lecture notes and important announcements will be available on
the course website. Students are strongly advised to log into the subject web page at
least once a week. Practice problems with solutions will also be made available on the
course website. The assessments for this course are primarily based on the lecture
notes and practice problems.

6 COURSE EVALUATION AND DEVELOPMENT
Each year feedback is sought from students and other stakeholders about the courses
offered in the School and continual improvements are made based on this feedback.
UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process is one of
the ways in which student evaluative feedback is gathered. In this course, we will seek
your feedback through end of session CATEI forms.
# Course Schedule

Lectures start in Week 1 and finish in Week 12. This schedule is tentative and subject to future revisions as the course progresses.

## Lecture Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 29 February</td>
<td>00 - Important Course Information 01 - Introduction to Risk Management “JP Morgan Whale”</td>
<td>Ch. 1</td>
</tr>
<tr>
<td>Week 2 7 March</td>
<td>02 - Financial Institutions</td>
<td>Ch. 2, 3, 4</td>
</tr>
<tr>
<td>Week 3 14 March</td>
<td>03 - Trading in Financial Markets 04 - The Greeks, Managing Trading Risks</td>
<td>Ch. 5, Ch. 8</td>
</tr>
<tr>
<td>Week 4 21 March</td>
<td>05 - Interest Rate Risk 06 – LTCM Case Study</td>
<td>Ch. 9</td>
</tr>
</tbody>
</table>

Mid-semester break: Friday 25 March – Saturday 2 April inclusive

| Week 5 4 April | 07b - Volatility, GARCH & Correlation 08 - Value-at-Risk | Ch. 10, Ch. 12 |
| Week 6 11 April | 08 - Value-at-Risk (continued) | Ch. 12 |
| Week 7 18 April | **MIDTERM EXAM** | |
| Week 8 25 April | 09 - Market VaR | Ch. 13, 14 |
| Week 9 2 May | 10 - Credit/Counter-party Risk “CVA & DVA” | Ch. 18 - 21 |
| Week 10 9 May | 11 - Bank Regulation “Dog & Frisbee” ; “RWA dispersion” | Ch. 15-17 |
| Week 11 16 May | 12 - Operational Risk 13 - Liquidity Risk | Ch. 23, Ch.24 |
| Week 12 23 May | 14 – Robust Regulation Special topic: Ethics in Finance | |
| Week 13 30 May | **NO LECTURES** | |
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

8 PROGRAM LEARNING GOALS AND OUTCOMES

The Business School Program Learning Goals reflect what we want all students to BE or HAVE by the time they successfully complete their degree, regardless of their individual majors or specialisations. For example, we want all our graduates to HAVE a high level of business knowledge, and a sound awareness of ethical, social, cultural and environmental implications of business. As well, we want all our graduates to BE effective problem-solvers, communicators and team participants. These are our overall learning goals for you and are sought after by employers.

You can demonstrate your achievement of these goals by the specific outcomes you achieve by the end of your degree (e.g. be able to analyse and research business problems and propose well-justified solutions). Each course contributes to your development of two or more program learning goals/outcomes by providing opportunities for you to practise these skills and to be assessed and receive feedback.

Program Learning Goals for undergraduate and postgraduate students cover the same key areas (application of business knowledge, critical thinking, communication and teamwork, ethical, social and environmental responsibility), which are key goals for all Business students and essential for success in a globalised world. However, the specific outcomes reflect different expectations for these levels of study.

We strongly advise you to choose a range of courses which assist your development of these skills, e.g., courses assessing written and oral communication skills, and to keep a record of your achievements against the Program Learning Goals as part of your portfolio.

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awareness of ethical, social, cultural and environmental implications of business issues and practice.
You should be able to:

a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
b. Consider social and cultural implications of business and/or management practice.

9 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: https://student.unsw.edu.au/plagiarism as well as the guidelines in the online ELISE tutorials for all new UNSW students: http://subjectguides.library.unsw.edu.au/elise

To see if you understand plagiarism, do this short quiz: https://student.unsw.edu.au/plagiarism-quiz

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

For the Business School Harvard Referencing Guide, see the Business Referencing and Plagiarism webpage (Business >Students>Learning support> Resources>Referencing and plagiarism).

10 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.

Information and policies on these topics can be found in UNSW Current Students ‘Managing your Program’ webpages: https://student.unsw.edu.au/program.

10.1 Workload

It is expected that you will spend at least nine to ten hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, online activities 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.

We strongly encourage you to connect with your Moodle course websites in the first week of semester. Local and international research indicates that students who engage early and often with their course website are more likely to pass their course.

Information on expected workload: https://student.unsw.edu.au/uoc

10.2 Attendance

Your regular and punctual attendance at lectures and seminars, as well as in online activities, is expected in this course. University regulations indicate that if students attend
less than 80% of scheduled classes they may be refused final assessment. For more information, see: https://student.unsw.edu.au/attendance

10.3 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/conduct

10.4 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/.

10.5 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 e-mail 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.

11 SPECIAL CONSIDERATION
You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress.

General information on special consideration for undergraduate and postgraduate courses:

1. All applications for special consideration must be lodged online through myUNSW within 3 working days of the assessment (Log into myUNSW and go to My Student Profile tab > My Student Services > Online Services > Special Consideration). You will then need to submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation to Student Central. For more information, please study carefully in advance the instructions and conditions at: https://student.unsw.edu.au/special-consideration
2. Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct. The School may ask to see the original or certified copy.
3. Applications will not be accepted by teaching staff. The lecturer-in-charge will be automatically notified when you lodge an online application for special consideration.
4. Decisions and recommendations are only made by lecturers-in-charge (or by the Faculty Panel in the case of UG final exam special considerations), not by tutors.
5. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
6. Special consideration requests do not allow lecturers-in-charge to award students additional marks.
Special consideration and the Final Exam in postgraduate courses:
Applications for special consideration in relation to the final exam are considered by a Business School Faculty panel to which lecturers-in-charge provide their recommendations for each request. If the Faculty panel grants a special consideration request, this will entitle the student to sit a supplementary examination. No other form of consideration will be granted. The following procedures will apply:

1. Supplementary exams will be scheduled centrally and will be held approximately two weeks after the formal examination period. The dates for Business School supplementary exams for Semester 1, 2016 are:
   - 12th July – exams for the School of Accounting
   - 13th July – exams for all Schools except Accounting and Economics
   - 14th July – exams for the School of Economics

If a student lodges a special consideration for the final exam, they are stating they will be available on the above dates. **Supplementary exams will not be held at any other time.**

2. Where a student is granted a supplementary examination as a result of a request for special consideration, the student’s original exam (if completed) will be ignored and only the mark achieved in the supplementary examination will count towards the final grade. Failure to attend the supplementary exam will not entitle the student to have the original exam paper marked and may result in a zero mark for the final exam.

If you attend the regular final exam, you are extremely unlikely to be granted a supplementary exam. Hence if you are too ill to perform up to your normal standard in the regular final exam, you are strongly advised not to attend. However, granting of a supplementary exam in such cases is not automatic. You would still need to satisfy the criteria stated above.

If you attend the regular final exam, you are extremely unlikely to be granted a supplementary exam. Hence if you are too ill to perform up to your normal standard in the regular final exam, you are strongly advised not to attend. However, granting of a supplementary exam in such cases is not automatic. You would still need to satisfy the criteria stated above.


Special consideration and assessments other than the Final Exam in undergraduate courses:
Special considerations must be applied for using the online system above for any assessment more than 20% of the student’s final mark. The lecture will advise the outcome of the special consideration via the online system.
12 STUDENT RESOURCES AND SUPPORT

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

- **Business School Education Development Unit (EDU)**
  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: 9385 5584; Email: edu@unsw.edu.au.

- **Business Student Centre**
  https://www.business.unsw.edu.au/students/resources/student-centre
  Provides advice and direction on all aspects of admission, enrolment and graduation. Office: Level 1, Room 1028 in the Quadrangle Building; Phone: 9385 3189.

- **Moodle eLearning Support**
  For online help using Moodle, go to: https://student.unsw.edu.au/moodle-support. For technical support, email: itservicecentre@unsw.edu.au; Phone: 9385 1333.

- **UNSW Learning Centre**
  www.lc.unsw.edu.au Provides academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library training and search support services**
  http://info.library.unsw.edu.au/web/services/services.html

- **IT Service Centre**

- **UNSW Counselling and Psychological Services**
  https://student.unsw.edu.au/wellbeing 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: 9385 5418; Email: counselling@unsw.edu.au

- **Student Equity & Disabilities Unit**
  http://www.studentequity.unsw.edu.au Provides advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Phone: 9385 4734; Email: seadu@unsw.edu.au