MGMT5907
Human Resource Management

Course Outline
Semester 1, 2016

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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS
Associate Professor Amirali Minbashian (Course Coordinator and Lecturer)
Room: 545 UNSW Australia Business School Building
Phone: 9385 4617
Email: amiralim@unsw.edu.au
Consultation: by appointment by email

2 COURSE DETAILS

2.1 Teaching Times and Locations
Seminars run from Week 1 to Week 12. The Time and Location are:
2pm-5pm Tuesdays, Civil Engineering G6

2.2 Units of Credit
The course is worth 6 units of credit.

2.3 Summary of Course
This course introduces you to the central processes that make up human resource management practice in organisations. We consider various options for attracting, retaining and developing employees and ensuring that employers meet their legal and ethical obligations in relation to workforce management. You will cover the key HR functions of recruitment and selection, learning and development, workforce planning, performance and reward management, occupational health and safety, and diversity management. In this course students have the opportunity to develop their professional skills and knowledge in managing the employment cycle.

2.4 Course Aims and Relationship to Other Courses
MGMT5907 provides students with an introduction to the major functions and processes that make up human resource management. The course aims to: 1) facilitate an understanding of what it is that HR Managers do and how they do it, and, 2) promote an evidence-based approach to examining the effectiveness of the various options for managing an organisation’s workforce.

The focus of MGMT5907 is on the functional aspects of human resource management. This complements the content covered in the course MGMT5908 (which focuses more on the strategic aspects of human resource management) and the course MGMT5906 (which provides conceptual foundations for topics covered in MGMT5907).

Furthermore, MGMT5907 provides an introduction to topics that are covered more extensively in other specialist courses, such as career management and skills (MGMT5940), remuneration and performance management (MGMT5947), and recruitment, selection and development (MGMT5948).

2.5 Student Learning Outcomes
By the end of this course, you should be able to:
1. Describe and explain the functions performed by HR Managers, including workplace planning, job analysis, recruitment, selection, development, remuneration, occupational health and safety, and diversity management.
2. Engage in group discussions and conduct group work based on human resource management activities.
3. Access relevant evidence-based articles on human resource management topics.
4. Evaluate and apply findings from the evidence-based literature to address problems arising in human resource management.

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>
</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 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                        | Describe and explain the functions performed by HR Managers, including workplace planning, job analysis, recruitment, selection, development, remuneration, occupational health and safety, and diversity management. Access relevant evidence-based articles on human resource management topics.                           | • Exams   
• Article Reviews   
• Class Participation|
| 2 Critical thinking and problem solving | Evaluate and apply findings from the evidence-based literature to address problems arising in human resource management.                                                                                                                                                                                                                                 | • Article Reviews   
• Exams   
• Class Participation|
| 3a Written communication            | Construct written work which clearly communicates knowledge of HR topics.                                                                                                                                                                                                                                                                | • Article Reviews   
• Exams |
| 3b Oral communication               | Communicate ideas clearly in the context of group discussions.                                                                                                                                                                                                                                                                                 | • Class Participation |
| 4 Teamwork                         | Conduct group work based on human resource management activities.                                                                                                                                                                                                                                                                            | • Class Participation |
| 5a Ethical, social and environmental responsibility | Identify ethical issues in discussions of specific HRM topics (e.g., OH&S)                                                                                                                                                                                                                                                             | • Not explicitly assessed |
| 5b Social and cultural awareness    | Consider social and cultural issues in discussions of specific HRM topics (e.g., diversity management).                                                                                                                                                                                                                                           | • Not explicitly assessed |

3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course
This course emphasises both the acquisition and application of knowledge. I believe that learning occurs most effectively when theory is taught in conjunction with application. This is reflected in my teaching approach to this course, which combines conceptual knowledge about the functions of human resource management along with activities that illustrate how such functions are performed in practice and best implemented in organisations.
I believe that teaching should take into account individual differences in the needs and attributes of learners and should be responsive to feedback. I seek on-going feedback from students in relation to the positive and negative aspects of my teaching approach and I attempt to adapt my approach to better meet student needs. I also encourage students to actively take responsibility for their own learning.

3.2 Learning Activities and Teaching Strategies
Each week is comprised of a 3 hour seminar. The first part of each seminar is conducted in lecture-format and is designed to convey theoretical and practical knowledge about the functions performed by HR Managers. The second part of each seminar involves hands-on activities and discussions of readings to enable transfer of learning to the world of work. For example, students will have the opportunity to conduct a job analysis, complete personality tests used in personnel selection, design a performance appraisal system, and redesign jobs to increase their motivating potential. Seminars will also be used to review the evidence base for various human resource activities in order to promote a best practices approach to human resource management.

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>Midsession Exam</td>
<td>20%</td>
<td>1 hour</td>
<td>Week 8 seminar</td>
</tr>
<tr>
<td>Article Reviews (two in total)</td>
<td>20% (10% each)</td>
<td>3 pages per review</td>
<td>The Friday of Weeks 4 and 11.</td>
</tr>
<tr>
<td>Class Participation (peer-ratings)</td>
<td>20%</td>
<td>Not Applicable</td>
<td>Peer ratings due at end of session.</td>
</tr>
<tr>
<td>Final Exam</td>
<td>40%</td>
<td>2 hours</td>
<td>University Exam Period</td>
</tr>
</tbody>
</table>

Midsession Exam
The midsession exam (20% of total course mark) will take place in the Week 8 seminar (at 2pm, Tuesday 26th April). It will assess the topics presented in Weeks 1 to 4, and can include any material presented in lectures or in the associated textbook chapters. The exam will include a mixture of multi-choice and short-answer questions.

Article Reviews
During the course of the semester, students will review two journal articles that provide an evidence-based approach to human resource management topics. Each review is worth 10% (i.e., the two reviews together are worth 20% of the total course mark). The reviews are due by 6pm on the Fridays of Weeks 4 and 11 respectively (i.e., Review 1 is due 6pm Friday 25th March and Review 2 is due 6pm Friday 20th May).
The article to be reviewed, the specific questions that each review should address, any breakdown of allocated marks, and instructions for how to submit the reviews will be provided will be provided at least one week prior to the due date for the review. Students are required to access and read the article and to write a short review. The purpose of this task is to assess students on their ability to describe, evaluate and apply findings from the evidence-based literature to human resource management topics. Each review should be a maximum of three double-spaced A4 pages long (Times New Roman, 12-point font with 2.5cm margins). Failure to submit a review on time, where approval of an extension has not been granted and where grounds for an extension do not exist, will result in a penalty of 2 marks (out of the 10 possible marks) per day. Extensions will only be granted on medical or compassionate grounds under extreme circumstances, and will not be granted for work and other commitments. Appropriate documentation (e.g., medical certificates) will be required. Requests for extensions must be made in writing to the course coordinator prior to the due date.

**Class Participation**
Classroom participation (20% of total course mark) will be assessed by peer ratings. As part of the weekly seminars, students will participate in group discussions and group activities with other students in the class. The composition of groups will be changed around from week to week so that students have the opportunity to interact with all other students. Furthermore, the class as a whole will interact as part of classroom discussions. At the end of the session, each student will complete a questionnaire in which they rate every other student with respect to how actively each contributed to the positive learning environment of the class and how receptive each was to the contributions of other students. The obtained ratings for each student will be combined to determine the student’s overall mark for classroom participation. The specific nature of the questions and questionnaire format will be discussed as part of the Week 7 seminar on performance appraisal systems.

**Final Exam**
The final exam (40% of total course mark) will take place during the university examination period. It will assess the topics presented in Weeks 5 to 12, and can include any material presented in lectures or in the associated textbook chapters. The format will include a mixture of multiple-choice and short-answer questions.

**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 is on Moodle at: [http://moodle.telt.unsw.edu.au](http://moodle.telt.unsw.edu.au)

The prescribed textbook for the course is:
Stone, R. J. (2013). *Managing Human Resources (4th edition).* Wiley. The textbook will form the basis for the information covered in the lectures and the content covered in the midsession and final exams. Consequently, it is strongly advised that you purchase it. Copies are available at the UNSW Bookshop.
Additional readings will be suggested in class as required. These will be accessible via the library catalogue (http://www.library.unsw.edu.au/). Also, see the Assessment section above for the readings required for the Article Review assessments.

6 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students about the courses offered in the School and continual improvements are made based on this feedback. In this course, I will seek your feedback through UNSW’s Course and Teaching Evaluation and Improvement (CATEI) Process. I also encourage informal feedback during the course and, if appropriate, will adjust the course as it progresses in line with this feedback.

7 COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>References</th>
<th>Other activities / assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 29 February</td>
<td>Introduction to HRM</td>
<td>Chapter 1</td>
<td></td>
</tr>
<tr>
<td>Week 2 7 March</td>
<td>HR Planning</td>
<td>Chapter 2</td>
<td></td>
</tr>
<tr>
<td>Week 3 14 March</td>
<td>Job Analysis</td>
<td>Chapter 5</td>
<td></td>
</tr>
<tr>
<td>Week 4 21 March</td>
<td>Recruitment</td>
<td>Chapter 6</td>
<td>Review 1 due 6pm Friday 25th March</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Mid-semester break: Friday 25 March – Saturday 2 April inclusive</td>
</tr>
<tr>
<td>Week 5 4 April</td>
<td>Employee Selection</td>
<td>Chapter 7</td>
<td></td>
</tr>
<tr>
<td>Week 6 11 April</td>
<td>Performance Appraisal/Management</td>
<td>Chapter 8</td>
<td></td>
</tr>
<tr>
<td>Week 7 18 April</td>
<td>Training &amp; Development</td>
<td>Chapter 9</td>
<td></td>
</tr>
<tr>
<td>Week 8 25 April</td>
<td>Career Planning</td>
<td>Chapter 10</td>
<td>Midsession Exam (during seminar)</td>
</tr>
<tr>
<td>Week 9 2 May</td>
<td>Remuneration</td>
<td>Chapter 11</td>
<td></td>
</tr>
<tr>
<td>Week 10 9 May</td>
<td>Employee Health &amp; Safety</td>
<td>Chapter 13</td>
<td></td>
</tr>
<tr>
<td>Week 11 16 May</td>
<td>Diversity Management</td>
<td>Chapter 14</td>
<td></td>
</tr>
<tr>
<td>Week 12 23 May</td>
<td>Assessing HRM Effectiveness</td>
<td>Chapter 16</td>
<td>Review 2 due 6pm Friday 20th May</td>
</tr>
<tr>
<td>Week 13 30 May</td>
<td>NO CLASS</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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 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.

<table>
<thead>
<tr>
<th>Business Undergraduate Program Learning Goals and Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Knowledge</strong>: Our graduates will have in-depth disciplinary knowledge applicable in local and global contexts. You should be able to select and apply disciplinary knowledge to business situations in a local and global environment.</td>
</tr>
<tr>
<td>2. <strong>Critical thinking and problem solving</strong>: Our graduates will be critical thinkers and effective problem solvers. You should be able to identify and research issues in business situations, analyse the issues, and propose appropriate and well-justified solutions.</td>
</tr>
<tr>
<td>3. <strong>Communication</strong>: Our graduates will be effective professional communicators. You should be able to:</td>
</tr>
<tr>
<td>a. Prepare written documents that are clear and concise, using appropriate style and presentation for the intended audience, purpose and context, and</td>
</tr>
<tr>
<td>b. Prepare and deliver oral presentations that are clear, focused, well-structured, and delivered in a professional manner.</td>
</tr>
<tr>
<td>4. <strong>Teamwork</strong>: 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. <strong>Ethical, social and environmental responsibility</strong>: Our graduates will have a sound awareness of the ethical, social, cultural and environmental implications of business practice. You will be able to:</td>
</tr>
</tbody>
</table>
a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
b. Identify social and cultural implications of business situations.

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, and 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.
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](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](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](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](http://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](http://info.library.unsw.edu.au/web/services/services.html)

- **IT Service Centre**
  Provides technical support for problems logging in to websites, downloading documents etc. [https://www.it.unsw.edu.au/students/index.html](https://www.it.unsw.edu.au/students/index.html) Office: UNSW Library Annexe (Ground floor). Ph: 9385 1333.

- **UNSW Counselling and Psychological Services**
  [https://student.unsw.edu.au/wellbeing](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](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