MNGT5520
Quantitative Business Modelling for Managers

Course Outline
Session 4, 2015

Part A: Course-Specific Information

Part B: Key Policies, Student Responsibilities and Support
# Table of Contents

## PART A: COURSE-SPECIFIC INFORMATION

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1    STAFF CONTACT DETAILS</td>
<td>1</td>
</tr>
<tr>
<td>2    COURSE DETAILS</td>
<td>1</td>
</tr>
<tr>
<td>2.1  Teaching Times and Locations</td>
<td>1</td>
</tr>
<tr>
<td>2.2  Units of Credit</td>
<td>1</td>
</tr>
<tr>
<td>2.3  Summary of Course</td>
<td>1</td>
</tr>
<tr>
<td>2.4  Course Aims and Relationship to Other Courses</td>
<td>1</td>
</tr>
<tr>
<td>2.5  Student Learning Outcomes</td>
<td>1</td>
</tr>
</tbody>
</table>

## PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1    PROGRAM LEARNING GOALS AND OUTCOMES</td>
<td>7</td>
</tr>
<tr>
<td>2    ACADEMIC HONESTY AND PLAGIARISM</td>
<td>8</td>
</tr>
<tr>
<td>3    STUDENT RESPONSIBILITIES AND CONDUCT</td>
<td>9</td>
</tr>
<tr>
<td>3.1  Workload</td>
<td>9</td>
</tr>
<tr>
<td>3.2  Attendance</td>
<td>9</td>
</tr>
<tr>
<td>3.3  General Conduct and Behaviour</td>
<td>9</td>
</tr>
<tr>
<td>3.4  Occupational Health and Safety</td>
<td>10</td>
</tr>
<tr>
<td>3.5  Keeping Informed</td>
<td>10</td>
</tr>
<tr>
<td>4    SPECIAL CONSIDERATION AND SUPPLEMENTARY EXAMINATIONS</td>
<td>10</td>
</tr>
<tr>
<td>5    STUDENT RESOURCES AND SUPPORT</td>
<td>11</td>
</tr>
</tbody>
</table>
PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

Course Leader: Scott Muller
Mobile: +61 (0)404 448 187
Email: scott.muller@unsw.edu.au

The Course Leader is located off campus in the Sydney CBD, except for during class/workshop sessions.

2 COURSE DETAILS

2.1 Teaching Times and Locations
Updated information about class times and locations can be found on the AGSM @ UNSW Business School website and by logging into the Google Calendar.

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

2.3 Summary of Course
This course teaches students the skills required to model, analyse and solve complex business problems that can affect a firm’s bottom line (i.e. its revenues and costs). The course further teaches how best to present numerical data efficiently and effectively to a business audience.

2.4 Course Aims and Relationship to Other Courses
Every business uses numerical data and must rely on the visual representation of that data to communicate to its managers, shareholders and interested parties. Businesses also strive to optimise their finances – whether through profit maximisation or cost minimisation - and they necessarily rely on numerical techniques to determine appropriate strategies to meet that aim. Quantitative modelling and the visualisation of data are, therefore, of importance to all managers. They relate generally, and often specifically, to the full spectrum of MBA courses (both quantitative and qualitative).

2.5 Student Learning Outcomes
By the end of this course students will be able to:

• Identify core variables of interest within quantitative business problems and understand how best to analyse such variables;

• Make effective practical assumptions relating to the analysis of quantitative business data;

• Design, build and manipulate (including conducting scenario and sensitivity analysis) complex numerical models relating to forecasting, optimisation (linear, integer, dynamic and non-linear models) and simulation (using Monte Carlo simulation);

• Understand and relay the limitations of each of the above models; and

• Present data for effective communication to business audiences.
The Course Learning Outcomes in this course are what you should be able to DO by the end of this course if you participate fully in the learning activities and successfully complete the assessment items.

The Course Learning Outcomes also help you to achieve some of the overall Program Learning Goals and Outcomes for all postgraduate coursework students in the 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 (e.g. 'participate collaboratively and responsibly in teams').

### MBA Program Learning Goals and Outcomes

**Learning Goal 1: Business Management Knowledge**
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

**Learning Goal 2: Critical Thinking**
Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions

**Learning Goal 3: Communication**
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

**Learning Goal 4: Teamwork**
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

**Learning Goal 5: Responsible Business**
Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business

Students should be able to consider the social and cultural implications of management practices and of business activities

**Learning Goal 6: Leadership**
Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams

**Learning Goal 7: International Perspective**
Students should understand the needs of undertaking business within a global context

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

**Learning Goal 8: Risk Management**
Students should be able to demonstrate an understanding of the limits in precision and the risks associated with business models

Students should be able to appraise risk and to develop risk mitigation strategies applicable to business undertaken within uncertain and volatile environments

For more information on the Postgraduate Coursework Program Learning Goals and Outcomes, see Part B of the course outline.
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:</td>
<td>This learning outcome will be assessed in the following items:</td>
</tr>
</tbody>
</table>
| Business Management Knowledge | Identify and apply appropriate business optimisation modelling theories and techniques to general management and business decisions within diverse situations. | • Homework Exercises  
• Individual Assignment  
• Group Term Paper |
| Critical Thinking | Research and analyse complex issues and problems in business and develop appropriate models to augment the choice of optimum solutions. | • Homework Exercises  
• Individual Assignment  
• Group Term Paper |
| Communication | Produce written documents and oral presentations that communicate effectively information for the intended audience and purpose | • Homework Exercises  
• Individual Assignment  
• Group Term Paper |
| Teamwork | Participate collaboratively, effectively and responsibly in a team to achieve specified outcomes | • Presentation of the Group Term Paper |
| Risk Management | Demonstrate an understanding of the limits in precision and the risks associated with business models | • Homework Exercises  
• Individual Assignment  
• Group Term Paper |

3 LEARNING AND TEACHING ACTIVITIES

This course uses an adult-learning approach that stresses proactive and interactive teaching and learning. Direct student contribution, including critical and lateral discussion that reflects students’ readings and experiences, is expected and encouraged. Students must be willing and able to be proactive and self-driven in regard to mastering the content of this course.

This course is weighted towards practical application of theory through design, build and open discussion of many quantitative models. Face-to-face sessions encompass both lectures and workshops because the course content must be first learned, then further practiced and performed in order to be perfected.

Lectures build student understanding of the main ideas and theories. Lectures include interactive learning processes and will synthesise materials from a range of sources. Workshops provide an interactive environment through which to enhance learning via collaboration.
To be effective, **students are required to undertake self-driven research and study in order to come to each lecture and workshop fully prepared.** Among other things, this involves:

1. Identifying practical business applications for the theory being learned and being prepared to fully explain and justify those choices;
2. Preparing all workshop questions (when relevant);
3. Printing and reviewing the lecture overheads. Lecture overheads and supporting material will be made available via the Course Website;
4. Downloading any necessary data files for the relevant session. These files will be made available via the Course Website; and
5. Proactive self-driven research of appropriate Excel functionality if a student lacks understanding of same.

The course includes a variety of practical and experiential learning exercises, therefore students will be required to have access to a laptop during all sessions unless otherwise advised by the Lecturer. Students will be asked to form groups early in the course, therefore one laptop per group per class is sufficient. By actively and conscientiously engaging in groups in lectures and workshops, students will increase their confidence and competence across all the areas of the course.

## 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.

### 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>Class Participation and Homework Exercises</td>
<td>20%</td>
<td>n/a</td>
<td>Continuous</td>
</tr>
<tr>
<td>Individual Assignment</td>
<td>40%</td>
<td>3 page report PLUS 1 spreadsheet</td>
<td>Week 9</td>
</tr>
<tr>
<td>Group Term Project</td>
<td>40%</td>
<td>5 page report PLUS 1 spreadsheet PLUS 15 minute formal presentation</td>
<td>Week 11</td>
</tr>
</tbody>
</table>

There are three major assessment tasks:

1. **Individual Participation and Homework Exercises** – progressively assesses a student’s contribution to the class environment and shared learning. For each homework exercise, at least one student will be randomly selected to present his/her solution to the class. Each student must present at least one of the homework exercises during the term;

2. **Individual Assignment** – assesses a student’s ability to build an efficient and effective numerical model to solve of a business problem; and
3. **Group Term Project** – assesses the full learning of the course, along with teamwork, collaboration and presentation skills, via a major piece of group work. Students self-select groups of no more than 5 to model either a set question or a real business problem of their own choice. Student’s present their models and solutions in an open class forum at the end of the course.

### 4.3 Assessment Format

AGSM @ UNSW Business School requires students to submit their work within the designated page limit and in the designated format in order to maintain a fair and equitable system. Any work presented outside the requirements will not be marked.

For guidelines on formatting and presenting your assignment, see

http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx#formatting

### 4.4 Assignment Submission Procedure

Additional submission procedure information may be specified on separate assignment question sheets and/or may be advised by the Lecturer during the term.

### 4.5 Late Submission

AGSM MBA Programs applies a daily penalty of 5% to late assignments. This policy was reviewed in October 2009 in light of the fact that certain schools within the UNSW Business School apply a 10% penalty. The decision of AGSM MBA Programs following this review was that current 5% penalty is appropriate to all of our programs and will remain unchanged.

Refer to policy at:

http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx

<table>
<thead>
<tr>
<th>Quality Assurance</th>
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</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

### 5 COURSE RESOURCES

The course overheads form the notes for this course. There is no prescribed text however students may find additional reference books useful learning and/or supporting resources. Several appropriate books may be found in the university library.

#### Course website

The course website will be used for the dissemination of course overheads (i.e. course notes) and other relevant material such as assignments. You can access Moodle using your student number and zPass by visiting:

**https://moodle.telt.unsw.edu.au/**
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 in weeks 3 or 4, 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.

7 COURSE SCHEDULE (Tentative)

<table>
<thead>
<tr>
<th>Uni Wk</th>
<th>Date (2015)</th>
<th>Class &amp; Content</th>
<th>Work due at start of class …</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Monday 12 January</td>
<td>Class 1: General Modelling</td>
<td>Nil</td>
</tr>
<tr>
<td>2</td>
<td>Monday 19 January</td>
<td>Class 2: Spreadsheets Essentials</td>
<td>Homework question due: M&amp;K Sales Tracker</td>
</tr>
<tr>
<td>3</td>
<td>Monday 26 January</td>
<td>No class due to ‘Australia Day’ long weekend</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Monday 2 February</td>
<td>Class 3: Forecasting (Part 1)</td>
<td>Homework question due: Houses Inc</td>
</tr>
<tr>
<td>5</td>
<td>Monday 9 February</td>
<td>Class 4: Forecasting (Part 2)</td>
<td>Homework question due: Sam’s Sausages</td>
</tr>
<tr>
<td>6</td>
<td>Monday 16 February</td>
<td>Class 5: Optimisation (Part 1)</td>
<td>Homework question due: South American Tinting</td>
</tr>
<tr>
<td>7</td>
<td>Monday 23 February</td>
<td>Class 6: Optimisation (Part 2)</td>
<td>Homework question due: Ampol</td>
</tr>
<tr>
<td>8</td>
<td>Monday 2 March</td>
<td>Class 7: VBA Essentials</td>
<td>Homework question due: Combo Corporation</td>
</tr>
</tbody>
</table>

Note: **Individual Assignment is due by 6pm on Monday 9 March**

| 9      | Monday 9 March | Class 8: Simulation (Part 1) | Nil |
| 10     | Monday 16 March | Class 9: Simulation (Part 2) | Homework question due: Refresh-U |

Note: **Term Project is due by 6pm on Sunday 22 March**

| 11     | Monday 23 March | Term Project Presentations | Homework question due: People First |

Note: **Data Visualisation Techniques** will be learned throughout the course program.
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

1 PROGRAM LEARNING GOALS AND OUTCOMES

The UNSW 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.

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 UNSW Business School 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.
MBA Program Learning Goals and Outcomes

Learning Goal 1: Business Management Knowledge
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.

Learning Goal 2: Critical Thinking
Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions.

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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.

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Learning Goal 5: Responsible Business
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Students should be able to consider the social and cultural implications of management practices and of business activities.

Learning Goal 6: Leadership
Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams.

Learning Goal 7: International Perspective
Students should understand the needs of undertaking business within a global context.
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.

Learning Goal 8: Risk Management
Students should be able to demonstrate an understanding of the limits in precision and the risks associated with business models.
Students should be able to appraise risk and to develop risk mitigation strategies applicable to business undertaken within uncertain and volatile environments.

2 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](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](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](http://www.lc.unsw.edu.au/plagiarism/plagquiz.html)

For information on how to acknowledge your sources and reference correctly, see: [http://www.lc.unsw.edu.au/onlib/ref.html](http://www.lc.unsw.edu.au/onlib/ref.html)

For the UNSW Business School Harvard Referencing Guide, see the ASB Referencing and Plagiarism webpage (ASB > Learning and Teaching > Student services > Referencing and plagiarism)
3 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:

http://www.asb.unsw.edu.au/currentstudents/agsmmba/studentresources/studentsrightandsresponsibilities/Pages/default.aspx

If students are in doubt about the policy or procedure relating to a particular matter they should seek advice from the Student Experience.


3.1 Workload

It is expected that you will spend at least ten 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.

3.2 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.

http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/enrolmentinformation/Pages/default.aspx#class attendance

3.3 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://my.unsw.edu.au/student/atoz/BehaviourOfStudents.html
3.4 Occupational 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://www.ohs.unsw.edu.au/.

3.5 Keeping Informed
You should take note of all announcements made in lectures, tutorials or on the course web site. 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.

4 SPECIAL CONSIDERATION AND SUPPLEMENTARY EXAMINATIONS

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. For both general and specific information on 'special considerations' contact Student Experience and the lecturer-in-charge: Also see http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx#exams

and myUNSW


General Information on Special Consideration:

1. All applications for special consideration must be lodged online through myUNSW within 3 working days of the assessment due date (Log into myUNSW and go to My Student Profile tab > My Student Services channel > 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 the instructions and conditions at: https://my.unsw.edu.au/student/atoz/SpecialConsideration.html.

2. Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct.

3. Applications will not be accepted by teaching staff. Student Experience will be automatically notified when you lodge an online application for special consideration.

4. Decisions and recommendations are only made by Student Experience, not by tutors.

5. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
Special Consideration and the Final Exam:
Applications for special consideration in relation to the final exam are considered by an AGSM @ UNSW Business School Student Experience panel to which lecturers-in-charge provide their recommendations for each request.

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.

5 STUDENT RESOURCES AND SUPPORT

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

- **AGSM @ UNSW Business School Student Experience**
  Advice and direction on all aspects of enrolment, timetables and graduation.
  Ground Floor – Red Counter, AGSM Building (G27),
  Phone: (02) 9931 9400
  Email: studentexperience@agsm.edu.au

- **eLearning Support**: For online help using Moodle, follow the links from http://teaching.unsw.edu.au/moodle-students
  For login issues
  Contact the UNSW IT Service Centre:
  - **Hours**: Monday – Friday, 8am – 8pm
    Saturday – Sunday, 11am – 2pm
  - **Email**: ITServiceCentre@unsw.edu.au
  - **Phone**: (02) 9385 1333 - International: +61 2 9385 1333

  For assistance in using Moodle, including how to upload assessments
  Contact the AGSM @ UNSW Business School Elearning Coordinator:
  - **Hours**: Monday – Friday, 9am – 5pm
  - **Email**: elearning@agsm.edu.au
  - **Phone**: (02) 9931 9541 - International: +61 2 9931 9541

  For help with technical issues and problems
  Contact the External TELT Service Centre:
  - **Hours**: Monday – Friday, 7.30am – 9.30pm
    Saturday – Sunday, 8.30am – 4.30pm
  - **Email**: externalteletsupport@unsw.edu.au
  - **Phone**: (02) 9385 3331 - International: +61 2 9385 3331
• **UNSW Business School Education Development Unit (EDU)**  
  Academic writing, study skills and maths support specifically for UNSW Business School students. Services include workshops, online and printed resources, and individual consultations. EDU Office: Room GO7, Ground Floor, UNSW Business School Building (opposite Student Centre); Phone: (02) 9385 5584; Email: edu@unsw.edu.au.  
  Consultation online booking: [https://booking.online.unsw.edu.au/booking/asb_consultation.login](https://booking.online.unsw.edu.au/booking/asb_consultation.login)  
  Visit us on Facebook: [www.facebook.com/educationdevelopmentunit](http://www.facebook.com/educationdevelopmentunit)

• **UNSW Learning Centre** ([www.lc.unsw.edu.au](http://www.lc.unsw.edu.au))  
  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:** 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)  
  UNSW Library Annexe (Ground floor)

• **UNSW Counselling and Psychological Services**  
  ([http://www.counselling.unsw.edu.au](http://www.counselling.unsw.edu.au))  
  Free, confidential service for problems of a personal or academic nature; and workshops on study issues such as ‘Coping With Stress’ and ‘Procrastination’.  
  Office: Level 2, Quadrangle East Wing; Phone: (02) 9385 5418

• **Student Equity & Disabilities Unit**  
  ([http://www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au))  
  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: (02) 9385 4734.