MGMT 5949
International Human Resource Management

Course Outline
Semester 2, 2015

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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS
Lecturer-in-charge/tutor: Bill Morrissey
Room 554, School of Management, Business School Building (level 5)
Phone No: 9385 7770
Email:b.morrissey@unsw.edu.au
Consultation Times – by appointment, please contact me in advance.

2 COURSE DETAILS

2.1 Teaching Times and Locations
Lectures start in Week 1 (to Week 13): The Time and Location are:
Lecture Tuesday 6pm – 7:20pm, ColomboThA
Tutorial 4:30pm – 6pm, Business School Building 207
Other times will be notified on class website.

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
Examines from both applied and theoretical perspectives the effect of national differences on the processes and systems associated with managing human resources across national boundaries, as in the case of multinational corporations.

2.4 Course Aims and Relationship to Other Courses
This course is offered as one of the electives in Human Resource Management major and International Business major.

2.5 Student Learning Outcomes

<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 School undergraduate 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 | Explain how cross-national differences of culture and institutions affect human | • Class participation  
• Case analysis |
<table>
<thead>
<tr>
<th></th>
<th>resource management of multinational firms</th>
<th>reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Critical thinking and problem solving</td>
<td>• Final term paper</td>
</tr>
</tbody>
</table>
|   | Use the theories of international HRM to interpret and analyse real problems in people management | • Class participation  
|   |                                             | • Case analysis reports  
|   |                                             | • Final term paper |
| 3a| Written communication                       | • Case analysis reports  
|   | Construct written work which is logically and professionally presented. | • Final term paper |
| 3b| Oral communication                          | • Class participation  
|   | Communicate ideas in a succinct and clear manner. | • Case presentation |
| 4 | Teamwork                                   | • Group case project |
|   | Work collaboratively to complete a task.    |         |
| 5a.| Ethical, environmental and sustainability responsibility | • Case report |
|   | Identify and assess environmental and sustainability considerations in problems in international HRM. |         |
| 5b.| Social and cultural awareness              | • Case analysis reports  
|   | Understand the cross-national diversity of cultural values and institutional arrangements. | • Final term paper |

**Business Postgraduate Coursework Program Learning Goals and Outcomes**

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.

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.

3. **Communication:** Our graduates will be effective communicators in professional contexts.  
   You should be able to:
   a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and
   b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.

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.

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:
   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.
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):

3 ASSESSMENT

3.1 Formal Requirements

In order to pass this course, you must:
- achieve a composite mark of at least 50; and
- attend more than 80% of classes; and
- make a satisfactory attempt at all assessment tasks (see below).

3.2 Assessment Details

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weight</th>
<th>Length</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>15 %</td>
<td></td>
<td>week 1-12</td>
</tr>
<tr>
<td>Individual analysis report</td>
<td>30 %</td>
<td>1500 words limit</td>
<td>21 September 2015</td>
</tr>
<tr>
<td>Case presentation/report</td>
<td>35 %</td>
<td>25 minutes/1000 words</td>
<td>week 5-12</td>
</tr>
<tr>
<td>Final term paper</td>
<td>20 %</td>
<td>1.5 hours</td>
<td>26 October 2015</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Class Participation (15 marks).
Attendance is a minimum requirement for obtaining the PASS mark on the subject. Students are expected to attend all classes (lectures and tutorials). Based on university policies, missing more than 20% of lectures or 20% of tutorials may cause the course failure. Lack of professionalism indicated by late coming, early leaving, and disrespecting others will be considered as absence.

In addition to attending all classes, students are expected to actively participate in class discussions. Throughout the semester, students are expected to read all cases before they come to tutorials. It will help students to be prepared for the class discussions. Examples of participation grades are as follows:

- 5 = occasionally participated in class discussion
- 10 = frequently participated in and made somewhat meaningful contributions to the class discussion.
Students who find it difficult to participate in class discussion (due to language problem for instance) are strongly encouraged to discuss the situations with the instructor.

* Digital Etiquette Policy: Laptop/mobile devices are only allowed for class related learning activities (such as note taking). Off-task use of digital devices (such as SNS, games) is prohibited. Repeated violations of Digital Etiquette Policy will affect the class-participation mark.

**Case Analysis Report (30 marks).**
This individual mid-semester writing assignment is intended to enhance students’ critical thinking skills by providing opportunities to evaluate and find strategic solutions to IHRM issues in real organizations.

Writing Assignment (maximum mark: 30)

**Group Case Analysis Project (35 marks in total).**

During the semester, students are required to participate in one group project. The purpose of this assignment is to develop students 1) understanding of real world issues with regard to people management in global contexts 2) collaboration skills in a small group setting, and 3) business presentation skills. The performance of the group project will be evaluated by a) class presentation at a tutorial session (20 marks) and b) written case analysis report (15 marks).

By wk3, all students will be assigned to a small group and a week for case presentation. Class presentation will be held in tutorial sessions. A presentation outline (and/or PPT slides) must be emailed to the instructor at least the day before the class presentation. The 15 minutes (25 minutes max) presentation should include 1) the summary of the case, 2) solutions/answers to the given case questions, and 3) points to further discussion. Peer evaluations will be made in tutorial sessions based on 1) the quality of content and 2) the effectiveness of delivery. Details of evaluation method will be discussed in lectures/tutorials.

Group case analysis reports (1000 word limit) should be submitted within two weeks after the presentation.

**Final Term Paper (25 marks).**
This is to provide an opportunity for students to review what they’ve learned throughout the semester and apply it to real world problems. The details of the exam paper will be discussed in lectures.

4 COURSE RESOURCES
5 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, I will seek your feedback not only through CATEI evaluations but also over constant communications in and outside the classroom. Feedback from previous students indicated some of the course materials were too rich to be fully covered in a limited time. In response to this feedback, I decided to overhaul the course materials and introduced a new textbook and replaced most of the case.

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
- attend 80% of classes.

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.
## 6 COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Tutorial Topic</th>
<th>References</th>
<th>Other Activities/Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 27 July</td>
<td>Introduction to the course</td>
<td>No Tutorial</td>
<td>Textbook Ch1</td>
<td>Getting to know each other</td>
</tr>
<tr>
<td>Week 2 3 August</td>
<td>Cross-national differences in HRM</td>
<td>Cultural differences and HRM</td>
<td>Textbook Ch2</td>
<td></td>
</tr>
<tr>
<td>Week 3 10 August</td>
<td>Organizational context and IHRM</td>
<td>Sony case</td>
<td>Textbook Ch3</td>
<td>Due: Case analysis report#1 (18th Aug)</td>
</tr>
<tr>
<td>Week 4 17 August</td>
<td>Cross-border alliances/SMEs and IHRM</td>
<td>Olly Racela in Bangkok (material to be provided)</td>
<td>Textbook Ch4</td>
<td>Presentation 1</td>
</tr>
<tr>
<td>Week 5 24 August</td>
<td>Sourcing HR for Global Markets</td>
<td>Hawthorn Arms (textbook p. 287)</td>
<td>Textbook Ch5</td>
<td>Presentation 2</td>
</tr>
<tr>
<td>Week 6 31 August</td>
<td>International Perf Management</td>
<td>Strategic Forecasts and Staffing (textbook p. 298)</td>
<td>Textbook Ch6</td>
<td>Presentation 3</td>
</tr>
<tr>
<td>Week 7 7 September</td>
<td>International Training, Development and Careers</td>
<td>Textbook Ch7</td>
<td>Spanning the globe (textbook p 284)</td>
<td>Presentation 4</td>
</tr>
<tr>
<td>Week 8 14 September</td>
<td>International Compensation</td>
<td>Textbook Ch8</td>
<td>Just another move to China? (textbook p. 328)</td>
<td>Presentation 5</td>
</tr>
<tr>
<td>Week 9 21 September</td>
<td>Transfer of HR across nations</td>
<td>Textbook Ch3</td>
<td>L’Oreal case (materials to be provided)</td>
<td>Due: Individual written report</td>
</tr>
<tr>
<td>Mid-semester break: Saturday 26 September - Monday 5 October inclusive</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 10 5 October</td>
<td>International Industrial Relations</td>
<td>Textbook Ch9</td>
<td>Volkang’s Balancing Act (textbook p. 289)</td>
<td>Presentation 6</td>
</tr>
<tr>
<td>Week 11 12 October</td>
<td>Ethics in IHRM</td>
<td>Textbook Ch10</td>
<td>Local and international? (textbook p. 305)</td>
<td>Presentation 7</td>
</tr>
<tr>
<td>Week 12 19 October</td>
<td>Course summary</td>
<td></td>
<td>Course overview</td>
<td>Q&amp;A</td>
</tr>
<tr>
<td>Week 13 26 October</td>
<td>Final Exam – in class</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

7 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. Knowledge: 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. Critical thinking and problem solving: 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. Communication: Our graduates will be effective professional communicators. You should be able to: a. Prepare written documents that are clear and concise, using appropriate style and presentation for the intended audience, purpose and context, and b. Prepare and deliver oral presentations that are clear, focused, well-structured, and delivered in a professional manner.</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 the ethical, social, cultural and environmental implications of business practice. You will be able to: 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.</td>
</tr>
</tbody>
</table>
## Business Postgraduate Coursework Program Learning Goals and Outcomes

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.

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   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.

### 8 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](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](http://subjectguides.library.unsw.edu.au/elise)

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

### 9 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](https://student.unsw.edu.au/program)
9.1 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

9.2 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. For more information, see: https://student.unsw.edu.au/attendance

9.3 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

9.4 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/.

9.5 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.

10 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.

[The following information, to the end of this section applies to UNDERGRADUATE COURSES ONLY. There is no common Business School policy for postgraduate courses. For postgraduate courses, insert your own policy or your School’s policy if different from the general information at the beginning of this section; otherwise, delete for PG courses.]

Business School Policy on requests for Special Consideration for Final Exams in Undergraduate Courses:
The lecturer-in-charge will need to be satisfied on each of the following before supporting a request for special consideration:

1. Does the medical certificate contain all relevant information? For a medical certificate to be accepted, the degree of illness, and impact on the student, must be stated by the medical practitioner (severe, moderate, mild). A certificate without this will not be valid.

2. Has the student performed satisfactorily in the other assessment items? Satisfactory performance would require at least [Fill in specific requirements for your School or course] and meeting the obligation to have attended 80% of tutorials.

3. Does the student have a history of previous applications for special consideration? A history of previous applications may preclude a student from being granted special consideration.

Special Consideration and the Final Exam in undergraduate 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 2, 2015 are:
   8th December – exams for the School of Accounting
   9th December – exams for all Schools except Accounting and Economics
10th December – 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.


**Special consideration and assessments other than the Final Exam in undergraduate courses:**
[Insert your School's/course procedure for special considerations in assessments other than for final exams, e.g. mid-semester exams, projects, if it differs from the general information supplied at the beginning of this section. For tasks worth <20%, LICs have flexibility in deciding how to grant extensions and special consideration. Tasks over 20% should in most circumstances go through the online system.]

**11 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](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